



The Image Models of PT East Jakarta Industrial Park (EJIP)

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Abstract: In an increasingly competitive market, companies are vying to meet customer needs and desires. Consequently, customer satisfaction has become the primary goal of every company. However, PT. EAST JAKARTA INDUSTRIAL PARK is facing a decline in investor shares, indicating that the company's image may need improvement. To this end, this study aims to explore the combined impact of service quality and customer relations on the image of PT. EAST JAKARTA INDUSTRIAL PARK. This implies that these elements of service quality require sustained attention. On the other hand, the tangibles dimension falls under quadrant 2 (focus here), indicating that significant efforts need to be directed towards improving this area as a top priority. PT. EJIP's commitment to fostering strong relationships with its customers is evident in various aspects. These include frequent communication with customers, ensuring product quality, fulfilling agreements with customers, building trust in the company's integrity, reputation, and reliability. Despite competition from other investment vehicles, PT. EJIP strives to retain its customers' loyalty by consistently providing exceptional service and maintaining a reputation as a trustworthy and reliable company. According to the findings of this study, the image of PT. EJIP is jointly impacted by service quality and customer relations. However, a closer analysis reveals that customer relations play a dominant role in shaping the image of the company, while service quality does not have a significant impact. Please refer to Table 4.21 for more details.

Keyword: Service Quality, Customer Relationship, Image.

INTRODUCTION

As the number of companies vying for customer satisfaction increases, competition has become fierce. This holds true for PT. EAST JAKARTA INDUSTRIAL PARK, whose dwindling investor share suggests an unfavorable image. Such image may be attributed to subpar service quality, leading to a lack of investor recommendations. It is also suspected that EAST JAKARTA INDUSTRIAL PARK's failure to establish strong customer relationships may have contributed to their poor reputation.

PT. EAST JAKARTA INDUSTRIAL PARK recognizes the need to prioritize HR management in light of recent developments. An area that often goes unnoticed and proves difficult to monitor is employees' attention towards customers. As Lovelock & Wright (2002:69) highlight, customers respond to physical support, process, and personal contact. To encourage customer trust, the critical variables include people, process, and physical evidence. Interestingly, the last two variables are independent of one another and the dependent variable.

The above description highlights the intriguing potential of studying the correlation between a company's service quality, customer relations, and its image. By delving into this subject, valuable evaluation criteria can be established, while also providing the company with actionable insights to improve their image going forward. Furthermore, such research can offer academic contributions to the enhancement of service quality programs and the development of customer relations strategies.

The study employed a survey method, where empirical data from customers was collected on-site. The primary objective was to gauge a sample of the population's views on the research topic.

LITERATURE REVIEW

To ensure the longevity of a business, both the company and its corporate services must strive for a "competitive advantage" that can help them come out on top in the competition. This can take many forms, such as excelling in service quality programs or fostering customer collaboration, all with the ultimate aim of crafting a positive corporate image.

As per Betterson's research, as cited by Parasuraman, Zeithaml, and Berry, service quality adheres to five crucial elements: tangible, empathy, responsiveness, reliability, and assurance. A company's image can be enhanced by improving its service quality. Lovelock also highlights these elements in his research on the subject (1996:464-465).

According to Kotler and Keller's 2006 work, John F. Martila proposes an assessment of service quality utilizing the importance and performance matrix. Through this, areas requiring improvement (emphasize) can be identified, along with elements that should be maintained (continue good work), possibly excessive (potential overkill), and those of low priority (minimal urgency). In evaluating PT. EAST JAKARTA INDUSTRIAL PARK's service quality, an importance and performance analysis will be employed.

The idea behind customer relations revolves around strategies that ensure customers remain content with a business, ultimately fostering an ongoing relationship between the two parties. In Kenna's (1991:132) research, five principles were discovered to be instrumental in the execution of customer relationship marketing. These principles include:

Making the market a hub for marketing organizations.

Marketing does not focus solely on gaining a market share, but rather on the creation of a market.

The essence of marketing lies in the process and not in promotional tactics.

Marketing is a field that relies on qualitative rather than quantitative measures.

Marketing is a collective responsibility for all or an individual's undertaking.

Developing a strong customer relationship entails two fundamental components: trust and commitment. By fostering these elements, a company can cultivate a positive image. As

noted by Assael (1987; 162), an image is formed through the accumulation of information from multiple sources over time, ultimately shaping an individual's perception of a subject. Therefore, an image represents a person's comprehensive view of a particular entity.

The study by Flavian, Torres, and Guinaliu (2004; 384) identified four essential components that contribute to the formation of a corporate image. These components include access to services, the range of services provided, personal interaction, and the level of security and reputation maintained. For the purposes of this study, these elements will serve as the basis for evaluating corporate image.

Measures of service accessibility involve gauging service usability, transactional time efficiency, convenience, operational hours, and the availability of complaint redressal mechanisms. The studies conducted by Alonso and Cruz (1991), Evans (1979), Llorca (1955), and Mandelet.al (1981), cited in Flavian, Torres, and Guinaliu (2004; 384), explore these facets of service provision.

According to Alonso and Cruz (1991), Evans (1979), Llorca (1955), and Mandelet.al (1981) in Flavian, Torres, and Guinaliu (2004; 384), the services provided encompass a range of indicators such as product/service availability, product appeal, product interest, willingness to pay for loans, and payment of service fees.

According to Alonso and Cruz (1991), Evans (1979), Llorca (1955), and Mandelet.al (1981) as cited in Flavian, Torres, and Guinaliu (2004; 384), markers of amiable staff include approachability, customized care, one-on-one interaction, financial guidance, and convenient accessibility.

According to various experts (Alonso and Cruz (1991), Evans (1979), Llorca (1955), and Mandelet.al(1981), security manifests in multiple facets such as transactional, financial, and data security. This was noted in Flavian, Torres, and Guinaliu's work in 2004 (384).

The trustworthiness of a company is measured by its ability to keep promises, provide quality services, and compete favorably against other entities. According to Alonso and Cruz (1991), Evans (1979), Llorca (1955), and Mandelet.al(1981) as cited by Flavian, Torres, and Guinaliu (2004; 384), these indicators make up the reputation of a company.

Describing the research paradigm, we can refer to the framework mentioned above as:

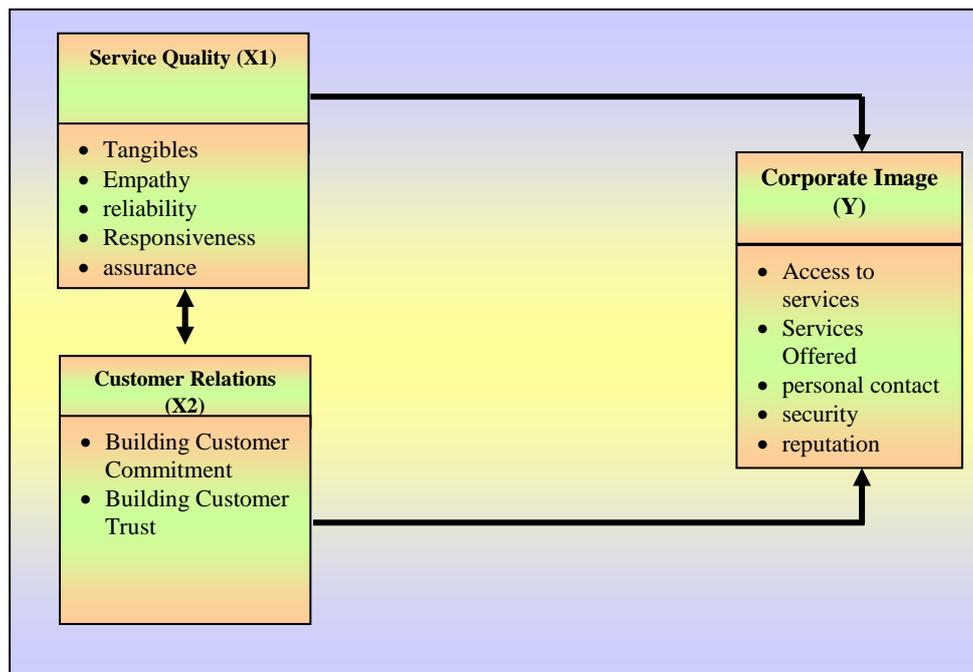


Figure 1 Research Framework

METHODS

This study employs a mixed-methods approach, combining a descriptive survey method to provide an overall understanding of the variables (service quality and customer relations) at PT. EAST JAKARTA INDUSTRIAL PARK, and an explanatory survey method to verify a hypothesis through field data collection. Descriptive research seeks to capture a comprehensive picture of variables, while verification research tests hypotheses. While the verification method is used to formulate all problem items, the discussion still incorporates descriptive characteristics of the variables. This research is cross-sectional, collecting data directly at a specific point in time.

For this study, we have implemented probability sampling, a technique that ensures equal chances for every population element to be selected for the sample. Furthermore, we have employed a simple random sampling method. The population considered for this research consists of 250 customers/tenants of PT. EAST JAKARTA INDUSTRIAL PARK, who have invested for at least one year.

The analysis employed involves two distinct types. First, the descriptive analysis primarily for qualitative variables to address service quality through the importance and performance matrix or the importance-performance analysis, and customer relationships through frequency distribution. Second, quantitative analysis entails hypothesis testing via statistical tests, mainly to unveil the research variables' behavior. Descriptive or qualitative analysis is utilized to explore the causal factors' actions. The cross-sectional analysis method is leveraged for the analytical approach. Employing these analytical methods in combination results in a comprehensive generalization.

RESULT AND DISCUSSION

Service Quality of PT. EJIP

PT. EJIP's commitment to service quality is intrinsically linked to customer satisfaction, which fosters long-term, symbiotic relationships. This emotional connection enables PT. EJIP to accurately comprehend the unique needs and expectations of each individual customer, resulting in an elevated customer experience. By minimizing negative encounters, PT. EJIP strives to maximize customer satisfaction.

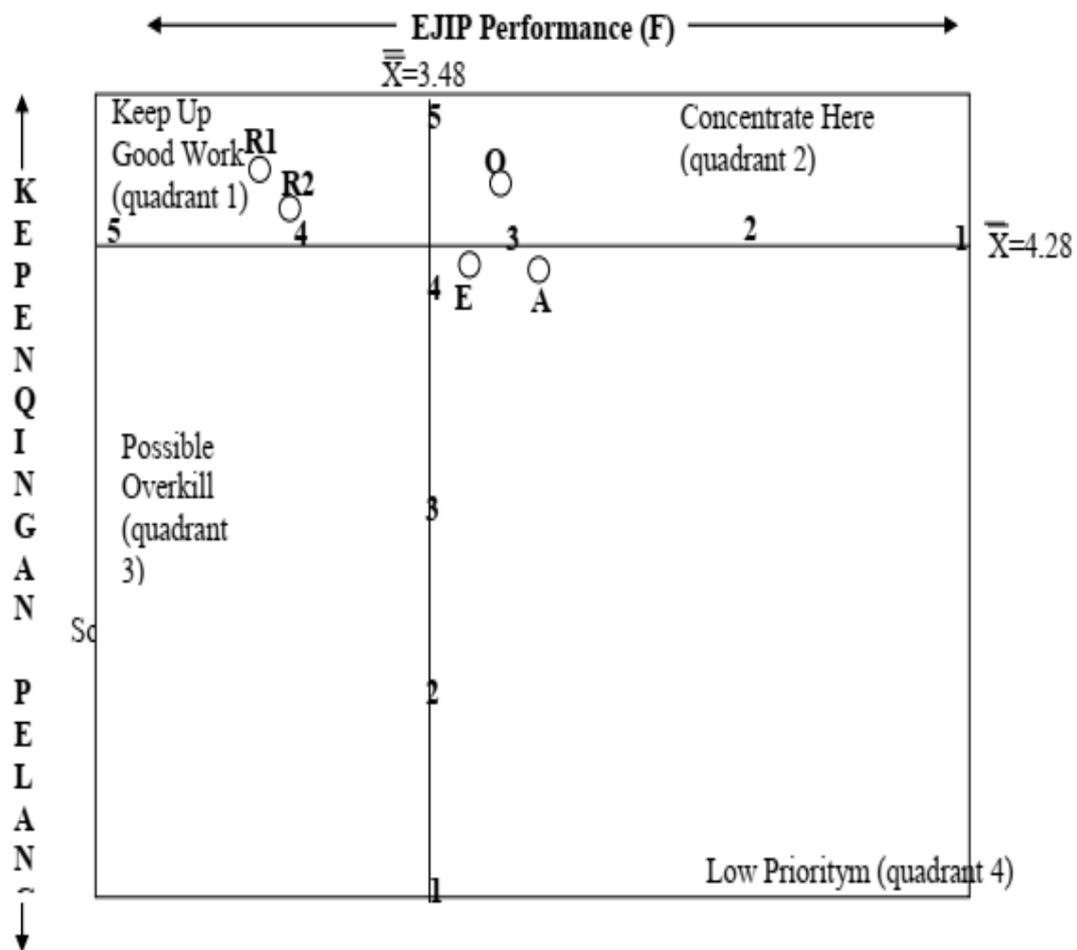
Customer satisfaction and positive perception of service quality are the ultimate goals for PT. EJIP. In accordance with Parasuraman, Zeithaml and Berry's (1997; 39) standards for measuring service quality, the following are the dimensions linked with EJIP's service quality:

Table 1. Dimensions of Service Quality

Dimensions	Indicator
reliability	Availability of infrastructure needed for operations Quality of wastewater treatment facilities (WWTP) Industrial water quality and distribution Consistent application of industrial area regulations
Responsiveness	The speed of providing services and information Preusan's readiness to deal with problems Manager's willingness to mediate environment The company's ability to respond quickly to customer complaints
assurance	The ability of employees in dealing with problems Ability to conduct environmental mediation Proficiency in information services and law The attitude of employees in providing services
Empathy	Ease of getting service ability to communicate with customers Provide the same attention and service to all customers Responsible for the safety and comfort of industrial operations

Tangibles	Cleanliness of the industrial area Beautiful and well-maintained landscaping Quality of maintenance of Industrial Estate infrastructure Availability of religious and social facilities for employees
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To evaluate service quality, Kotler and Keller (2006) proposed a matrix of interests and performance, also known as the Importance and Performance Matrix. This matrix can help distinguish areas requiring improvement (concentrate here), areas needing to be maintained (keep up good work), those with excessive attention (possible overkill), and those of low priority (low priority). In evaluating PT.EJIP's service quality, we will employ this methodology to analyze interests and performance. The significance and proficiency grid, commonly referred to as the "importance and performance matrix," displays this observation.



Source: Results of Data Processing
Figure 2. Importance Performance Analysis

In the Cartesian diagram provided, it is apparent that PT. EJIP's service quality components can be classified into different quadrants. Quadrant 1 (keep up good work) is occupied by two elements of service quality that must be maintained, namely Reliability (R1) and Responsiveness (R2), due to their high performance ($> 3,489$) and customer interest (> 4.283). Quadrant 2 (concentrate here) houses the Tangibles dimension (T), which requires improvement as its performance falls below 3.489, but it garners high customer interest (> 4.283). The Empathy (E) and Assurance (A) dimensions are situated in quadrant 4 (low priority), which means that they are not a significant priority for PT. EJIP at present.

Customer Relations Conducted by PT. EJIP.

PT.EJIP understands the value of customer relationships and endeavors to establish a strong bond with them. To achieve this, the company considers various factors such as the level of communication frequency with customers to ensure their retention and willingness to invest, despite the competition. It also maintains the quality of its products, even when the returns are lower than alternative investment options, and frequently meets the terms of its investment agreements with customers. Additionally, PT.EJIP prioritizes building customer trust by continuously demonstrating its trustworthiness, honesty, and integrity.

The Influence of Service Quality and Customer Relations Together on the Image of PT. EJIP.

Sewall Wright's Path Analysis allows us to examine the impact of a variable or set of variables on other variables. By analyzing both direct and indirect influences, we can quantify the magnitude of these relationships. However, prior to determining the strength of these effects, hypothesis testing is conducted on the variables, either as a whole or individually. In order to determine the joint impact of Service Quality (X1) and Customer Relations (X2) on PT Cirta. EJIP (Y), a path analysis was conducted through SPSS release 12 software. The initial phase consisted of calculating the correlation between the independent variables, and the resulting values have been presented in the table below.

Table 2. Correlation Matrix Table Between Variables

	X1	X2
X1	1,000	0.403
X2	0.403	1,000

Source: SPSS output results

The above table represents a correlation matrix that displays the degree of relationship between independent variables. The path diagram proportions include two independent variables (X) exhibiting an interrelation, coupled with a correlational association from the external variable (X) residue to the dependent variable (Y). To calculate the path analysis, follow the below steps:

$$PY_{xi} = \sum_{j=1}^k CR_{ij} r_{yx_j} \quad I = 1.2$$

And the overall influence of X1, X2 and X3

$$R^2_{YX_1X_2...X_7} = \sum_{i=1}^k p_{YX_i} r_{YX_i} = 0.124$$

while the path coefficients of other variables outside the variables X1, X2 and X3 are determined through:

$$pY1_{\epsilon 1} = \sqrt{1 - R_{YX_1X_2}} = 0.936$$

The combined effect of variables X1 and X2 on the dependent variable Y is 0.124 or 12.4%. This implies that X1 and X2 have a joint influence on Y, while the remaining 0.876 or 87.6% is influenced by other variables that were not examined in the study.

The theoretical framework suggests a direct correlation between Service Quality and Customer Relations in shaping the PT.EJIP Image. To test this hypothesis, we will examine the following form:

The objective is to determine whether the image of PT.EJIP (Y) is affected by the independent variables Service Quality (X1) and Customer Relations (X2) concurrently. This can be established through hypothesis statistics, represented in the given form:

$$H_0 : \rho_{yx1} = \rho_{yx2} = 0$$

Quality of Service (X1), Customer Relations (X2) simultaneously has no effect on the image of PT.EJIP (Y).

$$H_1 : \text{There is at least a } \rho_{yxi} \neq 0$$

Quality of Service (X1), Customer Relations (X2) simultaneously affect the image of PT.EJIP (Y).

Testing the hypothesis is done through the F test statistic, with conditions that accept H_0 if $F_{count} < F_{table}$, reject H_0 if $F_{count} > F_{table}$. From calculations using SPSS software, the following results are obtained:

Simultaneous Testing Table

Alternative Hypothesis	Fcount	Sig. Level (5%)	Conclusion
(X1, X2) simultaneously affect Y	7,548	0.001<0.05	Significant

Source: calculation results via SPSS

The calculations have yielded a Fcount of 7.458 with a Sig Level of 0.001, indicating that the hypothesis has been rejected or H_0 is accepted. This grants permission to carry on with individual testing using the hypotheses.

When simultaneous testing disproves the null hypothesis, indicating that one or more path coefficients are non-zero, individual testing is conducted. This form of testing is employed to gauge the significance of each independent variable in isolation. Since the initial test yields a substantial outcome, the subsequent analysis entails partial testing through individual examinations.

$$H_0 = \rho_{yxi} = 0$$

$$H_1 = \rho_{yxi} > 0$$

Test statistics for each hypothesis

$$t_{0i} = \frac{P_{YXi}}{\sqrt{\frac{(1 - R_Y^2_{X_1X_2X_3})Cr_{ii}}{n - k - 1}}}, i = 1,2,3 \text{ (output SPSS lihat lampiran)}$$

Reject H_0 , If $t_{oi} > t_{1-\alpha(nk-1)}$

Table 3 Hypothesis testing X1, X2 and X3 against Y

Standardize Coefficient	Sig. Level	Compare 0.05	Conclusion
ρ_{yx1}	0.041	0.683	>0.05 Ho accepted There is no effect of Service Quality on the Image of PT.EJIP
ρ_{yx2}	0.333	0.001	< 0.05 Ho refused There is an influence of Customer Relations on the Image of PT.EJIP

Source: the calculation results

The SPSS release 12 for windows program was used to calculate variable path coefficient values (X1), (X2) to (Y). As per the decision rule, the area H_0 for customer relations has a sig.level of <0.05 and is therefore rejected, indicating a significant path coefficient. However, the area where H_0 is accepted has a sig.level of >0.05 for service quality. This suggests that service quality and customer relations together have a positive impact on the image of PT. EJIP. Nevertheless, based on the SPSS output in table 4.21, it can be concluded that service quality does not have a partial effect on the company's image.

Table 4. Partial Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,973	2,525		3,554	,001
	X1	,011	,028	,041	,410	,683
	X2	,207	,061	,333	3,370	,001

a. Dependent Variable: Y

Based on the table above, the regression equation is as follows:

$$Y = 8.973 + 0.011 X1 + 0.207 X2$$

A noteworthy observation from the regression coefficient is that X2 (customer relationship) holds a greater sway over PT.EJIP's image (X1) than service quality. It appears that a unit increase in X2 leads to a 0.207 increase in Y, keeping X1 constant.

CONCLUSION

1. After conducting an interest and performance analysis, it was revealed that PT. EJIP's reliability and responsiveness rank in quadrant 1, indicating satisfactory service quality that needs to be upheld. However, the tangibles dimension occupies quadrant 2, implying that it requires concentrated efforts to attain a higher priority for improvement.
2. PT. EJIP's commitment to customer relations is apparent. The company aims to maintain and strengthen relationships with customers by frequently communicating with them to encourage continued investment. Despite competition from other facilities, PT. EJIP prioritizes maintaining product quality to retain customers' trust even when profits may be lower than other investment vehicles. The company also places importance on fulfilling agreements with customers based on agreed terms, building trust in its trustworthiness, honesty, integrity, and reputation, and fostering customer loyalty by setting itself apart from other companies.
3. The image of PT. EJIP is shaped by both service quality and customer relations. However, a closer examination reveals that customer relations have a more dominant impact as compared to the quality of service, which appears to have no significant effect on PT. EJIP's image.

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