



Analysis of Service Quality and Customer Satisfaction for Umrah at PT. Allinma Universal Using the Potential Gain in Customer Value Method

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A B S T R A C T

PT. Allinma Universal is one of the providers of services for Umrah and Hajj travel with excellent facilities, making the pilgrimage journeys of customers comfortable. They also offer several packages at affordable prices. Customer satisfaction or dissatisfaction with Allinma Universal can occur at any time. This makes it necessary for PT. Allinma Universal to have a way to improve the quality of its services to ensure customer satisfaction. This study uses the method of potential profit in customer value to identify which attributes contribute to a decrease in customer satisfaction. The prioritized attribute for service quality improvement is attribute (Rs3), which is the speed of employee responses to customer questions with a PGCV index value of 10.36. The second attribute is (Re3), which involves providing accurate information about Umrah activities with a PGCV index value of 10.28. The third attribute is (Re1), which concerns complicated service procedures with a PGCV index value of 9.96. The recommendation given to Allinma Universal is to regularly evaluate the quality of its services. By doing so, they can identify areas where the perceived quality of services is lacking and work on improving them to enhance customer satisfaction.

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1. INTRODUCTION

Service quality is the overall sum of features and characteristics of a product or service that support its ability to satisfy both direct and indirect needs. High-quality products and services play a vital role in shaping customer satisfaction. The higher the quality of the products and services provided, the greater the satisfaction experienced by customers. When customer satisfaction increases, it can lead to profits for the business entity. (Indasari, 2019).

PT. Allinma Universal is one of the providers of Umrah and Hajj travel services with excellent facilities, ensuring that customers' pilgrimage journeys are comfortable. They also offer several packages at affordable prices. In addition to that, Allinma Universal provides domestic and international travel packages with luxurious facilities at reasonable prices. Customer satisfaction or dissatisfaction with Allinma Universal can occur at any time. This necessitates PT. Allinma Universal to have

ways to improve the quality of their services, ensuring they can provide customer satisfaction as service users. Based on the questionnaire distributed to Umrah customers of Allinma Universal, it is found that there has been a significant decline over the past 4 years of Umrah operations. In 2018, the customer satisfaction percentage was at 88%, and in 2019, there was a considerable decrease of 5% compared to the previous year, reaching 83%. There is no data available for the years 2020 and 2021 due to the suspension of Umrah trips caused by COVID-19. However, in 2022, there was a 4% decline from 2019, reaching 79%. These figures are below the lower limit of the customer satisfaction target set by PT. Allinma Universal, which is 80%.

Due to the decrease in customer satisfaction percentage for Umrah and several complaints of dissatisfaction, it is necessary to conduct research using the Potential Gain in Customer Value (PGCV) method. The PGCV method aims to identify the attributes that have the most significant impact or trigger the decline in customer satisfaction. By understanding these factors, the issues causing the decrease in customer satisfaction can be determined. Consequently, the level of customer satisfaction towards the quality of Umrah services at PT. Allinma Universal and the prioritized attributes for proposed improvements can be identified. The potential gain in customer value (PGCV) method was chosen for this research based on successful previous studies and their suggestions to help the company improve its performance. Hairul Anwar conducted a study in 2019 titled "Service Quality and Level of Satisfaction of Hajj and Umrah Pilgrims Using PGCV Method," which provided improvement recommendations for attributes with high PGCV indices.

2. LITERATURE REVIEW

Service quality is the overall sum of features and characteristics of a product or service that support its ability to satisfy both direct and indirect needs. High-quality products and services play a vital role in shaping customer satisfaction. The higher the quality of the products and services provided, the greater the satisfaction experienced by customers. When customer satisfaction increases, it can lead to

profits for the business entity. (Indasari, 2019). There are five determinants of customer quality that can be outlined as follows: Reliability: The ability to deliver promised services accurately and dependably; Responsiveness: The ability to assist customers and provide services promptly; Assurance: The knowledge, courtesy of employees, and their ability to inspire trust and confidence; Empathy: The requirement to care and provide individual attention to customers; Tangibles: The appearance of physical facilities, equipment, personnel, and communication media. (Attamimi, 2019). Service quality revolves around efforts to meet customer needs and desires, as well as the determination to deliver services that match customer expectations. If the service received exceeds customer expectations, then the service quality is perceived as ideal. Conversely, if the service received falls below customer expectations, then the service quality is perceived as poor. (Simamora, 2003). In general, customer satisfaction is the feeling of pleasure or frustration experienced by an individual when comparing the perceived performance of a product (or outcome) to their expectations. If the performance does not meet expectations, customers will not be satisfied. Customer evaluation of product performance depends on various factors, especially the classification of loyalty that customers possess. Companies would act wisely by regularly measuring customer satisfaction, as one of the keys to retaining customers is customer satisfaction, as stated by Kotler in the study conducted by Anggriana et al., (2017).

The factors influencing consumer loyalty are as follows: product/service performance, company/product/brand image, price-value relationship, employee performance /achievements, competition, on-time product delivery system, and customer satisfaction. Loyal customers are a valuable asset for companies, as reflected in their characteristics, as stated. There are four characteristics of loyal customers: Making regular repeat purchases, Purchasing across product and services lines, Referring others to the products, and Demonstrating immunity to the appeal of similar products from competitors (Gultom, 2020). Based on Tjiptono (Erica and Rasyid, 2018), customer loyalty means the customer's

commitment to a brand and supplier based on a highly positive disposition towards long-term purchases. In interpretation, this can be understood as brand loyalty being achieved through a combination of satisfaction and reluctance. Customer satisfaction, on the other hand, is derived from various company performances aimed at generating satisfaction by minimizing complaints, leading to long-term customer purchases.

Potential Gain in Customer Value (PGCV) is a tool used to identify the priority scale of attributes that need to be considered and improved by a company (Muheir, 2015). According to Naufal Nusaputra (2014), the PGCV index can provide quantitative input for a wide range of strategic analyses. In PGCV analysis, it also involves the level of performance and importance, allowing the management to build a survey that can measure two crucial aspects: Consumer perception of the importance level of a service. And Consumer perception of the performance/satisfaction level of a service. The PGCV index is used to determine the priority order of service improvements that need to be carried out. However, the drawback of PGCV is its focus on all attributes in its index calculation, which is why it is recommended to use other methods first to streamline the index calculation for each attribute (Adinegoro, 2022).

The first step in calculating the Potential Gain in Customer Value (PGCV) index is as follows:

- a. Achieve Customer Value (ACV): Multiply the actual variable with the expectation variable. ACV indicates the achieved value from customer opinions.

$$ACV = \bar{X}_t \times \bar{Y}_t$$

Where:

\bar{X}_t = average value of actual variable

\bar{Y}_t = average value of expectation variable

- b. Ultimately Desire Customer Value (UDCV): This represents the final desired customer value. To calculate UDCV, multiply the average value of expectations with the maximum performance value based on the Likert scale in the questionnaire distributed.

$$UDCV = \bar{Y}_t \times P_{max}$$

Where:

\bar{Y}_t = average value of expectation variable

P_{max} = maximum performance value

- c. Potential Gain in Customer Value (PGCV) Index: The highest quality value from this index is prioritized for improvement, followed by the second, and so on in sequential order.

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

Where:

UDCV = the final desired customer value

ACV = result of multiplying the actual variable with the expectation variable

3. RESEARCH METHOD

This research was conducted at PT. Allinma Universal, located at Ruko Green Junction Blok GN-10, Bukit Palma Citraland. The study targeted Umrah pilgrims at PT. Allinma Universal, but the identities of the pilgrims were anonymized in accordance with the company's policy. The research was conducted from April 2023 until the required data was collected.. The following are the steps in this research:

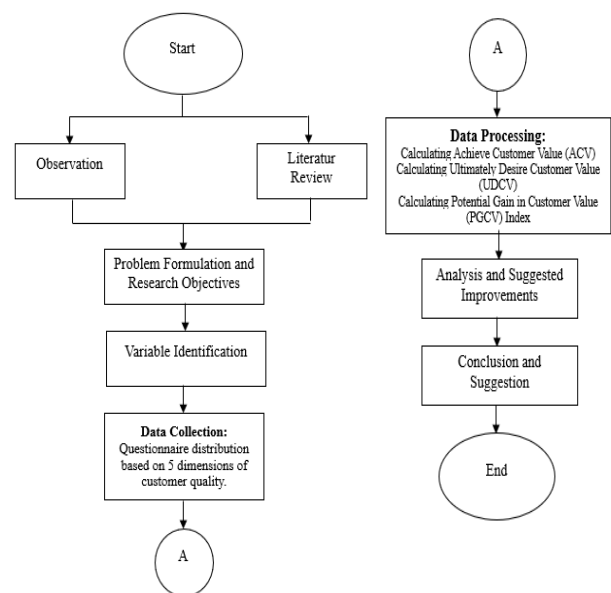


Figure 1. Research flow

To calculate the Potential Gain in Customer Value (PGCV) index, in order to identify which attributes have high scores. After that, an analysis and improvement recommendations will be provided for PT. Allinma Universal.

4. RESULT AND DISCUSSION

4.1 Collection Data

Based on primary data collected from questionnaire distribution, the following are the dimensions and attributes of service quality for Umrah at PT. Allinma Universal used in the questionnaire data:

- Tangibles
Attributes of Tangibles:
T1: Cost of Umrah services
T2: Office facilities
T3: Diversity of Umrah service facilities
T4: Appearance of employees and Umrah companions.
- Reliability
Attributes of Reliability:
Re1: Non-complicated service procedures
Re2: Comprehensive Umrah package offerings
Re3: Accurate provision of information regarding Umrah activities
Re4: Understanding of Umrah companions regarding Umrah activities
Re5: Effective and courteous guidance provided by Umrah companions.
- Responsiveness
Attributes of Responsiveness:
Rs1: Swift response of employees in fulfilling pilgrim's requests
Rs2: Employees possess good communication skills
Rs3: Employees convey information comprehensively and promptly
Rs4: Umrah companions provide effective information during the "manasik" (ritual guidance) activities.
- Assurance
Attributes of Insurance:
A1: Umrah package delivered as promised
A2: Quality assurance of the provided Umrah package
A3: Handling of post-Umrah complaints
A4: Accountability in case of any discrepancies during Umrah implementation.
- Emphaty
Attributes of Empathy:
E1: Employee attentiveness to customer preferences during Umrah

E2: Handling of pilgrim complaints

E3: Accountability for Umrah transactions performed

E4: Priority on safety and comfort during Umrah.

4.2 Data Processing

1. Data Adequacy Test

According to Sugiono as cited in Rasyid (2017), a sample for data adequacy test is a segment of the total population and represents its characteristics. Data sufficiency testing is conducted using the Bernoulli formula.

$$N = \frac{(Z\alpha/2)^2 pq}{e^2}$$

$$N = \frac{(1,96)^2 0,95(1-0,95)}{(0,05)^2}$$

$$N = \frac{3,8416 \cdot 0,0475}{(0,0025)^2}$$

$$N = 72,9904 \approx 73 \text{ respondents}$$

N = The number of observations to be made

Z = Z (Normal Table) related to the level of precision

p = Percentage of valid questionnaires, where $p = (\text{total distributed questionnaires} - \text{total defective questionnaires}) / \text{total distributed questionnaires}$

q = Percentage of defective questionnaires, where $q = 1 - p$

e = Percentage of margin of precision

2. Validity Test

Validity testing is one of the steps taken to examine the content of an instrument. The purpose of validity testing is to measure the accuracy of the instrument that will be used (Sugiyono, 2006). The validity testing on all questionnaire results was conducted using SPSS version 20 software. The identity of the pilgrims was anonymized in accordance with the company's policy. Several attributes were considered invalid if the calculated r-value (r_{β}) was less than the critical value (r_{τ}), and in such cases, the data was discarded, as observed in the following attributes (Table 1 & Table 2).

Table 1. Invalid data

Attribute	R Calculated	R Table	Description
Priority of safety and comfort during Umrah	-0.2588	0.2303	Invalid

Table 2. Valid data

Attribute	R Calculated	R Table	Description
Cost of Umrah services	0.7858	0.2303	Valid
Office facilities	0.7728	0.2303	Valid
Diversity of Umrah service facilities	0.3125	0.2303	Valid
Appearance of employees and Umrah companions	0.4067	0.2303	Valid
Non-complicated service procedures	0.7862	0.2303	Valid
Comprehensive packages of Umrah offerings	0.3193	0.2303	Valid
Accurate provision of information related to Umrah activities	0.4211	0.2303	Valid
Understanding of Umrah companions regarding Umrah activities	0.6983	0.2303	Valid
Effective and polite guidance by Umrah companions	0.6248	0.2303	Valid
Employees who are prompt in fulfilling pilgrims' requests	0.2386	0.2303	Valid
Employees with good communication skills	0.2500	0.2303	Valid
Employees who provide complete and fast information	0.2514	0.2303	Valid
Effective provision of information during the religious rituals (manasik)	0.2454	0.2303	Valid
Umrah packages delivered as promised	0.2327	0.2303	Valid
Assurance of the quality of provided Umrah packages	0.2498	0.2303	Valid
Handling of post-Umrah complaints	0.2656	0.2303	Valid
Accountability for any discrepancies during Umrah execution	0.2541	0.2303	Valid
Attention of employees towards pilgrims' desires during Umrah	0.2388	0.2303	Valid
Handling of pilgrims' complaints	0.2553	0.2303	Valid
Accountability for the conducted Umrah transactions.	0.7535	0.2303	Valid

3. Reliability Test

Reliability testing is the extent to which a test or measurement can be trusted or considered reliable. The purpose of reliability testing is to assess the consistency of a questionnaire used by researchers, ensuring that the

questionnaire can be relied upon to measure the research variables, even when administered multiple times using the same questionnaire and questionnaire (Hakim, 2021).

Reliability testing on all questionnaire results was conducted using SPSS 20 software. The identity of the pilgrims was anonymized in accordance with the company's policy. Reliability testing is used to assess the accuracy of the questionnaire measurements, where if the obtained results are correct, the instrument is considered reliable. The testing criteria are as follows:

- a. If the Cronbach's alpha value \geq critical value (r table), it is considered reliable.
- b. If the Cronbach's alpha value $<$ critical value (r table), it is considered not reliable.

Table 3. Reliability test of customer satisfaction and importance

Attribute	R Calculated	R Table	Description
Customer satisfaction	0.599	0.2303	Reliable
Customer importance	0.701	0.2303	Reliable

4. PGCV Processing

By conducting the calculation of this index, it will be used to provide improvement strategies, especially in service quality at PT. Allinma Universal, to enhance customer satisfaction. The following are the steps to determine priority improvements using the Potential Gain in Customer Value (PGCV) method:

a. Achive Customer Value (ACV)

For the Achive Customer Value (ACV) factor, it is the product of the observed variable ($\bar{X}t$) and the expected variable ($\bar{Y}t$). The multiplication results are obtained from the average scores of each attribute from the processed questionnaire data.

$$ACV = (\bar{X}t) \times (\bar{Y}t)$$

\bar{X}_t = the average score of observations
(Perception Questionnaire)
 \bar{Y}_t = the average score of expectations
(Expectation Questionnaire)

Table 4. The result of the calculation for \bar{X}_t dan \bar{Y}_t

Attribute	Perception	Expectation
T1	228	339
T2	330	334
T3	336	334
T4	339	333
Re1	207	336
Re2	276	331
Re3	198	328
Re4	325	333
Re5	329	329
Rs1	242	333
Rs2	320	336
Rs3	194	323
Rs4	326	339
A1	302	334
A2	326	333
A3	223	331
A4	310	335
E1	231	334
E2	288	333
E3	319	336

From the calculation of the total assessments for each attribute from 73 respondents, the next step is to divide each calculation result by the total number of respondents, which is 73 respondents.

$$\bar{X}_t / \bar{Y}_t = \frac{\text{Sum of each attribute}}{\text{Total Respondent}}$$

After knowing the results of expectations and observations by dividing the total scores for each attribute by the number of respondents, which is 73 respondents, we can proceed to calculate the Achieve Customer Value (ACV) for each attribute.

$$ACV = \bar{X}_t \times \bar{Y}_t$$

Table 5. The results of ACV for each attribute

Attribute	ACV = $\bar{X}_t \times \bar{Y}_t$
T1	14.46
T2	20.68
T3	21.06
T4	21.18
Re1	13.05
Re2	17.14
Re3	12.19
Re4	20.31
Re5	20.31
Rs1	15.12
Rs2	20.18
Rs3	11.76

Attribute	ACV = $\bar{X}_t \times \bar{Y}_t$
Rs4	20.74
A1	18.93
A2	20.37
A3	13.85
A4	19.49
E1	14.48
E2	18.00
E3	20.11

The result of multiplying the observed and expected values of customers' perceptions yields the Achieve Customer Value (ACV), which can be seen in the table above. The highest result was obtained for attribute T4 (Appearance of employees and Umrah companions) with a score of 21.18.

b. Ultimately Desire Customer Value (UDCV)

For the Ultimately Desire Customer Value (UDCV) factor, it represents the final value desired by the customers. It is calculated by multiplying the average scores of expectations with the maximum performance score based on the Likert scale used in the distributed questionnaire.

$$UDCV = \bar{Y}_t \times P_{max}$$

Explanation:

\bar{Y}_t = the average score of expectations
 P_{max} = the maximum performance score (5)

In the UDCV calculation, it also involves using the average scores of expectations, which are obtained by summing up the scores for each attribute from 73 respondents and then dividing it by the total number of respondents. Once the average scores of expectations for each attribute are obtained, the calculation for the Ultimately Desire Customer Value (UDCV) can be continued.

Table 6. The results of \bar{Y}_t (average score of expectations) and UDCV (Ultimately Desire Customer Value) for each attribute.

Attribute	\bar{Y}_t	UDCV
T1	4.63	23.15
T2	4.58	22.88
T3	4.58	22.88
T4	4.56	22.81
Re1	4.60	23.01
Re2	4.53	22.67
Re3	4.49	22.47
Re4	4.56	22.81
Re5	4.51	22.53
Rs1	4.56	22.81
Rs2	4.60	23.01
Rs3	4.42	22.12
Rs4	4.64	23.22
A1	4.58	22.88
A2	4.56	22.81
A3	4.53	22.67
A4	4.59	22.95
E1	4.58	22.88
E2	4.56	22.81
E3	4.60	23.01

From the UDCV calculations for each attribute, the highest result is obtained for attribute Rs4 (Umrah companions provide information on the manasik activities well) with a score of 23.22, and the lowest result is for attribute Rs3 (Employees provide information thoroughly and quickly) with a score of 22.12.

c. Indeks Potential Gain In Customer Value (PGCV)

The Potential Gain In Customer Value (PGCV) index is the result of subtracting ACV from UDCV. The attribute with the highest quality value from this index is prioritized for improvement, followed by the second highest value, and so on in sequence.

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

Where:

UDCV = the desired final value for the customer

ACV = the result of multiplying the reality variable with the expectation variable.

Table 7. The results of PGCV index

Attribute	UDCV	ACV	PGCV
T1	23.15	14.46	8.69
T2	22.88	20.68	2.2
T3	22.88	21.06	1.82

Attribute	UDCV	ACV	PGCV
T4	22.81	21.18	1.63
Re1	23.01	13.05	9.96
Re2	22.67	17.14	5.53
Re3	22.47	12.19	10.28
Re4	22.81	20.31	2.5
Re5	22.53	20.31	2.22
Rs1	22.81	15.12	7.69
Rs2	23.01	20.18	2.83
Rs3	22.12	11.76	10.36
Rs4	23.22	20.74	2.48
A1	22.88	18.93	3.95
A2	22.81	20.37	2.44
A3	22.67	13.85	8.82
A4	22.95	19.49	3.46
E1	22.88	14.48	8.4
E2	22.81	18.00	4.81
E3	23.01	20.11	2.9

After knowing the PGCV index for each attribute, a ranking will be conducted to show the order of priority for improvements based on customer feedback. This ranking will indicate which attributes need immediate attention and improvement according to customer preferences.

Table 8. Ranking Order of PGCV Index Results

Rank	Attribute	Description	PGCV	Gap
1	Rs3	Employees provide information thoroughly and quickly.	10.36	0
2	Re3	Accurate provision of information related to Umrah activities	10.28	0.08
3	Re1	Non-complicated service procedures.	9.96	0.32
4	A3	Handling of post-Umrah complaints.	8.82	1.14
5	T1	Umrah Service Costs.	8.69	0.13
6	E1	Employee attention to customer preferences during Umrah.	8.4	0.29
7	Rs1	Prompt responsiveness of employees to fulfill pilgrims' requests.	7.69	0.71
8	Re2	Comprehensive offering of Umrah packages.	5.53	2.16

Rank	Attribute	Description	PGCV	Gap
9	E2	Handling of pilgrims' complaints.	4.81	0.72
10	A1	Umrah packages delivered as promised.	3.95	0.86
11	A4	Accountability for any discrepancies during Umrah execution.	3.46	0.49
12	E3	Responsibility for Umrah transaction handling.	2.9	0.56
13	Rs2	Employees possess good communication skills.	2.83	0.07
14	Re4	Understanding of Umrah activities by accompanying personnel.	2.5	0.33
15	Rs4	Adequate information provided by accompanying personnel during the manasik (rituals) activities.	2.48	0.02
16	A2	Assurance of the quality of provided Umrah packages.	2.44	0.04
17	Re5	Courteous and well-behaved accompanying personnel during Umrah.	2.22	0.22
18	T2	Office facilities.	2.2	0.02
19	T3	Diversity of Umrah service facilities.	1.82	0.38
20	T4	Appearance of employees and accompanying personnel during Umrah.	1.63	0.19

The attributes with the highest values are the ones most complained about by customers. Here are some attributes with index values > 8.5:

- Rank 1 for attribute Rs3: Employees at the central office or customer service are perceived to provide information incompletely and slowly, leading to last-minute preparations for departure due to

sudden and incomplete information.

- Rank 2 for attribute Re3: Provision of information related to Umrah is perceived as inaccurate or inconsistent, causing confusion among the pilgrims and increasing the potential for miscommunication.
- Rank 3 for attribute Re1: Complicated and unstructured service procedures are perceived, leading to confusion and a sense of being overwhelmed.
- Rank 4 for attribute A3: Handling of post-Umrah complaints is considered less than optimal, as the promised post-Umrah complaint resolution is not executed well.
- Rank 5 for attribute T1: The Umrah service costs are relatively high compared to the provided facilities, which contributes to customer dissatisfaction with the service.

4.3. Suggestions for improvement

- For Rs3 attribute (Incomplete and slow information from central office or customer service), proposed improvements are:
 - Evaluate root causes: Conduct a comprehensive evaluation to identify responsiveness issues. Check processes, systems, and employee training.
 - Train employees: Provide thorough training for customer service staff, including communication, problem-solving, product knowledge, and empathy.
 - Use efficient communication platforms: Utilize email, live chat, or social media for quick customer access.
- Proposed improvements for Re1 (Inaccurate or inconsistent Umrah-related information):

- a. Provide proper employee training: Ensure customer service staff receives adequate training on product or service knowledge. Improved knowledge will lead to more accurate information provided to customers.
 - b. Set protocols and guidelines: Establish clear protocols and written guidelines for consistent responses to customer inquiries and issues. Ensure all employees adhere to these guidelines to maintain information consistency.
 - c. Implement knowledge management systems: Introduce a system for customer service staff to easily access necessary information. Knowledge management systems ensure consistency and accuracy in information provided to customers.
3. For Re1 attribute (Complex and unstructured service procedures causing confusion), proposed improvements are:
- a. Identify concerns: Evaluate the service processes to pinpoint confusing areas. Analyze the customer experience and identify opportunities for process enhancement.
 - b. Establish clear workflows: Implement structured workflows for handling customer inquiries and issues. Provide employees with easy-to-follow guidelines for consistent handling.
 - c. Simplify processes: Streamline the service process and ensure customer-friendly understanding. Aim to deliver a seamless and effortless customer experience.
4. For A3 attribute (Inadequate handling of post-umrah complaints), proposed improvements:
- a. Evaluate umrah journey process: Identify complaint areas through comprehensive evaluation and pilgrims' feedback.
 - b. Enhance pre-departure communication: Provide detailed and clear information with guidelines for preparations, procedures, schedules, and relevant aspects of the umrah journey.
 - c. Improve customer service: Ensure responsive and helpful customer service with simplified feedback channels for pilgrims.
5. For T1 attribute (High umrah service costs), proposed improvements:
- a. Optimize cost components: Review all umrah package costs, find areas to reduce expenses, and explore more affordable options for accommodations, transportation, or meals.
 - b. Negotiate with suppliers: Consider negotiating with umrah journey suppliers for discounts or better prices by consolidating bookings and purchases.
 - c. Offer diverse packages: Provide multiple umrah travel options with varying comfort levels and facilities to reach a wider market and cater to different pilgrim groups.

A travel industry can enhance service quality and customer satisfaction by implementing research findings using the PGCV method. The steps involved include identifying priority attributes based on PGCV analysis, designing a structured improvement plan, providing training and development for employees, and conducting regular evaluations and

monitoring of the implementation. In addition, involving customers in the improvement process through periodic customer satisfaction surveys is essential. The travel industry can use the research results as a guide for new innovations and the development of distinctive services or features that set them apart from competitors. By doing so, the travel industry can achieve higher customer satisfaction, improve brand reputation, and gain a competitive advantage in the market.

5. CONCLUSION

The following are the conclusions of this research: (1) In the validity test of the questionnaires that have been distributed using SPSS 20.0 software, it was found that the degrees of freedom (df) is 71 (calculated as $73 - 2$). The significance level (α) used is 5%, and the critical value of the correlation coefficient (r table) is 0.2303. The result of the validity test data processing shows that all data can be considered valid because the calculated correlation coefficient (r hitung) is greater than the critical value (r table). (2) In the reliability test of the questionnaires that have been distributed using SPSS 20.0 software, the obtained Cronbach's alpha value for satisfaction questionnaire is 0.599, and for importance questionnaire is 0.701. These values are considered reliable because Cronbach's alpha is greater than the critical value (r table) of 0.2303. As the obtained value increases, the reliability of the attributes also improves. (3) The order of attributes that need improvement by PT. Allinma Universal is as follows: Employees provide information thoroughly and quickly; Accurate provision of information related to Umrah activities; Non-complicated service procedures.; Handling of post-Umrah complaints; Umrah Service Costs. (4) Future research can consider expanding the sample studied, including involving more Umrah pilgrims from various different Umrah periods or seasons. By expanding the sample, the research results can be more representative and can provide deeper insights into customer satisfaction from various backgrounds and experiences.

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