

# Analysis of the influence of service quality on customer satisfaction using the customer satisfaction index and Servqual methods: a case study of PT Charoen Pokphand Indonesia

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## ABSTRACT

This study analyzes the influence of service quality on customer satisfaction at PT Charoen Pokphand Indonesia Tbk., Makassar Branch, using the Customer Satisfaction Index (CSI) and SERVQUAL methods. A questionnaire was employed to measure satisfaction levels, while SERVQUAL assessed five service dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Results show a CSI score of 82.10%, placing customer satisfaction in the "Good" category. The responsiveness dimension had the largest gap, indicating a need to enhance service speed and responsiveness. Meanwhile, the tangible dimension had the smallest gap, suggesting potential improvements in physical aspects like cleanliness and facilities. Security concerns also emerged as a notable gap. Based on the gap analysis, improvements in tangible aspects and security systems are recommended to enhance customer loyalty and competitiveness.



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## 1. Introduction

The rapid evolution of the global business landscape has intensified competition among enterprises, particularly in areas such as production, marketing, human resource management, and customer service (Decy Selvina et al., 2024). This change is a significant challenge for companies to prepare themselves to be able to compete in the global market (Indajang et al., 2023). To remain competitive, companies must deliver superior services, fulfil customer needs, and offer high-quality products (Sun & Pang, 2017) (Nugraha, 2023). Service quality has thus become a vital determinant of a company's success and sustainability.

In the face of increasingly fierce industry competition, every business entity is required to provide services that can meet customer expectations and satisfaction (Sumual et al., 2021). Therefore, companies that have superior service quality will have a competitive advantage in dominating the market. Every company must ensure that customers are satisfied with the offers and services provided in order to maintain their position in the midst of increasingly fierce competition (Amerta & Madhavi, 2023).

Customer satisfaction arises when actual service performance meets or exceeds expectations (Schiebler et al., 2025). Customer satisfaction is influenced by the quality of the goods or services offered, so that service quality is the main factor in determining the success of a company in maintaining its competitiveness (Mahmud, 2022). High quality service can increase customer loyalty and improve the company's reputation in the market.

Companies that fail to improve the quality of their services will face complex problems. Generally, dissatisfied customers will share their bad experiences with others, which can lead to huge losses for

the company. Poor service can result in dissatisfied customers who may damage the company's reputation. Hence, a well-planned and executed service quality management system is crucial (Demirel, 2022).

PT Charoen Pokphand Indonesia Tbk, operating since 1972, is active in livestock feed and related industries. Its Makassar branch, established in 2008, serves Eastern Indonesia. However, customer complaints regarding delivery delays, poor product quality, and service responsiveness indicate a need for quality improvement. This study employs the CSI and Servqual methods to evaluate these issues and provide insights for enhancing customer satisfaction. Based on existing customer complaint data, this study will use the Customer Satisfaction Index (CSI) and Servqual methods to evaluate the quality of service and its impact on customer satisfaction. With the results of this research, it is hoped that the company can gain insights to improve the quality of service and competitiveness in the market.

Research on service quality and customer satisfaction has undergone significant developments in the last five years. One of the most widely used methodologies is Servqual which measures five main dimensions, namely tangible, reliability, responsiveness, assurance, and empathy. Previous studies have shown that combining Servqual and CSI provides a comprehensive view of service performance and customer satisfaction (Supriyati & Wiyatno, 2023). CSI measures satisfaction based on several attributes that are more relevant to customer perception. Various previous studies have examined the relationship between service quality and customer satisfaction using Servqual and the Customer Satisfaction Index (CSI). However, most have focused on the financial services, hospitality, and retail sectors, and have not been extensively applied to the animal feed industry in Indonesia, particularly in the eastern region. Furthermore, most previous studies tend to analyze Servqual dimensions separately or use only one method, thus providing a partial picture of service performance. Previous research has also not focused much on security and tangible aspects simultaneously alongside the responsiveness dimension in the context of B2B (business-to-business) services in this industry. Another limitation is the limited integration of quantitative findings with qualitative customer feedback to formulate more targeted service improvement strategies.

Based on these gaps, this study aims to analyze the influence of service quality on customer satisfaction at PT Charoen Pokphand Indonesia Tbk Makassar Branch by integrating the SERVQUAL and CSI methods to obtain a comprehensive picture of service performance, identify service dimensions that have the largest gaps, and provide strategic recommendations for improving service quality and company competitiveness. In addition, the importance of holistic customer experience is increasingly being considered in recent research. The increasing emphasis on customer experience and digitalization in service delivery (Bodaghi & Rostamzadeh, 2018). also underscores the need for businesses to continuously adapt and innovate. The development of digital technology in customer service is also the main focus in the latest research. Yanto and Hamdan (2020) shows that the use of technology in customer service, such as chatbots and digital platforms, can increase service responsiveness and allow companies to provide more efficient services (Yanto & Hamdan, 2020). This is increasingly relevant to changing customer needs in the digital era.

## 2. Methods

### Conceptual Framework

This research focuses on measuring service quality and its impact on customer satisfaction at PT. Charoen Pokphand Indonesia (Tbk) Makassar Branch. The company has been in operation for 14 years and is facing increasingly stiff competition. The study uses Servqual to assess service quality and CSI to evaluate satisfaction. This dual approach offers a holistic view of service performance (Nguyen et al., 2015). The use of these two methods allows for a more comprehensive analysis of the relationship between service quality and customer satisfaction levels (Wardhana, 2024).

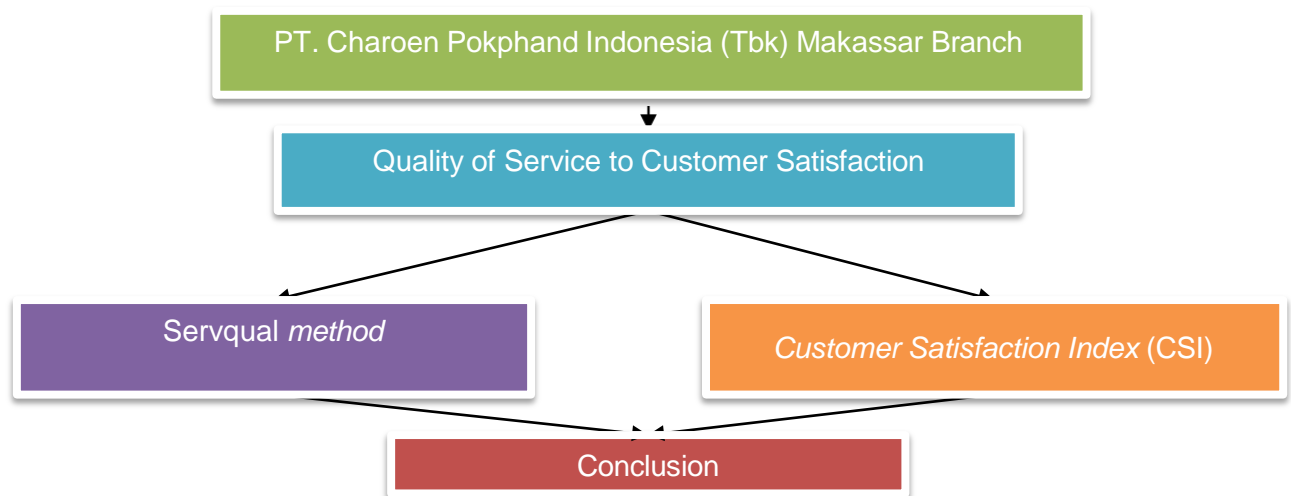


Fig 1. Research concept framework.

### Research Site and Duration

The research was conducted at PT Charoen Pokphand Indonesia Tbk, Makassar Branch (Jl. Kima XVII Kav. DD11, Makassar, South Sulawesi), from December 2024 to January 2025.

### Population and Sample

The population in this study is all customers registered at PT. Charoen Pokphand Indonesia (Tbk) Makassar Branch. The population consists of registered customers. The sample includes 95 companies that have been regular customers for over a year. Random sampling was (Khaidir Ali Fachreza et al., 2024).

### Data Types and Sources

Quantitative data were obtained via questionnaires; qualitative data were collected through interviews, observations, and documentation.

### Data Types

This study collects quantitative and qualitative data. Quantitative data is in the form of numbers obtained through questionnaires, while qualitative data is obtained through interviews, observations, and in-depth documentation of customer experience.

### Data Sources

The data sources used in this study are primary data, which were obtained directly from respondents through questionnaires, direct observations, interviews, and documentation. The collection of primary data is important to provide a more accurate picture of the quality of service and customer satisfaction at PT. Charoen Pokphand Indonesia (Tbk) Makassar Branch (Nawaz, 2022).

### Data Collection Techniques

The data collection methods used in this study are:

1. Questionnaire (Arisanti & Cahyani, 2024) assessed service quality and satisfaction.
2. Observation documented on-site service behaviours (Sean, 2025).
3. Interview provided customer perspectives (Bima Aji Putra et al., 2024).
4. Documentation reviewed service records and complaints (Elfiansyah Parawu & Taufik, 2024).

### Data Analysis Methods

1. Validity Test: Used total correlation (Corrected Item-Total Correlation);  $r > 0.169$  indicates validity (Muhammad Anas, 2024).
2. Reliability Test: Cronbach's Alpha  $\geq 0.6$  considered reliable (Earl R. Babbie, 2012)

3. CSI and Servqual Data Analysis: Identifies gaps between perceptions and expectations across five service dimensions (Islam & Ahamed, 2023).

$$CSI = \frac{T}{5 \times Y} \times 100\% \quad (1)$$

Information:

T = Score value of (I) x (P)  
5 = Maximum value used on the measurement scale  
Y = Total (I) = (Y)

Calculation of service quality to analyze the quality of service from the company to the customer according to Besterfield in (Vu, 2021) using the formula:

$$\text{Quality of service (Q)} = \frac{\text{Evaluation(Perseption)}}{\text{Expectation}} \quad (2)$$

### 3. Results and Discussion

#### Respondent Demographics

Most respondents were men (91.6%), aged under 40 (80.0%), and held a bachelor's degree (76.8%). This demographic profile suggests a knowledgeable and critical customer base.

#### Characteristics of respondents by gender

Table 1 show the characteristics of respondents by gender. Of the 95 respondents, the majority were men, with a total of 87 people or 91.6%. Meanwhile, 8 (8.4%) of the other respondents were women. The dominance of male respondents reflects the composition of more male customers in the context of this study.

**Table 1** Characteristics of respondents by gender

Gender	Sum	Percentage (%)
Man	87	91.6
Woman	8	8.4
Total	95	100.0

#### Characteristics of respondents by age

Table 2 present the characteristics of respondents by age group. Most of the respondents (80.0%) were in the age group under 40 years, with a total of 76 people. The rest, as many as 19 people (20.0%), were respondents aged 40 years or older. The dominance of respondents in this age group <40 years suggests that the majority of customers who responded to this study are in a relatively productive age, which may be more sensitive to the quality of services provided.

**Table 2** Characteristics of respondents by age

Age	Sum	Percentage (%)
<40 year	76	80.0
≥40 year	19	20.0
Total	95	100.0

#### Characteristics of respondents based on Education

Table 3 present information about the respondents' educational background. Most of the respondents have S1 level education (Bachelor Strata 1), which amounts to 73 people (76.8%). High school education dominated the second education group with 18 people (18.9%), while only 4 people (4.2%) of respondents had a S2 (Master's) education. This composition shows that the majority of

customers have a relatively high level of education, which can affect their perception of the quality of service received.

**Table 3** Characteristics of respondents based on education

Education	Sum	Percentage (%)
S1	73	76.8
S2	4	4.2
SMA	18	18.9
Total	95	100.0

Based on the characteristics of the respondents obtained, the majority of respondents in this study were male (91.6%), with the age group dominated by those under 40 years old (80.0%), and most of them had S1 level education (76.8%). This characteristic gives an idea that the majority of respondents are individuals of productive age and higher education, who are generally more critical in assessing the quality of services provided by PT. Charoen Pokphand Indonesia (Tbk) Makassar Branch. These demographic factors can be considered in analyzing customer satisfaction levels and in designing more effective service quality improvement strategies.

### Validity and Reliability

#### Validity Test

Validity testing was carried out to ensure the accuracy and accuracy of the questionnaire given to respondents. To measure the validity of each question on each variable, the  $r$ -calculated value is compared to the  $r$ -table. The  $r$ -table value was calculated using the degree of freedom (df) obtained from the formula  $df = N - 2$ , where the number of respondents in this study was 95, so that  $df = 95 - 2 = 93$ . Based on the distribution table  $r$ , the value of  $r(93)$  is obtained as 0.169. If  $r$ -count is greater than  $r$ -table, then the question can be considered valid. The results of the validity test show that all the question items in the questionnaire are valid and can be used as a research measuring tool. This is evidenced by the value of Corrected Items – Total > 0.169.

#### Reliability Test

Reliability testing is carried out to assess the extent to which research instruments can be trusted and used consistently in data collection. The higher the reliability value of an instrument, the more reliable the measurement results obtained. The determination of the reliability of the instruments in this study is based on Cronbach's Alpha value, which has the following criteria:

1. If Cronbach's Alpha < 0.6, the reliability of the instrument is categorized as poor;
2. If Cronbach's Alpha is between 0.6 and 0.8, the reliability of the instrument is categorized as sufficient;
3. If Cronbach's Alpha > 0.8, the reliability of the instrument is categorized as good.

The following are the results of the reliability test for the variables used in this Table 4.

**Table 4** Reliability test

	Attribution	Coefficient Alpha	Description
<b>Expectations</b>	<i>Responsiveness</i>	0.763	Enough
	<i>Reliability</i>	0.784	Enough
	<i>Tangible</i>	0.711	Enough
	<i>Assurance</i>	0.726	Enough
	<i>Empathy</i>	0.670	Enough
<b>Perception</b>	<i>Responsiveness</i>	0.772	Enough
	<i>Reliability</i>	0.668	Enough
	<i>Tangible</i>	0.656	Enough
	<i>Assurance</i>	0.648	Enough
	<i>Empathy</i>	0.660	Enough

Based on the results of the reliability test, it can be concluded that all variables used as instruments in this study are proven to be reliable and can be used as a valid data collection tool. The results of the reliability test showed that the research instrument had a high level of reliability, which was evidenced by the value of Cronbach's Alpha coefficient greater than 0.60. Therefore, the measurement results obtained from these instruments can be trusted and relied on in the data collection process.

### SCI (Customer Satisfaction Index) Data Processing Results

The following are the results of the researcher's CSI data processing using the average score of the level of expectation and perception of each attribute. It can be seen in Table 5. From the calculations that have been made, the CSI is 82.10%, of which 73% is the result of the measurement of IKP/CSI (Customer Satisfaction Index).

**Table 5** Customer satisfaction index

No. Attribute	(I) Expectation Level	(P) Perception Level	Shoes (S) = (I) x (P)
1	3.84	3.95	15.17
2	3.94	4.10	16.15
3	3.96	4.17	16.51
4	3.86	4.06	15.67
5	3.99	4.03	16.08
6	4.11	4.15	17.06
7	4.14	4.17	17.26
8	4.02	4.13	16.60
9	3.92	3.94	15.44
10	4.12	4.13	17.02
11	4.08	4.12	16.81
12	4.06	4.11	16.69
13	3.66	3.85	14.09
14	4.08	4.29	17.50
15	4.05	4.08	16.52
16	3.90	4.04	15.76
17	3.91	3.98	15.56
18	4.24	4.28	18.15
19	4.26	4.27	18.19
20	4.10	4.19	17.18
Total	<b>80.24</b>	<b>82.01</b>	<b>329.42</b>

$$CSI = \frac{329.42}{5 \times 80.24} \times 100\% = 82.10\%$$

The value of service quality is obtained through the calculation of the difference between the value of perception (P) of the service received by the consumer and the value of expectations/interests (E) desired by the consumer. The process carried out is to calculate the gap or gap for each attribute by reducing the value of perception of the service received by consumers with the desired value, expectations/interests. Once the gap is calculated, the attributes are ranked to identify which attributes have the largest gap value and which attributes have the smallest gap value.

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**Table 6** Customer satisfaction level towards responsiveness dimension

No.	Attribution	Perception	Expectations	Gap
1	Speed of employees in service	3.95	3.84	0.11
2	Speed of employees in meeting needs	4.10	3.94	0.16
3	Speed of employees in providing information	4.17	3.96	0.21
4	Speed of employees in providing new information	4.06	3.86	0.20
<b>Average</b>		<b>4.07</b>	<b>3.90</b>	<b>0.17</b>

**Table 7** Customer satisfaction level with reliability dimension

No.	Attribution	Perception	Expectations	Gap
1	Product Pricing	4.03	3.99	0.04
2	Fast service	4.15	4.11	0.04
3	Easily accessible information	4.17	4.14	0.03
4	Management responsibilities in the service process	4.13	4.02	0.11
<b>Average</b>		<b>4.12</b>	<b>4.06</b>	<b>0.06</b>

**Table 8** Customer satisfaction level with tangible dimensions

No.	Attribution	Perception	Expectations	Gap
1	Clean company	3.94	3.92	0.02
2	Adequate parking	4.13	4.12	0.01
3	Neat employee appearance	4.12	4.08	0.04
4	Availability of facilities and infrastructure	4.11	4.06	0.05
<b>Average</b>		<b>4.07</b>	<b>4.04</b>	<b>0.03</b>

**Table 9** Customer satisfaction level with dimension *assurance*

No.	Attribution	Perception	Expectations	Gap
1	Employees serve politely	3.85	3.66	0.19
2	Employees politely reprimand customers if there is a mistake	4.29	4.08	0.21
3	Customers feel safe at the company's location	4.08	4.05	0.03
4	Customers feel comfortable at the company's location	4.04	3.90	0.14
<b>Average</b>		<b>4.07</b>	<b>3.92</b>	<b>0.14</b>

**Table 10** Customer satisfaction level towards the *empathy dimension*

No.	Attribution	Perception	Expectations	Gap
1	Employees receive criticism and suggestions	3.98	3.91	0.07
2	Employees serve customers individually	4.28	4.24	0.04
3	Ease of administration	4.27	4.26	0.01
4	Customer access is open to contact management	4.19	4.10	0.09
<b>Average</b>		<b>4.18</b>	<b>4.13</b>	<b>0.05</b>

### Service Quality Results

Based on the results of the calculations that have been carried out, the overall average value of the gap is obtained. Furthermore, the order of gap values from highest to lowest can be seen in the following Table 11.

**Table 11** Calculation of service quality

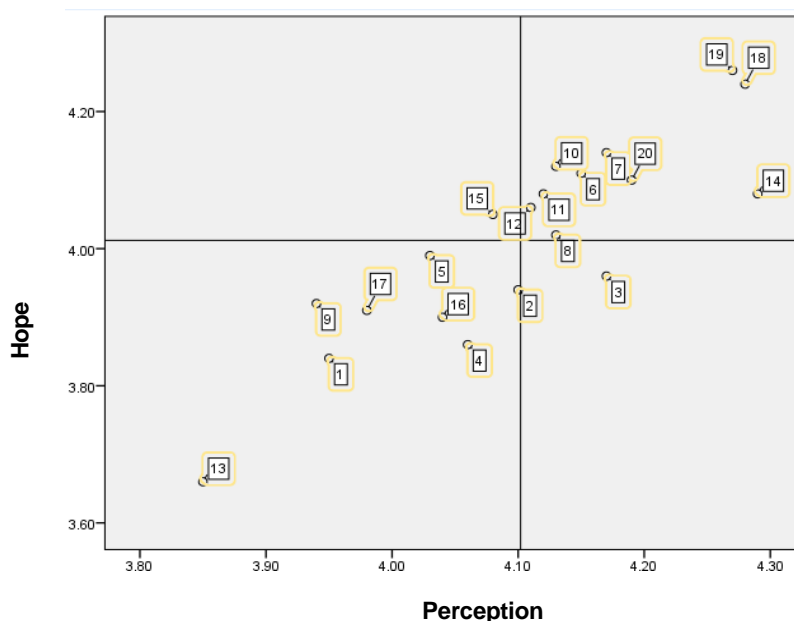
Dimension	Perception (P)	Expectations (E)	Gap	Q=P/E
<i>Responsiveness</i>	4.07	3.90	0.17	1.04
<i>Reliability</i>	4.12	4.06	0.06	1.01
<i>Tangible</i>	4.07	4.04	0.03	1.01
<i>Assurance</i>	4.07	3.92	0.14	1.04
<i>Empathy</i>	4.18	4.13	0.05	1.01
<b>Average</b>	<b>4.10</b>	<b>4.01</b>	<b>0.09</b>	<b>1.02</b>

Based on the results of the calculation of the overall average value of the gap, the order of the gap value from the highest to the lowest is obtained, which can be seen in the following Table 12.

**Table 12** Data Ranking Gap Service Quality

No.	Attribution	Ranking	Gap
1	Speed of employees in service	7	0.11
2	Speed of employees in meeting needs	5	0.16
3	Speed of employees in providing information	1	0.21
4	Speed of employees in providing new information	3	0.20
5	Product Pricing	12	0.04
6	Fast service	13	0.04
7	Easily accessible information	16	0.03
8	Management responsibilities in the service process	8	0.11
9	Clean company	18	0.02
10	Adequate parking	19	0.01
11	Neat employee appearance	15	0.04
12	Availability of facilities and infrastructure	11	0.05
13	Employees serve politely	4	0.19
14	Employees politely reprimand customers if there is a mistake	2	0.21
15	Customers feel safe at the company's location	17	0.03
16	Customers feel comfortable at the company's location	6	0.14
17	Employees receive criticism and suggestions	10	0.07
18	Employees serve customers individually	14	0.04
19	Ease of administration	20	0.01
20	Customer access is open to contact management	9	0.09

This analysis was carried out to determine the position of each attribute in PT Charoen Pokphand Indonesia Tbk's services based on the level of performance and the level of customer expectations. Expectation-perception quadrant analysis using a Cartesian diagram. Before displaying the results on the chart, the level of perception and expectation obtained from the average of each level of perception (X) and the average level of importance/expectation (Y) are first calculated. The data is then explained in the Cartesian diagram to find out the location of the quadrants of each dimension or the whole. The overall dimensions can be seen in the following Fig. 2.



**Fig. 2** Full-dimensional Cartesian diagram.



**Table 13.** Overall quadrant of dimensions

No.	Attribution	Kuadran	Gap
1	Speed of employees in service	C	0.11
2	Speed of employees in meeting needs	C	0.16
3	Speed of employees in providing information	D	0.21
4	Speed of employees in providing new information	C	0.20
5	Product Pricing	C	0.04
6	Fast service	B	0.04
7	Easily accessible information	B	0.03
8	Management responsibilities in the service process	B	0.11
9	Clean company	C	0.02
10	Adequate parking	B	0.01
11	Neat employee appearance	B	0.04
12	Availability of facilities and infrastructure	B	0.05
13	Employees serve politely	C	0.19
14	Employees politely reprimand customers if there is a mistake	B	0.21
15	Customers feel safe at the company's location	A	0.03
16	Customers feel comfortable at the company's location	C	0.14
17	Employees receive criticism and suggestions	C	0.07
18	Employees serve customers individually	B	0.04
19	Ease of administration	B	0.01
20	Customer access is open to contact management	B	0.09

Based on the results of the analysis conducted at PT Charoen Pokphand Indonesia Makassar Branch, the company managed to achieve a good level of customer satisfaction, with a Customer Satisfaction Index (CSI) value of 82.10%, which is included in the "Good" category. These findings are in line with previous research that showed that service quality has a significant effect on customer satisfaction and loyalty. For example, research by Putri et. al (2024) in Bank Syariah Indonesia shows that the quality of mobile banking services has a positive effect on customer satisfaction and loyalty, with satisfaction as a mediating variable (Sela, 2024). A similar thing was also found in a study by Putri et al. (2023), which emphasizes the importance of service quality in building customer loyalty to Islamic banks (Putri et al., 2024).

In terms of the dimension of service quality, the results of this study are also in line with the findings in previous research. The responsiveness dimension which is the main strength of PT Charoen Pokphand Indonesia, with the highest gap, reflects customer satisfaction with the speed and responsiveness of service. These findings are also in line with research by Sup and Sabaruddin (2024), which states that responsiveness has a significant gap in the financial services sector, which affects customer satisfaction levels (Sup & Sabaruddin, 2024). However, the tangible dimension that shows the smallest gaps in the study also reflects that there is still room for improvement, particularly in physical aspects such as cleanliness and office appearance. This is consistent with the findings of Soetiyono and Alexander (2025), who identified that although the physical quality of the service is quite good, there is still potential for improvement in the cleanliness and appearance of the facility (Soetiyono & Alexander, 2025).

In addition, attributes that are considered important by customers, such as the security of the company's location, still show gaps that need to be fixed. Research by Kusumaningrum and Delvira et al., (2020) also found that the security aspect is an important factor that companies must pay attention to to increase customer security in their facilities (Delvira et al., 2020). Overall, although PT Charoen Pokphand Indonesia has met many customer expectations, previous research has shown that the company needs to continue to maintain responsive service quality and improve physical aspects and security to further improve customer satisfaction and strengthen their loyalty.

#### 4. Conclusion

Based on the results of the analysis conducted at PT Charoen Pokphand Indonesia Makassar Branch, it can be concluded that the company has managed to achieve a good level of customer

satisfaction, with a Customer Satisfaction Index (CSI) value of 82.10%, which is included in the "Good" category. This shows that customers are generally satisfied with the quality of service provided, although there is still room for improvement to reach the "Very Good" or "Excellent" category.

The dimension of service quality that gets the most attention is responsiveness, which shows the highest gap, reflecting customer satisfaction with the speed and responsiveness of service. This is in line with findings from previous research that emphasized the importance of this dimension in increasing customer satisfaction and loyalty. On the other hand, the tangible dimension that shows the smallest gaps, indicates that although the company's physical facilities are already good enough, there is room for improvement, especially in terms of cleanliness and the appearance of the facilities that can enhance the impression of professionalism.

In addition, attributes such as the security of the company's location still show gaps that need to be fixed, which are priorities for future improvements. Overall, although the company has met most of the customers' expectations, in order to achieve higher levels of satisfaction and strengthen customer loyalty, the company needs to continue to maintain a responsive quality of service and improve the physical aspects and security of the facility.

Thus, strengthening the tangible aspect and improving the security system will be a strategic step that companies need to pay attention to to create a more optimal customer experience, which in turn can increase the company's loyalty and competitiveness in the market.

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