

The Strategy Of Implementing Service Quality (Servqual) In Increasing The Competitiveness Of The Workshop Business Of Pt. Diamond Of Light In Bima City

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ABSTRACT

The increasing number of workshop businesses in Bima City has triggered increasingly competitive competition, so that service quality is the main determinant in retaining customers. The problem in this study lies in the lack of optimal implementation of service quality at PT. Diamond Light, which has an impact on fluctuations in customer satisfaction and loyalty levels. This study aims to examine in depth the strategy of implementing Service Quality (SERVQUAL) in increasing the competitiveness of the workshop business. The research method used is qualitative with a descriptive approach, through data collection techniques in the form of field observations, interviews with management and customers, and documentation. Data analysis is carried out systematically through the stages of reduction, presentation, and drawing conclusions. The results of the study show that the five dimensions of SERVQUAL tangibles, reliability, responsiveness, assurance, and empathy have been implemented, but have not been carried out consistently and comprehensively. The main weakness is seen in the aspect of responsiveness and attention to customer needs. Therefore, the necessary strategies include improving the professionalism of human resources, improving facilities and infrastructure, accelerating services, and strengthening more responsive and personalized communication. In conclusion, the targeted and sustainable implementation of SERVQUAL can strengthen customer satisfaction and directly increase the competitiveness of PT. Berdiamond Cahaya in the midst of dynamic workshop business competition.

Service Quality, SERVQUAL, service quality, competitiveness, customer satisfaction, workshop.

INTRODUCTION

The development of the service sector in Indonesia over the past few decades has shown a fundamental shift from a product-oriented to a service-oriented orientation. This is in line with increasing consumer awareness of service quality as a crucial component of the value they receive. (Aldaarmi, 2024) . In the context of service businesses, including repair shops, consumers no longer solely assess the final outcome of vehicle repairs but also the overall service experience, from speed, accuracy, comfort, to the service provider's attitude. Increasingly open competition encourages every business to be competitive not only in terms of price but also to excel in service quality (Maiya & Aithal, 2023a) .

At the local level, this phenomenon is also evident in the rapid growth of repair shops in Bima City. The increasing number of motorized vehicles is directly proportional to the increasing need for maintenance and repair services. However, this growth in the number of repair shops also triggers increasingly fierce competition (Maiya & Aithal, 2023b) . In this situation, a repair shop's ability to manage service quality is a determining factor in retaining customers and expanding market share. Many studies on service quality have been conducted using the Service Quality (SERVQUAL) approach, which emphasizes five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Duc et al., 2023) .

Early research in this area confirmed that service quality has a strong relationship with customer satisfaction, with reliability and tangibles being the primary focus. Subsequent studies expanded the focus by showing that responsiveness and service assurance play a crucial role in building customer trust (Hernández et al., 2024) . Other research has revealed that empathy and personalized attention to customers are key differentiators in fostering long-term loyalty.

Meanwhile, more recent studies position service quality as a strategic instrument for improving business competitiveness, not only in terms of satisfaction but also in terms of image and sustainability. On the other hand, some research criticizes the implementation of SERVQUAL, which tends to be normative and does not consider the specific business context, particularly in the small and medium enterprise sector (Adak et al., 2022) . Other research indicates that the success of service quality implementation is heavily influenced by a business's internal capabilities, such as human resource competency and facility support.

Furthermore, several studies emphasize the importance of integrating service quality and overall business management strategies to achieve sustainable impact (Ong et al., 2023) . While these studies have made important contributions, there are still gaps that remain largely unexplored, particularly in the context of repair shop businesses in areas like Bima City. Most previous research has focused on more established service sectors, such as banking, hospitals, and modern retail, and tends to use a quantitative approach that emphasizes measuring customer satisfaction. (Baquero, 2023) .

However, understanding of how the SERVQUAL implementation strategy is actually implemented in the field, including the obstacles and adjustments made, is still relatively

limited. This is both a research gap and the basis for the novelty of this study. The urgency of this research lies in the need to present a more contextual and applicable service quality implementation model for repair shops, especially in facing increasingly dynamic competition. Without a clear and directed service strategy, repair shops have the potential to gradually lose their competitiveness. Conversely, the appropriate implementation of service quality can become a competitive advantage that is difficult to imitate. Based on this background, this study aims to analyze in depth the Service Quality (SERVQUAL) implementation strategy in improving the competitiveness of PT. Berlian Cahaya's repair shop business in Bima City, as well as identify service aspects that need to be strengthened to support business sustainability and excellence.

RESEARCH METHODS

This study uses a qualitative research type with a descriptive approach, which aims to understand in depth the practice of implementing service quality in repair shops and formulate strategies to increase competitiveness based on the dimensions of Service Quality (SERVQUAL). This approach was chosen because it is able to describe phenomena contextually, especially related to service interactions, employee behavior, and customer experiences that cannot be measured quantitatively alone. The study was conducted at PT. Berlian Cahaya in Bima City, considering that this area shows rapid growth of repair shops and high levels of competition. The research was conducted in March 2026 by adjusting to the operational conditions of the workshop and the availability of informants. Data sources consist of primary and secondary data. Primary data was obtained through in-depth interviews with the owner, employees/mechanics, and customers, as well as direct observation of the workshop's service activities. Meanwhile, secondary data was obtained from business documents and literature relevant to the concept of service quality and SERVQUAL. Data collection techniques include interviews, observation, and documentation. Interviews were used to gather information related to service practices and business strategies, observations to directly observe the service process and interactions in the field, and documentation as supporting data to strengthen the research findings. Data analysis used the Miles and Huberman interactive model, which includes three stages: data reduction, descriptive narrative presentation, and conclusion drawing. To ensure data validity, triangulation techniques were used across sources, techniques, and time to ensure the consistency and validity of the information obtained.

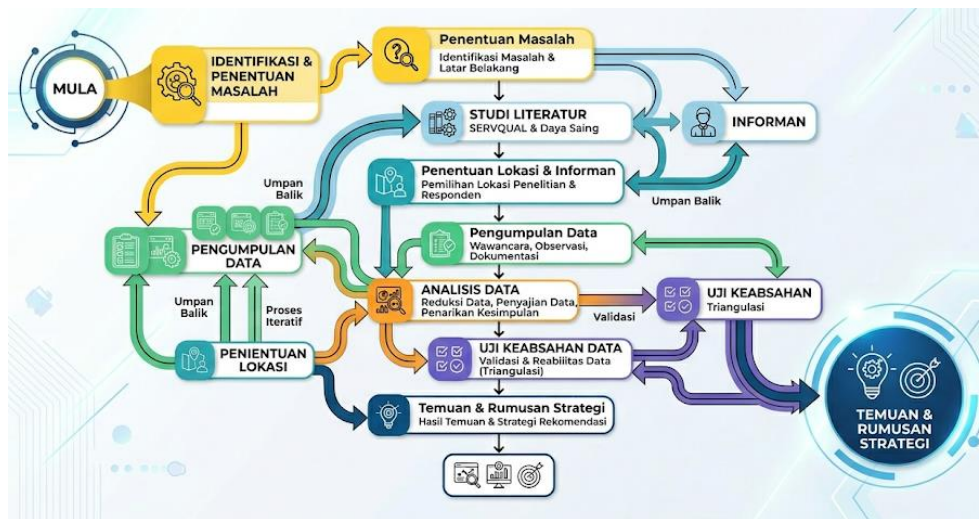


Figure 1. Research flow

The research began with problem identification, stemming from the phenomenon of competition in the repair shop business and the importance of service quality. The next stage was a literature review to strengthen the theoretical foundation, particularly regarding the concept of SERVQUAL and business competitiveness. Afterward, the researcher identified locations and informants relevant to the research focus. Data collection was conducted simultaneously through interviews, observation, and documentation to obtain a comprehensive picture. The collected data were then analyzed using an interactive model with a cyclical process, from reduction to conclusion drawing. To ensure validity, triangulation was conducted across various sources, techniques, and timescales. The final stage was formulating research findings directed at developing strategies for improving competitiveness based on service quality.

RESULTS AND DISCUSSION

The results of this study were obtained through direct observation of the service process at the workshop and interviews with the owner, mechanics, and customers of PT. Berlian Cahaya. These results indicate that service quality is already implemented in daily activities. However, the existing service has not been established within a clear and directed system. Work methods still rely heavily on the habits and experiences of each employee, rather than on formally established rules or service standards. As a result, the quality of service perceived by customers can vary depending on the situation and who is providing the service. The physical condition of the workshop is quite adequate for carrying out service activities. The work area is neat, equipment is available, and customers are provided with a waiting area. However, the existing facilities still only meet basic needs. Customer comfort has not been a primary concern. This is evident when customers have to wait for quite long periods, while the waiting area does not provide a truly comfortable atmosphere. In other words, the physical aspect of the workshop has not been utilized as a crucial part of improving the customer

experience. In terms of work execution, mechanics are able to complete vehicle repairs well and according to standards. This has led to customers' confidence in the workshop's work. However, issues often arise regarding the timeliness of service. The initial turnaround time doesn't always reflect the reality on the ground. This typically occurs when the number of customers increases or additional damage is discovered that requires more time. Service speed is also a major concern. Under normal conditions, service can be quite fast. However, when the workshop is busy, service becomes slower. Customers are forced to wait uncertainly due to the lack of a clear queuing system. This situation often creates confusion and sometimes even makes them feel underserved. In terms of trust, customers generally feel confident in the abilities of the mechanics working at this workshop. Long experience is one of the main reasons for this trust. However, in some cases, customers don't receive a clear explanation regarding their vehicle's condition. This indicates that communication between employees and customers still needs to be improved to make it more understandable and transparent. Furthermore, customer attention is not yet consistent. Some employees provide friendly and communicative service, while others provide mediocre service. This difference creates a disparate customer experience. This situation indicates that customer-oriented service has not yet become a common practice within the workshop environment. Overall, it is understandable that the service quality at PT. Berlian Cahaya is actually quite good as a foundation, but it is not yet stable and systematically managed. Services are still operating naturally, without clear regulations and management. To facilitate a comprehensive overview of the research findings, the results are summarized in the following table:

The findings are summarized in the following table:

Table 1. Implementation of SERVQUAL and Barriers to Increasing Competitiveness

Dimension/Aspect	Current Conditions	Impact on Competitiveness	Major Obstacles
Tangibles	Adequate facilities, simple waiting room	Providing basic comfort, not yet an advantage	Limited facilities
Reliability	Good work results, time is not consistent	Increases trust, but decreases satisfaction when late	Time management
Responsiveness	Fast at the start, slow when busy	Decreased satisfaction and loyalty	Limited human resources
Assurance	Experienced mechanic	Building customer trust	Communication is not yet evenly distributed
Empathy	Interaction is not consistent	Inhibiting customer engagement	There is no service standard
System	There is no SOP yet	Non-uniform service	Management is not yet structured

These results indicate that service quality exists, but it's not yet stable. Under certain conditions, service can improve, but under others, it declines. This indicates that service quality is not yet a system, but rather depends on the situation and the individual.

Discussion

1. Implementation of Service Quality in Increasing Competitiveness

The implementation of service quality at PT. Berlian Cahaya essentially reflects the basic principles of good service, although it has not yet fully met the demands of increasingly fierce competition. According to Parasuraman, Zeithaml, and Berry, service quality is largely determined by the extent to which the service provided meets or even exceeds customer expectations (Ganbold et al., 2022) . This study still shows a gap between customer expectations and the service they receive. This gap is most pronounced in the speed of service and customer attention, which are crucial aspects of the service experience.

A closer look reveals that service quality in service businesses is generally determined not only by the final result but also by the service process itself. Studies of service quality identify two main aspects: technical capability and the way the service is delivered (Saflor et al., 2024) . At PT. Berlian Cahaya, technical capability is quite good. Mechanics are capable of completing work correctly and are reliable. However, the way the service is delivered, such as speed, clarity of information, and how the service is interacted with customers, is not yet optimal (Bisschoff & Els, 2023) .

In fact, in many service studies, this aspect is the most influential on customer satisfaction. In relation to competitiveness, this condition is crucial. A business cannot simply be able to "work well," but must be able to provide something different from competitors (Faeni, 2024) . In the repair shop business, the difference lies not only in the repair results, but also in the customer experience during the service process. Customers tend to choose repair shops that provide certainty of time, fast service, and clear and easy-to-understand communication. If these conditions are not met, technical excellence alone is not enough to retain customers (Okechukwu & Onyia, 2022) .

Conditions at PT. Berlian Cahaya indicate that service is still operating at an operational level and has not yet become part of the business strategy. This is evident in the lack of a clear queuing system, the lack of standardized service standards, and the lack of specific efforts to improve employee communication skills. (Wu et al., 2023) . Within the concept of quality management, this situation indicates that quality has not yet become a work culture, but rather remains a daily activity that proceeds as is. Furthermore, customer satisfaction is not solely determined by the final outcome of the service, but is heavily influenced by the process they experience. When customers have to wait long periods without clarity, their impression of the service will decline, even if the actual results are good. This demonstrates that customer experience during

the service process plays a significant role in shaping their assessment of service quality (Alharbi & Aloud, 2024) .

Various studies also show that today's customers want not only good service, but also fast service with a personal touch. They want to be noticed, listened to, and treated well. In this context, customer attention is a crucial factor that is often overlooked (Bagnato et al., 2024) . Yet, simple things like greeting, explaining clearly, or providing certainty about time can have a significant impact on customer satisfaction and loyalty. When linked to the concept of long-term relationships with customers, good service should be able to create a close relationship between customers and service providers. However, this relationship can only be built if the service is delivered consistently. Under current conditions, service at PT.

Berlian Cahaya's service remains inconsistent, resulting in a less than solid customer relationship. Furthermore, the concept of service excellence requires a business to not only meet customer expectations but also to exceed expectations (Nguyễn et al., 2024) . Under current conditions, service at this workshop is still at the stage of meeting basic customer needs. Efforts to provide added value or a memorable experience have not been clearly visible. Therefore, it is understandable that the service quality at PT. Berlian Cahaya already has a fairly good foundation, especially in terms of technical capabilities. However, to be able to compete more strongly, a change in the way we view service is needed (Quan et al., 2023b) . Service is no longer sufficient to be carried out spontaneously, but needs to be planned, organized, and implemented consistently. With these steps, service quality will not only be a complement but can become a key strength in increasing business competitiveness.

2. Obstacles and Challenges in Implementing Service Quality

Barriers to implementing service quality at PT. Berlian Cahaya primarily stem from internal business conditions. One of the most obvious is the limited workforce. As the number of customers increases, the available mechanics are unable to handle all the work quickly. As a result, service slows down and customer attention decreases. In situations like this, employees tend to focus on completing technical tasks, while the service aspect is often neglected. (Quan et al., 2023a) . In service management studies, this condition is known as an imbalance between capacity and demand. When the number of customers exceeds the available service capacity, service quality will decline. This impacts not only the speed of service but also the way employees interact with customers (Mydyti et al., 2023) .

Service becomes less responsive and feels less personal. Furthermore, the lack of clear service rules is also a fundamental problem. Currently, service is largely based on the habits of each employee. As a result, customer service can vary from employee to employee. Some provide excellent and communicative service, while others provide mediocre service (Magableh et al., 2024) . In quality management theory, this

situation indicates the absence of standards capable of maintaining consistent service. Limited facilities also impact service quality. While existing facilities are sufficient for workshop operations, they are not yet able to provide maximum customer comfort, especially when waiting times are long (Zervas & Stiakakis, 2024b) .

In service studies, the environmental conditions of the service location significantly influence customer assessments. An uncomfortable environment can leave customers dissatisfied, even if the work is actually good. In terms of communication, it was found that not all employees are able to clearly explain vehicle conditions to customers (Zervas & Stiakakis, 2024a) . However, a good explanation is crucial for building trust. When customers don't understand what's happening to their vehicle, they can feel doubtful or unsure about the service provided.

Furthermore, customer-oriented service has not yet become a common practice. While friendly and attentive attitudes exist, they are not consistently demonstrated by all employees. This indicates that service values have not yet been truly embedded in daily work practices (Hasan et al., 2024) . In service organization theory, good service is not merely an occasional experience; it must become part of the work culture. Broadly speaking, this situation is actually common in small and medium-sized businesses. Limited workforce, the absence of a clear system, and a lack of standardization are common challenges . However, on the other hand, this situation also opens up opportunities for improvement. (Ahmad & Jais, 2024) .

With the right improvements, service quality can be significantly improved. These improvements don't have to start with major initiatives. Simple steps like establishing service rules, organizing queue systems, improving customer communication, and providing basic employee training can make a significant difference. If implemented gradually and consistently, service quality will improve (Saputra et al., 2023) . Ultimately, the main challenge is not just improving one aspect of the service, but building a comprehensive service system. Services need to be planned, organized, and implemented consistently to provide the same experience for every customer. In this way, service quality not only improves but can also become a key strength in facing competition (Khanfar et al., 2024) . Thus, it is understandable that service quality plays a crucial role in determining the competitiveness of repair shops. Current conditions indicate that the implementation of service quality is not yet fully optimized, resulting in suboptimal competitiveness. However, with targeted and sustainable improvements, service quality can become a key advantage that can strengthen a business's position amidst the competition.

CONCLUSION AND SUGGESTIONS

Based on the research results and discussion, it can be confirmed that the implementation of service quality at PT. Berlian Cahaya in Bima City is essentially already underway and has become part of daily operational activities. The mechanics' technical skills are considered good and able to build customer trust. However, this service quality has not been systematically managed and has not been used as a primary strategy for increasing competitiveness. Service remains situational, inconsistent, and not supported by clear standards. As a result, the customer experience is inconsistent, especially in terms of service speed, time certainty, communication, and customer attention. This condition has resulted in the business's competitiveness not being firmly established, because service excellence has not been able to become a real differentiator amidst increasingly fierce competition from repair shops. On the other hand, the main obstacles to the implementation of service quality come from internal factors, particularly limited human resources, the absence of service operational standards, weak time and queue management, and suboptimal service facilities and communication. These obstacles have a direct impact on declining service quality, especially as the number of customers increases. Furthermore, the lack of a consistent service culture also hinders the creation of a sustainable good customer experience. Thus, it can be concluded that service quality plays a crucial role in increasing the competitiveness of a repair shop. PT. Berlian Cahaya has strong technical potential, but needs to comprehensively improve its service system. Service quality improvements should be directed at establishing clear service standards, strengthening human resource capacity, improving the queuing system, and enhancing communication and customer attention. If these steps are implemented consistently, service quality will not only improve but can also become a sustainable competitive advantage.

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