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The impact of service quality of location strategy, process strategy, and service design towards college students' satisfaction in Indonesia

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Abstract

This study aims to evaluate the impact of service quality, location strategy, process strategy, and service design on student satisfaction as an effort to address the issue of declining student enrollment. The study participants include 313 students from a Private Business School. Structural Equation Modeling (SEM) analysis is used, employing a structural equation model formulated as follows: Y=0.054X_1+0.319X_2+0.626X_3; Z=0.105X_1+0.145X_2+0.577X_3; Z=0.011X_1+0.063X_2+0.124X_3;Z=0.195Y. The findings revealed that location strategy, process strategy, and service design collectively influenced 83.9% of the variance in service quality and 87.1% in customer satisfaction. Particularly, service design emerged as the strongest predictor of service quality, demonstrating a direct effect of 0.626 with a probability of 0.002, and customer satisfaction with a total effect of 0.701. These findings indicate that maintaining and improving location strategy, process strategy, and service design are crucial for enhancing service quality and customer satisfaction at Private Business School. The practical implications highlight the need for management to focus on these aspects to improve overall performance in service quality and customer satisfaction, as identified by the 20 research indicators.

Keywords

Service quality, College students, Satisfaction

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Introduction

The Private Business School stands out among private colleges due to its unique approach to college design. Unlike other institutions, it operates on a three-day-per-week schedule, providing flexibility for full-time workers who form its primary demographic. Additionally, the school utilizes a block system rather than the credit system commonly found in most colleges. Situated in close proximity to business districts, the Private Business School strategically positions itself to cater to the needs of professionals and students interested in business-related fields.

This research aims to assess the impact of service quality of location strategy, process strategy, and service design towards college students' satisfaction. In this study, we aim to investigate several factors that may serve as predictors of both service quality and college students' satisfaction. Firstly, we examine whether strategic location plays a predictive role in determining service quality. Secondly, we analyze whether process strategy acts as a predictor of service quality. Additionally, we investigate the predictive power of service design in relation to service quality. Moving on to college students' satisfaction, we explore whether location strategy serves as a predictor. Similarly, we assess the predictive capacity of process strategy on college students' satisfaction. Furthermore, we investigate whether service design can predict college students' satisfaction. Lastly, we explore whether service quality itself acts as a predictor of college students' satisfaction. Through these analyses, we seek to gain a comprehensive understanding of the factors influencing both service quality and college students' satisfaction in the context of our study.

The result from analyzing such hypotheses can be used as evaluation tools for Research Institution (Private's) to assess the declining rate for college student applicants in 2013 and as reference to improve its service so that it can fulfill customers' (college students') need while also identifying significantly contributing factors that affect strategy improvement implemented by respected research institution (in this case; location strategy, process strategy, and service design).

Companies can do many things to improve their competitiveness in the market, including relocating their location to a more effective location [1]. It was stated by Rasmussen [2] that generally companies concern themselves more with non-financial factors, such as infrastructure and location selection. According to Susan Meyer et al research [3], location positively but not significantly affects industries performance, but Strategy and Technology Operations positively and significantly affects industries performance. In other studies, Location variable has the biggest impact on buying decision (0.329), followed by product quality (0.323), and other variable (0.242). Hypothesis testing through t-test shows that 3 independent variables studied; price (X1), product quality (X2), and location (X3) positively and significantly affects buying decision as its dependent variable (Y). The R-Adjusted Square shows that 62.3% variance can be explained through those 3 variables [4].

Process is a set of activities where the specific inputs and outputs are interrelated [5]. A process strategy or transformation is an organizational approach to change resources to goods and services. Product/service design are created to achieve performance quality as expected from customers. Service design could also mean an effort of formulating customer requirement in a service product such that it is in line with what the customer expects. This formulation includes Service Concept, Service Package, Performance Specification, and Delivery Specification [6]. Service Quality is an advantage that is both expected and needs to be controlled to fulfill customers' expectation [7]. According to Taylor R et al. [5], quality dimension for service is different

from manufacture. Service quality is closely related to time and interaction among workers and customers, which includes Time and timeliness, Completeness, Courtesy, Consistency, Accessibility and convenience, Accuracy, Responsiveness. Kotler [8] defines customer satisfaction as degree of satisfaction as a result of comparison between reality and expectation from a product/service received. Customer's satisfaction is customer's perception towards a kind of service that he/she experiences [9].

Methods

This study uses causal quantitative approach, a method to test theories by testing relationships among variables inside research instrument [10]. Research instrument: The variables measured include Location Strategy, Process Strategy, Service Design, Service Quality, and Customer Satisfaction. The measurement metrics uses Likert. Likert scale is a behavioral measurement where the subject is asked to indicate their level of approval/disapproval towards each statement [11] [12]. The range used in this study ranges from 1 to 5.

Table 1. Number of Department

Department	2010	2011	2012	2013
Management	240	391	528	520
Accounting	97	217	204	228
ABA	5	13	13	7
Information Mgt.	39	54	44	104
Total	**381**	**675**	**789**	**859**

This research utilizes primary data, specifically questionnaire data from respondents, and secondary data, which includes academic data from the Private Business School's management. The Population Studied is College Students majoring in Management batch 2011, 2012, and 2013 from The Private Business School (Table 1). Sample taking refers to Isaac and Michael in Rachman [13] with confidence level of 95%, from which a population of 1439 respondents were reduced to 313 samples. Sampling method used in this research is purposive sampling, a method to select sample subjectively through specific criteria's. This method is selected as researcher is assumed to have the understanding that only some specific, targeted samples have the capabilities to provide the necessary information [10]. The analytical tools used in this research is Structural Data Equation Modelling (SEM) with the help of Analysis of Moment Structure (AMOS) computer program and Special Package for Statistics Science (SPSS). Because the samples used in this study falls within 100-200 rang, the technique used is Maximum Likehood Estimation (ML) and Generalized Least Square Estimation (GLS). The fit index would take into account weighted proportion in the variance within sampled covariant matrix explained with covariant matrix of the estimated population. GFI is a non-statistical measure ranging from 0 (poor fit) to 1.0 (perfect fit). The closer the score towards 1 indicates better fit, while a score which falls between 0.80 – 0.90 indicates marginal fit.

According to Figure 1, relationship among variables can be summed up:

H1: Y= γ y.x1 X1 + e2, → (*Direct Effects*) X1 to Y,
H2: Y = γ y.x2 X2 + e2, → (*Direct Effects*) X2 to Y,
H3: Y = γ y.x3 X3 + e2, → (*Direct Effects*) X3 to Y,
H4: Z = γ z.x1 X1+ e1, → (*Direct Effects*) X1 to Z,
H5: Z = γ z.x2 X2+ e1, → (*Direct Effects*) X2 to Z,
H6: Z = γ z.x3 X3 + e1, → (*Direct Effects*) X3 to Z,
H7: Z= βzy Y1 + e1, → (*Direct Effects*) Y to Z .....(1)

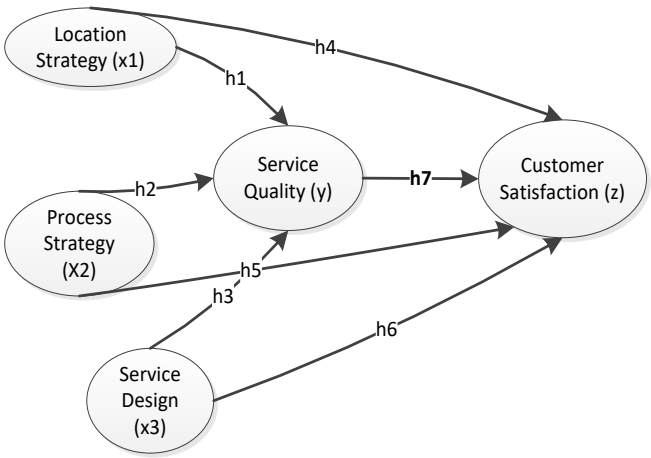

Figure 1. The objective of conceptual model

Results

By using SPSS as the statistical software there can be derived 20 question statements, 20 of them are valid with Alpha Cronbach reliability at 0.89. Validity can be assumed when r_{count} is bigger than r_{table} or critical r which is 0.3 and its acceptable Cronbach Alpha is at 0.7 [14], [15]. Reliability test within SEM [10] requires validity result > 0.5 and reliability result > 0.7 as its acceptable standard.

$$Construct\ Reliability = \frac{(\sum standardloading)2}{(\sum standardloading)2 + \sum Ej} \quad .....(2)$$

Table 2. Validity and reliability construct

Construct	Factor Loading	Factor Loading square	Error	reliability	validity
Location Strategy	2.43	1.52	2.48	0.7	0.5
Process Strategy	2.05	1.57	1.43	0.75	0.63
Service Design	2.57	1.69	2.31	0.74	0.55
Service Quality	2.99	1.89	3.14	0.74	0.53
Satisfaction	3.26	2.3	2.7	0.8	0.66

Table 2 presents reliability above 0.7 and validity above 0.5, implying that the data is both valid and reliable, hence can be processed onto the next tests. Measurement model is part of SEM which consists of latent variables (constructs) and manifest variables (indicators) which explains the constructs. The aim for this test is to know how accurate the manifest variables are in explaining the existing latent variables. The result of the measurement model can be seen in Table 3.

Goodness of Fit Index shows that the model is fit, and as for the correlation among variables can be seen in Table 4. As the score falls at the range of 0.5 or more, it shows that the relationship between location and design is strong. As such, the relationship is also positive; the higher (better) the location strategy, the higher (better) the service design. As the model is fit and proved to be correlated, the next phase which is Structural Modeling can be carried out.

Table 3. Goodness of Fit Index by Measurement model testing

GoF	Cut off value	Result	Evaluation
chi square	expected small	230.89	good
probability	≥ 0.05	0	-
RMSEA	≤0.08	0.042	good
GFI	≥ 0.90	0.93	good
AGFI	≥ 0.90	0.902	good
CMIN/df	≤ 2.0	1.55	good
TLI	≥ 0.95	0.938	good
CFI	≥ 0.95	0.951	good

Table 4. Correlation Inter-variables

			Estimate
location	<->	design	0.500
design	<->	process	0.764
location	<->	process	0.500
process	<->	satisfaction	0.774
quality	<->	satisfaction	0.901
design	<->	quality	0.899
location	<->	quality	0.516
design	<->	satisfaction	0.910
process	<->	quality	0.840
location	<->	satisfaction	0.546

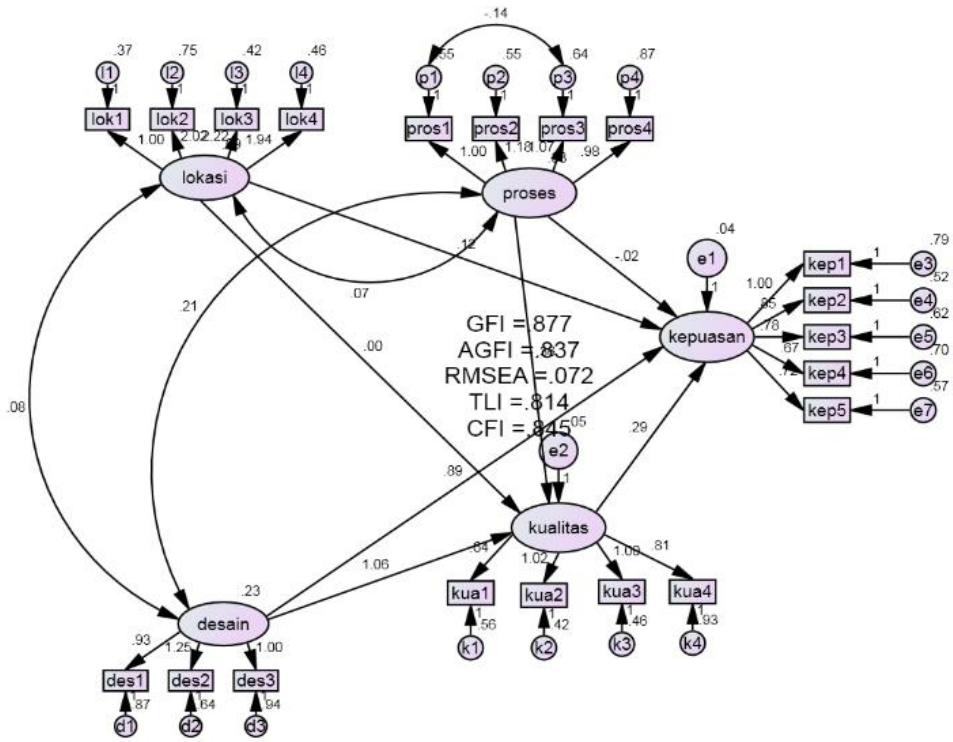

Figure 2. Structural Model with Number Displayed

From the evaluation of Goodness of Fit, it can be shown that the criteria fits RMSEA and GFI from 4 out of 8 marginals which are AGFI, CMIN/df, TLI and CFI. Therefore, the model cannot yet be stated as fit (does not meet the requirement of Goodness of Fit) and is judged as needing further model modification [10]. To increase the result of Goodness of Fit model, the method that can be used is to include indicators which have Standardized Regression Weight coefficient between low λ (loading factor) or by correlating some indicators which have high Modification Index (M.I) [10]. By correlating the modification index with a score of 8,000 or more, the result can be seen at Table 5.

Table 5. Goodness of Fit by Model Modification testing

Goodness of Fit Index	Cut-off Value	Result	Modification	Evaluation
chi square	Expected small	419.74	191.5	Good
Probability	≥ 0.05	0	0.004	marginal
RMSEA	≤ 0.08	0.072	0.033	Good
GFI	≥ 0.90	0.9	0.943	Good
AGFI	≥ 0.90	0.84	0.916	Good
CMIN/df	≤ 2.0	2.64	1.35	Good
TLI	≥ 0.95	0.814	0.961	Good
CFI	≥ 0.95	0.845	0.971	Good

Present show that the data passes the data fit standard. From the analysis done through standardized direct effects, indirect effects and total effects it can be derived that the effect of independent and dependent variables can be summed up as Table 6.

Table 6. Direct and Indirect Impact of Variables

Construct	Service Quality			Satisfaction		
Effect	direct	indirect	total	direct	indirect	total
Location Strategy	0.054	0	0.054	0.105	0.011	0.116
Process Strategy	0.319	0	0.319	0.145	0.063	0.208
Service Design	0.626	0	0.626	0.577	0.124	0.701
Service Quality	0	0	0	0.195	0	0.195

From the standardized estimate as calculated in Table 6, by defining Location Strategy Variables as X1, Process Strategy as X2, Service Design as X3, and Service Quality as Y, it can be modelled as follows:

$$Y = 0.054\ X1 + 0.319\ X2 + 0.626\ X3;$$
$$Z = 0.105\ X1 + 0.145\ X2 + 0.577\ X3$$
$$Z = 0.011\ X1 + 0.063\ X2 + 0.124\ X3;$$
$$Z = 0.195\ Y \quad \text{.....(3)}$$

Table 7. Goodness of Fit by Model Modification testing

	Estimate
Service Quality	0.838
Satisfaction	0.871

Table 7 shows that this study results in some findings as stated:

1. Service quality is affected by Location Strategy, Process Strategy and Service Design by 83.9%, while 16.1% is affected by other variables/factors outside this study.

2. Customer Satisfaction is affected by Location Strategy, Process Strategy, and Service Design by 87.1%, while 12.9% is affected by other variables/factors outside this study (e1). The relationship among variables is as shown in FIGURE.1

Based on data calculations, there can be derived several structural equations as follows:

H1: Y= γ y.x1 X1 + e2 → 0.054 X1 + e2
H2: Y = γ y.x2 X2 + e2 → 0.319 X2 + e2
H3: Y = γ y.x3 X3 + e2 → 0.626 X3 + e2
H4: Z = γ z.x1 X1+ e1 → 0.105 X1+ e1
H5: Z = γ z.x2 X2+ e1 → 0.145 X2+ e1
H6: Z = γ z.x3 X3 + e1 → 0.577 X3 + e1
H7: Z= βzy Y1 + e1 → 0.195 Y1 + e1 .....(4)

The satisfaction is an emotional thought that can influence perceptive value of service experienced [16]-[19]. Meanwhile, the study findings seen from the relationships among variables can be seen below:

1. Square Multiple Correlation which shows the value of Service Quality at 0.839 and Customer Satisfaction at 0.871.

2. Determinants is the Square Multiple Correlation for Service Quality time 100%, which equals to 0.839 x 100% = 83.9%. Therefore, it can be concluded that change in Service Quality is affected by Location Strategy, Process Strategy, and Service Design by 83.9% while 16.1% is affected by other variables/factors outside the scope of this study(e2). Square Multiple Correlation towards Customers' Satisfaction R2 = 0.871, resulting in Determinant value of 0.871 x 100% = 87.1 %. Therefore, it can be concluded that change in Customers' Satisfaction is affected by Location Strategy, Process Strategy, and Service Design by 87.1%, while 12.9% is affected by other variables/factors outside the scope of this study (e1).

Discussion

Location Strategy is a positive predictor towards Private Business School Research Institute's Service Quality with the coefficient 0 of 0.054 while not being significant in probability value at 0.497 (<0.05). This shows that the Location Strategy given by the Private Business School research institute does not have a significant effect on Private Business School's education service quality. Location Strategy does not only include where a place is located but also involves other dimensions such as facility, comfort, safety, and other factors by Chase [6].

The optimal choice of location strategy can increase the quality of a company's product/service. In this respect, if Private Business School wants to increase its service quality, then the choice of Location Strategy must be further optimized than existing condition. The finding of this study supports previous studies done by Susan Meyer Goldstein [3] in the Journal of Operation Management. From such studies, it can be

derived that Location by itself does not affect hospital's performance, just as Strategy doesn't affect hospital performance in rural areas.

Process Strategy acts as a positive and significant predictor towards Private Business School with probability value of 0.037 (<0.05) and a coefficient of 0.319. This shows that the choices in Process Strategy implemented by Private Business School research institute are able to act as predictor towards Private Business School research institute service quality. The result for this study supports previous research done by Ririn Mulyani [16], which stated that Process Strategy is the most important aspect in the development effort to increase process efficiency and effectivity. Process Strategy is also one of the ways to increase customer satisfaction, where one of the main focuses in Process Strategy is to increase Service/Design Quality.

Service Design acts as positive and significant predictor towards Private Business School with the probability of 0.002 (<0.05) and a coefficient value of 0.626. Location Strategy, Process Strategy, and Service Design as predictor towards Service Quality is accepted following the tests of: Location Strategy as positive predictor towards Business School research institute's Service Quality with coefficient of 0.054 but not significant with probability value of 0.497 (<0.05), while Process Strategy acts as positive and significant predictor towards Private Business School research institute's service quality with probability value of 0.037 (<0.05) and coefficient value of 0.319 and Service Design as positive and significant as positive and significant predictor towards Private Business School research institute's Service Quality with probability value of 0.002 (<0.05) ad coefficient of 0.626. As such, Service Design and Process Strategy have positive and significant relationship with Service Quality while Location Strategy has positive but insignificant relationship with Service Quality [3], [20].

Location strategy as positive predictor towards Private Business School College Student's Satisfaction with coefficient of 0.105 while having insignificant probability value of 0.2 (<0.05). The same thing can be seen at the indirect effect of Location Strategy towards College Students' Satisfaction with coefficient value of 0.011, or that the total effect of Location Strategy towards College Students' Satisfaction is of 0.116 coefficient value. From those results it can be stated that Strategy Location implemented by Private Business School research institute has not fulfilled the expectations or needs of its customers. Location Strategy is not assumed to only include location but also includes other dimensions such as facilities, comfort, safety, and many others. The choice of correct location strategy can also increase the satisfaction of the company's customers. In this respect, if Private Business School wants to increase its customer satisfaction, then it needs to improve its Strategy Location from the existing conditions. The study result further supports the previous study [2], [3], [21], [22], where it shows that location had positively affected customer satisfaction. To conclude, there is a relationship between the choice of Location Strategy towards the customer satisfaction.

Process Strategy acts as positive predictor towards Private Business School's College Students' Satisfaction with coefficient of 0.154 while having insignificant probability value of 0.322 (<0.05). The same thing can be seen at the indirect effect of Process Strategy towards College Students' Satisfaction with coefficient value of 0.063, or that Process Strategy affect Customer Satisfaction with coefficient value of 0.208. From that result it can be derived that Process Strategy implemented by Private Business School has not fulfilled expectations/needs from its customers. Process Strategy includes interaction between customer and research institution, where an optimal management of process strategy could lead to customers' satisfaction. Therefore, if Private Business School wants to increase its customer satisfactions it needs to improve the management of its Strategy Process. The study result supports previous study [23] which stated that Process Strategy is one of the most important aspects in its effort of developing and improving the effectivity and efficiency of process effectivity. Strategy process is also one of the potential tools to increase customer satisfaction level.

Service Design acts as positive predictor towards Private Business School research institute's College Students' Satisfaction with coefficient value of 0.577 while having insignificant probability value of 0.128 (<0.05).

Location Strategy, Process Strategy, and Service Design can be accepted as predictor following the tests that prove Strategy Process and Service Design has positive and significant relationship with College Students' satisfaction. Meanwhile, location strategy has a positive but insignificant relationship with College Students' satisfaction. The same thing can be derived from the indirect effect of Service Design towards College Students' Satisfaction with coefficient value of 0.124, or that the total effect of Service Design towards College Students' Satisfaction has the coefficient value of 0.701. From those result it can be concluded that the choice of Service Design implemented by Private Business School research institute can meet the expectation/needs of its customers. Private Business School as education institute needs interaction with its customer in delivering its services, the optimal choice of service design can increase its College Students' Satisfaction. Currently, the service design offered by Private Business School already meets its customer expectation though it needs further improvement to stay competitive. The result of this study supports theory explained by Heizer Jay [24] stating that in Service Industry, moment of truth serves as very important moment between service provider and customer., increasing or decreasing customer expectation.

Service Quality as positive predictor towards Private Business School's College Students' Satisfaction at $\alpha = 5\%$ ($p = 0.579$) with a coefficient of 0.199. This shows that Service Quality given by Private Business School's research institute has not significantly fulfilled its customer expectations/needs. The research conducted by Parasuraman [9], stated that these quality dimensions affect expectations and actual experience.

Conclusion

The result of this study practically implies that the management of Private Business School needs to further manage in such a way that Location Strategy, Process Strategy, and Service Design be optimally kept as the three variables can affect Service Quality (83.9%) and in turn, Customer Satisfaction (87.1%). Service Design acts as the biggest aspect in affecting Service Quality and Customer Satisfaction (Private Business Schools' College Students).

The result of this study practically implies that Private Business School's management need to further emphasize on Location Strategy, Process Strategy, and Service Design as the three of them can affect Service Quality and Customers' Satisfaction. The practical implication from this study is it can be used as a reference by Private Business School to further improve its Service Quality and Customer Satisfaction based on the 20 indicators assessed. Further study should consider exploring other ways to measure the effect of service quality and customers' satisfaction from more complex variable, considering that 16.1% Service Quality and 12.9% of Customer Satisfactions in the context of Private Business School is affected by other variables outside the scope of this study.

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