

## Service Quality Improvement Strategy at Asco Isuzu Nginden Workshop Surabaya

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### ABSTRACT

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Service quality is a critical factor determining customer satisfaction. According to initial data collection, customers of Asco Isuzu Nginden Workshop expressed dissatisfaction with the quality of service provided by the workshop. Based on this, the study was conducted with the aim of formulating strategies to enhance the service quality of the workshop. The research employed a qualitative approach, utilizing a case study method. The data were analyzed using the SWOT analysis method. The results of the study identified four strategies that can be implemented to improve service quality at Asco Isuzu Nginden Workshop. These four strategies include enhancing mechanic skills through training programs, recruiting new competent mechanics, optimizing spare parts inventory management, and establishing partnerships with additional suppliers to ensure the availability of spare parts. These findings can serve as a reference for Asco Isuzu Nginden Workshop to improve its service quality, as well as for future researchers who wish to explore the same topic with different subjects.

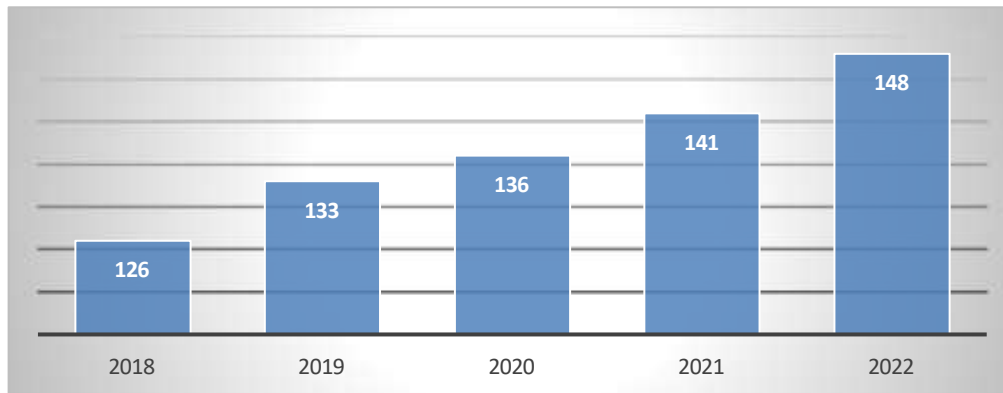
Notes: All manuscripts should not exceed 20 pages and should have a minimum of 5 pages

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## 1. Introduction

Indonesia is one of the largest target markets for the global automotive industry due to its huge population of more than 270 million people (Suhairi, Husnah, Batubara, Siregar, & Rahmadhani, 2023). In addition, the high public buying interest in various automotive products is also a major consideration for the incessant marketing carried out by automotive manufacturers from various well-known brands that compete with each other to compete for Indonesia's market share (Sriwardiningsih & Bharata, 2016). According to data compiled by Indonesia's Central Bureau of Statistics (BPS) (see Figure 1), there is a continuous increase in the number of motor vehicles in Indonesia in the period 2018-2022. In 2018, the number of motorized vehicles in Indonesia was 126 million vehicles. This number increased to 133 million vehicles in 2019, then increased again to 136 million vehicles in 2020. In 2021 and 2022 there was a significant increase in the number of motorized vehicles in Indonesia, namely to 141 million in 2021 and 148 million in 2022 (bps.go.id, 2024). This data not only proves the high purchasing interest of the Indonesian people in automotive industry products but also shows the high level of competition between manufacturers and brands in the automotive industry in Indonesia.

One of the brands that has made a name for itself and has become the ruler of the automotive market in Indonesia is Isuzu. The Japanese brand controls 27.7% market share for the commercial vehicle segment in 2023. The total sales achieved by Isuzu in 2023 is 30,085 units (Putra, 2024). This shows that, in general, Indonesian people have a positive perception of the products and services provided by Isuzu dealers and workshops throughout Indonesia, thus choosing to buy Isuzu products over other products. However, there is a problem found in Asco Isuzu workshop located in Nginden Surabaya. According to the results of preliminary data mining conducted by the author, some customers at the Isuzu workshop stated that the service provided was still unsatisfactory. According to the customers, the speed of service provided is still below expectations. In addition, the spare parts provided at the workshop are still incomplete, so customers have to wait a long time if they need to replace their vehicle parts.



**Figure 1. Development of the Number of Motorized Vehicles in Indonesia for the Period 2018-2022 (in Million)**

In theory, service quality can be understood as the result of an evaluation of a service based on a comparison between the services expected and received by customers (Armaniah, Marthanti, & Yusuf, 2019). Thus, customers have a subjective position that determines whether a service is included in the quality category or not. If the service received exceeds customer expectations, then customers tend to feel satisfaction with the service. Conversely, if the service received is below customer expectations, then generally customers will feel dissatisfied (Tahendrika, 2015). Customer satisfaction or dissatisfaction is one of the determining factors for the success of any business (Iksan & Rufaidah, 2021). Based on this, this research is carried out to formulate a strategy to improve service quality at the Asco Isuzu Nginden Workshop so that customers are satisfied and continue to choose the Asco Isuzu Nginden Workshop as the first choice in buying or maintaining vehicles regularly.

## 2. Methodology

The approach used in this research is a qualitative approach. This approach was chosen because it is in accordance with the objectives of this study, namely to analyze a problem using an inductive research process (Creswell, 2014). The qualitative approach was chosen in this research because it can provide an in-depth description of the problems that exist in the object of research, namely the Asco Isuzu Nginden Workshop, as well as the best strategy that can be used to overcome these problems. The research method used is a case study, which is a method of qualitative research that aims to gain an in-depth understanding of a particular event or case by analyzing various information specifically related to the case (Hermawan, 2010). In the context of this research, the author seeks to develop service quality improvement strategies that can be implemented by the Asco Isuzu Nginden Workshop.

The data for this research consists of two categories of data. The first category of data is primary data collected through interviews and focus group discussions (FGDs) with research informants, while secondary data is obtained from documentation at the object of research as well as literature searches relevant to the topic of this research. The parties used as research informants consist of management representatives, namely managers and supervisors; representatives of operational staff, namely mechanics and workshop administrators. The data of this study were analyzed using the SWOT (strengths, weaknesses, opportunities, threats) method. This method is carried out by starting with the identification of the company's strengths and weaknesses, and continuing with the identification of various opportunities and threats faced by the company. Based on the results of this identification, a strategy is then developed that focuses on maximizing the strengths and opportunities of the company and overcoming the weaknesses and threats that exist (Wardani & Setyawan, 2021).

## 3. Results and Discussion

Based on the results of FGDs and interviews with research informants, several factors were obtained that became the strengths and weaknesses of the Asco Isuzu Nginden Workshop as follows:

**a. Power**

- a) Asco Isuzu is an authorized dealer and workshop of the Isuzu brand, which is widely known and has a good reputation in Surabaya (well-known brand).
- b) Providing complete services ranging from new vehicle sales, periodic service and maintenance, to original spare parts sales (Full service).
- c) Located on Nginden Street, which is easily accessible to customers in Surabaya and surrounding areas (Strategic location).

**b. Weaknesses**

- a) The number of mechanics is limited to only 3 people, potentially hampering the workshop's ability to handle large volumes of work (Limited number of human resources).
- b) Some mechanics are inexperienced, so the speed and quality of service is not optimal (Quality of Human Resources).
- c) Has a high dependence on original spare parts that are only available at the center, so it can cause longer waiting times for services (Limited stock of spare parts at the workshop).

Furthermore, the opportunities and threats that Asco Isuzu Nginden Workshop has according to the informants are as follows:

**a. Opportunities**

- a) Increasing demand for commercial vehicles in Surabaya creates a great opportunity to increase sales and service (Automotive market growth).
- b) Opportunity to partner with logistics and transportation companies that require regular maintenance for their fleets (partnership and collaboration).
- c) Establish cooperation with automotive training institutions to get more trained and experienced mechanics (training program).

**b. Threat**

- a) The number of authorized and non-authorized workshops in Surabaya offering similar services may reduce market share (fierce competition).
- b) Economic fluctuations that affect customers' purchasing power for vehicle maintenance services (economic factors).

Based on the identification of the strengths, weaknesses, opportunities and threats above, a SWOT matrix can be drawn as follows:

**Tabel 1. SWOT Matrix**

<b>Strengths</b>		<b>Weaknesses</b>	
1.	Asco Isuzu is an authorized dealer and workshop of the Isuzu brand, which is widely known and has a good reputation in Surabaya (well-known brand).	1.	The number of mechanics is limited to only 3 people, potentially hampering the workshop's ability to handle large volumes of work (Limited number of human resources).
2.	Provide complete services ranging from new vehicle sales, periodic service and maintenance, to original spare parts sales (Full service).	2.	Some mechanics are inexperienced, so the speed and quality of service is not optimal (Quality of Human Resources).
3.	Located in Nginden Street, which is easily accessible to customers in Surabaya	3.	There is a high dependency on original spare parts that are only available at the center, which can lead to

	and surrounding areas (Strategic location).	longer service waiting times (Limited stock of spare parts at the workshop).
<b>Opportunities</b>	<b>Strategy S-O</b>	<b>Strategy W-O</b>
<ol style="list-style-type: none"> <li>1. The increasing demand for commercial vehicles in Surabaya creates a great opportunity to increase sales and service (Automotive market growth).</li> <li>2. Opportunity to partner with logistics and transportation companies that require regular maintenance for their fleets (partnership and collaboration).</li> <li>3. Establish cooperation with automotive training institutions to get more trained and experienced mechanics (training program).</li> </ol>	<ol style="list-style-type: none"> <li>1. Using reputation and complete service to attract customers</li> <li>2. Utilize strategic locations to establish partnerships with logistics and transportation companies that require routine maintenance for their fleets.</li> <li>3. Establish cooperation with automotive training institutions to improve the quality of human resources, so as to be able to provide high-quality services</li> </ol>	<ol style="list-style-type: none"> <li>1. Participate in automotive training programs to increase the number of trained mechanics, so that they can handle a larger volume of work and improve service quality.</li> <li>2. Organize continuous training programs and cooperation with training institutions to improve mechanic expertise, so as to provide faster and higher quality services.</li> <li>3. Optimize spare parts inventory management by collaborating with local or regional suppliers to reduce lead times and improve customer satisfaction</li> </ol>
<b>Threats</b>	<b>Strategy S-T</b>	<b>Strategy W-T</b>
<ol style="list-style-type: none"> <li>1. The large number of authorized and non-authorized workshops in Surabaya that offer similar services can reduce market share (fierce competition).</li> <li>2. Economic fluctuations that affect customers' purchasing power for vehicle maintenance services (economic factors).</li> </ol>	<ol style="list-style-type: none"> <li>1. Using Asco Isuzu's good reputation to differentiate itself from other workshops, focusing on superior customer service and genuine parts warranty.</li> <li>2. Offer affordable and flexible service packages to attract customers</li> <li>3. Utilize easily accessible locations to increase visibility and attract more customers</li> </ol>	<ol style="list-style-type: none"> <li>1. Recruit additional mechanics or outsource some of the work</li> <li>2. Implement an intensive training program to improve mechanic efficiency and productivity, so as to provide better service.</li> <li>3. Establish partnerships with more spare parts suppliers to ensure better availability and reduce dependence on a single source</li> </ol>

Based on the results of the SWOT analysis in the matrix above, strategies that specifically focus on improving the quality of service provided by the Asco Isuzu Nginden Workshop can be classified as follows:

- a. Organize continuous training programs and cooperation with training institutions to improve the skills of mechanics, so that they can provide faster and higher quality services.
- b. Optimize spare parts inventory management by collaborating with local or regional suppliers to reduce lead times and improve customer satisfaction

- c. Recruit additional mechanics or outsource part of the work
- d. Establish partnerships with more spare parts suppliers to ensure better availability and reduce dependence on a single source

#### 4. Conclusion

Service quality improvement at Asco Isuzu Nginden Workshop can be implemented by implementing four strategies obtained from the analysis of the strengths, weaknesses, opportunities and threats faced by the workshop. The four strategies consist of strategies that focus on improving mechanic expertise through training programs, recruitment of new competent mechanics, optimizing spare parts inventory management, and establishing partnerships with more suppliers to ensure spare parts availability.

This research has several limitations that can be complemented through the implementation of further research. First, the data used in this study only consists of interview data and secondary data. Therefore, further research can use quantitative data from the results of distributing questionnaires and using statistical analysis to complement the findings of this study. Second, this research was only conducted at Asco Isuzu Nginden Workshop, so further research can use other objects to expand the scope of research on the same topic as this research.

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