

Optimization of Service Quality Improvement in Tour and Travel Services to Enhance Customer Satisfaction

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Abstract. *The service industry, especially the tour and travel sector, faces stiff competition in meeting customer expectations regarding service quality. Customer satisfaction is a key factor in maintaining loyalty and winning the competition. This research was conducted on CV Mutiara Katulistiwa, a tourism service company in Indonesia, to evaluate and improve the quality of services provided. The purpose of the research is to identify service attributes that affect customer satisfaction and formulate improvement priorities based on Importance-Performance Analysis (IPA) and Kano Model. The IPA method is used to evaluate the level of importance and performance of each service attribute, while the Kano Model classifies attributes based on their effect on customer satisfaction. Data was collected through a questionnaire distributed to 250 customer respondents with 25 attributes that refer to the five dimensions of SERVQUAL's service quality. The results of the IPA analysis showed that most of the attributes were in Quadrant II (Keep Up the Good Work), indicating that the company was good enough to meet customer expectations. Attributes in Quadrant I (Concentrate Here), such as the Availability of on-demand service (X7), Sense of security in transactions (X10), and Tour Guide Competencies (X16), require immediate improvement. The Kano model classifies several attributes as Must-be (transaction security and travel timeliness) that must be met so that customers don't feel disappointed. Attributes such as Hospitality on the go (X13) and personal touch (X22) belong to the Attractive category, which if managed well can improve customer satisfaction. Based on these findings, it is suggested that companies focus on improving the attributes in Quadrant I and the Must-be category according to the Kano Model, as well as strengthening the Attractive attributes to create a better customer experience to increase customer satisfaction and loyalty.*

Keywords: *service quality improvement, Importance-Performance Analysis, Kano Model, customer satisfaction, tour and travel services, customer loyalty*

I. INTRODUCTION

The service industry, especially the tour and travel sector, plays a crucial role in the global economy, including in Indonesia, with a significant contribution to the Gross Domestic Product (GDP) through the tourism sector (Sugianto, Aida Zuhra, and El Alim 2024). In the last decade, domestic and international tourism trends have shown substantial growth, with Indonesia increasingly standing out as one of the leading destinations in the Southeast Asian region. Based on data from the Central Statistics Agency in April 2024, the number of foreign tourist visits (foreign tourists) who came to Indonesia reached 1.07 million, an increase of

2.41 percent month-to-month (m-to-m) and 23.23 percent year-on-year (y-o-y). The most tourists came from Malaysia (15.99 percent), Australia (11.99 percent), and China (8.06 percent), showing market dynamics that make competition between tour and travel service providers more intense, with service quality as the main determinant in decisions and consumer satisfaction (Badan Pusat Statistik n.d.)

Customer satisfaction in the service sector is a strategic factor that determines business sustainability and customer loyalty. Kotler and Keller (2016) emphasized that customer satisfaction can be achieved through the provision of quality services that meet or even exceed customer expectations (Umatin et al. 2024). In the context of tour and travel services, service quality includes tangible and intangible dimensions ranging from physical facilities to interpersonal interaction with employees, service reliability, and the company's ability to adjust services to customer expectations (Sari 2018).

Although many tour and travel companies are trying to improve the quality of their services, significant challenges still exist regarding consistency and implementation of

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service standards. Previous studies have reported that a number of companies have had difficulty in implementing a continuous quality management system, responding to changing customer expectations, and dealing with operational constraints that affect customer perception (Liu et al. 2021)

A similar condition was also found at CV Mutiara Katulistiwa, a tour and travel service provider company in Banten Province. Based on initial observations, the company has experienced an increase in the number of customers in the past two years, but it has been accompanied by an increase in complaints related to the reliability of travel schedules, the comfort of facilities, and the effectiveness of communication between staff and customers. This phenomenon indicates a gap between customer expectations and perceptions of the services provided.

Along with the advancement of information technology, companies like CV Mutiara Katulistiwa have the opportunity to improve service quality through the digitization of business processes, the use of online ordering applications, and the implementation of a customer relationship management system (CRM). Therefore, a deep understanding of the service attributes that have the most influence on customer satisfaction is required.

This study aims to identify and analyze the factors that contribute to the quality of service in the tour and travel services industry and evaluate the impact of these factors on customer satisfaction. Furthermore, this research will formulate a strategy to improve service quality that can encourage the growth of customer satisfaction and strengthen the company's competitive advantage in the face of increasingly fierce market competition.

II. RESEARCH METHODE

This study adopts a quantitative survey design with the collection of primary data through questionnaires that are disseminated to tour and travel service customers. This approach is designed to obtain in-depth empirical data on the service attributes that customers consider crucial and assess the extent to which the company is able to meet those service standards (Todea 2025). By prioritizing direct

involvement from customers, this study aims to explore their perceptions and expectations of the quality of service received.

This research was carried out on the tour and travel service company CV. Mutiara Katulistiwa, which operates in Indonesia and focuses on areas with a high concentration of domestic and international customers. The company that is the subject of this study provides various types of tourist travel services, including domestic and international tour packages, thus allowing a comprehensive analysis of various customer segments and their service needs.

The methodology of this research is qualitative-descriptive by integrating two main analysis methods, namely Kano Model and Importance-Performance Analysis (IPA). The integration of the two methods provides a comprehensive scope of analysis, where the Kano Model focuses on categorizing service attributes based on their impact on customer emotional satisfaction, while IPA quantitatively assesses the level of importance and performance of service attributes (Ubaidillah, Donoriyanto, and Tranggono 2021). This combined approach allows the research to holistically identify significant determinants of service quality as well as formulate strategic recommendations focused on improving the service attributes that have the most impact on customer satisfaction in the tour and travel industry (Rahmawati et al. 2024). In an effort to analyze the quality of service in depth, the study adopts an integrative approach between Importance-Performance Analysis (IPA) and the Kano Model. The combination of these two methods is designed to provide a holistic understanding of the attributes of the service that have a significant influence on customer satisfaction (Budhiana and Wahida 2019). The IPA provides a quantitative framework for assessing the importance and performance level of service attributes, while the Kano Model provides a qualitative perspective through the classification of attributes based on their impact on customer emotional satisfaction (Setiawan and Sudarso 2024). This integration allows for the identification of strategic priorities for improving service quality in an objective and measurable manner, so as to support more effective managerial decision-making in increasing customer satisfaction and loyalty (Ismianti,

Mastriswadi, and Wahyu Adventari Wibowo 2023).

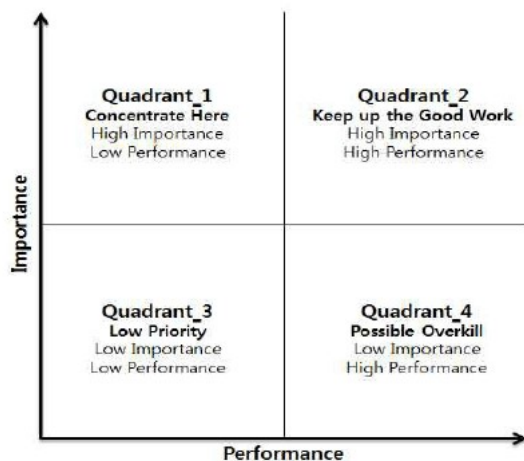


Figure 1 Cartesian Diagram

The Importance Performance Analysis (IPA) model developed for the first time by Martilla and James (1977) is an effective managerial tool to evaluate and map service performance based on two main dimensions, namely the level of importance and the level of performance perceived by customers (Gunawan, Wahyuni, and Syafira Utami 2020). This model aims to assist organizations in identifying service attributes that require special attention to improve customer satisfaction and company competitiveness (Pratiwi and Tufail 2021). The IPA approach maps service attributes into four quadrants that reflect the strategic priorities of the service (Industri et al. 2018):

1. Quadrant I (Concentrate Here) – includes attributes with a high level of importance but low performance, making this area a top priority for improvement and investment to meet customer expectations.
2. Quadrant II (Keep Up the Good Work) – consists of attributes that have a high level of importance and performance, so that their quality must be maintained and maintained so that they continue to provide added value for customers.
3. Quadrant III (Low Priority) – contains attributes with a low level of importance and performance, which can be strategically considered not a top priority and can be allocated more minimal resources.
4. Quadrant IV (Possible Overkill) – includes attributes of low importance but high performance, which have the potential to be areas of excess resources that can be

diverted to reinforce other, more critical attributes.

With this structure, IPA can provide clear guidance for management in allocating resources efficiently and effectively to improve service quality, especially in service sectors such as tour and travel, which rely heavily on customer perception and satisfaction to maintain a competitive advantage and drive consumer loyalty.

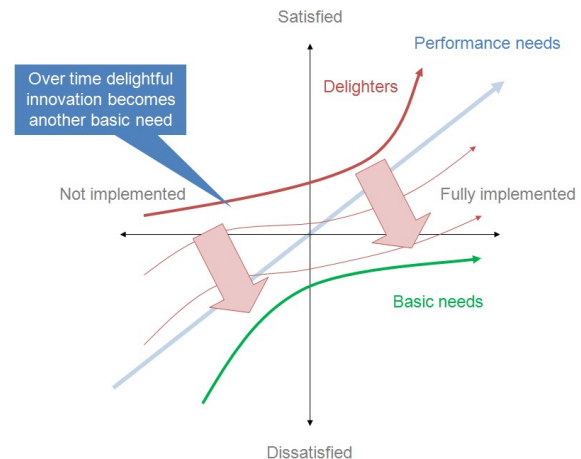


Figure 2. Kano's Model

Meanwhile, the Kano Model introduced by Noriaki Kano in 1984 focuses on the classification of service quality attributes based on their impact on customer satisfaction.

Table 1 Kano Evaluation

Customer Requirement	Dysfunctional				
	Like	Must be	Neutral	Live With	Dislike
Like	Q	A	A	A	O
Must-be	R	I	I	I	M
Neutral	R	I	I	I	M
Live with	R	I	I	I	M
Dislike	R	R	R	R	Q

This model differentiates attributes into several categories (Wahyuniardi, Syaifulbachri, and Algaza 2018):

1. Must-be (M): the basic attributes that must be met; If it is not met, the customer will feel very dissatisfied, but the fulfillment does not necessarily increase satisfaction significantly.
2. One-Dimensional (O): an attribute with a linear relationship to satisfaction, where improved performance will directly increase satisfaction.
3. Attractive (A): an attribute that the customer does not expect, but if there is one will provide high satisfaction.

4. Indifferent (I): an attribute that has no significant effect on satisfaction or dissatisfaction.
5. Reverse (R): attributes that if improved can actually reduce customer satisfaction.

The Importance-Performance Analysis (IPA) Model and the Kano Model are two methods that have complementary characteristics in analyzing service quality (Trisna et al. 2019). The IPA model provides quantitative data that describes the level of importance and performance of each service attribute based on customer perception, thus allowing the identification of aspects of the service that require special attention (Pambudi 2022). In contrast, the Kano Model examines the emotional and perceptual dimensions of customers to service attributes, categorizing attributes based on their contribution to customer satisfaction and dissatisfaction (Mengi and Irawati 2022). Thus, the integration of these two models results in a more holistic approach to analysis, which not only answers the questions of "what matters" and "how it performs," but also digs into "how customers perceive and rate those attributes in relation to their satisfaction." (Fudhila Nengsih, Lestari, and Husna 2016)

This integrative approach provides a robust framework for identifying and prioritizing service attributes that require improvement while understanding how those attributes are perceived by customers, thus supporting more targeted strategic decision-making in improving service quality (Rosalin and Adhimursandi 2021).

The result of this integration results in a service quality roadmap table that groups service attributes into three strategic areas (Rahmawati et al. 2024):

1. Critical Area → attributes that are included in Quadrant I (IPA) and belong to the Must-be category Kano. The attributes in this area are mandatory factors that must be improved immediately.
2. Core Performance Area → attributes that fall into Quadrant II (IPA) and belong to the One-Dimensional (Kano) category. The attributes in this area need to be maintained and developed because they have a direct effect on customer satisfaction.

3. Excitement Area → attributes that are included in Quadrant II or IV (IPA) and belong to the Attractive (Kano) category. This attribute serves as a competitive differentiator that can create a delight factor in customers.

Through this integration, organizations can determine service quality improvement priorities more effectively. Attributes with high importance values and Must-be categories should be top priorities for improvement, while attributes that are Attractive can be used as a strategy to create long-term customer loyalty (Liu et al. 2021).

III. RESULT AND DISCUSSION

In the early stages of the research, the questionnaire was compiled based on the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1988), which consisted of five main dimensions of service quality, namely tangibles, reliability, responsiveness, assurance, and empathy (Indrasari 2017). These dimensions were adapted into 25 specific attributes relevant to the context of tour and travel services to evaluate the quality of service provided by CV Mutiara Katulistiwa.

Each attribute is measured using two main variables, namely importance (the level of importance of attributes to customers) and performance (the level of achievement of attributes in the service received by customers). The research respondents are customers who have used CV Mutiara Katulistiwa tour and travel services in a certain period.

The results of the Importance-Performance Analysis (IPA) showed that most of the service attributes were in Quadrant I (Concentrate Here) and Quadrant II (Keep Up the Good Work). In Quadrant I, attributes that need priority attention include transaction security and travel timeliness, which affect the perception of service reliability. Meanwhile, attributes in Quadrant II such as service friendliness and personal touch show good performance and become the company's strength in maintaining customer loyalty.

Based on the results of the calculation of the average performance and importance value of 25 service attributes, a midpoint (grand mean) is obtained as follows:

Table 2 Average Value of Service Attribute Importance and Performance

Item	Atribut Layanan	Performance	Importance
Tangibles			
X1	Transportation Convenience	4,37	4,48
X2	Accommodation Quality	4,20	4,25
X3	Quick catch on customer complaints	4,33	4,41
X4	Activities that are promoted according to the existing schedule	4,17	4,20
X5	Friendly service to all customers	4,32	4,24
Reliability			
X6	Travel Punctuality	4,12	4,18
X7	Availability of on-demand service	4,26	4,33
X8	Ease of doing all activities	4,34	4,43
X9	The company cares about customer complaints	4,25	4,24
X10	Sense of security in transactions	4,21	4,30
Responsiveness			
X11	Response To Customer Complaints	4,43	4,32
X12	Service Information Availability	4,31	4,35
X13	Hospitality on the go	4,44	4,38
X14	Implementing 5S culture	4,38	4,47
X15	Service According to Agreed Specifications	4,27	4,29
Assurance			
X16	Tour Guide Competencies	4,24	4,34
X17	Tourism Service Security	4,30	4,38
X18	Availability of tour bus variations	4,14	4,28
X19	Ease of customers in making transactions	4,20	4,24
X20	Have a good impression on customers	4,29	4,35
Empathy			
X21	Ease of Service Booking	4,35	4,40
X22	Personal Touch	4,23	4,24
X23	Ease of customers in choosing the destination to be visited	4,17	4,18
X24	Affordability of prices according to the facilities provided	4,29	4,35
X25	If there is a time constraint on the trip, the customer will get a discount on the cost that has been paid	4,25	4,33

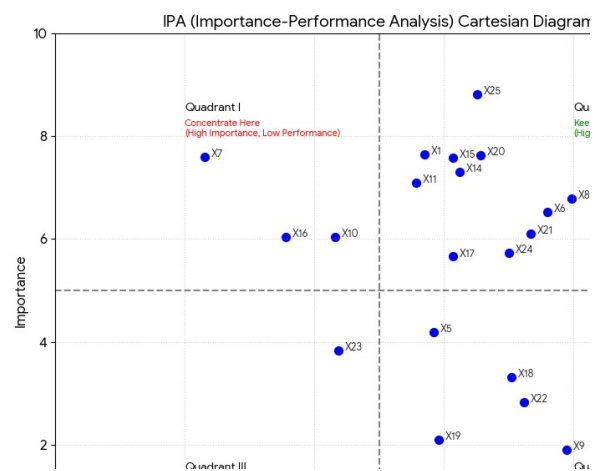
1. Average performance value ($\bar{X}$) = 4.25

2. Average Importance value ($\bar{Y}$) = 4.32

The value is used as a dividing axis in the science diagram, which divides attributes into four priority quadrants. The mapping results show the distribution as Table 3.

Table 3 IPA Priority Mapping

Quadrant IPA	Strategic	Attributes
Quadrant I – Concentrate Here	High-importance but low-performance attributes; need immediate repair.	X7, X10, X16
Quadrant II – Keep Up the Good Work	Attributes of high importance and performance; needs to be maintained and maintained.	X1, X3, X6, X8, X11, X12, X13, X14, X15, X17, X20, X21, X24, X25
Quadrant III – Low Priority	Attributes with low importance and performance; No need for high priority.	X23
Quadrant IV – Possible Overkill	Attributes with low importance but high performance; potential resource efficiency.	X4, X5, X9, X18, X19, X22

**Figure 3.** IPA Cartesian Daigram

The following table presents the mapping of the Kano category on service attributes with criteria Q (Questionable), A (Attractive), I (Indifferent), R (Reverse), M (Must-be), and O (One-dimensional). The criteria describe how customers rate service attributes based on their presence or absence. This mapping is important to understand customer preferences as well as determine priorities in improving service quality.

Table 4 Kano Category Mapping

Attributes	A	O	M	I	R	Q	Category
X1	6	37	20	37	0	1	O
X2	11	21	10	56	1	0	I
X3	8	36	28	27	1	1	O
X4	16	13	6	65	0	0	I
X5	13	21	28	38	0	0	A
X6	8	36	34	22	0	0	M
X7	20	17	22	39	2	1	M
X8	5	27	35	33	0	0	O
X9	10	23	55	32	0	0	A
X10	14	37	5	44	0	0	M
X11	21	24	22	33	0	0	O
X12	9	36	29	25	1	1	O
X13	13	21	34	32	0	0	A
X14	17	32	33	48	0	0	I
X15	8	25	24	43	0	0	M
X16	6	34	15	45	0	0	O
X17	16	22	30	29	3	1	M
X18	20	28	25	27	0	0	A
X19	8	13	21	66	2	0	I
X20	6	45	18	31	0	0	A
X21	19	37	14	30	0	0	O
X22	13	24	44	39	0	0	A
X23	2	19	22	57	0	0	I
X24	21	33	12	33	1	0	O
X25	13	43	26	28	0	0	A

The results of attribute categorization based on the Kano Model show that there are three main groups that are the most dominant.

Table 5 Attribute Categorization Mapping Kano Model

Kano Category	Meaning	Attributes
Must-be (M)	Basic attributes that must be met; if it is not fulfilled, it will cause high dissatisfaction.	X6, X7, X10, X15, X17
One-Dimensional (O)	Attributes with a linear relationship to satisfaction; the better the performance, the higher the satisfaction.	X1, X3, X8, X11, X12, X16, X21, X24
Attractive (A)	Attributes that provide extra satisfaction; The customer did not expect it, but his presence was very pleasant.	X5, X9, X13, X18, X20, X22, X25
Indifferent (I)	Attributes that have no significant effect on customer satisfaction.	X2, X4, X14, X19, X23

Table 6 Integration of Importance Performance Analysis and Kano Model

Attributes	Dimension	Category IPA	Category Kano	Interpretation & Improvement Strategy	Improvement
X1	Transportation Convenience	Quadrant II	O	Customers consider comfort to be very important and satisfied; Maintain fleet comfort standards	Perform preventive maintenance of the fleet regularly
X2	Accommodation Quality	Quadrant II	I	Good and important performance; Keep the lodging clean and clean.	Evaluation and re-selection of hotel partners based on customer ratings
X3	Quick catch on customer complaints	Quadrant II	O	The speed of response to complaints has a direct effect on satisfaction; Need a quick response system.	Create a web-based Customer Complaint Management System (CCMS) to record and track the status of complaints
X4	Activities that are promoted according to the existing schedule	Quadrant IV	I	It is not very important to the customer; It is enough to maintain consistency.	Create a calendar-based marketing system for promotion schedule automation
X5	Friendly service to all customers	Quadrant II	A	Friendly service has a positive emotional effect; Continue to foster service attitudes.	Periodic Service Excellence Training
X6	Travel punctuality	Quadrant II	M	Mandatory factors; Delays will significantly lower customer confidence.	Use GPS Tracking for real-time monitoring.
X7	Availability of on-demand service	Quadrant I	M	It needs to be upgraded to fit the customer's order contract.	1. Perform a standardization process in the reservation system so that customer orders are always available on demand 2. Implement a real-time availability-based digital system to avoid double

Attributes	Dimension	Category IPA	Category Kano	Interpretation & Improvement Strategy	Improvement
Table 6 Integration of Importance Performance Analysis and Kano Model (continued)					
X8	Ease of doing all activities	Quadrant II	O	The easier the service is to use, the more satisfied the customer will be; Maintain a digital service system.	Integrate a travel app (mobile app) with itinerary tracking and self-check-in features
X9	Concern for customer complaints	Quadrant IV	A	Extra attention to complaints creates customer loyalty.	Implementation of Customer Relationship Management (CRM) to record complaint history per customer
X10	Sense of security in transactions	Quadrant I	M	Transaction security is a basic need; There is a need for a transparent payment system.	1. Enhance payment security with data encryption and official payment gateway integration 2. Customer education on transaction security and digital security certification (SSL/ISO 27001)
X11	Response to customer complaints	Quadrant II	O	High performance and important; Maintain the quality of quick response through staff training.	Implementasi Digital Complaint System.
X12	Availability of service information	Quadrant II	O	Clear information is important to avoid misunderstandings of customers.	Provide digital FAQs and live chat support.
X13	Hospitality on the go	Quadrant II	A	Being friendly on the go creates a positive experience; Continue to foster a culture of service.	Customer Delight Training program for all frontliners so that customers feel personally appreciated
X14	Implementing 5S culture (Seiri, Seiton, Seiso, Seiketsu, Shitsuke)	Quadrant II	M	The standard of clean and orderly service is good; Continue internal evaluation.	Maintain a clean, tidy, and disciplined work culture with regular internal audits
X15	Service according to the agreed specifications	Quadrant II	M	Must be in accordance with the customer's agreement; violation of lowering trust.	Create Service Level Agreements (SLAs) with each partner
X16	Tour Guide Competencies	Quadrant I	O	Essential driver competencies; Continuous training is needed so that the service is consistent.	Implementasi Tour Guide Competency Assessment System
X17	Security of travel services	Quadrant II	M	Mandatory aspects; Security must be maintained so that there is no travel risk.	Pre-trip safety briefing by tour guide
X18	Availability of a variety of tour buses	Quadrant IV	A	Fleet variety increases appeal, although not an urgent need.	Visual promotion of fleets and features through social media.
X19	Ease of customer transactions	Quadrant IV	I	It's good but it still needs to strengthen the digital payment system.	Add cashless payment (QRIS, e-wallet) options at physical locations
X20	Making a good impression on customers	Quadrant II	A	Motivational attributes; Increase loyalty and positive word-of-mouth.	Add after-service surveys and thank-you campaigns to increase loyalty
X21	Ease of booking services	Quadrant II	O	Convenient reservation system increases satisfaction; Maintain performance.	Integration with e-wallets.
X22	Personal touch	Quadrant IV	A	A personal touch adds emotional value; Maintain a	Implement a CRM system for service personalization.

personalized approach to customers.

Table 6 Integration of Importance Performance Analysis and Kano Model (continued)

Attributes	Dimension	Category IPA	Category Kano	Interpretation & Improvement Strategy	Improvement
X23	Ease of choosing tourist destinations	Quadrant III	I	Not considered important; can be optimized through digital brochures without a large cost.	Regular updates of the destination catalog on the website
X24	Affordability vs amenities	Quadrant II	O	Balanced price with service creates satisfaction; maintain the value and price ratio.	Value-based pricing.
X25	Discounts in case of travel problems	Quadrant II	A	Compensation shows concern; Potentially increase customer loyalty.	Automated compensation policy via CRM system

IV. CONCLUSION

Based on the results of the research conducted on CV Mutiara Katulistiwa, the integration between the Importance-Performance Analysis (IPA) method and the Kano Model provides an in-depth understanding of the factors that affect service quality and the priority of improvement needed to improve customer satisfaction in tour and travel services.

The results of the analysis showed that most of the service attributes were in Quadrant II (Keep Up the Good Work), which means that customers assessed the company's service performance to be in accordance with their level of importance. Attributes such as transportation comfort (X1), Hospitality on the go (X13), Ease of doing all activities (X8), and the implementation of 5S culture (X14) are the main strengths of the company that must be maintained and maintained.

However, three attributes were also found that were included in Quadrant I (Concentrate Here), namely Availability of on-demand service (X7), Sense of security in transactions (X10), and the competence of tour guides (X16). These attributes have a high level of importance but their performance is not considered optimal by customers. Therefore, companies need to immediately make improvements in this aspect through improving the digital-based reservation system, implementing a secure payment system, and regular training of tour guide competencies.

Meanwhile, attributes such as ease of destination selection (X23) are included in Quadrant III (Low Priority), which means improvements in this area can be made once the

top priorities are met. On the other hand, attributes in Quadrant IV (Possible Overkill) such as activity promotion (X4) and general friendliness of staff (X5) show high performance but relatively low importance, so that companies can allocate resources more efficiently to more critical areas.

Overall, the results of this study confirm that CV Mutiara Katulistiwa has a foundation of good service quality, but still needs to improve several attributes that have a significant effect on customer satisfaction. The application of the IPA-Kano integration method has proven effective in identifying strategic priorities for improving services, helping companies develop data-driven improvement plans, and strengthening their competitive position in the increasingly dynamic tourism services industry.

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