

Case Study

Control of Service Quality Indicators on Wooden Floor Retail “Flooring Parquete”

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Abstract

CV. Ladang Berkat Abadi is a company in Surabaya that has a brand called Flooring Parquete. Flooring Parquete is engaged in wood floor retail. As one of the businesses engaged in services, of course, it requires special attention to the quality of service provided to its customers. This study aims to analyze the control of indicators / dimensions of service quality owned by Flooring Parquete in providing service quality. The five indicators are the dimension of physical evidence, the dimension of reliability, the dimension of responsiveness, the dimension of assurance, and the dimension of empathy. This study uses an intrinsic case study approach. There are 2 data sources used, namely primary data in the form of interview results and secondary data in the form of e-guarantee data and material needs miscalculation data. The data analysis technique used is the PDCA method. The results showed that Flooring Parquete has met 3 of the 5 dimensions of service quality. The dimensions that have been fulfilled are the dimension of physical evidence, the dimension of guarantee, and the dimension of empathy. The unmet dimensions are the reliability dimension and the responsiveness dimension. In the dimension of reliability, Flooring Parquete has problems with the ability of employees to provide accurate calculations of material needs. Meanwhile, in the dimension of responsiveness, the problem that occurs is the slow response from employees when customers consult. This can result in a decrease in the level of credibility of Flooring Parquete towards its customers.

Keywords: Retail wood flooring, Quality of service, PDCA.

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Introduction

The increase in Covid-19 has caused a major health and humanitarian crisis in various parts of the world, one of which is in Indonesia. Various companies, both individuals, micro, small, medium to large companies, even in local, national, and global scales, have all experienced significant impacts due to the Covid-19 pandemic (Taufik & Ayuningtyas, 2020). The cause of the bankruptcy of several SMEs during the Covid-19 pandemic, one of which was caused by changes in people's behavior in shopping. Changes in the behavior of people who used to prefer to shop for necessities offline, are now required to do online shopping activities. Business leaders may be less experienced in dealing with this unexpected pandemic, so in determining the actions and processes carried out can create uncertainty for the future of the business being run. This can be overcome with a management control system that can help to adjust quickly to new circumstances. By using a management control system, the company can control the entire organization, including control over all resources used (both human resources and equipment resources), as well as the results obtained by the company, so that the company can achieve its goals smoothly.

The management control system is a process system that ensures that every existing resource, be it human, technological, physical, or money, is used in achieving the goals that have been set. According to Anthony & Govindarajan (2005, p. 20), the management control system is a system used by management to control the activities of an organization. With the management control system, it can make the company still in a good state in the midst of a pandemic. One of those controls is quality control. Quality control can be a tool for company management to improve the quality of products/services (if needed), maintain the quality of products currently owned, and can reduce the number of damaged products.

To find out what can be used as a quality control factor, companies can use the dimension of service quality, which is a consumer evaluative method of service received at a certain time (Parasuraman et al., 1988). The dimensions of service quality are divided into 5 main dimensions, namely physical evidence (tangible), reliability (reliability), responsiveness (responsiveness), assurance (assurance), and empathy (empathy). Physical evidence is physical evidence of the existence of services which can be in the form of physical facilities, physical representations of services, or equipment used. Reliability is consistency of performance and the ability to be trustworthy. Responsiveness is the readiness of employees in providing services needed by customers. Guarantee is the overall knowledge, ability, courtesy possessed by employees to foster a sense of customer trust. Empathy is the ease of carrying out good relationships / communication between employees and customers in order to understand the needs of customers.

In carrying out quality control, companies can use the Plan-Do-Check-Act method or commonly referred to as PDCA. PDCA is a cycle that must be carried out repeatedly so that it can realize a system that is always evolving for the better. Basically, the PDCA method can not only be used for manufacturing companies, but can also be used for various businesses, one of which is the home interior products and services such as

flooring installation services. Flooring installation services are wooden floor installation services designed to be used as floor coverings, both structurally and aesthetically.

CV. Ladang Berkas Abadi is engaged in retail business and home interior services. CV. Ladang Berkas Abadi has a brand called Flooring Parquete which provides a variety of flooring products such as laminate or parquet, vinyl, SPC, decking. Flooring Parquete is a retail that provides flooring products from various well-known wooden flooring brands, as well as providing wood floor installation services throughout Indonesia. Flooring Parquete experiences several obstacles in providing quality service to customers.

Some of the obstacles faced by Flooring Parquete are, the first obstacle, inaccuracy in the calculation of material needs, where there is a difference between the calculation of material needs given by the Flooring Parquete admin and the calculation of cost realization when installing materials in the project. Based on some data provided by Flooring Parquete regarding the calculation of project material needs, the miscalculation rate of Flooring Parquete reached $\pm 3\%$ of the total of some project data provided. The miscalculation is caused by several factors such as unprepared survey locations, varied floor pattern designs, non-standard field conditions, and inappropriate floor plan drawing sizes. If the realization of the costs that must be incurred by the customer is smaller than the cost budget given by the Flooring Parquete admin, it will not be a problem. However, if the realization of the costs that must be incurred by the customer is greater, it can be a big problem for the customer. In this first constraint, the dimension of reliability has not been met. The second obstacle, the level of speed in responding to customers, customers complained that the level of admin speed from Flooring Parquete in providing services was still less than optimal / slow. In this case, Flooring Parquete still does not meet the dimensions of responsiveness. In this study, researchers will control the quality of services owned by Flooring Parquete using the PDCA method.

Research Questions

Based on the above background description, it concludes the formulation of the problem as follows: "How to control the quality indicators of service on the Flooring Parquete wooden floor retail?".

Literature Review

Management Control System

The system is a determined and usually iterative way to perform an activity or a series of activities (Anthony & Govindarajan, 2005, p. 6). A system is needed to control that every existing activity has been carried out in accordance with predetermined standard operating procedures. The system becomes a means of collecting and using information to coordinate the process of making plans. According to Anthony & Govindarajan (2005, p. 20), the management control system is a system used by management to control the activities of an organization. In general, control activities are divided into 2 types of classifications, namely management control and operational control. Management control leads to the control of activities as a whole to ensure that the strategies owned by the company have been carried out effectively and efficiently, while operational control

concerns the various tasks that the company's personnel have been implemented effectively and efficiently.

The management control system must meet several elements in it (Ibnuismail, 2020). First, the detector, the process of detecting whether in the management there is a problem or not. Detectors can be both internal and external information systems obtained from the results of auditing. Second, the selector, ensuring the correctness of the information obtained in the detector process, if there is a discrepancy between the process and the standard operating procedures, the next process will be carried out. Third, the effector, if there are deviations, it must be straightened out in accordance with existing standards. Fourth, the communicator, conveying the results of the evaluation to the entire team and ensuring improvements are made to the findings.

Based on the explanation above, it can be concluded that the management control system can help the company in checking and evaluating whether the current strategy owned by the company has been carried out effectively and efficiently. Control itself is an activity carried out with the aim of maintaining quality, so that in the event of deviations it can be corrected immediately and what is expected can be achieved. Nowadays, awareness of the importance of good quality is increasing. This arises from the attitude of customers who want guaranteed goods/services and competition between similar companies that are increasingly fierce. Therefore, companies need to take discretion in maintaining the quality of the products/services offered so that the goods/services offered can be accepted, able to compete with similar companies, and can maintain the existing market or add to the company's market. Quality control can be a tool for company management to improve the quality of products/services (if needed), maintain the quality of products currently owned, and can reduce the number of damaged products. It can be concluded that quality control is an activity to maintain, direct, maintain, and satisfy consumer demands towards the company to the maximum. Before carrying out quality control, this study will use the PDCA method to analyze the things needed related to quality improvement in internal Flooring Parquete.

Plan, Do, Check, Act

The PDCA cycle was initiated by Walter Shewhart and developed by W. Edwards Deming with the aim of improving the company or individual process. The PDCA cycle is often referred to as the Deming cycle (Atkinson et al., 2012, p. 6). The PDCA cycle is a cycle that must be carried out repeatedly so that it can realize a system that is always developing for the better. PDCA can not only be used for manufacturing companies, but can also be used for project management, change management, resource management, and product development. According to Atkinson et al. (2012, p. 6) the PDCA cycle has the following 4 phases:

1. Plan

Planning is carried out to identify goals and processes by finding out various things that are not right in the company, then looking for solutions / ideas for solving these problems. To identify the problem, you can use the 5W technique, namely what, who, when, where, and why.

2. Do

In this phase, start working on various things that have been planned in advance. Generally, the initial steps in this phase are carried out on a small scale in the entire organization/project before being developed into the entire organization/project. During the implementation of the plan, control must be carried out by striving for the entire plan to be carried out properly to be in accordance with the plan and on target.

3. Check

The inspection phase is carried out by auditing the execution and monitoring whether the plan is in accordance with the initial design or not, comparing the quality of the results with the standards that have been set. If there is still a difference between the results obtained and the original plan, it is necessary to evaluate and eliminate the causes of the difference.

4. Act

This phase is the last phase of the PDCA cycle, which is to follow up on the results to make the necessary improvements. Following up on the results means standardizing the company to avoid re-emerging the same problem or being able to set new goals for the next improvement.

The PDCA cycle has several advantages if it is used appropriately to find a job that matches the expectations of the company. The PDCA cycle has several advantages if it is used appropriately to find a job that matches the company's expectations, such as sustainable, the flow is easy to understand, sustainable business development, detect risks from an early age. Although the PDCA method has some advantages, it does not mean that it does not have disadvantages, such as static, processes must be sequential, and implementation cannot relate. From the explanation above, it can be concluded that PDCA can help optimize the management process to be superior. If the company is already reliable in maintaining the quality of management, it will provide a greater opportunity for the company to be able to outperform all its competitors. The results obtained from the PDCA analysis, then a further evaluation will be carried out using the concepts of the dimension of service quality.

Quality of Service

Service quality is the totality of the features and character of a product or service that can satisfy stated or implied needs (Kotler & Keller, 2016, p. 156). Service quality can be a measure of customer assessment of the process of providing services and can be an evaluation material for the company. Based on the understanding above, the quality of service is a must owned by companies that produce goods or services. Service quality has several benefits such as being able to identify customer needs and requirements, conveying customer wishes to product/service owners, ensuring customer orders are appropriate and given on time, and maintaining a good relationship with customers after sales in order to ensure that customers are satisfied. In service quality there are 5 dimensions of service quality (Parasuraman et al., 1988, p. 23) as follows:

1. Tangible

The appearance of physical facilities, equipment and equipment, means of communication and the appearance of employees of the company.

2. Reliability

The company's ability to provide the promised service to be accurate and reliable.

3. Responsiveness

Willingness to help customers and provide services quickly.

4. Assurance

Employee knowledge, decency, and ability can foster trust and increase confidence.

5. Empathy

Giving special and deep attention to each customer.

The five dimensions refer to the gaps of various expectations and perceptions that arise. The five models of gap theory in service quality according to Zeithaml, Parasuraman, & Berry (1988, p. 23) are as follows:

1. Gap between customer expectations-management perceptions.
2. Gap between management perceptions-service quality specifications.
3. Gap between the specifications of service quality-service delivery.
4. Gap between service delivery and external communication.
5. Gap between the expected-service service is accepted.

Of the five dimensions, this study will focus on the dimension of service quality, namely the difference between the expected service-service received. The dimension of service quality is expected to show how big the difference between the service that the customer expects and the service felt by the customer.

Methodology

This research is a qualitative research with a case study approach. This research uses an intrinsic case study approach. The intrinsic case study approach was chosen to gain a clear understanding of a case/phenomenon and not to create a new theory. This approach is in accordance with the previously described background, namely regarding the level of speed in responding to customers, and the calculation of project measurements. In a study, there is also a thinking design or paradigm used by this study in looking at the entire process, format, and results of the research. The paradigm used by this study is the paradigm of pragmatism. The paradigm of pragmatism will help this study to assess a fact

or reality of a particular phenomenon by not always being fixed (subject to change at any time). This study used 3 informants, namely the owner of Flooring Parquete as the key informant / informant 1 and one of the employees of Flooring Parquete as informant 2. Informant 1 will be asked to provide an employee recommendation as the next informant. The 3rd informant is a customer who has used the services of Flooring Parquete.

The data used in this study was taken from 2 types of data sources, namely primary data and secondary data:

1. Primary data

Primary data were taken directly through interviews from 3 informants at Flooring Parquete (owners, employees, and customers). The topic of the interview conducted contained the quality of retail services and flooring installation services at Flooring Parquete.

2. Secondary Data

The secondary data used in this study are in the form of e-guarantee data and data on miscalculation of material needs. Secondary data are also obtained from the results of literature on the same topic.

In this study, the validity of the data was carried out using source triangulation. Source triangulation is to compare and check the degree of trust of an information that has been obtained through different tools and times in qualitative research.

Method of Data Analysis

Data analysis is an activity to find the meaning, interpretation, and conclusion of the entire research data. The data analysis technique used is to use the pdca concept as follows:

1. Plan Stage: Identify the existence of target setting or planning carried out by the company for a year. The target or planning includes the quality of material purchase services and wood floor installation services.

2. Do Stage: Identify the activities carried out to implement the targets that have been planned in the Plan stage.

3. Check Stage: Evaluate by comparing the realization with the target/planning. At this stage, obstacles or weaknesses faced by the company are identified during the implementation of targets or planning.

4. Action Stage: Identify efforts that can overcome the problem if the evaluation results are still not in accordance with the expected target. At this stage, efforts are made to improve the obstacles that may be faced by the company in realizing targets/plans.

Research Findings

Based on the results of the data processing that has been carried out, the results of controlling the dimensions of service quality based on PDCA are as follows:

1. Dimensional Control of Physical Evidence Under PDCA

In providing quality service to Flooring Parquete customers, Flooring Parquete has several plans in the dimensions of physical evidence as follows: First, the selection of a showroom location that is in a strategic location with comfortable room conditions for customers and is supported by neat sample arrangements. Second, related to social media, Flooring Parquete has a plan to provide a concept that not only provides information about the products sold but also educates the public on matters related to interior design. Flooring Parquete also strives to have its own portfolio which does not take photos/videos of competitors' projects to serve as its portfolio.

In realizing the planning, Flooring Parquete has a Flooring Parquete showroom located in the Northwest Citraland Shophouse and in the Pakuwon Trade Center mall. The two companies are in strategic locations and are included in the upper middle segment and close to Citraland housing so that they have a business stigma in elite locations. This of course also affects the arrangement of room conditions that are made as comfortable as possible for customers when visiting the showroom.

Social media Flooring Parquete has also posted on its social media, which not only promotes sales but also provides education to the public about interior design. Social media Flooring Parquete also has a schedule of posting content based on the categories that have been created. If there are people / customers who want to know in detail about the material, it has also been explained entirely through its Youtube called Fake Architect. The portfolio owned by Flooring Parquete to date is also always obtained from photos and videos before and after the project is carried out to increase its credibility as a service provider.

Both of these things have been realized by Flooring Parquete. At present, the assessment from the customer of the physical evidence dimension of Flooring Parquete has been fulfilled. If in the future Flooring Parquete wants to expand its business by opening a new showroom, then Flooring Parquete can open showroom 1 in each province on the island of Java first and be standardized with showroom conditions like those in the Northwest Citraland Shophouse. As reported on the IDX Channel in April 2022 according to Nurhaliza (2022) which discusses the 7 most densely populated cities in Indonesia in 2022, where the island of Java has 5 of the 7 cities with the most densely populated population in Indonesia. The five cities are DKI Jakarta, Bekasi, Surabaya, Bandung, and Depok. While the other 2 most populous cities are Medan (Sumatra) and Makassar (Sulawesi). This can be in accordance with the development plan for the opening of the Flooring Parquete showroom in the future. As for social media, Flooring Parquete must also be consistent in accordance with the planning and what has been done to date.

2. Dimensional Control of Reliability Dimensions Based on PDCA

This dimension relates to the company's ability to provide the services provided to be accurate and reliable. For this dimension, from the results of data analysis shows if the Flooring Parquete has not met. Flooring Parquete has the following plans: First, conducting education to improve the knowledge and accuracy of employees in providing information to customers. Second, The Flooring Parquete admin always replies to chats based on the order in which they were logged in. Third, the Flooring Parquete admin helps customers who find it difficult to measure the room to be renovated via chat. However, in its realization, the Flooring admin sometimes still gives the wrong calculation of material needs to customers. This can affect customer confidence in Flooring Parquete. Miscalculation can be risky, because it is related to the costs that must be prepared by the customer to perform flooring installation services.

The solution to this problem is that Flooring Parquete can conduct employee training which can be done every week or can also be 2 times a month which is located at the Northwest Citraland Shophouse. This solution is taken using several considerations, such as employees can improve skills and knowledge regarding types of materials (whether sold by the company or not) and the specifics of the type of each material, employees can understand and have an idea of the real conditions in the project, in this case the owner of Flooring Parquete can rotate the scheduling of employee visits to the project site, employees can understand the ins and outs of implementing the calculation of material needs on the project in more depth, employees can understand and provide accurate solutions/considerations for any difficulties faced by customers when consulting, and employees can improve their performance appraisal.

Companies can also get some benefits from conducting training such as the following: increased accuracy of calculations provided by employees to customers, increased effectiveness and efficiency of employee work, and the possibility of forming a new post relating to a project that may not have been necessary in the past, but is currently necessary. With this training, the company must also prepare the costs that need to be incurred during the training: First, facilitator (estimated cost of IDR 100,000/meeting). In this case, if possible, the owner of Flooring Parquete as the most experienced person in the company can also act as a facilitator so as to minimize training costs. Second, Consumption (estimated cost of IDR 35,000/pax). Flooring Parquete has 1 owner and 7 employees. The total consumption costs that must be incurred per meeting are $RP\ 35,000 \times 8\ \text{people} = IDR\ 280,000$. Third, equipment and stationery (estimated cost $rp\ 20.000/\text{person}$). These stationery and stationery include books, ballpoint pens, pencils, erasers, correction pens, and rulers. For such equipment and stationery can be used for several meetings.

In monitoring the training, Flooring Parquete owners can use several indicators and processes that need to be carried out such as provisions in the management of training time, the accuracy of the training methods used, the use of media that supports the training method, conducting learning evaluations, and taking follow-ups from the existence of the program. If the training results show that employees have increased knowledge of flooring materials, this indicates that the process carried out during the training is appropriate. However, if the employee has not experienced an increased knowledge of flooring materials, then the owner of Flooring Parquete needs to take corrective action.

3. Dimensional Control of Responsiveness Based on PDCA

This dimension relates to the willingness to help customers and provide services quickly. Flooring Parquete has a plan by dividing admins per area so that services through chat can be done one door for each area held by each admin. To realize the planning, Parquete's Flooring team strives to assist customers in providing fast and accurate services. If there is a complaint from a customer, the team will immediately process the complaint. However, the expected plan did not correspond to its realization. Where customers still feel that the response given by employees is still slow. This can be caused by one of them is due to the lack of admins they have to reply to various kinds of questions from different customers at the same time. As a solution to this problem, Flooring Parquete owners can add their number of admins. Some of the advantages of increasing the number of admins start from: First, customers can respond faster. Secondly, it can allow the Flooring Parquete showroom to open for a whole week, so that the chances of gaining new customers are further increased. With the increase in the number of employees, the cost consequences that will be faced by Flooring Parquete are of course an increase in the cost of expenses per month in terms of employee payroll. Based on data obtained from Indeed.com (2022), the average salary for an administration in Surabaya ranges from IDR 3,455,001 per month. However, the number of such figures can be adjusted according to the financial capabilities of the company.

4. Control of Warranty Dimensions Under PDCA

This dimension relates to the knowledge, behavior, and ability of employees to increase customer trust and confidence in Flooring Parquete. Based on the results of data analysis, the guarantee dimensions for Flooring Parquete have been met. The plan stage in this dimension begins with Flooring Parquete planning to build a sense of customer security when consulting, so that Flooring Parquete is not only providing ordinary services, but also trustworthy. In its realization, Flooring Parquete also provides an e-guarantee guarantee for every purchase of materials sold where all the provisions have been included, as well as the procedures that must be carried out in the e-guarantee. With this e-guarantee, it can give more value to Flooring Parquete in the eyes of customers. Where as is known, many business people, especially those engaged in this industry, do not dare to provide warranty for decades, as flooring Parquete did. This can increase confidence both for the product and the quality of installation services provided by Flooring Parquete.

5. Control of the Dimension of Empathy Based on PDCA

Flooring Parquete's empathy dimensions have been fulfilled. This dimension relates to giving special and deep attention to each customer. Flooring plans to always help customers who are having difficulties when consulting regarding the floor to be renovated. This has been realized with Flooring Parquete by asking for complete customer data to make it easier for customers to communicate with the Flooring Parquete's team. The Flooring Parquete's Team also provides explanations and suggestions regarding the characteristics of each product owned along with the estimated costs of various types of existing products.

Conclusion

Based on the results of previous data analysis, the control of service quality indicators on Flooring Parquete wood floor retail has met 3 of the 5 dimensions of service quality. The results of the analysis of the dimensions of service quality are also supported by the PDCA method to show if the dimensions that have been met are the dimensions of physical evidence, the dimension of guarantee, and the dimension of empathy. Meanwhile, the dimensions that have not been met are the dimension of reliability and the dimension of responsiveness.

The dimension of reliability has not been met because Flooring Parquete employees sometimes still provide incorrect calculations of material needs to customers. Accuracy in calculating material needs is very important, because it is related to the costs that customers must prepare to use flooring installation services. Incorrect calculations can result in the failure of the sales transaction. Meanwhile, the dimension of responsiveness has not been met due to delays in employee responses when providing consultations to customers. Every customer certainly expects to get a quick response, calculated from the time the customer initially made contact with the company. This delay in response can also result in transaction failure. Based on these 2 things, the credibility of a business and the convenience provided to customers can be the main key to maintaining customer's interest in the business they have.

Limitations and Research Suggestions

The research was conducted using qualitative methods and used primary data obtained from the interview results. The limitations of this study include the subjectivity contained in the researcher. This research relies heavily on the researcher's interpretation of the meaning implied in the interview results, so the tendency to bias still remains.

Based on the research that has been carried out, practical advice that can be given, namely to reduce the habits of the interview results when conducting a service quality analysis, you can use other triangulation methods as well such as triangulation theory, triangulation methods, and so on.

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HOW TO CITE THIS ARTICLE

Senduk, V., & Rachmawati, D. (2022). Control of Service Quality Indicators on Wooden Floor Retail “Flooring Parquete”. *International Journal of Management, Accounting and Economics*, 9(8), 517-530.

DOI: 10.5281/zenodo.7028300

URL: https://www.ijmae.com/article_155381.html

