ABSTRAK

Nathania Levina Tjandra dan Amelia Indah Wiranegara
Skripsi
Analisa *Communication Gap* dalam layanan Telkom Speedy PT Telkom di Surabaya

Penulis ingin mengetahui adanya *communication gap* dalam layanan Telkom Speedy di Surabaya yang diukur dengan membandingkan harapan konsumen yang dibentuk dari aktivitas promosi perusahaan dengan persepsi konsumen yang dibentuk dari layanan aktualnya.

Pada penelitian ini menggunakan analisa deskriptif dan *Analysis of Variance (ANOVA)*. Dari penelitian ini menunjukkan bahwa terdapat perbedaan yang signifikan antara harapan konsumen yang dibentuk dari aktivitas promosi perusahaan dengan persepsi konsumen yang dibentuk dari layanan aktualnya. Selanjutnya penulis melihat lebih jauh tentang perbandingan antar indikator terhadap tingkat harapan dan persepsinya ke dalam *Importance-Performance Analysis*.

Kata kunci : *Communication Gap*, Harapan Konsumen, Persepsi Konsumen, *Analisys of Variance (ANOVA)*, *Importance-Performance Analysis*

ABSTRACT

Nathania Levina Tjandra and Amelia Indah Wiranegara
Thesis
Communication Gap Analysis in Telkom Speedy service from PT Telkom in Surabaya

The authors would like to know the existence of communication gaps in service Telkom Speedy in Surabaya which is measured by comparing consumer expectation formed by the promotional activities of companies with established consumer perceptions of actual service.

In this study using descriptive Analysis of Variance (ANOVA). From this study indicate that there are significant differences between consumer expectations formed by the promotional activities of companies with established consumer perceptions of actual service. Furthermore, the authors see more about the comparison between the indicators of the level of expectations and perceptions into the Importance - Performance Analysis

Kata kunci : *Communication Gap, Consumer Expectation, Consumer Perception*, *Analisys of Variance (ANOVA)*, *Importance-Performance Analysis*

EXECUTIVE SUMMARY

1. INTRODUCTION

1.1. Research Background

In today's business competition, all product and service companies compete to steal the heart of customers through various promotional activities. These promotional activities give promise about the quality of products and services then raise hopes in customer's mind, which is called customer expectation. Therefore, companies should be able to establish customer expectations of their promotional activities, further to fulfill the promises in the actual service delivery. Ideally, the actual service delivery should be able to meet and even exceed expectations formed from the promotional activities.

Often the promise has not been fulfilled because there is a gap between the customer expectations from promotional activities with customer perceptions of service experiences, called the Communication gap. Zeithaml, Bitner and Gremler (2009, p. 42) said the communication gap is the company's failure to equate performance with the performance of the company's external communications. According to Zeithaml, Bitner and Gremler (2009), illustrated the differences in the communication gap between the services delivered by external providers of communication services (p. 42).

One of the largest telecommunications services companies, named PT Telkom is also not free from this phenomenon. Not all Telkom Speedy customers feel the promise is delivered through Telkom Speedy promotional activities in accordance with the actual service. These customers convey their complaints through some social sites, about the slowness of the internet network connection, the connection to the deteriorating since Speedy alter its service package, and unsatisfactory responses from Plasa Telkom when it is contacted to find a solution. This phenomenon is supported by the results of the pre-survey to 70 customers Telkom Speedy in Surabaya.

1.2.Research problem Definition

Based on the research background above, the problem statements in this research are as follow :

1. Knowing the customer expectation of service Telkom Speedy formed from promotionalactivities.

2. Knowing the consumer perception of actual service provided by Telkom Speedy after seeing the promotional activity.

3. Analyzing whether there is a communication gap between customer expectations of service Telkom Speedy formed from its promotional activities with the consumer perception of actual service provided by Telkom Speedy.

1.3. Research Limitations

The research scope is limited to customers who use Telkom Speedy service and promotional activity (media advertising print media and television only) during January to December 2010 in Surabaya.

2. LITERATURE REVIEW

Importance-Performance Analysis

Through the Journal of Information, Information Technology, and Organizations vol. 3 (2008), the writers adapt the research methodology used by previous authors. The methodology used is the Importance-Performance Analysis. Previously, this analysis was introduced by Martilla and James (1977) in marketing research used as a deepening of the customer satisfaction as seen between the interests of certain attributes and an assessment of actual service. The data is grouped into 4 quadrants. In Quadrant 1, high interest and low actual service indicate that the existing systems require a lot of improvement and should be given priority. Quadrant 2, high interest and high actual service indicate that the system is strong and should be monitored continuously and permanently. Quadrant 3, low interest and low actual service indicate that the existing system might not be feasible to proceed. While Quadrant 4, low interest and high actual services suggest strength that the resources invested to make it more effective.

The four quadrants are helping companies to identify areas for a change and action in order to reduce the gap between interest and actual service.

Services are deeds, processes and performance provided or produced by someone to others (Zeithaml, Bitner and Gremler, 2009, p. 4). According Tjiptono (2008, pp. 15-24) characteristics of the service can be described as follows :

1. Intangibility

   Services cannot be seen, felt, kissed, heard, or touched before purchasing and consumption.

2. Heterogenity / variability / inconsistency

   Services are highly variable or heterogeneous depending on whom, when, and where the services are produced

3. Inseparability. Services sold first, then produced and consumed at the same time and place.

4. Perishability

   Services cannot be saved for reuse, future, resold, or returned.

Service Quality is a measurement of how well a given service level capable of in accordance with the expectations of consumers (in Tjiptono, 2008, p. 85). According to Zeithaml, Bitner and Gremler (2009, p. 111) there are 5 dimensions of service quality. They are Reliability, Responssiveness, Assurance, Empathy and Tangibles

Customer expectation is a belief about a service, which is used as a standard or reference for assessing the performance of such services (Zeithaml, Bitner, and Gremler, 2009 p. 75). Consumer Perception is subjective judgments about the actual service experience (Zeithaml, Bitner and Gremler, 2009, p. 32). Effective marketing services is a complex act that includes strategies, skills, and different tasks. Therefore, they are designed by using one approach, which render services in a structure, and ways to integrate the model of the gap in quality service. Customer Gap is the gap between expected service quality perceived by consumers. Customer gap is divided into 4 gaps and the writers use Communication Gap. The differences in the communication gap are between the services delivered by external providers of communication services (Zeithaml, Bitner and Gremler ,2009,p.42).

Advertising is a mass communication process involving certain sponsors, namely party advertisers, which pay of a service a mass media for broadcasting the ad. Advertising is a tool to deliver advertising messages and introduce products to the community (Pareno, 2002, p. 203).

2.1. Relationship Between Campaign Activities, Expectations and Perceptions

In order to survive in this competitive era, companies are trying to make their products and services widely known and chosen by everyone than their competitor, by using promotion or marketing communication. As a form of competition, promotional activity promising advantages compared with other products and services and forming expectations in the minds of consumers about the quality of products and services. Furthermore, after the services are actually received, it will be in perceived subjectively by each individual consumer. If the quality of consumer perception received according to expectations formed by the promise offered in promotional activity, the concerned service quality will be judged good or positive. In contrast, if consumer perception of quality is less than the quality of his expectations, the negative or bad perception of service quality. The difference between consumer expectation with the actual perception of services rise to the service gap. Type of service gaps are addressed specifically communication gap, the gap between what is promised by the company through marketing media communication, with what is given in reality. (Zeithaml, Bitner and Gremler, 2009, p. 42)

2.2.   Thinking Framework
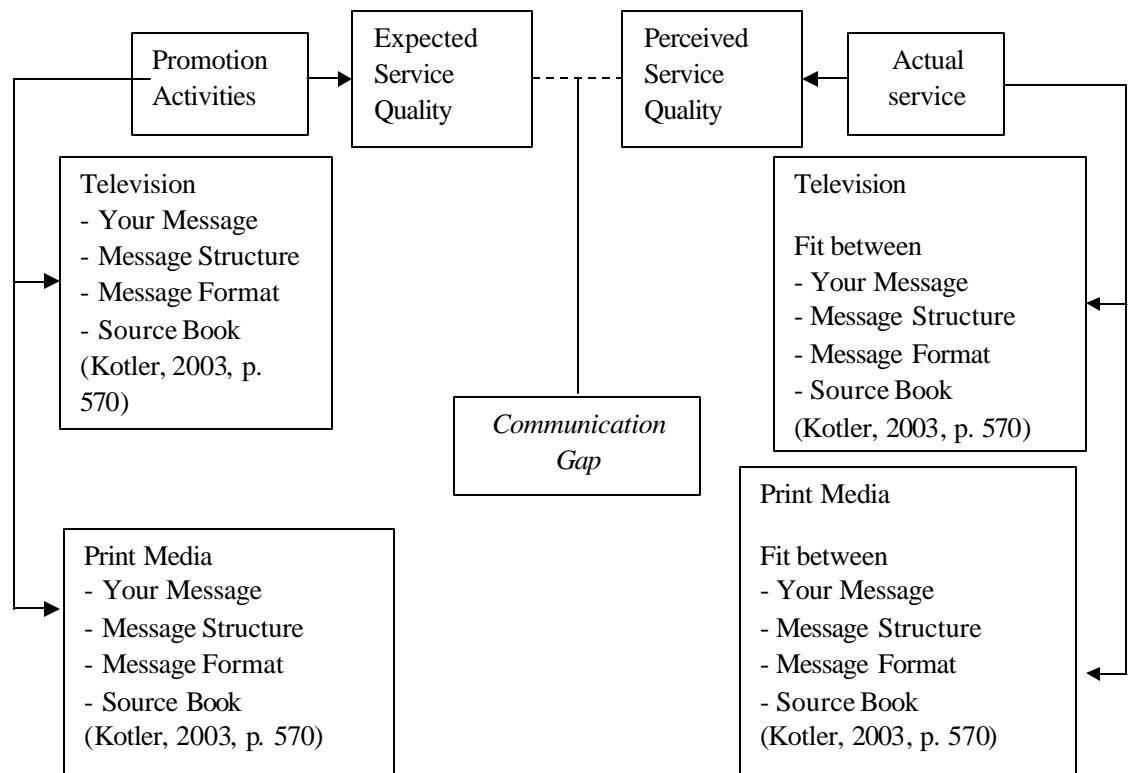
From the thought above, the writers want to analyze the communication gap by comparing expected service quality and consumer perceived service quality. Consumers' expectations are formed from company promotional activities ie print and television ads in which respondents rate the ad through the attributes of content, structure, format and source of the message. Consumer perceptions formed from consumer ratings of actual service after the company compared with a promise that has been delivered through the attributes of print and television ads.

2.3.   Hypothesis

Based on the phenomenon exists, there might be some communication gap between consumer expectations Telkom Speedy formed from company promotional activities with consumer perceptions about the delivery of actual services provided

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3. Research Methodology

3.1. Types of Research

Research is a systematic inquiry that provides information to solve problems and guide managerial decision making. Is it a quantitative comparative research. In this study the researchers use the descriptive research which is a research study that is used to describe phenomena related to subject or the population to estimate the proportion of the population that have certain characteristics. For the analysis, the researchers use a comparative analysis which has an aim to test the presence or absence of differences in values between the groups studied. The group here can be a group or a group of respondents answer

The population for the study were all customers who use the services of Telkom Speedy in Surabaya and have never received any promotional activity from Telkom Speedy.

The sampling technique used was non-probability sampling which each member of the population does not have the same opportunity to be selected into the sample. The technique is also supported by judgmental sampling technique in which the population elements are selected using certain considerations that there is no other opportunity for members of the population to be beyond consideration of the sample.

Respondents Criteria :

- Consumers who in 2010 still uses Telkom Speedy service because consumers are already feeling the service in a long time and still can remember the promotional activities of Telkom Speedy, so consumers are able to compare between the expectations arising from promotional activity with perception through the actual service provided by Telkom Speedy.

- Consumers who see Telkom Speedy ads in print and television media Telkom Speedy or during January to December 2010.

- Sample for this study is as much as 275 respondents.

3.2. Method and Procedure of Data Collection

Primary data (primary data) is specific information that is collected by the author for the benefit of the research project (Burns & Bush, 2003). The main data

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used is the result of a questionnaire distributed to the respondents included in the sample. The list of questions prepared in such an objective way, become clear to the respondents. In addition, other data used is data on promotional activity used by Telkom Speedy, which will be used as an indicator variable.

Primary data (primary data) obtained through the questionnaire distributed directly to the respondents. Speedy service promotion activities such as advertising in print and television media is obtained through available in the library mediabanc UK Petra.

According to Cooper & Schindler (2008, p. 215) the primary data will greatly benefit obtained by the survey method. The survey is the measurement process used to gather information during a structured interview. Surveys can be done by distributing questionnaires that were designed prior to the respondent with a lot of numbers. Questionnaire method or set of questions in the form of a series of systematically arranged in a list of questions, and then distributed to the respondents to obtain information needed by the author. Number of questionnaires distributed based on the number of samples is determined by the author of the consumers who use Telkom Speedy service.

In this study the authors used a questionnaire with closed-ended question system and the system Likert scale. Likert scale is a question that shows the level of approval or disapproval of respondents. According to Cooper & Schindler (2008, p. 308), Likert scale is a rating scale which is most frequently used. Likert scale is widely used to ask respondents mark the degree approval or disapproval of a series of questions about the stimulus object.

In Likert scale, the variables to be measured are converted into indicator variables. Then the indicators are used as a starting point to develop instrument items that can be a question.

Procedure of data collection is to collect questionnaire or questionnaire methods through field studies. This study was conducted by reviewing directly into the Public Area of Petra Christian University, Surabaya University and shopping malls in Surabaya and other places that allow the respondents to obtain useful descriptions about various matters relating to issues discussed authors. At first the writers create and compile a list of questions in the questionnaire and use

them to obtain data variables. Then the author distributed questionnaires that have been made to the respondents who have been determined. Distribution of the questionnaires took place on 5 to 25 April 2011. Before the respondents fill out the questionnaires, the authors show the print advertisement media in the form of images that are printed on a sheet of paper and for the television media is shown through a video that included in the mobile phone. When filling the questionnaire, the writers accompany the respondent so that when there are things that do not understand, ask respondents directly to the writers. The number of questionnaires distributed is 275 questionnaires.

Secondary data is the data obtained from the source obtained not directly by the team of the writers (Malhotra, 2004). Included in the secondary data is supporting theories and phenomena that are used as background. Secondary data used by the writers comes from the supporting books and journals that support this research.

Secondary data collection procedures is with the study of literature. This study was conducted by reading and studying the literature related to the issues discussed.

3.3. Variables and Operational Definition of Variables

In this study, there are 4 variables were compared by the author. The variable is based on promotional activity used by Telkom Speedy, namely:

1. Print Media

Telkom Speedy uses print media that circulate during the year 2010 through newspapers, magazines, billboards and brochures. The writers analyze the advertising from the print media and determine the following indicators:

- The red color in Telkom Speedy advertising promising a strong service image.
- Telkom Speedy promises an easy access to "installation and registration" by calling 147
- Telkom Speedy promising easy access to "installation and registration" by visiting the Plaza Telkom

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- Prices are lower than the subscription package, promising a more affordable price with quality maintained
- Telkom Speedy promise full content of its services
- Telkom Speedy promise an easy access to the content in its services
- The slogan "Explore Leading Indonesia" promises a broa d range of services (speed equitable access everywhere)

2. Television Media

Through advertising media from television, Telkom Speedy issue s advertising that was aired during the year 2010. The authors examine and analyze the advertising from television media and determine the following indicators:

- Easily understandable story line ad in delivering the promise of services offered
- Appointments are spoken in the ad easy to understand.
- Style endorser reflect the promise of fast access services
- Logo surrounded by a lot of content reflects the promise of service with the most complete content
- Advertising message "Be a leader to explore the world" promises the best service and leading
- Advertising messages "Multipurpose Can" promising all-round service
- Advertising message "Explore Indonesia" promising wide range of services (speed equitable access everywhere)

Indicators above will be used as guidelines for the writers in preparing the questions which will be answered in Likert scale values. According to Ruslan (2003, p. 196), or Likert scale is often called the method of summated ratings mean total score of each answer or response is added so as to achieve total value.

To measure the level of expectation, the ratings are as follows:

- Figure 1: very important
- Figure 2: critical
- Figure 3: Neutral
- Figure 4: not important
- Figure 5: very unimportant

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As for measuring the level of perception, then the ranking is as follows:

- Figure 1: strongly agree
- Figure 2: agree
- Figure 3: Neutral
- Figure 4: disagree
- Figure 5: strongly disagree

Significant differences between each indicator variable in the second gave rise to communication gaps, which have a definition according to Zeithaml, Bitner and Gremler (2009), illustrates the differences in the communication gap between the services delivered by external providers of communication services (p. 42).

3.4. Reliability and Validity Test

Reliability test is the "level of accuracy, precision, or accuracy of an instrument. Instruments that have been credible or reliable will produce reliable data as well "(Arikunto, 2006, p. 154). This test is calculated with a correlation coefficient Alpha Cronbachs. If the coefficient alpha obtained is greater than 0.6 is said to be reliable (Setiaji, 2004, p. 59).

Validity according to Arikunto in the same book (2006) is "a measure that shows the levels of validity or falsity of an instrument" (p. 138). An indicator if the column is said valid if cronbach's alpha of the item deleted is no higher than the Conbarch's alpha value of reliability test.

3.5. Data Analysis Techniques

Analysis of Importance Performance Analysis (IPA)

There are two kinds of methods to display data in IPA (Martinez in Setiawan, 2003): first place the line of intersection quadrants in the average value on the axis of the priority axis level of satisfaction and handling in order to know the general spread of the data lies in the quadrant number, second place quadrant of the intersection line on the average value observed at the axis level of satisfaction and penangganandengan priority axis to determine the specific goals of each factor lies in how many quadrants. The method used by the writers is the second method.

Following the procedure relating to the use of IPA methods:

- Determining the factors that will be analyzed
- Conducting a survey by distributing questionnaires
- Calculating the value of the average level of satisfaction and priority handling
- Make an IPA chart
- Evaluate the factors in accordance with each quadrant

Varians Analysis (ANOVA)

ANOVA according to Isitjanto (2005, p. 105) is a significant statistical test of differences in the average value of more than two samples (three samples or more). Type scale that best suits ANOVA is interval and ratio scale. In statistical testing, the hypothesis to be tested (h0) and the alternative hypothesis (h1) is often denoted in the notation

$H0: \mu 1 = \mu 2 = \mu 3 ... = \mu n$

$H1: \mu 1 ? \mu 2 ? \mu 3 ... ? \mu n$

In market research, researchers wanted to know whether or not significant differences in the average yield samples studied.

4. DATA ANALYSIS

4.1. Description of Research Respondents

Respondents of this study were divided into 3 major groups based on the type of promotional activity seen. There are Just print media, television media, and print media and television. The majority of respondents (77.45%) saw both promotional activities issued by Telkom Speedy, namely the print media and television. Telkom Speedy customers are not segmented by gender. Characteristics of respondents who filled out questionnaires S1 educated majority (64%) and the profession as students and university students (41.81%).

4.2. Validity and Reliability Testing

All advertising media that is used to measure expectations and perceptions have value Conbarch's Alpha above 0.6 which means reliable and dependable. All

question items in the questionnaire are valid because each group has a Conbarch's Alpha value if the item deleted is not higher than the conbarch's alpha value.

ANOVA Testing

ANOVA on the print media questionnaire shows the results of Analysis of Variance calculation of the respondents print media. In the mean field can be seen that the average expectation value which is above number 4 and the average value perception is below 2.5. This indicates that the actual services provided by Telkom Speedy is still below or can not meet the expectations formed by promotional activity, which means going communication with a negative gap. It can be seen significant value column shows the number below 0005, which means that communication gap is considered significant. The biggest gap occurres in the red indicators that reflect a strong service.

ANOVA on television media questionnaire shows the results of Analysis of Variance calculation of the respondents television. In the mean field can be seen that the average expectation value which is above number 4.1 and the average value perception is below 2.3. This indicates that the actual services provided by Telkom Speedy is still below or can not meet the expectations formed by promotional activity, which means going communication with a negative gap. It can be seen significant value column shows the number below 0005, which means that communication gap is considered significant

ANOVA on the questionnaire printed media and television shows results of a calculation Analysis of Variance of respondents print media and television. In the mean field can be seen that the average expectation value which is above the number 4 and the average value perception is below 2.5. This indicates that the actual services provided by Telkom Speedy is still below or can not meet the expectations formed by promotional activity, which means going communication with a negative gap. It can be seen significant value column shows the number below 0005, which means that communication gap is considered significant

Importance Performance Analysis (IPA) Testing

Importance Performance Analysis (IPA) in this study is used to measure the relationship between expectations formed by Telkom Speedy promotional activities with the perception that is formed by the actual service. Expectations as measured by the scale of interest (importance) positioned on the Y axis (vertical), while perception as measured by the performance plays on the X axis (horizontal). Coordinate points of each indicator in this analysis are taken from the average value expectations and perceptions. Furthermore, these points will be divided into 4 quadrants:

1. Quadrant I: where the indicator is considered important by consumers, and firm performance for this indicator is considered good.
2. Quadrant II: where the indicator is not considered important by consumers, while the company's performance for this indicator is considered good
3. Quadrant III: where the indicator is not considered important by consumers, and firm performance for this indicator is considered bad
4. Quadrant IV: where the indicator is considered important by consumers, while the company's performance for this indicator is considered bad.

In this study, three groups of questionnaire showed a similar pattern of the average value of indicators of expectations tend to be high and the average value of the perception indicators tend to be low. This leads to the IPA chart grouped in quadrant IV. The writers want to see the mapping between the indicators more closely and in detail, the writers use the second method through the center axis of the quadrant taken from the total average (total mean) expectations and perceptions.

5.   CONCLUSIONS AND SUGGESTIONS

All analysis and discussion can be concluded :

a. Respondents' expectation rate shows to tend to be high. It is proved that promises which are delivered through promotional activities have been judged effective in order to establish high expectations in the minds of respondents.

b. Respondents' perception rate shows low numbers. It is proved that Telkom Speedy' actual service does not comply with the promises which are delivered through its promotional activities.

c. Two points above conclude that the average rate for expectation variable higher than perception variable. This shows that the gap is negative.

d. Based on ANOVA calculations, the results obtained shows that there is a significant difference called communication gap between the expectations formed by from Telkom Speedy promotional activities with the perception gained through actual service.

The authors would like to suggest:

1. These are ways to prevent the communication gap in Telkom Speedy service :

a. Do not over-promise. The promise given through the promotional activities should not be too excessive, then has to be followed by the actual service according to the promise. One of the indicator "evenness speed access" can be offered by the slogan "Exploring major cities in Indonesia" or "We are present in several major cities in Indonesia." So the small town residents would not expect too high on speed access such services in their towns.

b. Consider the time when the expectations and perceptions are created. Telkom Speedy is one of the companies that always update s packages and promotions services, so consumers can easily be "cheated" by the expired promotion. They need to add information about promotion deadline clearly, and as much as possible places in the position of the ad that is easily seen.

c. Informing the terms and condition required, such as fees and the others. Given this additional information, consumers will realize about the price paid so that consumers do not feel "cheated".

2. Based on the calculation of IPA, then advice authors can provide are:

a. Quadrant I: Indicators in this quadrant are considered as corporate strengths. Their performance should be maintained, even improved as much as possible. As quality, Indicator "Aid and Services of 147" should be maintained into the toll-free customer service, accessible 24 hours a day. The quality of

employees in these services can also be enhanced by training programs on the responsiveness and handling complaints by telephone.

b. Quadrant II: Indicators in this quadrant tend to be exaggerated. The corporate expenses incurred in running these indicators should be allocated to advance the indicator in quadrant IV. Indicators in this quadrant also can be highlighted to form higher expectations, so this good performance was not to be in vain. Indicator "ease access" in this quadrant should be highlighted as the main message in advertising so that consumers can be more persuasive.

c. Quadrant III: This quadrant is deemed to be bad overall. This quadrant' cost should be allocated to other quadrants. Telkom Speedy does not need to allocate funds to develop indicators of "evenness speed access throughout Indonesia" in this quadrant, just to maintain their quality standards so as not to decrease again.

d. Quadrant IV: Indicators on the quadrant is a priority to be improved because the indicators are considered important and needed by consumers, but the actual service performance considered bad. Company must be able to meet consumer demands and strive to maximize the performance indicators in this quadrant. Indicator "promises uttered in the ad" television is considered to be effective in shaping consumer expectations, so the company must fulfill the "promise that was pronounced in the advertising" to meet their demand.

3. Suggestions for future research is that the demographic profile can be used and further investigated in order to better see the difference between expectations and perceptions in greater detail.

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