



# Integrating SERVQUAL and SWOT methods to design strategies for enhancing the quality of property consulting services

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## ABSTRACT

Jabodetabek, as the hub of national economic growth in Indonesia, has emerged as a countermagnet for capital city development. This has sparked heightened competition among property agents striving to boost their property sales. PT Rajawali Sumber Berkat Abadi operates in the property industry, focusing on property consulting services. In this fiercely competitive landscape, the company aims to elevate its service quality. To achieve this, they plan to devise a strategy using the Servqual and SWOT methods. The Servqual questionnaire will help identify specific service deficiencies and strengths in property consulting. Additionally, it will calculate comparative values to gauge their significance. Alongside, a SWOT analysis will pinpoint weaknesses, strengths, opportunities, and threats. This will involve discussions with the company's commissioners and calculations using AHP and QSPM methods. The analysis revealed three primary service deficiencies, despite an overall good quality score. It was found that the optimal strategy design lies in the Strength-Opportunity (S-O) strategy. This approach translates into several work programs aimed at bolstering market penetration. Four S-O strategies were outlined, consisting of 20 distinct work programs. Furthermore, a QSPM matrix calculation was employed to reinforce the SWOT matrix's findings. This aimed to pinpoint the most pertinent company strategy for implementation. The strategy design obtained a Total Attractiveness Score (TAS) of 9.24, affirming its viability.

## 1. Introduction

The rapid development of infrastructure in Indonesia has spurred growth in the property industry, resulting in an upsurge in both the quantity and quality of housing development. Jabodetabek, as a nucleus of national economic progress, has witnessed a surge in housing development, serving as a counterbalance to the capital city's expansion [1]. This upswing has intensified the competition among property consultants. In this fierce landscape, one key focal point for companies vying for competitiveness is the quality of their services. The provision of top-notch service to clients plays a pivotal role in facilitating smooth sales and purchases. Exceptional service not only influences various factors such as sales figures, increased revenue, and fostering a favorable company reputation, but also encourages repeat patronage [2].

Enhancing service quality isn't just about offering additional benefits within existing services. It entails regular quality evaluations to gauge customer satisfaction levels. The process commences by distributing questionnaires to customers, with each

question item offering two answers on a Likert scale [3]. One such method used for this purpose is Servqual. Parasuraman defines service quality in the Servqual method as the gap between customer expectations and the actual service received [4]. There are five dimensions in Servqual that assess service quality: physical evidence, reliability, assurance, responsiveness, and empathy.

Driven by the criticality of service quality measures in bolstering customer satisfaction, this research delved into identifying deficiencies in property consulting services. The goal was to determine gap values derived from the Servqual questionnaire and devise improvement strategies for attributes showing negative gaps. Considering the current trend where consumers approach consulting services cautiously and lack trust in decision-making, identifying internal and external factors influencing service quality through SWOT Analysis aids in designing improvement strategies. Fatimah highlighted that SWOT Analysis is an effective tool for recognizing potential improvement opportunities in business services and property consulting [5].

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However, scant research exists that specifically measures the quality of property consulting services. Most studies predominantly focus on customer satisfaction levels and lack in-depth exploration of SERVQUAL attribute improvement. This research aims to minimize negative gaps in SERVQUAL attributes by implementing strategies derived from the SWOT Matrix. Moreover, it emphasizes addressing situations where initial strategies fail to optimize negativity in SERVQUAL attributes by formulating alternative approaches.

This paper is structured into five sections: Section 1 introduces the topic. Section 2 delves into the problem statement, the SERVQUAL method for measuring service quality attributes, and SWOT Analysis to devise strategies. Section 3 presents the research findings. The final section includes the conclusion and suggestions for future research.

**2. Material and method**

*2.1. Service Quality*

Service quality (SQ) in contemporary contexts compares perceived expectations (E) with service performance or perceptions (P), as represented by Eq. (1).

$$SQ = P - E \tag{1}$$

$$\text{Servqual Score} = \text{Perception Score} - \text{Expectation Score} \tag{2}$$

The detailed calculation of the service quality gap can be calculated based on:

1. Item by item analysis with Eq. (3).
2. Dimension by dimension with Eq. (4), where P1 to Pn are perception statements and H1 to Hn reflect expectations related to certain dimensions.
3. The calculation of a single measure of service quality or servqual gap use Eq. (5).
4. To analyze the quality of services provided, then using Eq. (6), where
  - a.  $Q > 1$  (positive gap) means that if the quality of service received by the customer is more than the customer's expectation, therefore the service quality can be said to be good.
  - b.  $2.Q = 0$  (zero gaps) means that the quality of service received by the customer is the same as what the customer expects. it can be said that the customer is satisfied with the service provided.
  - c.  $Q < 0$  (negative gap) means that the quality of service received by the customer is less than the customer's expectations, then the quality of service can be said to be unsatisfactory to the customer.

$$(P1 - H1), (P2 - H2), (P3 - H3), \dots, (Pn - Hn) \tag{3}$$

$$\frac{P1+P2+P3+P4+\dots+Pn}{n} - \frac{H1+H2+H3+H4+\dots+Hn}{n} \tag{4}$$

$$\frac{P1+P2+P3+P4+\dots+P22}{22} - \frac{H1+H2+H3+H4+\dots+H22}{22} \tag{5}$$

$$\text{Quality (Q)} = \frac{\text{Perception (P)}}{\text{Expectation (E)}} \tag{6}$$

This concept originates from unmet customer expectations. A business demonstrating high-value service quality adequately meets or even surpasses its customers' ideal expectations [6]. Service quality, continually evolving, holds the potential to enhance competitiveness and long-term economic profitability [7].

The latest SQ concept evolves from its predecessor, initially comprising ten dimensions (Reliability, Assurance, Responsiveness, Empathy, Communication, Competence, Credibility, Courtesy, and Security), which were later condensed to five dimensions [8], [9].

1. Tangibility or physical evidence: Directly visible to customers, this dimension pertains to the completeness of a company's equipment in delivering services.
2. Reliability: Focused on technical functions and service accuracy, this dimension assesses adherence to service standards and precision in executing service processes.
3. Responsiveness: Reflects the staff's willingness to assist customers and provide prompt service. Essentially, it gauges the staff's responsiveness within a service provider.
4. Assurance: Encompasses staff knowledge, competence, courtesy, and trustworthiness. Excellence in this dimension ensures that services do not evoke customer anxiety or disappointment.
5. Empathy: Encompasses the ease of building relationships, effective communication, personalized attention, and understanding individual customer needs.

Service quality directly correlates with the level of professionalism. Aside from ensuring customer satisfaction, excellent service quality enhances customers' enjoyment throughout the service process, fostering their confidence [10].

SERQUAL serves as a service quality measurement tool that determines customer satisfaction levels [11], [12]. The SERVQUAL method hinges on comparing two primary factors: a customer's perception of the service received (perceived service) and the service expected by the customer (expected service) [13], [14]. Satisfaction levels in SERQUAL are gauged through consumer surveys conducted via questionnaires or interviews, yielding the gap value between expected and perceived service. Parasuraman defines the discrepancy between perception and expectation as a "gap" [15]. Service delivery failures can be categorized into five distinct gaps:

1. Gap 1: Knowledge Gap - This gap represents the disparity between customer expectations and management's understanding of those expectations.
2. Gap 2: Standards Gap - This gap arises from the mismatch between management's perception of customer expectations and the established service quality standards.
3. Gap 3: Delivery Gap - This gap stems from the difference between service quality specifications and the actual delivery of service-by-service providers, whether through employees or workers.

**Table 1.**  
Likert scale

No.	Scale	Perception
1	5	Strongly agree (SS)
2	4	Agree (S)
3	3	Less agree (KS)
4	2	Disagree (TS)
5	1	Strongly disagree (STS)

- Gap 4: Communication Gap - This gap occurs when there's a discrepancy between the promised service conveyed through external communications and the actual service received by customers.
- Gap 5: Service Gap - This gap represents the difference between customer expectations and the service they ultimately receive. If expectations are met or exceeded, this indicates that the service has fulfilled the customer's needs.

Conducting a gap analysis enables a service-producing company to gauge its service quality based on customer perceptions [16]. Furthermore, this analysis helps identify the key attributes within the five dimensions of service quality that require improvement. Additionally, gap analysis serves as a valuable tool for customer segmentation [17].

To measure service quality for research purposes, a questionnaire employing a Likert scale is necessary. This scale gauges the attitudes, opinions, and perceptions of individuals or groups regarding a particular phenomenon [18]. The Likert scale intervals are illustrated in Table 1.

Furthermore, using the Minitab 18 software, customer ratings can be calculated to perform further statistical analysis such as reliability testing. The following are the steps for testing the overall Servqual data analysis [7].

- Reliability Test.

**Table 2.**  
Servqual attributes

Dimensions	Attributes
Tangibility	1. Up to date/latest equipment.
	2. Attractive physical facilities.
	3. Well-groomed employees.
	4. Physical facilities suitable to the type of services offered.
Reliability	5. Keep promises or agreements that have been made.
	6. Be sympathetic and able to calm customers whenever there is a problem.
	7. Services are delivered correctly from the start.
	8. Services are delivered stick on the time.
	9. Accurate and error-free recording system.
Responsiveness	10. The certainty of the delivery time of services is clearly communicated to customers.
	11. Prompt/fast service from company employees.
	12. Employees who always help customers.
	13. Respond to customer requests quickly.
Assurance	14. Trusted employees.
	15. Feel secure when conducting transactions with service provider employees.
	16. Employees who are always willing to help.
	17. Knowledgeable employees so that they can answer customer questions.
Empathy	18. Individual attention from the company.
	19. Convenient operating hours.
	20. Employees who give personal attention.
	21. A company that earnestly cares about the interests of every customer.
	22. Employees who understand the specific needs of customers.

The data can be said to be reliable if the answer to every question item can be consistently answered by the respondent. The standard of this examination relies on the results of the analysis of Cronbach's Alpha, whereas if the result of alpha value is greater than 0,6, the questionnaire can be said to be reliable as a statistic examination equipment.

- Tabulate the data by using one of the equations from equations (3)-(5).
- Calculate the overall Servqual score using equation (6).
- Make conclusions on the results of respondents' satisfaction scores.

The 22 attributes of the five service quality dimensions for Servqual measurement can be seen in Table 2 [4].

## 2.2. SWOT Analysis

SWOT Analysis is a method to identify various internal and external factors in one situation. Internal factors consist of strengths and weaknesses, meanwhile external factors consist of opportunities and threats [19]. The logic analysis carried out can maximize internal factors while minimizing external factors. This can help planners in determining the goals and mission of the company, and what things that need more attention in making right decisions strategy [20]. The next stage is the calculation of the EFAS Matrix. This matrix is used to find out and identify external factors such as opportunities and threats. After the difference in scores from strengths and weaknesses is obtained, as well the difference between opportunities and threats, then the diagram Cartesian SWOT can be described. The depiction of diagram Cartesian SWOT has a goal to identify the type of strategy from which quadrant that suits the company [22].

**Table 3.**

## Gap of attributes

No.	Attributes	Performance (P)	Expectations (E)	Gap (P - E)
<b>Tangible Dimension</b>				
1.	Comfortable consultation room/ places.	4.56	4.5	0.06
2.	Provision of brochures/ leaflets/ magazines related to the property.	4.69	4.56	0.13
3.	Consultant agent's appearance neat and clean.	4.63	4.5	0.13
4.	Consultant agent wearing PDL and ID card.	4.25	4.38	-0.13
Average		4.5325	4.485	0.0475
<b>Reliability Dimension</b>				
5.	Service delivered as promised.	4.38	4.06	0.32
6.	On time service.	4.25	4.13	0.12
7.	Accurate and factual property information.	4.38	4.06	0.32
8.	Services according to customer requests.	4.44	4.06	0.38
9.	The service provided has been correct from the start so it doesn't require correction.	4.19	3.94	0.25
Average		4.328	4.05	0.278
<b>Responsiveness Dimension</b>				
10.	Consultant agent shows concern and patience to customers.	4.56	4.13	0.43
11.	Consultant agent provides the required information quickly and accurately.	4.25	4.13	0.12
12.	Consultant agent responds to customer complaints and inquiries quickly, both in person and online.	4.25	4.19	0.06
13.	Fulfillment of special requests or needs.	4.06	4.31	-0.25
Average		4.28	4.19	0.09
<b>Assurance Dimension</b>				
14.	The ability of consulting agent can be trusted.	4.81	4.31	0.5
15.	Consultant agent has potential and professional in serving customers.	4.69	4.31	0.38
16.	Consultant agent is able to answer every customer's question.	4.31	4.31	0
17.	Customers feel safe and comfortable during the consultation process.	4.88	4.38	0.5
Average		4.6725	4.3275	0.345
<b>Empathy Dimension</b>				
18.	Consultant agent immediately apologizes when something goes wrong.	4.56	4.5	0.06
19.	Individual attention to customers.	4.5	4.5	0
20.	Ease of contact by customers.	4.19	4.38	-0.19
21.	Consultant agent understands the customers' specific needs.	4.5	4.44	0.06
22.	Service eligible for all society levels.	4.56	4.44	0.12
Average		4.462	4.452	0.01

**2.3. QSPM method**

QSPM is conceptually a determinant of the relative attractiveness of various strategies built on the critical success factors internal and external. Each factor is evaluated relatively deeply a series and its relationship to other attractive factors [23]. QSPM Matrix can be used in the decision stage to see the relative level of alternatives resulting from the stages adjustment (matching stage). Here are the six stages of preparation QSPM Matrix:

1. Make a list of key internal strengths or weaknesses, and external opportunities or threats of the company which obtained from the IFAS and EFAS Matrix.
2. Giving weight to each internal and external factors according to the weights on the IFAS and EFAS Matrix.
3. Evaluation of stage 2 matrix (matching) and identify alternative strategy that should be consider by the company.
4. Determine the value of attractiveness (attractiveness score/ AS) that is defined as an identifier number for each strategy in alternatives. As for the value range is starting from a value of 1 for not interested, a value of 2 for somewhat interested, 3 for moderately interested and 4 for very interested.
5. Calculate the total attractiveness (total attractiveness score/ TAS) that can be obtained by multiplying the weight with AS.

6. Calculating the total value of attractiveness. The highest TAS value indicates that the strategy is a best priority strategy.

**2.4. AHP method**

The AHP Method is a method decision support by comparing one criterion with other criteria [24]. This method is the first time introduced by a mathematician named Thomas L. Saaty. Currently this method is widely applied in the fields of research and business. Saaty stated that there are six decision making steps with the AHP Method [25]:

1. Define the problem and determine the desired solution.
2. Explain the results of the criteria weight and choose the appropriate Ratio Index (RI) with the number of existing criteria.
3. Create a pairwise comparison matrix, where each element with a high level can be compared with related elements at a lower level according to the intensity of their interests.
4. Calculate Consistency Index (CI).
5. Calculate Consistency Ratio (CR).
6. Calculate the consistency of the hierarchy, where if the value is less than 10% or  $< 0.1$  then it is considered true and vice versa, if the value is more than 10% or  $> 0.1$  it is necessary to carry out the calculation process repeat.



**Table 4.**  
Ranking gap

No.	Attributes	Gap	Rank
13.	Fulfillment of special requests or needs.	-0.25	1
20.	Ease of contact by customers.	-0.19	2
4.	Consultant agent wearing PDL and ID card.	-0.13	3
16.	Consultant agent is able to answer every customer's question.	0	4
19.	Individual attention to customers.		
1.	Comfortable consultation room/ places.	0.06	5
12.	Consultant agent responses to customer complaints and inquiris quickly, both in person and online.		
18.	Consultant agent immediately apologizes when something goes wrong.	0.06	5
21.	Consultant agent understands the customers' specific needs.		
6.	On time service.		
11.	Consultant agent provides the required information quickly and accurately.	0.12	6
22.	Service eligible for all society levels.		
2.	Provision of brochures/ leaflets/ magazines related to the property.	0.13	7
3.	Consultant agent's appearance neat and clean.		
9.	The service provided has been correct from the start so it doesn't require correction.	0.25	8
5.	Service delivered as promised.	0.32	9
7.	Accurate and factual property information.		
8.	Services according to customer requests.		
15.	Consultant agent has potential and professional in serving customers.	0.38	10
10.	Consultant agent shows concern and patience to customers.	0.43	11
14.	The ability of consulting agent can be trusted.	0.5	12
17.	Customers feel safe and comfortable during the consultation process.		

**Table 5.**  
Quality service for each dimension

No.	Dimension	Performance (P)	Expectations (E)	Gap Value (P - E)	Quality Score (P/E)
1.	Tangible	4.5325	4.485	0.0475	1.0106
2.	Reliability	4.328	4.05	0.278	1.0686
3.	Responsiveness	4.28	4.19	0.09	1.0215
4.	Assurance	4.6725	4.3275	0.345	1.0797
5.	Empathy	4.462	4.452	0.01	1.0022
Sum		22.275	21.5045	0.7705	5.1826
Average		4.455	4.3009	0.1541	1.0365

### 3. Results and discussions

#### 3.1. Servqual analysis

After the data has been collected, then it is tested for reliability using the Minitab 18 software. The technique used in this reliability test is Cronbach's Alpha. Data can be declared reliable if it has an alpha value  $> 0.6$ . Cronbach's alpha for Expectations is 0.9639 and for Performance is 0.9437. After the data is declared reliable, all attributes can be calculated to find the gap value, namely the difference between expectations and performance. Table 3 shows the gap value for all attributes.

From the identification of the gap values of all service quality attributes, it can then be concluded the ranking gap. This gap ranking is based on how big the negative gap is between performance and customer expectations. The more negative the gap value, the higher the ranking gap will be. Table 4 shows the order of ranking gap values for all service quality attributes. Based on the data in Table 3, the calculation of service quality can be done using equation (6). Table 5 shows the quality scores for each dimension.

Overall, the resulting quality value is 1.0365, which means the Q value is positive and greater than one ( $Q >$

1). Thus, it can be said that the quality of the available services is able to meet customer expectations and the services provided are good. Although in the calculation of each attribute there is still a negative gap value, and all the quality of services provided has been in accordance with customer expectations.

#### 3.2. SWOT analysis

SWOT consists of two factors, namely internal factors, and external factors. In this research, internal factors were obtained from Servqual attributes while external factors were obtained from interviews with company commissioners. Internal factors of strength come from 17 Servqual attributes with positive gap values while weaknesses come from 5 Servqual attributes with negative gap values. For external factors each produced 5 opportunities and 5 threats.

There are 5 external factors of opportunity: (1) economic situation is recovering after the COVID-19 pandemic, (2) a special system created by property developers makes it easier for agents to do deals, (3) the mortgage application system at the bank has become easier and faster, (4) product knowledge provided by the property developer, (5) social media as the main marketing medium.

**Table 6.**

Hierarchical consistency calculation ( $\Lambda$  max = 10.734, CI = 0.082, RI = 1.49, CR = 0.055,

Criteria	Sum of criteria			$\lambda$
	Pairwise Comparison Table	Matching Pair Value	Vectoreigen Value	
C1	17.000	0.699	0.069	1.188
C2	19.500	0.556	0.056	1.085
C3	17.500	0.603	0.060	1.056
C4	8.417	1.324	0.132	1.115
C5	4.483	2.222	0.222	0.996
C6	21.500	0.526	0.053	1.130
C7	17.000	0.662	0.066	1.126
C8	11.333	0.896	0.089	1.015
C9	5.083	1.827	0.183	0.929
C10	16.000	0.685	0.069	1.096

**Table 7.**

IFAS matrix

No.	Internal Factors	Weight	Rating	Weighting Score
<b>Strengths</b>				
1.	Customers feel safe and comfortable during the consultation process.	0.0481	4	0.1924
2.	The ability of consulting agent can be trusted.	0.0474	4	0.1896
3.	Consultant agent shows concern and patience to customers.	0.0451	3	0.1353
4.	Consultant agent has potential and professional in serving customers.	0.0468	3	0.1404
5.	Services according to customer requests.	0.0442	3	0.1326
6.	Accurate and factual property information.	0.0438	3	0.1314
7.	Service delivered as promised.	0.0438	3	0.1314
8.	The services provided has been correct from the start so it doesn't require correction.	0.0422	3	0.1266
9.	Consultant agent's appearance neat and clean.	0.0474	4	0.1896
10.	Provision of brochures/ leaflets/ magazines related to the property.	0.0481	4	0.1924
11.	Service eligible for all society levels.	0.0468	4	0.1872
12.	Consultant agent provides the required information quickly and accurately.	0.0435	3	0.1305
13.	On time service.	0.0435	3	0.1305
14.	Consultant agent understands the customers' specific needs.	0.0465	4	0.1860
15.	Consultant agent immediately apologizes when something goes wrong.	0.0471	4	0.1884
16.	Consultant agent responses to customer complaints and inquiries quickly, both in person and online.	0.0439	3	0.1317
17.	Comfortable consultation room/ places.	0.0471	4	0.1884
Sum		0.7754		2.7046
<b>Weaknesses</b>				
1.	Consulting agent can not fulfill special requests or needs.	0.0436	4	0.1744
2.	Difficult to contacted by the customers.	0.0445	4	0.1780
3.	Consultant agent does not wearing PDL and ID card.	0.0449	2	0.0898
4.	Consultant agent is not able to answer every customer's question.	0.0448	3	0.1344
5.	Consultant agent is not pay attention individually to customers.	0.0468	2	0.0936
Sum		0.2246		0.6703
Overall total weight		1.0000		

**Table 8.**

EFAS matrix

No.	External Factors	Weight	Rating	Weighting Score
<b>Opportunities</b>				
1.	Economic situation is recovering after the COVID-19 pandemic.	0.0699	3	0.2096
2.	A special system created by property developers makes it easier for agents to do deals.	0.0556	3	0.1668
3.	The mortgage application system at the bank has become easier and faster.	0.0603	3	0.1809
4.	Product knowledge provided by the property developer.	0.1324	3	0.3973
5.	Social media as the main marketing medium.	0.2222	3	0.6667
Sum		0.5405		1.6214
<b>Threats</b>				
1.	Population demographics where the millennial or sandwich generation cannot afford to buy a house.	0.0526	3	0.1577
2.	Changes in property developer regulations regarding the requirements to become a property agent (barriers to entry).	0.0662	3	0.1987
3.	Increase in credit interest rates.	0.0896	3	0.2687
4.	Increase in land prices after the COVID-19 pandemic.	0.1827	3	0.5480
5.	Increase in Value Added Tax (VAT).	0.0685	3	0.2054
Sum		0.4595		1.3786
Overall total weight		1.0000		



Figure 1. Cartesian SWOT diagram

Table 9. SWOT matrix

<p><b>IFAS</b> <b>EFAS</b></p>	<p><b>Strenght (S)</b></p> <ol style="list-style-type: none"> <li>1. Customers feel safe and comfortable during the consultation process.</li> <li>2. The abiity of consulting agent can be trusted.</li> <li>3. Consultant agent shows concern and patience to customers.</li> <li>4. Consultant agent has potential and professional in serving customers.</li> <li>5. Services according to customer requests.</li> </ol>	<p><b>Threat (T)</b></p> <ol style="list-style-type: none"> <li>1. Consulting agent can not fulfill special requests or needs.</li> <li>2. Difficult to contacted by the customers.</li> <li>3. Consultant agent does not wearing PDL and ID card.</li> <li>4. Consultant agent is not able to answer every customer’s question.</li> <li>5. Consultant agent is not pay attention individually to customers.</li> </ol>
<p><b>Opportunity (O)</b></p> <ol style="list-style-type: none"> <li>1. Economic situation is recovering after the COVID-19 pandemic.</li> <li>2. A special system created by property developers makes it easier for agents to do deals.</li> <li>3. The mortgage application system at the bank has become easier and faster.</li> <li>4. Product knowledge provided by the property developer.</li> <li>5. Social media as the main marketing medium.</li> </ol>	<p><b>S-O Strategy</b></p> <ol style="list-style-type: none"> <li>1. Special training for marketing associates to increase property sales target range that can be seen in terms of age and income. (S1, S4, S5, O1, O3, O5)</li> <li>2. Improve consultant ability in communicating with customer order so that the agent’s reputation is getting better. (S2, S4, O4)</li> <li>3. Maximize product development knowledge to be proceed as a creative content and spread through multiple social media platforms. (S4, S5, O4, O5)</li> <li>4. Expanding the network by building cooperation with various developers, banks and other agencies. (S1, O2, O3, O5)</li> </ol>	<p><b>W-O Strategy</b></p> <ol style="list-style-type: none"> <li>1. Increase agent discipline in giving service. (W2, W3, O2, O5)</li> <li>2. Provide training and development agent competency. (W1, W4, W5, O3, O4, O5)</li> <li>3. Attend some property exhibitions and taking notes extra for product knowledge that has been provided by developers. (W4, O2, O4)</li> <li>4. Maximize use of chat bots in media communication for help agent in answering customer questions. (W2, W4, O5)</li> </ol>
<p><b>Threat (T)</b></p> <ol style="list-style-type: none"> <li>1. Population demographics where the millennial or sandwich generation cannot afford to buy a house.</li> <li>2. Changes in property developer regulations regarding the requirements to become a property agent (barriers to entry).</li> <li>3. Increase in credit interest rates.</li> <li>4. Increase in land prices after the COVID-19 pandemic.</li> <li>5. Increase in Value Added Tax (VAT).</li> </ol>	<p><b>S-T Strategy</b></p> <ol style="list-style-type: none"> <li>1. Improve collaboration with more than one agency to ease the system credit. (S1, S4, T1, T3)</li> <li>2. Adding activities promotion. (S2, S4, T2, T3, T4, T5)</li> <li>3. Add variety marekting other than residential, i. e. apartment or boarding house. (S3, S4, T1, T5)</li> <li>4. Strengthen relationships with developers through creating cooperation agreement in marketing property. (S4, T2)</li> </ol>	<p><b>W-T Strategy</b></p> <ol style="list-style-type: none"> <li>1. Participate in every activities which initiated by developers for support agent skill improvement. (W1, W3, W4, W5, T1, T2)</li> <li>2. Observing competitor movement both individually property agent or company. (W2, W3, T2, T3, T5)</li> <li>3. Directing to focus housing promotion in a particular area with a lower price range. (W1, T3, T4)</li> <li>4. Establish good relationships with developers and banks to support dealing process and mortgage. (W5, T2, T3)</li> </ol>

The 5 external threat factors are: (1) population demographics where the millennial or sandwich generation cannot afford to buy a house, (2) changes in property developer regulations regarding the requirements to become a property agent (barriers to entry), (3) increase in credit interest rates, (4) oncrease in land prices after the COVID-19 pandemic, and (5) increase in Value Added Tax (VAT).

External factor weighting uses the AHP method with the stages of carrying out pairwise comparisons (see Table A1 in Appendice), calculating the value of the suitability pair (see Table A2 in Appendice) and

calculating the vector eigenvalues (weights). Because these ten factors are the result of an interview with a commissioner, it is only necessary to calculate the consistency of the hierarchy (see Table 6). After the weights are obtained, the IFAS (Table 7) and EFAS matrices (Table 8) can then be determined, where the rating is also given by the company commissioner.

The results of calculating the weights of internal and external factors are used to determine the intersection points of the SWOT Cartesian diagram coordinates. Determination of the cut point is intended for the selection of the right strategy for the company.

**Table 10.**

## Work programs alternative S-O strategy

No.	S-O Strategy	Work Programs
1.	Special training for marketing associates to increase property sales target range that can be seen in terms of age and income. (S1, S4, S5, O1, O3, O5)	<ul style="list-style-type: none"> <li>a. Marketing strategy or marketing plan training so that consultants understand the market situation quickly.</li> <li>b. Problem-solving training for improving the ability of consultants to provide solutions in answering prospective customer questions.</li> <li>c. Increase knowledge real estate industry.</li> <li>d. Improve negotiation skills to face potential customers who have different backgrounds.</li> <li>e. Increase knowledge about the local area or the area around the property as well as supporting facilities.</li> </ul>
2.	Improve consultant ability in communicating with customer orders so that the agent's reputation is getting better. (S2, S4, O4)	<ul style="list-style-type: none"> <li>a. Communications training to make the consultants establish communication effectively verbally and non-verbally with prospective customers.</li> <li>b. Organizational training to increase awareness and responsibility of the consultants.</li> <li>c. Get a professional certification property agent to increase property consultant credibility (Competency Standards Program Indonesian National Work by Association of Real Estate Brokers Indonesia).</li> <li>d. Persona and personal branding training to create a good reputation.</li> </ul>
3.	Maximize product development knowledge to proceed as creative content and spread through multiple social media platforms. (S4, S5, O4, O5)	<ul style="list-style-type: none"> <li>a. Content creation training using desirable moderate tools and easily accessible like Canva, Google Slides, Prezi and so on.</li> <li>b. Audiovisual content production training through various social media such as Instagram, TikTok and YouTube.</li> <li>c. Learn copywriting techniques to create promotional content more interesting and easy to understand in terms of writing.</li> <li>d. Take a special class like architecture photography (building) in order to produce content with original photos.</li> <li>e. Digital marketing training.</li> <li>f. Scheduling content production that contains various information about residential property.</li> </ul>
4.	Expanding the network by constructing cooperation with various developers, banks and other agencies. (S1, O2, O3, O5)	<ul style="list-style-type: none"> <li>a. Register membership consultant to the Association Real Estate Broker Indonesia (AREBI).</li> <li>b. Attend every launching activity of the newest property hosted by reputable developers.</li> <li>c. Organize mini seminars, webinars and mini expos collaborating with institutions, universities, youth organizations as well as banks for provide socialization and education regarding needs residential property.</li> <li>d. Take the advantage of company's liveliness in religious activities to hold custom session (in series spiritual events) regarding home property needs as well as tips and tricks in choosing a property.</li> <li>e. Create small groups consultant to focus on property marketing from each reputable developer. It is intended to built cooperation more intense and sustainable.</li> </ul>

Based on the SWOT Cartesian diagram showing the intersection points in diagram I. The right type of strategy implemented by the company is the S-O strategy, which emphasizes market penetration by maximizing strengths to take advantage of opportunities. The implementation of this strategy can be translated into the following work programs as shown in Table 10. To strengthen the calculation results on the SWOT Cartesian diagram, the QSPM Matrix calculation is also carried out (see Table A3 in Appendices). The result of this calculation is the TAS score which will determine the most relevant type of strategy implemented by the company. Based on the QSPM matrix, the largest TAS value is obtained by the S-O strategy of 9.24. This further reinforces that the most relevant and interesting strategy alternative for companies to implement is the S-O strategy.

#### 4. Conclusions

Deficiencies identified in the property consulting services of PT Rajawali Sumber Berkat Abadi include consultants' failure to adequately address customers' requests or special needs, difficulties in customer contact with consultants, and consultants not utilizing Field Service Clothing (PDL) and ID cards while on duty. However, the services exhibit strengths such as providing a sense of safety and comfort to customers. Additionally, consultants demonstrate trustworthy abilities throughout the consultation process and exhibit a professional attitude in meeting customer

demands. The comparison value between customer perceptions of received services and their actual expectations was 1.0365. This figure signifies that the quality of the provided services is capable of meeting customer expectations, indicating an overall good level of service quality.

An alternative strategy recommended for PT Rajawali Sumber Berkat Abadi is the Strength-Opportunity (S-O) strategy. This aggressive approach involves entering the market (market penetration) leveraging internal strengths. The strategy exhibits a total value of interest (TAS) of 9.24.

#### Declaration statement

Josephine Surya: **Conceptualization, Methodology, Writing - Original Draft.** Abidin: **Review & Editing, Validation.**

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The authors report there are no competing interests to declare.



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## Data availability statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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Appendices

**Table A1.**  
Pairwise comparisons

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10
C1	1.000	1.000	0.500	0.333	0.200	1.000	2.000	1.000	0.500	2.000
C2	1.000	1.000	2.000	0.250	0.250	1.000	1.000	0.500	0.333	0.500
C3	2.000	0.500	1.000	0.500	0.333	0.500	0.500	1.000	0.333	1.000
C4	3.000	4.000	2.000	1.000	0.500	3.000	1.000	2.000	0.500	2.000
C5	5.000	4.000	3.000	2.000	1.000	5.000	4.000	2.000	1.000	4.000
C6	1.000	1.000	2.000	0.333	0.200	1.000	0.500	0.333	0.250	1.000
C7	0.500	1.000	2.000	1.000	0.250	2.000	1.000	0.500	0.333	0.500
C8	1.000	2.000	1.000	0.500	0.500	3.000	2.000	1.000	0.500	1.000
C9	2.000	3.000	3.000	2.000	1.000	4.000	3.000	2.000	1.000	3.000
C10	0.500	2.000	1.000	0.500	0.250	1.000	2.000	1.000	0.333	1.000
Total	17.000	19.500	17.500	8.416	4.483	2.500	17.000	11.333	5.083	16.000

**Table A2.**  
Value of the suitability pair (matching pair value)

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	Sum
C1	0.059	0.051	0.029	0.039	0.045	0.047	0.118	0.088	0.098	0.125	0.699
C2	0.059	0.051	0.114	0.029	0.056	0.047	0.059	0.044	0.066	0.031	0.556
C3	0.118	0.026	0.057	0.059	0.074	0.023	0.029	0.088	0.066	0.063	0.603
C4	0.176	0.205	0.114	0.119	0.112	0.139	0.059	0.177	0.098	0.125	1.324
C5	0.294	0.205	0.171	0.238	0.223	0.233	0.235	0.177	0.197	0.250	2.222
C6	0.059	0.051	0.114	0.039	0.045	0.047	0.029	0.029	0.049	0.063	0.526
C7	0.029	0.051	0.114	0.119	0.059	0.093	0.059	0.044	0.066	0.031	0.662
C8	0.059	0.103	0.057	0.059	0.112	0.139	0.118	0.088	0.098	0.063	0.896
C9	0.117	0.154	0.171	0.238	0.223	0.186	0.177	0.177	0.197	0.188	1.827
C10	0.029	0.103	0.057	0.059	0.056	0.047	0.118	0.088	0.066	0.063	0.685

**Table A3.**  
QSPM matrix

Critical Success Factors		Weight	Alternative Strategies										
			SO		WO		ST		WT				
			AS	TAS	AS	TAS	AS	TAS	AS	TAS			
Code	Strengths												
S1	Customers feel safe and comfortable during the consultation process.	0.0481	4	0.19	3	0.14	4	0.19	3	0.14			
S2	The ability of consulting agent can be trusted.	0.0474	4	0.19	2	0.09	4	0.19	3	0.14			
S3	Consultant agent shows concern and patience to customers.	0.0451	3	0.14	2	0.09	4	0.18	3	0.14			
S4	Consultant agent has potential and professional in serving customers.	0.0468	3	0.14	3	0.14	4	0.19	4	0.19			
S5	Services according to customer requests.	0.0442	3	0.13	2	0.09	4	0.18	3	0.13			
S6	Accurate and factual property information.	0.0438	4	0.18	3	0.13	4	0.18	3	0.13			
S7	Service delivered as promised.	0.0438	3	0.13	2	0.09	4	0.18	3	0.13			
S8	The services provided has been correct from the start so it doesn't require correction.	0.0422	3	0.13	3	0.13	3	0.13	3	0.13			
S9	Consultant agent's appearance neat and clean.	0.0474	3	0.14	3	0.14	3	0.14	3	0.14			
S10	Provision of brochures/ leaflets/ magazines related to the property.	0.0481	4	0.19	3	0.14	4	0.19	4	0.19			
S11	Service eligible for all society levels.	0.0468	4	0.19	3	0.14	4	0.19	3	0.14			
S12	Consultant agent provides the required information quickly and accurately.	0.0435	3	0.13	3	0.13	4	0.17	3	0.13			
S13	On time service.	0.0435	4	0.17	2	0.09	4	0.17	3	0.13			
S14	Consultant agent understands the customers' specific needs.	0.0465	4	0.19	2	0.09	3	0.14	3	0.14			
S15	Consultant agent immediately apologizes when something goes wrong.	0.0471	3	0.14	2	0.09	3	0.14	2	0.09			
S16	Consultant agent responses to customer complaints and inquiries quickly, both in person and online.	0.0439	4	0.18	2	0.09	3	0.13	3	0.13			
S17	Comfortable consultation room/ places.	0.0471	4	0.19	3	0.14	3	0.14	3	0.14			
Code	Weaknesses												
W1	Consulting agent can not fulfill special requests or needs.	0.0436	2	0.09	3	0.13	2	0.09	4	0.17			
W2	Difficult to contacted by the customers.	0.0445	3	0.13	3	0.13	2	0.09	3	0.13			
W3	Consultant agent does not wearing PDL and ID card.	0.0449	2	0.09	4	0.18	2	0.09	2	0.09			
W4	Consultant agent is not able to answer every customer's question.	0.0448	4	0.18	4	0.18	2	0.09	4	0.18			
W5	Consultant agent is not pay attention individually to customers.	0.0468	3	0.14	4	0.19	2	0.09	3	0.14			
Code	Opportunities												
O1	Economic situation is recovering after the COVID-19 pandemic.	0.0699	4	0.28	2	0.14	4	0.28	3	0.21			

O2	A special system created by property developers makes it easier for agents to do deals.	0.0556	3	0.17	2	0.11	3	0.17	3	0.17
O3	The mortgage application system at the bank has become easier and faster.	0.0603	3	0.18	2	0.12	2	0.12	3	0.18
O4	Product knowledge provided by the property developer.	0.1324	4	0.53	3	0.4	4	0.53	2	0.26
O5	Social media as the main marketing medium.	0.2222	4	0.89	3	0.67	4	0.89	2	0.44
Code	Threats									
T1	Population demographics where the millennial or sandwich generation cannot afford to buy a house.	0.1577	4	0.63	3	0.47	4	0.63	3	0.47
T2	Changes in property developer regulations regarding the requirements to become a property agent (barriers to entry).	0.1987	3	0.6	2	0.4	3	0.6	2	0.4
T3	Increase in credit interest rates.	0.2687	2	0.54	3	0.81	2	0.54	3	0.81
T4	Increase in land prices after the COVID-19 pandemic.	0.5480	3	1.64	2	1.1	3	1.64	2	1.1
T5	Increase in Value Added Tax (VAT).	0.2054	2	0.41	2	0.41	2	0.41	3	0.65
Total				9.24		7.39		9.08		7.75

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