

## **CUSTOMER SATISFACTION LEVEL ANALYSIS OF QUALITY ANIMAL CLINIC SERVICES IN SURABAYA (CLINIC X SURABAYA)**

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**Abstract :** There is a phenomenon of people in big cities, especially Surabaya, who love and maintain pavilions and cats. The purposes of this study are [1] to determine and analyze the level of customer satisfaction with the service quality of veterinary clinics, [2] to determine and analyze improvement strategies in implementing customer satisfaction levels on the quality of veterinary services. This study uses a qualitative approach. sampling based on accidental sampling technique (accidental sampling). The results of this study are CSI below 100% means that customers are not satisfied and IR above 1.00 means that it can be maintained or major improvement efforts. And the improvement strategy used is that doctors are expected to have extra responsiveness in dealing with and dealing with patients who come. So that pets that are brought to the clinic for treatment do not die and give a great sense of satisfaction.

**Keywords :** *Customer Satisfaction, Service Quality, GAP Analysis*

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### **1. PRELIMINARY**

In the era of globalization, human resource management presents a number of challenges. (Enny Istanti, 2020, 378) Human Resource Management in the era of globalization is often underestimated by some humans, even though Human Resources have a major impact on global competition. Indonesia is one of the developing countries and will not be separated from the wheels of international economic activity (Achmad Daengs et al., 2020, 1418) Therefore, the Indonesian nation must begin to develop and make improvements to the quality of its human resources. A good country is a country that is able to create quality human resources and has competitiveness with human resources from other countries.

Veterinary clinic is a place of business in providing veterinary medical services which is run by a management led by a responsible veterinarian and has facilities for observing animals that have certain health problems. Lately there is a phenomenon where many people, especially in urban areas, especially in the city of Surabaya, love and keep animals, for example dogs and cats. Dogs and cats are pets that are very popular with young and old people or the upper middle class.

Satisfaction is an assessment of the characteristics of the advantages of products, services, or the product itself that provides a level of customer pleasure related to meeting customer needs.

Customer satisfaction can be created through quality, service and value. Customer satisfaction will be a benchmark for a company or service in an effort to provide services to customers. Good service must be able to be provided by the company or service in order to attract customers to buy the product again. Richard (2020: 3), customer satisfaction is the customer's perception that his expectations have been met or exceeded. When you buy an item, you expect it to work well. Otherwise, you will be disappointed. Now it's up to the seller how to solve the problem so you can be satisfied.

Customer satisfaction is a feeling felt by customers who are satisfied or disappointed with the results of comparing the perceived performance of the product in relation to customer expectations. (Kotler, 2016). While the quality of service is a product or service that is presented in accordance with the applicable size at a place where the product is held and the delivery is not the same as what is desired or expected by consumers. (Tjiptono, 2015)

The researcher concludes that service quality is a must that must be owned by both companies that produce goods and services. In addition, service quality is a comparison between reality and consumer expectations. If the reality received is more than expected, the service provided can be said to be of high quality and the customer will feel happy and satisfied. On the other hand, if the reality is less than what consumers expect, the service is said to be of poor quality.

To achieve good service quality is not an easy thing. Veterinary clinics must know what customers want and expect regarding the quality of service so that the clinic is expected to be able to provide good and quality service. The purpose of this study is [1] to determine and analyze the level of customer satisfaction with the service quality of veterinary clinics, [2] to determine and analyze improvement strategies in implementing the level of customer satisfaction with the service quality of veterinary clinics.

The existence of the phenomenon put forward, veterinary clinics have a responsibility in providing services to customers. Veterinary clinics must be able to reflect the concept of optimal public services so as to improve service quality and provide satisfaction to customers. From this reason, the researcher is interested in conducting research with the title "ANALYSIS OF CUSTOMER SATISFACTION LEVEL ON QUALITY OF SERVICES IN ANIMAL CLINIC IN SURABAYA (CLINIC X SURABAYA)".

## **2. THEORY STUDY**

### **Customer satisfaction**

Satisfaction is a feeling of disappointment or pleasure as a result of a comparison between the actual performance / product results with the expected performance (or results). If the performance is less than expectations, the customer is dissatisfied. And if the performance is greater than expectations, the customer is very satisfied or happy. (Keller, 2012)

### **Service quality**

according to Kotler, (2016), Service Quality is the totality of features and characteristics of products / services that have the ability to provide satisfaction to consumers

### **Veterinary Clinic**

Veterinary clinic is a place of business in providing veterinary medical services which is run by management led by a veterinarian as the person in charge and has facilities to provide observation of animals that have certain health problems. (“Permentaan Jasa Med. No. 02/Permentan/OT.140/1/2010,” nd)

### **GAP analysis**

Service Quality Analysis or Service Quality is a descriptive method that aims to provide an overview of the level of customer satisfaction. The SERVQUAL concept is a concept in the selection of scale but has a level and truth that is high enough so that it can be used by company management to better understand how consumer perceptions and consumer expectations of the services provided. SERVQUAL conceptual model according to Hasibuan, (2017) There are five gaps, namely [1] Gap 1 (Knowledge Gap), [2] Gap 2 (Standards Gap), [3] Gap 3 (Delivery Gap), [4] Gap 4 (Communication Gap) and [5] Gap 5 (Service Quality)

Antoni (2017:48), the formula used for the level of conformity is as follows:

$$TKI = \frac{Xi}{Yi} \times 100\%$$

Information :

Tki = Conformity Level

Xi = Perceived Rating Score

Yi = Expected Rating Score

### **Improvement Ratio (IR)**

*Improvement Ratio* (IR) is the improvement ratio, which compares the goals to be achieved with the level of customer satisfaction with a product. (A. Zeithaml, V. Parasuraman, 1985)

To determine the Improvement Ratio (IR)

$$IR = \frac{\text{Rata-rata harapan}}{\text{Rata-rata kenyataan}}$$

Information :

Xi = Reality Average

Yi = Average Expectation

### **Customer Satisfaction Index (CSI)**

*Customer Satisfaction Index* (CSI) is an index in determining the level of overall customer satisfaction compared to an approach that considers the level of importance of a product/service being measured. (A. Zeithaml, V. Parasuraman, 1985). To determine the customer satisfaction index (CSI) with the following formula:

$$CSI = \frac{Xi}{Yi} \times 100\%$$

Information :

Xi = Reality Average

Yi = Average Expectation

**conceptual framework**

The systematic framework presented schematically can be seen in Figure 1 below:

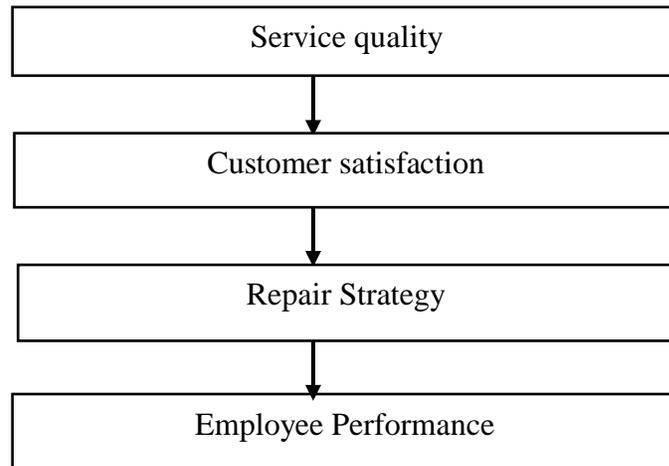


Figure 1 Conceptual Framework

**Research question and Analysis Model**

**Main Research Question**

How is the level of customer satisfaction with the service quality of veterinary clinics in Surabaya?

**Mini Research Question**

1. How is the level of customer satisfaction with the service quality of veterinary clinics in Surabaya?
2. What is the employee's strategy in improving the level of customer satisfaction with the service quality of veterinary clinics in Surabaya?

**Analysis Model**

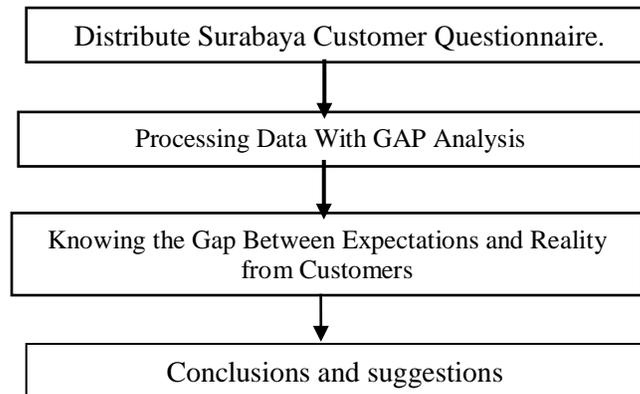


Figure 2 Analysis Model

### **3. RESEARCH METHODOLOGY**

#### **Research Approach**

This study uses a qualitative approach. Qualitative research method is a research method based on postpositivism philosophy, used for research on an object, where the researcher is the key. (Sugiyono, 2018)

#### **Research Limits**

Research that only focuses on GAP analysis is as follows:

- a. This study was conducted to determine the level of customer satisfaction with the service quality of veterinary clinics in Surabaya.
- b. The data collected is only limited to determining the level of customer satisfaction with the service quality of veterinary clinics in Surabaya and employee improvement strategies in meeting customer satisfaction levels.
- c. This research was conducted on veterinary clinic customers in Surabaya.

#### **Data collection technique**

Collecting data obtained from observation, interviews, documentation and triangulation. (Sugiyono, 2018) Data collection techniques in this study using interviews and documentation.

#### **Data analysis technique**

Data analysis techniques are the steps taken by researchers in analyzing the data that has been obtained, both from before. The data of this research is a sampling procedure based on accidental sampling technique.

### **4. RESULTS**

#### **GAP analysis**

Based on the results of respondents' answers related to expectations and realities related to the quality of veterinary clinic services in Surabaya, it can be summarized in table 1 GAP between expectations and reality of service quality presented as follows:

**Table 1 GAP between Expectations and Reality of Service Quality**

Dimension	Y	X	gap	Evaluation
Tangibles	3.8	3.35	-0.45	Not as expected
Reliability	3.82	3.58	-0.24	Not as expected
Responsiveness	3.84	3.51	-0.33	Not as expected
Assurance	3.9	3.62	-0.28	Not as expected
Empathy	3.95	3.49	-0.46	Not as expected

By calculating the value of the gap (GAP) on each dimension of service quality, it can be seen to what extent the level of conformity between expectations and reality in each of these dimensions can be seen. From the calculation results, the highest gap value is in the Empathy dimension with a GAP value of (-0.46). while the lowest gap value is in the Reliability dimension with a GAP value (-0.24).

### **Gap (GAP) between Interest Level (Expectations) and Performance Level (Reality)**

The factors that affect the quality of service on each service criteria are indicated by the value of the gap between the assessment of expectations and reality. A negative gap value means that the service quality of a criterion is not good so it needs to be improved. Ideally, the value of the gap between expectations and reality is zero, this means that the level of customer interest/expectations is the same as the level of performance/service received by the customer. If the value is positive, then this indicates the level of performance of a service quality exceeds the level of importance for the same criteria. The greater the negative value of a gap in a service criterion, the greater the priority of service quality improvement from the service criteria.

**Table 2 Gap Between Expectations and Reality on Service Quality**

Dimension	Items	Question	Hope Y	Reality X	$\Sigma$ gap
Physical evidence	1	Cleanliness, neatness and comfort at the veterinary clinic	3.88	3.38	-0.50
	2	Availability of adequate complete facilities	3.68	3.32	-0.36
	3	Clean toilets are available	3.74	3.34	-0.4
	4	Adequate waiting room and seating	3.88	3.34	-0.54
Total Average			15.18	13.38	-1.8
Reliability	1	Availability of employees in handling patients	3.88	3.6	-0.2
	2	All doctors are doing well	3.78	2.96	-0.82
	3	Doctors are sufficient in service	3.92	2.88	-1.04
	4	doctors are easy to provide information	3.84	3.48	-0.36
	5	doctor in uniform	3.68	3.4	-0.28
Total Average			19.1	16.32	-2.78
Responsiveness	1	Responsiveness of doctors in serving patients	3.74	3.62	-0.12

	2	The ability of doctors to respond to patient complaints	3.76	2.78	-0.98
	3	Responsiveness of employees when explaining procedures	3.88	3.44	0.44
	4	The ease and speed provided by doctors when dealing with patients	3.96	2.3	-1.66
Total Average			15.34	12.14	-3.2
Guarantee	1	Doctor's ability to provide the best service	3.98	2.72	-1.26
	2	Doctor's sincerity in treating patients	3.9	2.36	-1.54
	3	Doctor's patience in providing services to patients	3.8	3.54	-0.26
Total Average			11.68	8.62	-3.06
Concern	1	Doctor communicates well with customers	3.94	3.54	-0.4
	2	Estimated time in the process of treating patients.	3.84	3.48	-0.36
	3	Doctor puts the patient's interests first	4.06	3.44	-0.62
Total Average			11.84	10.46	-1.38

Based on table 2 can be explained as follows:

#### 1. Physical Evidence

This dimension is the customer's response to the physical facilities available at the veterinary clinic in Surabaya, such as equipment, supplies and facilities. The average value of the gap is -1.8. With the smallest gap value / the largest level of satisfaction, namely the availability of adequate complete facilities with a value of (-0.36) Meanwhile, the item that has the largest gap or level of satisfaction is the waiting room or adequate seating with a value of (-0.54). The quality of service in this dimension is not as expected, therefore it is expected that employees need to beautify the room so that the atmosphere looks comfortable and by repairing the air conditioner or adding air conditioning so that customers feel comfortable.

#### 2. Reliability

This dimension is the customer's response to the reliability of performance at the Surabaya veterinary clinic. The average value of the gap is -0.78. From this dimension, the item that has the smallest gap or the largest level of satisfaction is Availability of employees in handling patients -0.2 While the item that has the largest gap or smallest level of satisfaction is -1.04, i.e. Doctors are sufficient in service. The quality of service in this dimension is not as expected, so it is hoped that doctors will be sufficient in service

#### 3. Responsiveness

This dimension is the visitor's response to the doctor's response in providing services. The average gap is -3.2. The item that has the smallest gap or the largest level of satisfaction is employee responsiveness when explaining procedures 0.44. Meanwhile, the biggest gap or the smallest satisfaction level. The ease and speed given by doctors when handling patients is -1.66. The quality of service in this dimension has not met expectations, for that doctors should improve their performance

4. Guarantee

This dimension is a customer response to the willingness of Surabaya veterinary clinic doctors in providing services to customers. The average gap is -3.06. The item that has the smallest gap or the greatest level of satisfaction is the patient's patience in providing services to patients of -0.26. Meanwhile, the item that has the largest gap or the smallest level of satisfaction is the doctor's sincerity in dealing with patients, which is -1.54. The quality of service on this dimension has not been as expected, for that doctors are expected to be serious in dealing with patients.

5. Concern

This dimension is a customer response to the concern of veterinarians in Surabaya. The average gap that occurs is -1.38. From this dimension, the item that has the smallest gap or the greatest level of satisfaction is the estimated time in the process of treating patients with a value of -0.36. Meanwhile, the item that has the largest gap or the smallest level of satisfaction Doctor prioritizes the interests of the patient -0.62. It is hoped that doctors will prioritize the interests of patients

**Improvement Ratio (IR) and Customer Satisfaction Index (CSI)**

To find out the Category of Improvement Efforts in service quality and customer satisfaction at veterinary clinics in Surabaya if Range <0.8 - 1.00 is Very Good (SB) or can be maintained, Range >1.00 - < 1.25 is Good (B) or can be maintained, Range > 1.25 - < 1.50 which means Less Good (KB) or Hard Repair Efforts and Range > 1.50 - 2.00 is called Very Bad (SJ) or Heavy Repair Efforts. The closer to the 2.00 range, the more difficult the repair effort.

However, to find out if the satisfaction index is higher or more than 100% is Very Satisfied (SPS) but if it is lower, the customers of veterinary clinics in Surabaya are increasingly Dissatisfied (TP).

**Table 3 Improvement Ratio (IR) and Customer Satisfaction Index (CSI)**

A	Physical Evidence	Hope	Reality	IR	CSI	Evaluation
1	Cleanliness, neatness and comfort at the veterinary clinic	3.88	3.38	1.15	87%	Very nice, Less satisfied
2	Availability of adequate complete facilities	3.68	3.32	1.10	90%	Very nice, Less satisfied
3	Clean toilets are available	3.74	3.34	1.12	89%	Very nice, Less satisfied
4	Adequate waiting room	3.88	3.34	1.16	86%	Very nice,

	and seating						Less satisfied
<b>B</b>	<b>Reliability</b>						
	Availability of						
1	employees in handling patients	3.88	3.6	1.07	92%		Very nice, Satisfied
2	All doctors are doing well	3.78	2.96	1.28	78%		Very nice, Satisfied
3	Doctors are sufficient in service	3.92	2.88	1.36	73%		Very nice, Satisfied
4	doctors are easy to provide information	3.84	3.48	1.10	90%		Very nice, Satisfied
5	doctor in uniform	3.68	3.4	1.08	92%		Very nice, Satisfied
	<b>Responsiveness</b>						
1	Responsiveness of doctors in serving patients	3.74	3.62	1.03	97%		Very nice, Satisfied
2	The ease and speed provided by doctors when dealing with patients	3.76	2.78	1.35	74%		Very nice, Satisfied
3	Responsiveness of employees when explaining procedures	3.88	3.44	1.13	89%		Very nice, Less satisfied
4	The ability of doctors to respond to patient complaints	3.96	2.3	1.72	58%		Very nice, Less satisfied
<b>D</b>	<b>Guarantee</b>						
1	Doctor's ability to provide the best service	3.98	3.72	1.07	93%		Very nice, Satisfied
2	Doctor's sincerity in treating patients	3.9	2.36	1.65	61%		Very nice, Satisfied
3	Doctor's patience in providing services to patients	3.8	3.54	1.07	93%		Very nice, Satisfied
<b>E</b>	<b>Concern</b>						
1	Doctor communicates well with customers	3.94	3.54	1.11	90%		Very nice, Less satisfied
2	Estimated time in the	3.84	3.48	1.10	91%		Very nice,

	process of treating patients.						Less satisfied
3	Doctor puts the patient's interests first	4.06	3.44	1.18	85%		Very nice, Less satisfied

Table 3 shows that the IR is above 0.8 so that the veterinary clinic in Surabaya should maintain or improve in providing direction according to the SOP (Procedure) flow. The following is a ranking order of improvements from those that are hard to repair efforts to those that can be maintained:

1. The ability of doctors to respond to patient complaints with an IR value of 1.72
2. The seriousness of doctors in treating patients with an IR of 1.65
3. Sufficient doctors in service with IR 1.36
4. The ease and speed provided by doctors when dealing with patients with an IR of 1.35
5. All doctors work well with 1.28 . IR
6. Doctors prioritize the interests of patients with an IR of 1.18
7. Adequate waiting area and seating with IR 1.16
8. Cleanliness, neatness and comfort at the veterinary clinic with an IR of 1.15
9. Employee response when explaining procedures with IR 1.13
10. Clean toilet available with IR 1.12
11. Doctor communicates well with customers with IR 1.11
12. Estimated time in the process of treating patients with IR 1.10
13. doctors easily provide information with IR 1.10
14. Availability of adequate complete facilities with IR 1.10
15. doctor in neat uniform with IR 1.08
16. Doctor's patience in providing services to patients with an IR of 1.07
17. Doctor's ability to provide the best service with IR 1.07
18. Availability of employees in handling patients with IR 1.07
19. Responsiveness of doctors in serving patients with IR 1.03

Table 3 shows the results of the CSI analysis if it is above or > 100% then the customer or consumer feels very satisfied because the reality exceeds expectations and if <100% then the customer feels less satisfied because the reality is less than expected. In addition to the statements above, all are < 100%, which means that the reality is still less than the expectations of the veterinary clinic customers in Surabaya, which need improvement so that the reality can exceed the expectations of visitors

### **Service improvement strategy**

To find out the category of customer satisfaction of veterinary clinics in Surabaya if: The higher or higher than 100% is Very Satisfied (SPS) but if it is lower, the customer is increasingly Dissatisfied (TP). In table 3 it can be explained that the attributes in the Improvement Effort Category (IR) and Customer Satisfaction Index (CSI) are assessments of Good (B), Less Good (KB) and Satisfied (P), Less Satisfied (KP). Where it needs to be maintained but more efforts are

needed so that customers of veterinary clinics in Surabaya feel very satisfied (SPS). Moreover, on the attribute of doctors' responsiveness in serving patients, there needs to be a very heavy improvement effort.

In table 4 it can be explained that the attributes in the Improvement Effort Category (IR) and Customer Satisfaction Index (CSI) are assessments of Good (B), Less Good (KB) and Satisfied (P), Less Satisfied (KP). Where it needs to be maintained but more efforts are needed so that customers of veterinary clinics in Surabaya feel very satisfied (SPS). Moreover, the doctor's ability to respond to complaints The patient needs a very heavy repair effort.

**Table 4 Categories of Improvement Efforts and Customer Satisfaction Index Rating Maintained**

No	Attribute	IR	CSI	Rating
1	Responsiveness of doctors in serving patients	1.03	97%	Major Repair Efforts, Less satisfied
2	Doctor's patience in providing services to patients	1.07	93%	Major Repair Efforts, Less satisfied
3	Doctor's ability to provide the best service	1.07	93%	Major Repair Efforts, Less satisfied
4	doctor in uniform	1.08	92%	Major Repair Efforts, Less satisfied
5	Availability of employees in handling patients	1.07	92%	Major Repair Efforts, Less satisfied
6	Estimated time in the process of treating patients.	1.10	91%	Major Repair Efforts, Less satisfied
7	Doctor communicates well with customers	1.11	90%	Major Repair Efforts, Less satisfied
8	doctors are easy to provide information	1.10	90%	Major Repair Efforts, Less satisfied
9	Availability of adequate complete facilities	1.10	90%	Major Repair Efforts, Less satisfied
10	Clean toilets are available	1.12	89%	Major Repair Efforts, Less satisfied
11	Responsiveness of employees when explaining procedures	1.13	89%	Major Repair Efforts, Less satisfied
12	Cleanliness, neatness and comfort at the veterinary clinic	1.15	87%	Major Repair Efforts, Unsatisfied
13	Adequate waiting room and seating	1.16	86%	Major Repair Efforts, Less satisfied
14	Doctor puts the patient's interests first	1.18	85%	Major Repair Efforts, Less satisfied
15	All doctors are doing well	1.28	78%	Major Repair Efforts,

16	The ease and speed provided by doctors when dealing with patients	1.35	74%	Less satisfied Major Repair Efforts, Less satisfied
17	Doctors are sufficient in service	1.36	73%	Major Repair Efforts, Less satisfied
18	Doctor's sincerity in treating patients	1.65	61%	Major Repair Efforts, Less satisfied
19	The ability of doctors to respond to patient complaints	1.72	58%	Major Repair Efforts, Less satisfied

### **Because Problem**

1. The ability of doctors to respond to patient complaints  
In this case, doctors are less responsive in dealing with complaints experienced by patients. This causes customers to be lazy to come back
2. Doctor's sincerity in treating patients  
Doctors are also less serious in treating patients. This is proven by the number of patients who are not saved after coming to the clinic for treatment.
3. Doctors are sufficient in service  
The services provided by doctors are less able to satisfy customers, they are only in answering customer questions
4. The ease and speed provided by doctors when dealing with patients  
Not all doctors are easy and agile in dealing with patients, this often makes customers irritated with the services provided.
5. All doctors are doing well  
Not all doctors work well, there are some whose work is original and less thorough and sometimes patients are used as drug trials.
6. Doctor puts the patient's interests first  
Doctors should prioritize the interests of patients who come. Sometimes they are still busy themselves regardless of whether the patient who comes is in critical condition or not.
7. Adequate waiting room and seating  
There is no waiting room and comfortable seating for customers who come. Besides, the air conditioner is not cold so it will feel very hot.
8. Cleanliness, neatness and comfort at the veterinary clinic  
Cleanliness, tidiness and comfort are not maintained. This is proven to be inseparable from patients who have infectious diseases from healthy patients. This is very detrimental to customers because their pets often die due to negligence by the clinic.
9. Responsiveness of employees when explaining procedures  
Employees of the customer service department are less responsive in serving customers who come. Sometimes they are in the back and take a long time out to serve customers.
10. Clean toilets are available  
The toilets are not very clean and the lighting is very lacking, so it looks gloomy and a bit rundown.

11. Availability of adequate complete facilities  
Indeed, the facilities owned by this clinic are actually complete, there is an ultrasound device to see the position of the animal fetus, but the tool has been damaged for a long time and has not been repaired.
12. doctors are easy to provide information  
Customers hope that when they come to the clinic with their pets, they will get accurate information that can calm and increase knowledge, but this is not obtained because not all doctors who are there can provide information that can relieve the heart.
13. Doctor communicates well with customers  
Not all doctors in the clinic are able to communicate well and friendly.
14. Estimated time in the process of treating patients.  
There is no accuracy or time estimate in treating patients.
15. Availability of employees in handling patients  
Lack of availability of employees in handling incoming customers
16. doctor in uniform  
Doctors who are there rarely wear a uniform like a doctor. This makes the eyes uncomfortable.
17. Doctor's ability to provide the best service  
Lack of doctors in providing maximum service to patients, even though customers come to the clinic hoping that doctors can handle and save their sick pets.
18. Doctor's patience in providing services to patients  
Not all doctors in the clinic are patient in dealing with patients.
19. Responsiveness of doctors in serving patients  
The lack of responsiveness of the doctors who are in the veterinary clinic has resulted in the frequent deaths of pets brought for treatment. This is very disappointing and upsetting because customers often have to face the fact that their pets die because of the lack of responsiveness of the doctors who treat them.

### **Solution to problem**

Troubleshooting that can be done based on the IR that has been set based on table 4 is as follows:

1. The ability of doctors to respond to patient complaints  
It is hoped that doctors in the clinic are able to receive and provide input on all complaints expressed by customers regarding patients
2. Doctor's sincerity in treating patients  
Doctors must have extraordinary seriousness in dealing with patients so that the possibility of patients recovering becomes greater.
3. Doctors are sufficient in service  
The services provided by doctors should be able to fulfill or fulfill all complaints expressed by customers regarding patients.
4. The ease and speed provided by doctors when dealing with patients

It is hoped that all doctors at the veterinary clinic have speed and responsiveness in dealing with patients.

5. All doctors are doing well  
Doctors in veterinary clinics should be able to provide the best by working as best as possible.
6. Doctor puts the patient's interests first  
Doctors should prioritize the interests of patients who come, not preoccupied with their own activities regardless of whether the patient who comes is in a critical condition or not.
7. Adequate waiting room and seating  
It is hoped that there will be chairs as waiting rooms for customers when queuing and equipped with cool air conditioning..
8. Cleanliness, neatness and comfort at the veterinary clinic  
Cleanliness, tidiness and comfort should be given more attention. The lighting in the bathroom should be increased in power so that the room becomes brighter. And there must be a special room for patients who have infectious diseases so they don't transmit the virus to others.
9. Responsiveness of employees when explaining procedures  
Customer service employees must be more responsive in serving customers who come.
10. Clean toilets are available  
The cleanliness of the existing toilet should be maximized and the lighting should be increased in power so that it does not look gloomy.
11. Availability of adequate complete facilities  
The facilities owned should be repaired if they are damaged so that they can be used again when there are patients in need.
12. Doctors are easy to provide information  
Customers hope that when they come to the clinic with their pets, they will get accurate information that can calm and increase knowledge, therefore doctors are expected to hone their knowledge more often by participating in seminars or socialization activities.
13. Doctor communicates well with customers  
It is hoped that all doctors in the clinic are able to communicate well and friendly.
14. Estimated time in the process of treating patients.  
Every doctor who treats patients should have an estimate of how long it will take to treat patients so as not to make other patients wait long, this is because there are some doctors who are less agile in handling patients.
15. Availability of employees in handling patients  
Sufficient availability of employees in handling incoming customers
16. Doctor in uniform  
The doctor on duty would be nice if wearing a uniform, this will add to the beauty and tidiness.
17. Doctor's ability to provide the best service  
The existing doctors should be able to provide and devote all their expertise to be able to provide the best for customers.

18. Doctor's patience in providing services to patients

It is hoped that all existing doctors have extra patience and patience in dealing with patients who come, both in good health and in illness.

19. Responsiveness of doctors in serving patients

Doctors are expected to have extra responsiveness in handling and dealing with patients who come. So that pets that are brought to the clinic for treatment do not die and give a great sense of satisfaction.

## **5. CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

1. The level of customer satisfaction with service quality

This can be seen from the IR value , Range  $>1.00 - < 1.25$  is Good (B) or can be maintained, Range  $> 1.25 - < 1.50$  which means Less Good (KB) or Hard repair effort and Range  $> 1.50 - 2.00$  is called Very Bad (SJ) or Heavy Repair Effort. Heavy repair efforts were made to The ability of doctors in responding to patient complaints (1.72) and the seriousness of doctors in dealing with patients (1.65. Meanwhile, hard repair efforts were made for doctors who were sufficient in service (1.36), the ease and speed provided by doctors when handling patients (1 ,35) and all doctors work well (1,28), while the level of satisfaction that must be maintained includes: doctors prioritize the interests of patients (1,18), waiting room and adequate seating (1,16), cleanliness, neatness and comfort at the veterinary clinic (1,15), employee responsiveness when explaining procedures (1,13), availability of clean toilets (1,12), availability of adequate complete facilities (1,10), doctors easily provide information (1, 10), doctors communicate well with customers (1,11), estimated time in handling patients (1,08), doctors in neat uniforms (1.07), the ability of doctors to provide the best service (1.07), the patience of doctors in providing services to patients (1.07) and the responsiveness of doctors in serving patients (1.03)

2. The improvement strategy that can be done can be seen from the CSI value, where the CSI value below 100% indicates that the customer is not satisfied with the services purchased by the veterinary clinic. All items that become indicators get dissatisfied values from customers.

### **Suggestion**

1. Clinics must improve or increase the ability of doctors to handle patient complaints, this can be done by being given opportunities to conduct workshops, socialization or seminars. For the seriousness of the doctor in dealing with patients, it is hoped that the doctors at the clinic are serious and use their hearts in carrying out their obligations so as to minimize the death rate of pets.
2. All existing items become a repair strategy because the value is below 100%
3. For veterinary clinics, it is expected to prioritize patient handling quickly, responsively and thoroughly, because cases of death that occur in these clinics often occur. This will cause customer dissatisfaction and customers will move to other clinics with better service quality.

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