AN ANALYSIS OF DOMINANT FACTORS OF SERVICE QUALITY IN GIANT (A CASE STUDY OF PRESIDENT UNIVESITY STUDENTS IN THE STUDENT HOUSING)

By

Martina Rotua Sari Sinaga
005200800011

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PANEL OF EXAMINERS APPROVAL SHEET

The Panel of Examiners declare that the thesis entitled **"AN ANALYSIS OF DOMINANT FACTORS OF SERVICE QUALITY IN GIANT (A Case Study of President University Students in Student Housing)"** that was submitted by Martina Rotua Sari Sinaga majoring in Management from the Faculty of Economic was assessed and approved to have passed the Oral Examinations on February 17, 2012

Purwanto, ST. MM
Chair-Panel of Examiners

Ir. Iman Heru Wijayanto, MBA
Examiner

Sonny Vinn Sutedja, SE, MBA

Examiner

THESIS ADVISER
RECOMMENDATION LETTER

This thesis entitled "**AN ANALYSIS OF DOMINANT FACTORS OF SERVICE QUALITY IN GIANT (A Case Study of President University in Student Housing)** prepared and submitted by Martina Rotua Sari Sinaga in partial fulfillment of the requirement for the degree of Bachelor of Management with a concentration of Marketing in the Faculty of Economics has been reviewed and fount to have satisfied the requirements for a thesis fit to be examined. I therefore recommend this thesis for Oral Defense.

Cikarang, Indonesia, 25 January, 2012

Acknowledged by, Recommended by,

Irfan Habsjah, MBA, CMA **Ir. Edy Supriady, MBA**

Head of Management Study Program **Thesis Adviser**

DECLARATION OF ORIGINALITY

I declare that this thesis, entitled **"AN ANALYSIS OF DOMINANT FACTORS OF SERVICE QUALITY IN GIANT HYPERMARKET (A Case Study of President University Students in Student Housing)"** is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another
university to obtain a degree.

Cikarang, Indonesia, January 25, 2012

Martina Rotua Sari Sinaga

ABSTRACT

This research is aimed to analyze dominant factor of service quality in Giant, which the respondents are President University students. The research is taken in Giant store in Cikarang, west Java. Giant is chosen because it is a new hypermarket in Cikarang that is needed to maintain, even develop their market by service quality. However, researcher see that service quality is one aspect that is very important in marketing. Service quality is very important aspect in marketing that is oftenly forgetted. Customer service is related to customer satisfaction.

Result and findings from this research should give contribution for academic community and for companies, especially Giant must able to maintain service quality. Giant should highlight improvement in customer service because it can give strong reputation of Giant as hypermarket with good customer service.

The research method used is quantitative research method. Data used for this result is primary data that gathered through questionnaire. The research conducted in President University Student Housing, Cikarang. Due to time limitation, the population of sample gathered for this research is 187 respondents. The data is analyzed using factor analysis.

The result of this research is the findings of the most dominant factor of service quality in Giant. The most dominant factor is improvement in customer service . The least dominant factor is assistant customers in making buying decision.

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CHAPTER I

INTRODUCTION

1.1 Background of the Study

The competition of hypermarket in Indonesia has increased since there are many retails working on this segment. Each hypermarket offers almost the same product but differentiation is service quality. Nowadays delivering better service quality becomes more important in market place. Companies focus to offer their service quality to attract more customers.

Service are economic activity offered by one party to another, most commonly employing time based performance to bring about desired results in recipients themselves or in objects or other assets for which purchasers have responsibility (Lovelock and Jochen Wirtz, 2007). From that definition, service quality is a critical component of customer perceptions about the service.

Customer satisfaction could be viewed as the outcome of the difference between customer's perception and expectation of service quality define service quality as the way in which the whole service experience is performed (Zeithaml and Bitner, 2003). Therefore, service quality is defined as customer's perception of how well the companies offer a service to them.

Companies can build customer relationship by satisfying customer needs. It is means we can create customer satisfaction. A mention in Principle of Marketing, customer satisfaction depends on the product's perceived performance relative to a buyer's expectations. To know customer satisfaction, first of all we must know what are customer needs and wants. Nowadays the needs of people are increasing highly. It's because a correlation between the way of thinking of people and globalization era. Or in the simple way we can said that when the era become more sophisticated

the way of thinking of the people toward one thing or object will be more modern *(Kertajaya, Hermawan, new wave marketing, 2009).*

Nowadays, customers prefer shopping to hypermarket than traditional market because the practice. The evolution retail business in Indonesia is very interesting to follow. This evolution itself can be divided into several stages. It could be argued that the form of retail in Indonesia is growing in the 10-year cycle. Even so, there is a tendency that these cycles can occur in a shorter period. More briefly, the evolution of this form of retailing in Indonesia can be explained as follows:

In the 1960s, the era of traditional retail development in the form of an independent retailer. In the 1960's as well: the era of the birth of modern retail in department stores (mass merchandisers), which marked the opening of its first retail stores Sarinah on Jl. MH Thamrin, Jakarta.

In the 1970s-1980s: the era of modern retail development in the form of supermarkets and department stores, which is characterized by the development of modern retail (mass merchandisers and wholesale), like Matahari, Hero, Golden truly, Pasaraya Blok M, and Ramayana. In this era is also developing the drug stores are more familiar with the pharmacy.

In the 1990s: the era of the development of convenience store (C-Store), high class department store, branded boutique (high fashion), and cash & carry. Development of the convenience store Indomaret characterized by rapid growth and the AMPM. Development of high-class department stores and high fashion outlets characterized by the presence of Sogo stores, metro, mother, yaohan, Mark & Spencer, and high fashion outlets more that goes into the market. The development of the cash & carry is characterized by the presence of a macro, followed by the presence of similar local retail indogrosir and Alfa.

In the year 2000 until now: the era of the development of hypermarket, factory outlet, category killer, and others e-retailing. Era characterized by the

presence of hypermarkets and Carrefour hypermarket continent in 1998. Then, in 2002, Giant hypermarket ant other hypermarkets are also starting to open.

Hypermarkets will grow on many products, such as family equipment, customer electronics, home appliances (bedroom, bathroom), home improvement, food and pet care, hobbies (crafts), computers and sporting exercise which will complement the existing category killer for this, such as department stores, bookstores, electronics stores, office supply stores, and toy stores.

Giant Hypermarket, which is owned by Giant Capital Holdings (GCH), is one of the largest hypermarkets in Malaysia. It was founded in 1944 by the Teng family in Kuala Lumpur. It's headquarter is based at Shah Alam, Selagor, meanwhile Sabah-Sarawak-Brunei Regional headquarter is located in Kolombong Outlet, Kota Kinabalu. The key people of the success of Giant Hypermarket are Teng Family themselves, and CEO Dato' John Coyle. In Indonesia, Giant hypermarket was first opened in 2001 in Villa Melati Mas, Serpong, Tangerang. Giant is a part of PT. Hero Supermarket.

More than one decade, Giant got a third from four big hypermarkets in Indonesia. From that fact, Giant must increase they position to first position. Giant can delivering better service quality to got high position. Service quality has drawn attention of companies. It has become a significant subject because of its impact on customer satisfaction. By satisfying customers through high quality service, companies not only retain their current customers but also increase their market share.

Most of customer in hypermarket is women than male. The biggest difference in how men and women view the shopping experience comes down to this fact: in virtually every society in the world, women have primary responsibility for both children and the elderly. They look at shopping as part of their care giving role in the family and household. This means that women are buying on behalf of everyone in their lives, and as a result they are

constantly considering the needs of others when they shop -- even when they are shopping for themselves. If a mother is standing in a grocery aisle choosing ingredients to cook for dinner, she may think, "I am going to go through a lot of trouble to make this, so it better be something everybody likes." Or if a woman is buying a shirt for her father's birthday, she may think, "I hope it fits, because if he doesn't, I'm the one who has to go back to the store to return it." They are constantly considering the implications of their purchases in terms of other people's wants and needs.

1.2 Company Profile

1.2.1 History of Hero Supermarket

Hero was founded by Saleh Kurnia. The company was established in Jakarta on October 5, 1971. There some local supermarkets in the early development of Hero, in Jakarta at the time, like Gelael, Kem Chick and Grasera. Hero initial strategy to grab market is aggressive in distributing promotion flyers (with the lure of the price), the emphasis on quality and convenience shopping. Until 2001 it can be said that the Hero is the largest local supermarket chain in Indonesia.

Hero does an IPO (Initial Public Offering) on August 21, 1989. Shareholder compositions on July 25, 2001 are as follows: PT Hero Legacy True 50.10%, PT. Matahari Putra Prima Tbk 10.42%, 10.20% SSV Netherland BV, Mulgrave Corp. BV 7.63%, 21.65% and the community. Hero direct stock ownership by Dairy Farm is estimated at 7.63%, through Mulgrave Corp. BV. Additionally Dairy Farms through Mulgrave Corp. BV also have convertible bonds amounting to 24.55%. Thus the total ownership of shares of Hero Dairy Farm is 32.18%.

Hero Supermarket limited until August 2001, has 71 outlets Pasar Swalayan Hero, Startmart 26 stores, 40 stores and 8 outlets Guardian Discount Partner Stores. Hero subsidiary business activities include retail trade enterprises of food and related products through PT. Lestari Trimanunggal Hero, which has

one outlet in Cirebon; and PT. Mitra Hero Pioneerindo (partnered with PT. Putra Sejahtera Pioneerindo) in charge of fast food outlets California Fried Chicken.

Historically Hero also has a relationship with the chain stores City Toys and PT. Suba Indah, i.e. plant food processing and canning. To support the completeness of the product and the company's ability to boost the profit potential, Hero also has processing center bread (Bakery Processing) and the development of the concept of in-store Ready to Eat Bakery and Restaurant in the outlet-stores. A distribution center was established in the industrial area Cibitung. To support the activities of distribution and logistics, logistics companies holding Hero David holdings.

Until now, this Hero is the only local retailer that has a strategy of development of private label (own brand) which is quite intensive. With this strategy Hero expected to enhance the ability the ability of its profits. A variety of private label developed for example Hero save, Nature Choice, and Reliance. In the long run, private label development of Hero, supported by a vast distribution network, is a threat to the hypermarket format. The success of Aldi (hard Discounter of Germany) rival Hypermarkets, supported by 90% assortment which consists of private label. With the dominance of private label fast moving. Aldi is able to sell products at prices 30% cheaper than the price of branded products with the same type and quality.

Hero retail business accounted for 90% of turnover Hero. In the period 1997-1998, due to the economic crisis and riots in Indonesia May 14, 1998, 26 stores were damaged and looted the masses (six outlets of which went up in flames), in addition to several outlets forced to close because it is not profitable. The company now has 8000 employees who are forced to lay off hundreds of employees out early.

In 1997, Hero passed by swallowing losses until Rp 45.8 billion and Rp 69 billion in 1998. Hero turn things around next year with a profit of Rp 90.9 billion. In 2001 this Hero's performance in generating profit everything seems somewhat decreased. For example until June 2001, the new profit per month in 2000, amounting to Rp 41.4 billion. In 2000 sales grew by 13.4% Hero, from 1.49 trillion in 1999 to 1.69 trillion in 2000. This sales growth was the lowest sales growth compared to Macro (30.1%), Sun (42.9%), and Alfa (45.4%).

Decrease in rate of profit Hero in 2000, probably due to a strategy to rebrand Hero as an expensive supermarket in the eyes of customers. Having felt the impact of the presence of Carrefour Hypermarket (and continent), Hero campaign began promoting the program with a focus Hero Supermarket change the image of expensive to most expensive places to shop. Nowadays every Friday, launching Hero weekly promotion program, backed up with full page media campaign in Harian Kompas. To keep the set price is cheaper than the competition, management and Hero decided to recheck the price of price of competitors on Thursday, shortly before the media campaign went to press. According to Ipung Kurnia (CEO Hero), a strategy likes this Hero supermarket able to raise the turnover to 30%. Also heavily lotteryprize in held by a car for example in the previous period and current Daihatsu Taruna (October 2001) Peugeot 206. The focus of communication and positioning Hero Supermarket to the public until today is the freshness of fresh products. So the tagline "Think Fresh Shop Hero" is always used.

Since 2000, Hero was active doing business expansion. Previously Hero expansion strategy is 80% in Jabotabek and the remaining 20% outside Jabotabek. But with increasing competition and dwindling market share in Jabotabek Hero Supermarket, the current expansion strategy Hero is 50% and 50% in Jabotabek outside Jabotabek. Rejuvenation of large-scale outlets in 2001, for example, carried out in two cash cow Hero store in Kemang and Pondok Indah Mall. Besides the expansion of retail formats are also conducted

by pioneering network of bookshops and planning the opening main Giant Hypermarkets.

Giant Hypermarket is brand from the neighboring country (Malaysia), which entered into the portfolio through the Dairy Farm Hero. In his native country, the power rests mainly on the division Giant Fresh products, Grocery and Basic Fashion. Management cooperation in the form of profit sharing is also done with the Golden Truly Hero. This collaboration is synergies that positively impact the opening Giant Hypermarket plan. As known Golden Truly has more power in the field of fashion than Hero.

1.2.2 History of Giant

Giant store firstly opened in Kuala Lumpur, Malaysia in 1944. In 1999, Dairy Farm acquired Giant and in the same year the first Giant opened in Malaysia. In Indonesia, Giant Hypermarket was first opened in 2001 in Villa Melati Mas, Serpong, Tangerang as a form of cooperation between Dairy Farm and PT. Hero Supermarket Tbk. Until now, Giant Hypermarket already has more 40 outlets that have been spread all over Indonesia.

Giant with motto **"Banyak Pilihan Harga Lebih Murah"** by providing a large amount of goods between items 35000-50000 of which 90% comes from local and ethnics products. Giant wants to know as a cheap brand that is affordable and can be trusted.

1.3 Problems Identified

Nowadays, there are many hypermarkets in Indonesia. One of them is Giant Hypermart. Giant is considered as a new hypermarket because it was only establishes for fifth months. It is located in Jababeka, Cikarang. Giant Store Cikarang was launcing on March 27, 2011. Giant store Cikarang is additional options for shopping such as Carrefour besides Matahari and the other.

However, still, it is proved that it still can get many customers. Giant store Cikarang is a new hypermarket in area Cikarang. Usually every Saturday night or Sunday morning was busy with young people who enjoy the night and morning tired after a week of work. Location of Giant store in Cikarang is very strategic, which is nearly housing residents, schools, and President University Student Housing.

From the research's previous observation towards the trends in the students market that there are increasing needs of hypermarket which can give a proper price and service. What's more, the researcher states that Giant in Cikarang is a new comer in this market segmentation.

As researcher mentioned that service quality is very important in penetrating market, researcher tried to explore how customers perceive the service quality of this hypermarket. And it is also important for Giant to know the perception of their customers toward the service delivered so they can improve their services. Therefore identifying the dominant factor among the five services quality dimensions, which is the most important dimension perceived by the customers. As mentioned above, this research is identity what is dominant factor of service quality of Giant in President University Student Housing.

1.4 Statement of the Problems

This research is about analysis dominant factor of service quality of Giant in Cikarang. Thus, the statement of problem would be:

What are the dominant factor of service quality which influence President University students in buying decision in Giant?

1.5 Research Objectives

According to the statement above, the main objective of this research is to identify what is dominant factor of service quality in Giant, which the respondents is President University students.

1.6 Significance of the Research

The significant of the study:

a) For the institution (Giant):

This research is beneficial for Giant because this research will tell its dominant factor of service quality in Giant, which the respondents are President University student. In additional, Giant can also know its competitive advantages in terms of dimension service quality. Thus, it can maintain while improving dominant factor. Therefore, by knowing this, it is expected to be able to attract more customers.

b) For the researcher:

This research is beneficial to the researcher because it can give the writer the experience to write a research and a deeper understanding about marketing. Furthermore, it also broadens the writer's knowledge about the dimension of service quality.

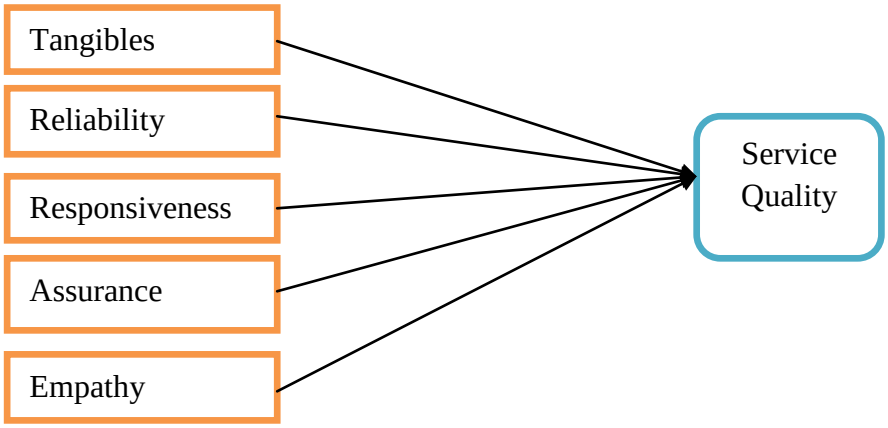
c) For President University students:

This research is hoped to broaden the reader's knowledge and give to reader reference especially about the topic, By Reading this research, hopefully, the reader can get more information about dominant factor of service quality in Giant, which the respondent are President University students.

1.7 Theoretical Framework

Here the theories that support the study and solve the problem of dominant factor of service quality in Giant, which the respondents are President University students. Service quality is the main theory to support the study.

Figure 1.1 Theoretical Frameworks



Source: developed by researcher based on SERQUAL Model (Lovelock (2005), Service Marketing in Asia, Prentice Hall)

The theoretical framework above explains service quality which will be used as the basic theory for this research. Service quality which will be used consists of tangibles, reliability, responsiveness, assurance, and empathy. There are several service quality will be explained in chapter II.

1.8 Scope and Limitation of the Study

There are scope and limitations for this research:

1) The scope of this research is all President University students.

2) The limitation for this research is this research is only done to female student, Indonesian regular class students from President University batch 2009 until 2011.

3) The research is conducted at President University Student Housing, and the objects of the research are the customers who are female students who stay Pavilion in President University Student Housing.

CHAPTER II

LITERATURE REVIEW

2.1 Definition of Service

Service are economic activities offered by one party to another, most commonly employing time-defined performances to bring about desires results in recipients themselves or in objects or other assets for which purchasers have responsibility. Service customers expect to obtain value from access to labor, professional skills, facilities, networks, systems, equipment, but do not normally take ownership of any of the physical elements involved.

On the other hand, service is an act of helpful activity; help; aid: to do someone a service. And, the performance of duties to providing or a provider of accommodation and activities required by the public. Services can also be viewed as a spectrum. Not all products are pure goods, nor are all pure services. An example would be restaurant, where a waiter's service is intangible, but the food is tangible.

Bell (1996) describes the service society as a "game between persons." It seems to describe the essence of this post-industrial era as compared with the previous eras, which Bell labels "game against fabricated nature" (the time following the industrial revolution up till now) and "game against nature" (the time before the industrial revolution). In short, the "game against nature" is characterized by the struggle of humankind to cope effectively with nature, whereas the "game against fabricated nature" following the 'industrial revolution changes the relationship of men and women to work. A new relationship between people and machines emerged, and new forms of organizational solutions, coordination of job

activities and management skills concerning, for example, overall management, marketing, and organizational behavior, were required (Bowen & Schneider, 1988).

The service sector offers substantial contributions to the economy in other respects as well (Quin & Gagnon 1986):

a) People value services at least as highly as manufactured goods. Services are not something one looks at after the good needs have been met.
b) The value added produced by service firms is very well comparable to, and even higher than, the value added produced by manufacturers of goods.
c) The service sector is at least as capital intensive as the goods sector, and many service industries have a high technology impact.
d) Service industries tend to be just as concentrated as manufacturing, and service firms tend to be sufficiently big in scale to be important and sophisticated buyers.
e) Service industries develop productivity increases that are big enough to support continuing real growth in per capita income.

However, people tend to view services in an ambiguous way. According to a Conference Board study in 1985, consumers predominantly believe that goods have high value, whereas services have low value.

2.2 Definition of Quality

The common element of the business definitions is that the quality of product or service refers to the perception of the degree to which the product or service meets the customer's expectations. Quality has no specific meaning unless related to a specific subjective attribute and may be understood differently by different people.

Quality is the outcome of the sum of all the features and characteristics of a program, process, or service that impact their ability to meet or surpass the needs and requirements of a customer. Quality is measure of excellence; quality defines desirable characteristics of a product, a process, or a service.

Quality refers also to the character traits of individual. One of the qualities of leader is his or her ability to share the mission and vision in such a way that follow and accomplish the goals.

2.3 Service Quality

2.3.1 Definition

Service quality involves a comparison of expectations with performance. According to Lewis and Booms (1983) service quality is a measure of how well a delivered service matches the customers' expectations.

Service quality is a business administration's term and describes the degree of achievement of an ordered service. Generally the customer is requesting a service interface where the service encounter is being realized, and then the service is being provided by the provider and in the same time delivered to or consumed by the consumer.

Service marketers have experienced it for past few years that competition can be well managed by differentiating through quality, and of course there are expectations where quality has traditionally been an internal affair, e.g., health care. Importance of service lies in customer service management. Customer service is viewed as a part of making mix in service marketing. It is also viewed as logistic.

The main reason to focus on quality is to meet customer needs while remaining economically competitive in the same time. This means satisfying customer needs is very important for the enterprises to survive. The outcome of using quality practices is:

a) Understanding and improving of operation processes.
b) Identifying problems quickly and systematically.
c) Establishing valid and reliable service performance measures.
d) Measuring customer satisfaction and other performance outcomes.

Service quality has been reported as having apparent relationship to costs (Crosby, 1979), profitability (Buzzell and Gale, 1987; Rust and Zohorik, 1993; Zahorik and Rust, 1992), customer satisfaction (Boltan and Drew, 1991; Boulding et al, 1993), customer retention (Reichheld and Sasser, 1990), behavioural intention, and positive word of mouth. Quality is most the most important purchase decision factor influencing the customer's buying decisions. Also, it has strategic benefits of contributing to market-share and return on inverstment (Anderson and Zeithaml, 1984; Philips, Chang and Buzzell, 1983) as well as in lowering manufacturing costs and improving productivity (Garvin, 1983).

Service quality by its very nature is an elusive, indistinct and abstract concept. Consumers do not easily articulate their requirements; also there are difficulties in delimiting and measuring the concept. As a result only a handful of researchers have operationalised the concept (Parasuraman, Zeithaml and Berry, 1985, 1988; Brown and Swart, 1989; Carman, 1990; Boltan and Drew, 1991; Cronin and Taylor, 1992; Babukus and Boller, 1992; Teas, 1993, 1994).

Among the definitions of service quality (SQ) that measure the external perspective, the one given by Parasuraman, Zeitham, and Berry (PZB) (1985) seems particularly useful. It has been widely adopted by researchers examining the service quality issues. They define service quality as the degree and direction of discrepancy between consumers' perceptions and expectations in terms of different but relatively important dimensions of the service quality, which can be affect their future behavior. Its measurement has been described, as it exists along a

continuum ranging from ideal quality to totally unacceptable quality with some point along the continuum representing satisfactory quality.

The position of the customer perception of service quality on the continuum depends on the nature of discrepancy between the expected service and the service perceived by the consumer. When the expected service is more than the actual service, service quality is less than satisfactory. It more towards totally unacceptable quality as the negative discrepancy between expected and perceived service increases. When expected service is less than perceived service, perceived service quality is more than satisfactory and will tend towards ideal quality with increased positive discrepancy between expected and perceived service. In the positive discrepancy between expected and perceived service, service quality is satisfactory.

Service quality (SQ) is thus operationalised as performance (P) – minus-expectation (E) (computed disconfirmation) to provide a technology to service providers for assessing parameters of customer perception (P) and expectation (E). According to this perspective, the way to maximize the quality is to maximize the difference between these measures, "P" and "E" i.e. to exceed the customer expectations. Customer satisfaction (CS) literature applies the same "P-E" measurement technology and refers to it as the "disconfirmation" paradigm, though, the constructs CS and SQ are conceptually different.

Over the time, other researchers and practitioners have developed and recommended the use of measured disconfirmation – where customers are asked to mentally estimate "performance" against "expectations"/ Some others believe that "performance alone" measure is the better predictor of customer evaluations and factors of interest.

Some of the important observations in the latest researches are: first, both computed and measured disconfirmation are reliable and yield the same results, therefore, it is unnecessary in any case to separately capture

expectations that results in lengthy surveys. But the selection of measures, in any case, should be guided by the research objectives (Pratibha, David, and Dayle, 2000). Second, the different objectives measurement scales including disconfirmation scale, service quality scale or customer satisfaction scale if used singly or together, get more or less the same result (Grapentin, 1998). Thus, in view of the above observations, in the present study, "Performance" alone measure is employed.

In CS and SQ literature, customer perceptions have been defined uniformly as benefits about experienced service but the term "expectations" has been defined differently. There are several definitional frameworks for customer expectations that exist in CS literature, which have resulted in the proliferation of numerous expectation concepts Viz "predictive" expectations (Oliver, 1980); "ideal" (Tse and Wilton, 1988); "equitable" (Tse and Wilton, 1988); "deserved" (Miller, 1977; Liechty and Churchill, 1977); "experienced-based norm" (Woodruff, Cadotte and Jenkins, 1982); desired" (Bolfing and Woodruff", 1988); "minimum tolerable" (Miller, 1977). These concepts are simply alternative labels for the same concept and play complementary or competing roles in marketing theory.

"Predictive expectations" are the primary "expectations" concept. The other concepts are its extensions and are used differently as per the objective of the research. In the SQ literature, "predictive" and "desired" expectations are the most commonly used concepts and are labeled as "would" and "should" respectively. The present study has incorporated the same based on service quality literature Zeithaml and Bitner (1996); Teas et al, (1997); Parasuraman, Zeithaml and Berry (PZB), (1993), (1994).

According to Teas rt al (1997), in the definition of, desired service", the term "can be" may mean what is feasible for a company to provide, or it may refer to some evaluations of what accompany can provide based on past experiences or an ideal level of performance. The term "should be"

may mean equitable performance based on past performance. In the some way, “adequate service”, may be a low service level at which customers switch brands or grudgingly accept it hoping it will improve. The two actions can occur at two different levels of service.

PZB (1993) developed a conceptual model “zone of tolerance (ZOT), defining it as the area between a customer’s “adequate” (would) and “desired” (should) service expectations, revealing that customers assess service performance against two standards; what they desire and what they feel acceptable service. If performance is below “adequate” level – the maximum level considered acceptable is below to the customers will be frustrated and their satisfaction with the provider will be undermined. Where performance exceeds desires service, customers will be delighted. ZOT is, thus, the range in which customers do not notice service performance.

Parasuraman et al, (1994) defined service quality in three-column format: minimum service level (would expectations), desired service level (should expectations), and perceived performance. The ZOT is simply calculated by subtracting the “minimum” from the “desired” service level. They believe its usefulness lies in determining the dimension/ attribute importance and thereby in allocating the service improvement resources most optimally. The ZOT is narrow for important service attributes. It means customers are likely to be less willing to relax their expectations more important factors, making the desired and adequate levels higher.

When ZOT concept is used to determine the relative importance of SQ dimensions, it seem particularly beneficial when “perception only” measure is used. But when gap model is used, the importance weights can be derived either directly by applying constant-sum-scale approach (Parasuraman et al, 1990), or indirectly by applying regression analysis, calculating beta coefficients to represent importance weights (Parasuraman et al, 1988), nut the result so obtained, directly and indirectly, may not be

the same. Parasuraman (Terry, 1988) opines that a much better and complete picture of the issue can be obtained if studied in conjunction with "ZOT" concept.

In a paper concerning the history and future of quality assessment by Terry (Terry, 1998), Teas questioned usefulness of ZOT. He argued that if by some reliable method one calculates the each attributes contribute, then how does ZOT for each attribute contribute to making better decision? In response to this argument, Terry (Terry, 1998) observed that priorities assigned by the management to attribute performance improvement should take into account not only the tolerance to customers. In other words, both ZOT and relative importance of service quality attributes can enhance effectiveness of decisions aimed at bringing about service quality improvement.

2.3.2. Objective and Subjective of Service Quality

In this connection, objective and subjective service quality can be distinguished:

a) Objective service quality is the concrete measurable conformity of working result with the previous defined benefit; since the measurability is remarkable dependent on the definition's accuracy, a measurable quality criterion easily can turn out as a subjective one.

b) Subjective service quality is the customers perceived conformity of the working result with the expected benefit; this perception is overplayed with the customers' original imagination of the service and the service providers' talent to present his performance as a good one.

Moreover, a defined result can turn out as unreachable. Then the best possible achievable result would be the objective ideal result, but subjective still be an unsatisfactory result of a service.

Service quality can be related to service potential, service process or service result. In this way for example, potential quality can be understood

as the co-workers qualification, process quality as the speed of the generated service and result quality as how much the performance matched the customers' wishes.

2.3.3 Criteria of Service Quality

Word of mouth, personal needs and past experience create an expected service (expectation of service). The perceived service will be compared with the expected service by the customer. And leads to the perceived service quality as a result between the expected and perceived service can appear a gap if the perceived service does not match with the expected service. Factors which influence the appearing of the gap were found by Parasuraman, Zeithaml and Berry in 1998.

Parasuraman, Zeithaml and Berry (1998) identified ten determinants of service quality that may relate to any service:

a) Competence – Possession of the required skills and knowledge to perform the service.
b) Courtesy – Politeness, respect, consideration and friendliness of the contact personnel: consideration for the customer's property, clean and neat appearance of public contact personnel.
c) Security – Freedom from danger, risk or doubt: physical safety, financial security, confidentially.
d) Access – Approachability and each of contact.
e) Communication – Informing the customers in a language they can understand and listening to them.
f) Understanding – Making the effort to understand the customer's need.
g) Tangible – Physical evidence of the service.
h) Reliability – The ability to perform the promised service dependably and accurately.
i) Responsiveness – The willingness and/ or readiness of employees to help customers and to provide prompt service, timeliness of service.

So, service quality consists in several factors. Enterprises can orientate a determined contingent of their organization to service, in the organization department. Furthermore, enterprises can adapt their terms and conditions regarding to service. Goodwill regulations or widened replacement regulations. The function of service quality is competitiveness including customer satisfaction (maintain a customer base). It is not necessary that a firm applies all the main service quality. Instead the company can emphasize on the ones which are important for its strategy.

2.3.4 Service Quality Theory

In service marketing, service quality has been reported as a second order construct, being composed of several first-order variables. Various authors have provided different conceptualizations over the time. They include Gronroos's (1984) three component structure-technical, functional and reputational quality; Lehtinen and Lethtinen's (1982) three components – interactive quality, physical and corporate quality.

Hedvall and Paltschik's (1989) two dimensions – willingness and ability to serve, and physical and psychological access; Leblanc's and Nguyen's (1988) five component – corporate image, internal organization, physical support of the service producing system, staff/ customer interaction, and the level of customer satisfaction; Garvin's (1988) nine dimensions: performance, feature, conformance, reliability, durability, service, response, aesthetics, and reputation.

SERQUAL is a multi-item scale developed to assess customer perceptions of service quality in service and retail businesses (Parasuraman et. al., 1998). The scale decomposes the notion of service quality into five constructs as follows:

a) Tangibles- physical facilities, equipment, staff, appearance, etc. Service firms produce performances rather than physical objects,

thus the benefits for service come from the nature of the performance.

b) Reliability- ability to perform service dependably and accurately. Service is performed right at the first time. The company keeps its promises in accuracy in billing, in keeping records correctly and in performing the services at the designated time. That means ability to perform the promised service dependably and accurately.

c) Responsiveness- willingness to help and respond to customers and to provide prompt service, timeliness of service: mailing a transaction slip immediately, setting up appointments quickly.

d) Assurance- ability of staff to inspire confidence and trust. Competence (possession of the required skills and knowledge to perform the service), courtesy (consideration for the customer's property, clean and neat appearance of public contact personnel), trustworthiness, security (safety and confidentiality). That means knowledge and courtesy of employees and their ability to inspire trust and confidence.

e) Empathy- the extent to which caring individualized service is given. Informing the customers in a language they can understand. Understanding customer's specific needs, providing individualized attention.

SERQUAL has its detractors and is considered overly complex, subjective and statistically unreliable. The simplified SERQUAL is simple and useful for qualitatively exploring and assessing customers' service experiences and has been used widely by service delivery organizations.

Nyeck, Morales, Ladhari, and Pons (2002) started the SERQUAL measuring tool "remains the most complete attempt to conceptualize and measure service quality". The main benefit to the SERQUAL measuring tool is the ability of researcher to examine numerous service industries such as healthcare, banking, financial service, and education (Nyeck, Morales, Ladhari, and Pons, 2002).

SERQUAL represents service quality as the discrepancy between a customer's expectations for a service received makes the SERQUAL measure an attitude measure that is related to, but not the same as, satisfaction (Parasuram et. al., 1988). Parasuraman et. al. (1998) presented some revisions to the original SERQUAL measure to remedy problems with high means and standard deviations found on some questions and to obtain a direct measure of the importance of each construct to customer.

2.4 Total Quality Management (TQM)

Product quality is one of the market's major positioning tools. Quality has direct impact on product or service performance; thus, it is closely linked to customer value and satisfaction. It concerns the product characteristics that can satisfy stated or implied customer needs.

Total quality management (TQM) is an approach in which all the company's people are involved in constantly improving the quality of products, services, and business process. For most top companies, customer driven quality has become a way of doing business. Today, companies are talking a "return on quality" approach, viewing quality as an investment and holding quality efforts accountable for bottom line results.

High quality can also mean high levels of quality consistency. Here, product quality means conformance quality – freedom from defect and consistency in delivering a targeted level of performance. All companies should strive for high levels of conformance quality.

On the other hand, Total Quality Management (TQM) is an approach that seeks to improve quality and performance which will meet or exceed customer expectations. This can be achieved integrating all quality related function and process throughout the company. TQM looks at the overall quality measures used by a company including managing quality design and development, quality control and maintenance, quality improvement,

and quality assurance. TQM takes into account all quality measures taken at all levels and involving all company employees.

2.4.1 Principles of TQM

TQM can be defined as the management of initiatives and procedures that are aimed at achieving the delivery of quality products and services. A number of key principles can be identified in defining TQM, including:

a) Executive Management – Top managements should act the main driver for TQM and create an environment that ensures its success.
b) Training – Employees should receive regular training on the methods and concepts of quality.
c) Customer Focus – Improvement in quality should improve customer satisfaction.
d) Decision Making – Quality decisions should be made based on measurements.
e) Methodology and Tools – Use of a appropriate methodology and tools ensures that non-conformances are identified, measured and responded to consistently.
f) Continuous Improvement – Companies should continuously work towards improving manufacturing and quality procedures.
g) Company Culture – The culture of the company should aim at developing employees ability to work together to improve quality.
h) Employee Involvement – Employees should be encouraged to be pro-active in identifying and addressing quality related problems.

2.4.2 The Cost of TQM

Many companies believe that costs of the introduction of TQM are greater than the benefits it will produce. However research across a number of industries has cost involved in doing nothing, i.e. the direct and indirect costs of quality problems, are far greater than the costs of implementing TQM.

The American quality expert, Philp Crosby, wrote that many companies chose to pay for the poor quality in what he referred to as the "Price of Nonconformance ". The costs are identified in the Prevention, Appraisal, and Failure (PAF) Model.

Prevention costs are associated with design, implementation and maintenance of the TQM system. They are planned and incurred before actual operation, and can include:

a) Product Requirements is the setting specifications for incoming materials, processes, finished product/ service.
b) Quality Planning is creation on plans for quality, reliability, operation and inspections.
c) Quality Assurance is the creation and maintenance of the quality system.
d) Training is the development, preparation and maintenance of processes.

Appraisal costs are associated with the vendors and customers evaluation of purchased materials and services to ensure they are within specification. They can include:

a) Verification is inspection of Incoming material against agreed upon specifications.
b) Quality Audits is check that the quality system is functioning correctly.
c) Vendor Evaluation is assessment and approval of vendors.

Failure costs can be split into those resulting from internal and external failure costs occur when result fail to reach quality standards and are detected before they are shipped to the customer. These can include:

a) Waste is unnecessary work or holding stocks as a result of errors, poor organization or communication.

b) Scrap is defective product or material that cannot be repaired, used or sold.
c) Rework is correction of defective material or errors.
d) Failure Analysis is required to establish the causes of internal product failure.

External failure costs occur when the products or services fail to reach quality standards, but are not detected until after the customer receives the item. These can include:

a) Repairs is servicing of returned products or at the customer site.
b) Warranty Claims are replaced or services re-performed under warranty.
c) Complaints are all work and costs associated with dealing with customer's complaints.
d) Returns are transportation, investigation and handling of returned items.

2.5 Customer Satisfaction

Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation (Kolter, 2006). Customer satisfaction, a term frequently used in marketing, is measure of how products and service supplied by a company meet or surpass customer expectation. Customer satisfaction is defined as "the number of customers or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals" (Kotler, 2006).

It is seen as key performance indicator within business. In a competitive marketplace where businesses complete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. Within organizations, customer

satisfaction ratings can have powerful effects. They focus employees on the importance of fulfilling customers' expectations.

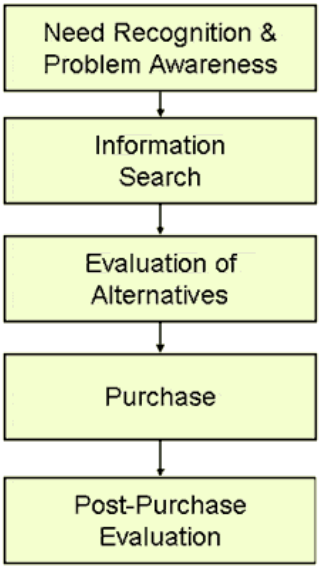
Furthermore, when these ratings dip, they warn of problems that can affect sales and profitability. These metrics quantify an important dynamic. When a brand has loyal customers, it gains positive word of mouth marketing, which is both free and highly effective.

Therefore, it is essential for businesses to effectively manage customer satisfaction. To be able do this, firms need reliable and representative measures of satisfaction. In researching satisfaction, firm generally ask customers whether their product or service has met or exceeded expectations. Thus, expectations are a key factor behind satisfaction. When customers have high expectations and the reality falls short, they will be disappointed and will likely rate their experience as less than satisfying.

Customer satisfaction provides a leading indicator of customer purchase intentions and loyalty. Customer satisfaction data are among the most frequently collected indicators of market perceptions. Satisfaction can be measured in terms of the gaps between what customers expect and what they perceive they have received (K. Douglas Hojjman & John E. G. Bateson, 2006).

2.6 Five Stages Buying Decision Process

Figure 2.1 The Five States of Buying Process



Source: Pride, Ferrel.2010. Foundation of Marketing, Singapore: Prentice Hall

This model is important for anyone making marketing decisions. It forces the marketer to consider the whole buying process rather than just the purchase decision (when it may be too late for a business to influence the choice). The model implies that customers pass through all stages in every purchase. However, in more routine purchases, customers often skip or reverse some of the stages. For example, a student buying a favorite hamburger would recognize the need (hunger) and go right to the purchase decision, skipping information search and evaluation. However, the model is very useful when it comes to understanding any purchase that requires some thought and deliberation.

The buying process starts with need recognition. At this stage, the buyer recognizes a problem or need (e.g. I am hungry, we need a new sofa, I have a headache) or responds to a marketing stimulus (e.g. you pass Starbucks and are attracted by the aroma of coffee and chocolate muffins).

An “aroused” customer then needs to decide how much information (if any) is required. If the need is strong and there is a product or service that meets the need close to hand, then a purchase decision is likely to be made there and then. If not, then the process of information search begins.

A customer can obtain information from several sources:

• Personal sources: family, friends, neighbors etc
• Commercial sources: advertising; salespeople; retailers; dealers; packaging; point-of-sale displays
• Public sources: newspapers, radio, television, consumer organizations; specialist magazines
• Experiential sources: handling, examining, using the product

The usefulness and influence of these sources of information will vary by product and by customer. Research suggests that customer’s value and respect personal sources more than commercial sources (the influence of “word of mouth”). The challenge for the marketing team is to identify which information sources are most influential in their target markets.

CHAPTER III

RESEARCH METHODLOGY

3.1 Research Design

In doing scientific research, there are two types of research methodology qualitative and quantitative. Qualitative research is naturalistic, interpretative approach concerned with understanding the meaning of certain observed phenomena or action. On the other hand, quantitative research is sometimes referred to as "survey research". Quantitative research is defined as research involving the use of structured questions in which the response options have been predetermined and a large number of the respondents is involves (Burns, et. al., 2003). In this research, the quantitative research will be used.

In the book of quantitative analysis for management (Render, et. al., 2006), it is stated that quantitative analysis is the scientific approach for managerial decision making. It process and manipulate raw data into meaningful information.

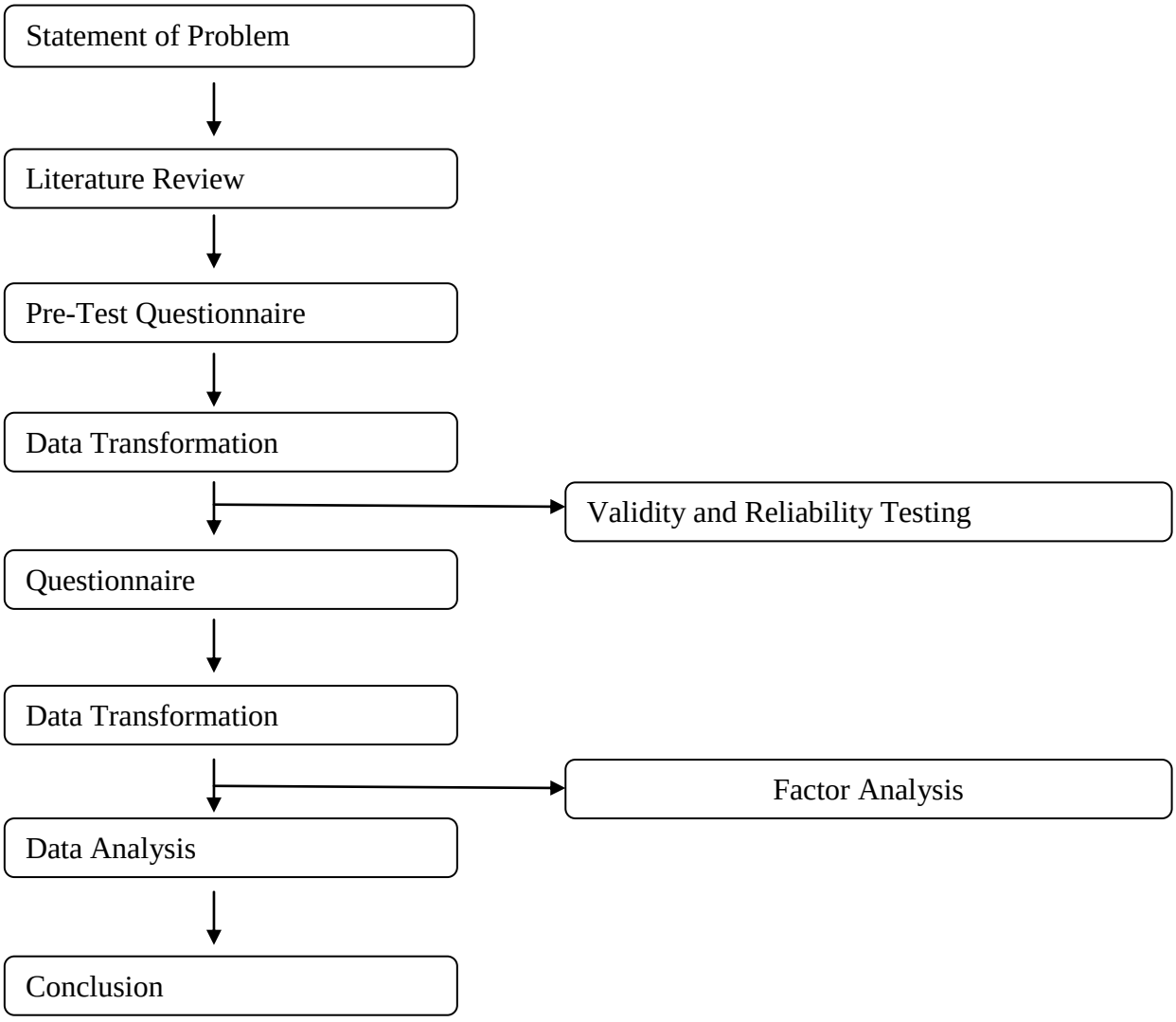
The purpose of quantitative researcher is very specific, and this research is used when the researcher have agree that precise information is needed. In quantitative research, the data format and sources are clear and well defined and the compilation and formatting of the data gathered follows an orderly procedure that is largely numerical is nature. The researcher use simple statistic to analysis dominant factor of service quality of Giant in President University Student Housing.

3.2 Research Framework

In this section, the steps to do this research will be explained. It is started from the statement of problem. Then, the theory about the related topic is searched to strengthen and support the statement of problem. After found the theory, the pre-test questionnaire is constructed using the theory as the basic and begin collection sample for validity and reliability testing. Before testing collection sample for

validity and reliability of the pre-test questionnaire results using Statistical Products and Solution Service (SPSS) V.16.0. Finally, only the validity and reliability statements are used for the real questionnaire.

Figure 3.1 Research Framework



Source: Adjusted by researcher

After that, the real questionnaires are being constructed by using only the validity and reliability statements. Then, the questionnaires are ready to be spread to respondents. The factor analysis is being used as the method in this research. This method is used to analyze what is dominant factor of service quality in Giant, in which the respondents are President University students. The researcher using

Statistical Products and Solution Service (SPSS) V.16.0 to calculate data after collect the questionnaires. Furthermore, the result will show the dominant factor. In addition, it will be analyzes and interpreted deeper. Then, in the end, it will be concluded by researcher.

3.3 Research Time and Place

The research will be spread in President University Student Housing on December 8-9, 2011. The questionnaires were given to Indonesia female student of President University from batch 2009 - 2011.

3.4 Research Instruments

3.4.1 Source of Data

Primary data are being used in this research as the source of data collection. Primary data are information that is developed or gathered by the researcher specifically for the research project at hand (Burns, et. al, 2003). On the other hand, primary data is data from individuals as the result of interview or the questionnaire the usual charge made by the researcher.

3.4.2 Questionnaire

Questionnaire is a collection of data by providing or distributing a list of questions to the respondents in the hope of providing a response to the question list (Al-Omar, 2004).

For the data collection, questionnaires will be spread because questionnaire is faster and cheaper to gather data. However, before spreading the questionnaire, the pre – test questionnaires are being spread. These pre-test questionnaires are done to determine the validity and reliability of the statements in the questionnaire. The pre-test questionnaires were spread to 30 people. After spreading the pre-test questionnaire, it was found out that out of 25 statements are valid and reliable for this research.

Questionnaires translate research objectives into specific questions, standardize questions and response categories, foster respondent cooperation, serve as permanent records, can speed the process of data analysis, and can serve the basic for reliability and validation measures (Burns, et. al., 2003).

Questionnaire is gathered via measurement. Measurement is defined as determining the amount or intensity of some characteristic of interest to the researcher (Burns, et. al., 2003)

According to Burns and Bush (2003) there are six function of questionnaire, they are:

1. Translates the research objectives into questions that are asked of the respondents.
2. Standardizes those questions and the response categories so every participant responds to identical stimuli.
3. By its wording, questions flow, and appearance, it fosters cooperation and keeps respondents motivated throughout the interview.
4. Serves as permanent records of the research.
5. Depending on the type of questionnaire used, a questionnaire can speed up the process of data analysis.
6. Contains the information on which reliability assessments may be made, and they are used follow-up validation of respondents' participation in the survey.

In this research, the questionnaire is using the Likert scale format, in which respondents are asked to indicate their degree of agreement or disagreement on symmetric agree-disagree scale for each of a series of statement (Burns, et. al., 2003).

Table 3.1 Likert Scale

Scale	Rating
1	Strongly Disagree
2	Disagree

3	Neutral
4	Agree
5	Strongly Agree

Source: Burns and Bush (2003)

This is called the Likert scale because it was first developed by Rensis Likert, and often referred to as Method of Summated Ratings, which means the rating scores for any answers or responses were summed so as to achieve total value. Likert scale contains questions that systematically to show the attitude of a respondent to the statements.

In accordance with the goal of research is to know whether the analysis dominant factor of service quality of Giant in President University Student Housing, the researcher used a Likert scale of measurement. Likert scale in general using five point rating assessment, namely: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, (5) strongly agree. So the researcher used that point in the questionnaire.

3.5 Statistical Packages

Researcher used two kind of computer software to analyze the data:

a) Statistical Package for Social Science (SPSS) version 16.0
b) Microsoft Excel 2007 version is used to process and analyze the data.

3.6 Sampling Design

Sampling is the process of selection some elements from population that can represent the population (Cooper, et. al., 2006). In order to increase the reliability of the research appropriate sample design must be determined.

3.6.1. Size of the Population

The population in this research in this study is Indonesia female student of President University from batch 2009 - 2011 in which according to President

University Student Housing management the number is 349. This number size is population of pavilion B and F.

3.6.2. Research Sample

The respondents in this research are Indonesia female student of President University from batch 2009 - 2011. To calculate this sampling size, in this research the researcher using Slovin Formula. Slovin formula is a formula to get the ideal sample size for a given margin of error and population size. The sample will select from population. In this research, the researcher prefers using margin error 0.05 (5%). Its meaning the level of error is 5% and the research has 95% confidence level.

Slovin's formula allows a researcher to sample the population with a desired degree of accuracy. It gives the researcher an idea of how large his sample size needs to be to ensure a reasonable accuracy with the formula as follows:

$$n = \frac{N}{1+Ne^2}$$

Source: http://www.listserv.uga.edu

Where:

n = Sample Size

N = Population Size

e = Margin of error *desired

$$n = \frac{349}{1+\left(349\left(0.05^2\right)\right)} = \frac{349}{1.87} = 186.63 = 187$$

3.6.3 The Actual Sample Size

From the calculation of actual computation of sample above, the result for the sample population is 187 respondents.

3.6.4 Research Variable

The researcher has 5 variables that might represent the characteristic of the service quality. Each variable will be represented by 5 statements to measure the dominant factor of service quality.

Table 3.2 Questionnaire

Tangibles	1. Employees' attitude to serve customers.
	2. Trolleys in Giant make customers easier to shopping.
	3. A layout product in Giant is good.
	4.Layout design in Giant is interesting.
	5.There is satisfaction toward the service conducted by employees'
Reliability	6. First impression, there is satisfaction to employees' performance.
	7. Employees' Giant welcome to customer.
	8. There is satisfaction to system payment in Giant.
	9. Positive changes of service customer in Giant.
	10. The speed of an employee to find product for customers.
Responsiveness	11. Employees' ready in action help customers.
	12. Employees' help to find product customers' needs.
	13. Kinds of help given by employees if there is something unclear.
	14. Employees' attitude when there are complaints from customers.
	15. Cashier respond for payment is quickly.
Assurance	16. The ability of an employee to perform service is good.
	17. The ability of an employee in presenting the product introduced to a customer.
	18. Giant give safety and confidentiality to customers.
	19. Giant give courtesy to consideration for clean room and good smell.
	20. The ability of an employee to ensure that product is good.
Empathy	21. Employees' Giant help customers when customers confuse to find product.
	22. Employees' ask customers to know the customers wants and needs.
	23. There is ability an employee informing the customers in a language customer can understand.
	24. Attitude and behavior shown as serving customer.
	25.Employee give recommendation when customers difficult to choose the best product for them.

3.7 Validity and Reliability Test

3.7.1 Validity Test

According to Cooper and Schindler (2006) validity is the extent to which a test measures what we actually wish to measure. To test the validity, the Pearson Coefficient Correlation is used to determine the validity. Furthermore, Microsoft Excel 2007 and SPSS 16.0 will be used in dealing with the statistical tools.

$$r = \frac{n\left(\sum xy\right) - \left(\sum x\right)\left(\sum y\right)}{\sqrt{\left[n\left(\sum x^2\right) - \left(\sum x\right)^2\right]\left[n\left(\sum y^2\right) - \left(\sum y\right)^2\right]}}$$

Source: Statistic Technique in Business Economics

(Singapore: McGraw-Hill), P. 464)

Where:

n = Number of paired observation

$\sum x$ = the x variable summed

$\sum y$ = the y variable summed

x^2 = the x variable squares and squares summed

$(\sum x)^2$ = the x variable squares and the sum squares

y^2 = the y variable squares and squares summed

$(\sum y)^2$ = the y variable squares and the sum squares

$\sum xy$ = the sum of the product of x and y

Sugiyono (2004, p. 114) explains about validity which is a measurement showing validity and accuracy grades of an instrument. Validity test can be chosen according the purpose. In this particular research, the test will be result in which item or statement is valid or invalid.

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? The researcher generally will determine validity by asking a series of statements, and will often look for the answers in the research.

3.7.2 Reliability Test

Reliability test measure whether the questionnaire is accurate precise, and consistent. In this researcher used the Cronbach's Alpha formula to determine the reliability. Furthermore, Microsoft Excel 2007 and SPSS 16.0 will be used in dealing with statistical tools. Below is the Cronbach Alpha formula:

$$\alpha = \frac{N \cdot \bar{r}}{1 + (N - 1) \cdot r}$$

Source: www.investment q.net/content/what_cran.php

Where:

α = instrument reliability's coefficient

r = the average inter-item correlation among the items (mean correlation coefficient between variables)

N = number of items

3.7.3 Factor Analysis

The essential purpose of factor analysis is to describe, if the possible, the covariance relationships among many variables in term of few underlying, but unobservable, random quantities called factors.

Basically, the factor model is motivated by the following argument: Suppose variables can be grouped by their correlations. That is, purpose all variables within a particular group are highly correlated among themselves, but have relatively small correlations with variables in different group. Then it is conceivable that each group of variables represents a single underlying construct, or factor, that is responsible for the observed correlations (Johnson and Wichern, 2002).

This research is using factor analysis. Factor analysis is a statistical technique, which aims to simplify a complex data by representing into a smaller number of underlying variables, which is known as latent variables. The factor analysis term was firstly introduced by Thurstone (1931). There are two types of variables in factor analysis, which are:

a. Manifest variable
   Manifest variable is a variable that can be measured directly.

b. Latent variable
   Latent variable is variable that cannot be measured directly. Latent variable can be used to reduce the dimensionality data, where a large number of data can be aggregated in a model to represent an underlying concept.

Manifest variable are the variables available and used in the questionnaire. Manifest variable will construct latent variable that will be the statement that explained each factor. This latent variable cannot explain all the variance in its manifest variables. A part that can be explained by latent variable considered as an error.

Steps to compute factor analysis:

1. Data Preparation

Data from the questionnaire is collected used Microsoft Excel, where row area is variable data and coloumn is for number of respondents. The data collected is in form of ordinal data, therefore it has to be transformed into interval data using *successive interval method*, the process is help by Microsoft Excel as the tool.

2. Creating Correlation Matrix

The purpose of creating correlation matrix is to find the relationship degree between variables. This correlation matrix is done with *Kaiser-Meyer-Olkin* (KMO). KMO is used to test the suitability of factor analysis towards sampling design. The value of KMO should be greater than 0.5 to show that the sample is adequate.

3. Extracting factor

a. Eigen value

   Eigen value is used to determine how many new latent variables that will be formed through the research from the manifest variables computated. The variables that have Eigen value greater than 1 will be the new latent variables.

b. Loading factor value

   Loading factor shows the contribution proportion on latent variables, which according to statistic significance of coefficient correlation is loading. Coefficient correlation is the size that used to determine the degree of correlation. Variable that has higher loading shows what the influence is

bigger on the latent variables. Relying on that loading factor value, the manifest variables grouping can be performed. For this research, variable that has lower than 0,6 loading factor value will not be considered in the latent variable.

c. Rotated component matrix

Rotated component matrix is used to obtain a simpler factor structure. The result of component matrix through rotation process shows the distribution of variable more clearly and makes it easier to be interpreted.

3.8 Validity and Reliability Result

3.8.1 Reliability

The results of reliability test of each variable for 30 respondents in this research can be seen as follow:

Table 3.3 Reliability Result of "Giant in Cikarang"

Variable	Cronbach's Alpha	Remarks
Tangibles	0.769	Reliable
Reliability	0.691	Reliable
Responsiveness	0.671	Reliable
Assurance	0.760	Reliable
Empathy	0.610	Reliable

Source: SPSS 16.0 and Primary Data

3.8.2 Validity

Validity testing must check before data processing. This testing will evaluate the validity checking comes from comparing r computation and r table. R computation comes from SPSS calculation and r table comes from the r value product moment. Validity result of 25 statements in this research can be seen as follow:

Table 3.4 Testing for Valid Question

Q Number	r Computation	r Table	Remark
1	.611	0.349	Valid
2	.621	0.349	Valid
3	.619	0.349	Valid
4	.573	0.349	Valid
5	.562	0.349	Valid
6	.440	0.349	Valid
7	.542	0.349	Valid
8	.423	0.349	Valid
9	.508	0.349	Valid
10	.711	0.349	Valid
11	.723	0.349	Valid
12	.543	0.349	Valid
13	.380	0.349	Valid
14	.487	0.349	Valid
15	.393	0.349	Valid
16	.677	0.349	Valid
17	.468	0.349	Valid
18	.611	0.349	Valid
19	.621	0.349	Valid
20	.619	0.349	Valid
21	.573	0.349	Valid
22	.562	0.349	Valid
23	.440	0.349	Valid
24	.542	0.349	Valid
25	.423	0.349	Valid

Source: SPSS 16.0 and Primary Data

The questionnaire statement valid if the r computation is bigger than r table. Based on the calculation, the result from pre-test questionnaires with 25 statements and 30 respondents, the mean correlation coefficient between variables or r = 0.349. It means that the according to corrected item-total correlation table if r result is greater than r table, the variable is valid. Although r result is smaller than r table, the variable is invalid. From this table item validity result above, there are 25 statements that are valid. Because all of the statements are valid so it will be used for the fixed questionnaire.

3.9 Limitation

There are some limitations during the research period are as follow:

a) This research is limited only in President University Student Housing.
b) The respondents are Indonesia female student of President University from batch 2009 – 2011.

CHAPTER IV

INTERPRETATION OF RESULT

4.1 Respondent Characteristic

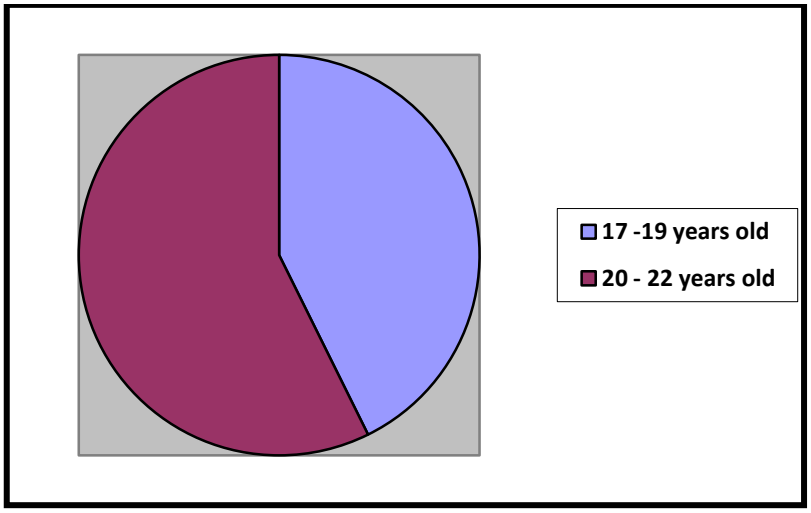
In this research, the researcher distributes the questionnaire to 187 respondents. The respondents are Indonesia female student of President University Student Housing from batch 2009 – 2011, and the ages between 17-22 years old. The questionnaire consists of fifth parts. Each part is divided based on the variable which is used in the researcher.

Respondent profile include data on respondent's age, batch, and major. This data taken to know respondent's profile.

a. Respondent's Age

Respondent's age grouped into two categories, as shown in Figure 4.1. This data is not related to the research result.

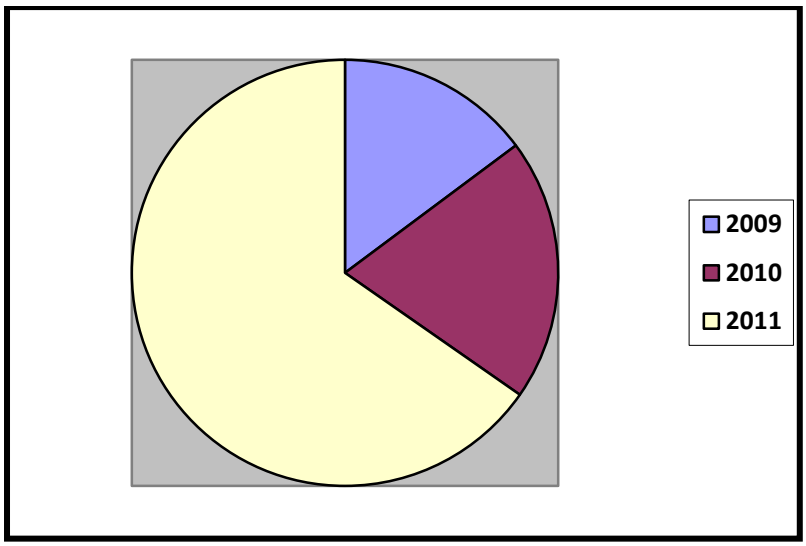
Figure 4.1 Respondent's Distribution based on age range



b. Respondent's Batch

Respondent's batch grouped into three categories, as shown in Figure 4.2. This data is not related to the research result.

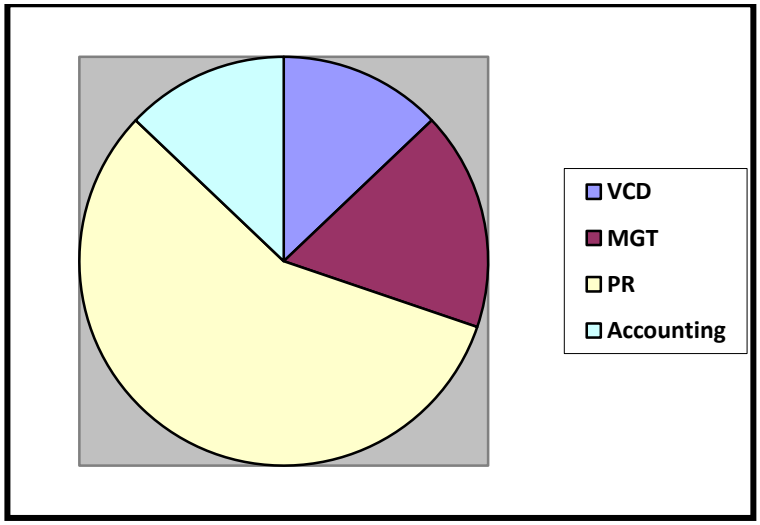
Figure 4.2 Respondent's Distribution based on batch range



c. Respondent's Major

Respondent's major grouped into four categories, as shown in Figure 4.3. This data is not related to the research result.

Figure 4.3 Respondent's Distribution based on major range



The first variable contains the statement of the respondents about the tangibles statement; second variable is about reliability statement, the third variable is about

responsiveness statement. On the fourth variable is about assurance statement; and the last variable is about empathy statement.

4.2 Data Collecting

Correlation Matrix

This correlation matrix is done with Kaiser-Meyer-Olkin (KMO). KMO is used to test the suitability of factor analysis towards sampling design. The value of KMO should be greater than 0.5 to show that the sample is adequate.

Based on computation of Kaiser-Mayer-Olkin (KMO) shown in table, the value of KMO is 0.856. Because value of KMO is greater than 0.5, the researcher can continue the analysis. It also means that the sampling technique in this study can be applied in factor analysis.

Table 4.1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	2.455E3
	Df	300
	Sig.	.000

Source: SPSS 16.0 and Primary Data

Evaluating Anti-Image Matrices to decide which factors are appropriate to be included in the next analysis. There are 5 variables in this research, which are tangibles, reliability, responsiveness, assurance, and empathy. Each variable consist of five statements. The table of Anti-Image Matrices is show below:

Table 4.2 Anti-Image Matrices Variable 1

No.	Statement	MSA Value
1	Employees' attitude to serve customers.	0.870
2	Trolleys in Giant make customers easier to shopping.	0.861
3	A layout product in Giant is good.	0.851
4	Layout design in Giant is interesting.	0.915
5	There is satisfaction toward the service conducted by employees'	0.783

Source: SPSS 16.0 and Primary Data

Table 4.3 Anti-Image Matrices Variable 2

No.	Statement	MSA Value
6	First impression, there is satisfaction to employees' performance.	0.849
7	Employees' Giant welcome to customer.	0.818
8	There is satisfaction to system payment in Giant.	0.876
9	Positive changes of service customer in Giant.	0.888
10	The speed of an employee to find product for customers.	0.863

Source: SPSS 16.0 and Primary Data

Table 4.4 Anti-Image Matrices Variable 3

No.	Statement	MSA Value
11	Employees' ready in action help customers.	0.896
12	Employees' help to find product customers' needs.	0.900
13	Kinds of help given by employees if there is something unclear.	0.842
14	Employees' attitude when there are complaints from customers.	0.927
15	Cashier respond for payment is quickly.	0.894

Source: SPSS 16.0 and Primary Data

Table 4.5 Anti-Image Matrices Variable 4

No.	Statement	MSA Value
16	The ability of an employee to perform service is good.	0.917
17	The ability of an employee in presenting the product introduced to a customer.	0.917
18	Giant give safety and confidentiality to customers.	0.812
19	Giant give courtesy to consideration for clean room and good smell.	0.737
20	The ability of an employee to ensure that product is good.	0.753

Source: SPSS 16.0 and Primary Data

Table 4.6 Anti-Image Matrices Variable 5

No.	Statement	MSA Value
21	Employees' Giant help customers when customers confuse to find product.	0.790
22	Employees' ask customers to know the customers wants and needs.	0.712
23	There is ability an employee informing the customers in a language customer can understand.	0.777
24	Attitude and behavior shown as serving customer.	0.739
25	Employee give recommendation when customers difficult to choose the best product for them.	0.682

Source: SPSS 16.0 and Primary Data

From the table above, all the statements have MSA (Measure of Sampling Adequacy) value greater than 0.5. It means all the statements can be entered to the next step which is factor analysis.

Extraction Factor

The next step is process of extraction from manifest variable to latent variable. There are three components can be identified which are communality, eigen value, and cumulative percent of extraction factors.

Eigen value is use to determining how many latent variables that will be generated, which is means that if the eigen value is more than 1, so it is considered as significant. The communality of variables shows the variance proportion of the variable, which can be explained to generated factors. The range of communality of variable is between 0 to 1, the bigger value, the better it is the variable become easier to explain by generate factor.

Based on Total Variance Explained table, there four values that are shown as follow: Communality shows the variance toward the whole factors. Eigen value must more than 1, it shows the total variance on each factors. The first factor has the biggest value which is 7.869. Based on the calculation, there are five factors that have eigen value exceed more than 1 percentage variance, which show the component number 1 is the highest percent variance with the value is 31.476%.

The total variance is strong, which 62.881%. It means that 37.119% of variables cannot be presented or become the error of this study. Some factors that is difficult to be interpreted because there are too many manifests that have exceeding value in more than one factor. Therefore, rotated component matrix is needed to go on the next process of factor analysis.

Table 4.7 Component, Eigen Value, %Variance, Cumulative %

Component	Eigen Value	% Variance	Cumulative %
1	7.869	31.476	31.476
2	3.647	14.587	46.063
3	1.635	6.540	52.602
4	1.455	5.818	58.420
5	1.115	4.460	62.881

Source: SPSS16.0 and Primary Data

Rotated Component Matrix

Rotated component matrix is used to get simpler factor structure which will make the variables interpretations become easier. Interpretation of matrix factor starts from extraction result interpretation of matrix start from the left side (factor 1) to the right side (factor 5). The result of component matrix through rotation process shows the distribution of variable more clearly and makes it easier to be interpreted.

In the study orthogonal varimax is used in rotated component methodology. Orthogonal varimax is used to rotate the beginning factor from extraction result, so at the end, it will create the rotated where one column closer to zero. The rotated component matrix can be seen below:

Table 4.8 Manifest Variable and Factor Value

Factor	Manifest Variable	Factor Value
1	P9	0.842
	P11	0.768
	P10	0.748
	P8	0.740
	P16	0.740
	P12	0.739
	P14	0.676
	P17	0.661
	P15	0.624
2	P20	0.770
	P22	0.735
	P18	0.729
	P19	0.688
	P21	0.672
3	P3	0.769
	P1	0.744
	P2	0.604
4	P13	0.758
	P6	0.601
5	P25	0.746

Source: SPSS16.0 and Primary Data

4.3 Interpretation of the Result

Based on the factor analysis calculation, 25 statements that have been analyzed can extracted into 5 latent variables that influence the respondents. These latent variables show 62.881%. It means that there is 37.119% variance that is not explained by 5 latent variables.

4.3.1 Data Interpretation

Factor analysis consists of latent variable and manifest variable, where latent variable are constructed by manifest variables.

a. First Factor

The first factor has 31.476% percentage variance, which also means the most influencing factor for service quality in Giant, which the respondents are President University students. Variable that constructed this factor are:

Table 4.9 First Factor

No	Variable	Statement	Factor Value
1	P9	Positive changes of service customer in Giant.	0.842
2	P11	Employees' ready in action help customers.	0.768
3	P10	The speed of an employee to find product for customers.	0.748
4	P8	There is satisfaction to system payment in Giant.	0.740
5	P16	The ability of an employee to perform service is good	0.740
6	P12	Employees' help to find product customers' needs.	0.739
7	P14	Employees' attitude when there are complaints from customers.	0.676
8	P17	The ability of an employee in presenting the product introduced to a customer.	0.661
9	P15	Cashier respond for payment is quickly.	0.624

Source: SPSS 16.0 and Primary Data

The First factor consists of P9, P11, P10, P8, P16, P12, P14, P17, and P15 as the manifest variables. Based on the value above, the entire manifest took the biggest from each variable. From all value, it means that all the value above have strong influence with the group. P9 represent the improvement that customer feel the change in service. P11, P10, P8, P16, P12, P14, P17, P15 represents the performance of employees. P15 represent the satisfaction of payment system from

customer point of view. Therefore, the researcher can make conclusion that **good customer service** is really important in market place.

b. Second Factor

The second factor has 14.587 percent variance, which means the second dominant factor for service quality in Giant, which the respondents are President University students. Variable that constructed this factor are:

Table 4.10 Second Factor

No.	Variable	Statement	Factor Value
1	P20	The ability of an employee to ensure that product is good.	0.770
2	P22	Employees' ask customers to know the customers wants and needs.	0.735
3	P18	Giant give safety and confidentiality to customers.	0.729
4	P19	Giant give courtesy to consideration for clean room and good smell.	0.688
5	P21	Employees' Giant help customers when customers confuse to find product.	0.672

Source: SPSS and Primary Data

The second factor consists of P20, P22, P18, P19, and P21. From the data collection above assurance become the second dominant factor for service quality in Giant, which the respondents are President University students.

Customers really care and concern about assurance especially when their shopping in Giant. Customers feel that Giant can perform well, in order to fulfill customer expectation in service quality. The latent factor is **performance in delivering service.**

c. Third Factor

The third factor has 6.540 percent variance, which means the third dominant factor for service quality in Giant, which the respondents are President University students. Variable that constructed this factor are:

Table 4.11 Third Factor

No.	Variable	Statement	Factor Value
1	P3	A layout product in Giant is good.	0.769
2	P1	Employees' attitude to serve customers.	0.744
3	P2	Trolleys in Giant make customers easier to shopping.	0.604

Source: SPSS and Primary Data

The third factor consists of P3, P1, and P2 as manifest variable. From the data calculation above tangibles become the third factor for service quality in Giant, which the respondents are President University students. P3 and P2 mentioned that arranging of product and store equipment is help customers when their shopping in Giant. P1 represent customers really concern about employees' attitude to serve them. Therefore, the third latent variable is **good criteria of service**.

d. Fourth Factor

The fourth factor has 5.818 percent variance, which means the fourth factor dominant factor for service quality in Giant, which the respondents are President University students. Variable that constructed this factor are:

Table 4.12 Fourth Factor

No	**Variable**	**Statement**	**Factor Value**
1	P13	Kinds of help given by employees if there is something unclear.	0.758
2	P6	First impression, there is satisfaction to employees' performance.	0.601

Source: SPSS and Primary Data

The fourth factor consists of P13 and P6 as manifest variable. From data calculation above communication become the fourth dominant factor for service quality in Giant. P13 mentioned that communication is important in service quality. Employees give information and explanation when customers feel something unclear about the product. It can help customers to know more about the product. P6 explained that customers feel satisfy to service quality in Giant. Therefore the fourth latent variable is **good communication in service.**

e. Fifth Factor

The fifth factor has 4.460 percent variance, which means the fifth dominant factor for service quality in Giant, which the respondents are President University students. Variable that constructed this factor is:

Table 4.13 Fifth Factor

No	Variable	Statement	Factor Value
1	P25	Employee give recommendation when customers difficult to choose the best product for them.	0.746

Source: SPSS and Primary Data

The fifth factor consists of P25 as manifest variable. From data calculation above suggestion of employees become the fifth dominant factor for service quality in Giant. P25 mentioned that customers need suggestion from employees' Giant when they difficult to choose the best product for them. In this situation, employee can give recommendation which product is the best product accord with their need. Therefore the fifth latent variables are **assistant customers in making buying decision**.

4.3.2 Latent Factors

Based on the data calculation and research, the researcher summarized that dominant factor of service quality in Giant, which the respondents are President University students is determined by five factors, which are:

Factor I : **Good Customer Service**

Factor II : **Performing in Delivering Service**

Factor III : **Good Criteria of Service**

Factor IV : **Good Communication in Service**

Factor V : **Assistant Customers in Making Buying Decision**

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The respondents of the research are 187 President University students. The research target to ensure the researcher objective will be answered. According to the variance, the most dominant factor of service quality in Giant is **improvement in customer service**. This dominant factor has 31.476 percent variance with 4 dominant statements as manifest variable.

From the manifest variable that construct latent variable, customers feel good customer service in Giant. Customers also satisfy and comfortable with Giant customer service. Improvement in customer service is really important in marketing. Service are economic activities offered by one party to another, most commonly employing time based performances to bring desired results in recipients themselves or in object or other assets for which purchasers have responsibility (Lovelock and Jochen Wirtz, 2007). Improvement will reflect increasing performance in customer service.

From the percent of variance, the least dominant factor is assistant customers in making buying decision with 4.460 percent variance. The result of this research related with improvement in customer service. There is an increase in the performance of employees' to assistant customers in making buying decision. Giant can set a standard of performance that requires all employees to treat customers with respect. Also check improvements in customer service performance using weekly or monthly reviews. It is can help employee to increase their performance in significantly. Good performance will give impact to company reputation.

5.2 Recommendation

According to research founding, the researcher would like to give some recommendations:

a. Nowadays to increase more sales and gain more customers, Giant should maintain the service quality of customer service. Based on the research founding, improvement in customer service become the most dominant factor in service quality in Giant, which the respondents are President University students. Giant must be able to maintain the service quality, but at the same time improve the communication to customers in the language they can understand. Giant should highlight improvement in customer service because it can give strong reputation of Giant as hypermarket with good customer service.
b. In new era marketing, where the competition become bigger and harder, especially in hypermarket area, Giant should be able to improve the weakness of their customer service. From the result, the least dominant factor is assistant customers in making buying decision. Company should improve and maintain the performance. From the researcher point of view, good performance of customer service will increase customer satisfaction toward service of company.

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APPENDIX

Questionnaire

In order to finish my thesis " An Analysis of Dominant Factor of Service Quality " in Case in Giant, please you are require to fill in the questions below. Thank you for your participation.

I. Respondent Identity

Age :
Batch :
Major :

II. You are required to give a thick (?) on the the available spaces:

1 - Strongly Disagree
2 - Disagree
3 - Neutral
4 - Agree
5 - Strongly Agree

Question:	1	2	3	4	5
Tangibles					
1. Employees' attitude to serve customers.					
2. Trolley in Giant make customers easier to shopping.					
3. A layout products in Giant is good.					
4. Layout design in Giant is interesting.					
5. There is satisfaction toward the service conducted by employees'					
Reliability					
6. First impression, there is satisfaction to employees' performance.					
7. Employees' Giant welcome to customer.					
8. There is satisfaction to system payment in Giant.					
9. Positive changes of service customer in Giant.					
10. The speed of an employee to find product for customers.					
Responsiveness					
11. Employees' ready in action help customers.					
12. Employees' help to find product customers' needs.					
13. Kinds of help given by employees if there is something unclear.					
14. Employees' attitude when there are complaints from customers.					
15. Cashier respond for payment is quickly.					
Assurance					
16. The ability of an employee to perform service is good.					
17. The ability of an employee in presenting the product introduced to a customer.					
18. Giant give safety and confidentiality to customers.					
19. Giant give courtesy to consideration for clean room and good smell.					
20. The ability of an employee to ensure that product is good.					
Emphathy					
21. Employees' Giant help customers when customers confuse to find product.					
22. Employees' ask customers to know the customers wants and needs.					
23. There is ability an employee informing the customers in a language customer can understand.					
24. Attitude and behavior shown as serving customer.					
25. Employee give recommendation when customers difficult to choose the best product for them.					

VALIDITY AND RELIABILITY RESULT

1. Reliability Result

Table 3.3 Reliability Result of "Giant in Cikarang"

Variable	Cronbach's Alpha	Remarks
Tangibles	0.769	Reliable
Reliability	0.691	Reliable
Responsiveness	0.671	Reliable
Assurance	0.760	Reliable
Empathy	0.610	Reliable

Source: SPSS 16.0 and Primary Data

2. Validity Result

Table 3.4 Testing for Valid Question

Q Number	r Computation	r Table	Remark
1	.611	0.349	Valid
2	.621	0.349	Valid
3	.619	0.349	Valid
4	.573	0.349	Valid
5	.562	0.349	Valid
6	.440	0.349	Valid
7	.542	0.349	Valid
8	.423	0.349	Valid
9	.508	0.349	Valid
10	.711	0.349	Valid
11	.723	0.349	Valid
12	.543	0.349	Valid
13	.380	0.349	Valid
14	.487	0.349	Valid
15	.393	0.349	Valid
16	.677	0.349	Valid
17	.468	0.349	Valid
18	.611	0.349	Valid
19	.621	0.349	Valid
20	.619	0.349	Valid
21	.573	0.349	Valid
22	.562	0.349	Valid
23	.440	0.349	Valid
24	.542	0.349	Valid
25	.423	0.349	Valid

Source: SPSS 16.0 and Primary Data

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	2.455E3
	df	300
	Sig.	.000

Communalities

	Initial	Extraction
VAR00001	1.000	.673
VAR00002	1.000	.451
VAR00003	1.000	.703
VAR00004	1.000	.517
VAR00005	1.000	.685
VAR00006	1.000	.680
VAR00007	1.000	.572
VAR00008	1.000	.724
VAR00009	1.000	.767
VAR00010	1.000	.770
VAR00011	1.000	.739
VAR00012	1.000	.604
VAR00013	1.000	.634
VAR00014	1.000	.621
VAR00015	1.000	.583
VAR00016	1.000	.723
VAR00017	1.000	.593
VAR00018	1.000	.577
VAR00019	1.000	.502
VAR00020	1.000	.648
VAR00021	1.000	.514
VAR00022	1.000	.586
VAR00023	1.000	.616
VAR00024	1.000	.607
VAR00025	1.000	.632

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component				
	1	2	3	4	5
VAR00001	.626	.090	-.172	.263	-.418
VAR00002	.528	.068	-.317	.232	-.113
VAR00003	.684	.015	-.309	.292	-.231
VAR00004	.640	-.020	-.117	.090	-.292
VAR00005	.528	-.022	-.359	.455	.263
VAR00006	.638	-.136	.284	.406	.092
VAR00007	.600	.033	.177	.410	-.105
VAR00008	.642	-.161	.452	-.264	-.107
VAR00009	.750	-.222	.146	-.344	-.124
VAR00010	.748	-.155	-.243	-.308	-.183
VAR00011	.756	-.091	-.217	-.334	.023
VAR00012	.707	-.106	.137	-.250	.104
VAR00013	.417	-.017	.361	.298	.490
VAR00014	.738	-.214	-.080	-.097	.122
VAR00015	.698	-.146	.238	-.012	.134
VAR00016	.810	-.085	.046	-.130	.203
VAR00017	.712	-.190	-.028	-.095	.200
VAR00018	.156	.713	-.091	-.190	-.012
VAR00019	.210	.561	-.265	-.177	.203
VAR00020	.262	.743	-.163	-.035	.020
VAR00021	.199	.663	.026	-.185	.015
VAR00022	.141	.636	-.300	-.008	.268
VAR00023	.210	.681	.318	.089	-.005
VAR00024	.214	.678	.315	.053	.019
VAR00025	.116	.492	.462	.066	-.400

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
VAR00001	.267	.084	.744	-.005	.203
VAR00002	.213	.156	.604	.080	-.097
VAR00003	.307	.095	.769	.089	-.026
VAR00004	.417	.037	.571	.004	.125
VAR00005	.127	.133	.579	.430	-.362
VAR00006	.344	-.121	.392	.601	.180
VAR00007	.244	.001	.514	.420	.268
VAR00008	.740	-.103	.029	.162	.372
VAR00009	.842	-.063	.186	.007	.138
VAR00010	.748	.061	.409	-.177	-.091
VAR00011	.768	.169	.297	-.048	-.172
VAR00012	.739	.075	.121	.188	.040
VAR00013	.237	.046	.004	.758	.023
VAR00014	.676	.005	.311	.205	-.156
VAR00015	.624	-.021	.190	.385	.097
VAR00016	.740	.135	.239	.311	-.064
VAR00017	.661	.029	.241	.270	-.156
VAR00018	.033	.729	.037	-.116	.172
VAR00019	.096	.688	.051	-.030	-.127
VAR00020	.013	.770	.198	-.007	.126
VAR00021	.093	.672	-.004	-.034	.231
VAR00022	-.073	.735	.099	.072	-.160
VAR00023	-.018	.572	.032	.239	.480
VAR00024	.007	.583	.005	.233	.461
VAR00025	-.035	.261	.077	.011	.746

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Anti-Image Matrices

		VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006	VAR00007	VAR00008	VAR00009	VAR00010
Anti-image	VAR00001	0.477412	-0.13369	-0.0454	-0.0799	-0.04565	0.047955	-0.10791	0.043158	-0.03373	-0.00903
	VAR00002	-0.13369	0.590575	-0.08828	0.020998	-0.06639	-0.06173	0.110266	0.066153	-0.00068	-0.04314
	VAR00003	-0.0454	-0.08828	0.359029	-0.09443	0.008112	-0.03457	-0.14433	0.02865	0.048097	-0.06441
	VAR00004	-0.0799	0.020998	-0.09443	0.528728	-0.05181	-0.00734	-0.01395	0.02467	-0.02333	-0.04404
	VAR00005	-0.04565	-0.06639	0.008112	-0.05181	0.467967	-0.16683	-0.03651	-0.0081	0.060775	-0.03239
	VAR00006	0.047955	-0.06173	-0.03457	-0.00734	-0.16683	0.397716	-0.09579	-0.04529	-0.02473	0.051672
	VAR00007	-0.10791	0.110266	-0.14433	-0.01395	-0.03651	-0.09579	0.43391	-0.04496	-0.02726	0.024922
	VAR00008	0.043158	0.066153	0.02865	0.02467	-0.0081	-0.04529	-0.04496	0.359482	-0.12449	-0.02182
	VAR00009	-0.03373	-0.00068	0.048097	-0.02333	0.060775	-0.02473	-0.02726	-0.12449	0.268393	-0.10589
	VAR00010	-0.00903	-0.04314	-0.06441	-0.04404	-0.03239	0.051672	0.024922	-0.02182	-0.10589	0.245655
	VAR00011	-0.00765	-0.0035	0.016633	0.016658	0.017577	-0.006	-0.00871	-0.00266	0.025986	-0.13223
	VAR00012	0.05028	-0.05178	0.011722	-0.06931	0.048402	0.011067	-0.05745	-0.04187	-0.00685	0.005561
	VAR00013	0.045222	-0.05167	0.046946	0.036189	-0.04168	-0.03019	-0.09583	0.049705	0.005865	0.051433
	VAR00014	-0.07159	-0.01462	-0.01256	0.041643	-0.0791	-0.00696	0.017695	-0.01104	-0.0534	0.011407
	VAR00015	-0.08497	0.051327	-0.03216	-0.00077	0.062171	-0.10579	0.073136	-0.06459	-0.00544	0.018883
	VAR00016	0.049594	-0.04418	-0.02602	-0.04314	-0.00843	0.002019	0.007423	-0.02014	-0.0367	-0.01523
	VAR00017	-0.02994	0.047394	-0.04284	0.013139	-0.05793	-0.02716	0.042887	-0.00181	-0.02662	0.015493
	VAR00018	-0.0528	0.008343	-0.01647	0.053068	0.053186	-0.02919	0.038027	0.014523	-0.02873	0.037592
	VAR00019	0.009386	-0.05734	-0.00705	-0.00077	-0.04163	0.043386	-0.00438	-0.03833	0.001204	0.056259
	VAR00020	0.010962	0.044097	-0.11778	0.021429	-0.03707	0.053952	0.012081	0.014355	-0.00669	-0.00756
	VAR00021	0.007882	0.002677	0.086549	-0.12123	0.028682	-0.04272	0.034062	0.048441	-0.00218	-0.00578
	VAR00022	0.008989	0.017983	-0.00223	0.062533	-0.17435	0.088261	0.012362	0.054995	0.019721	-0.02512
	VAR00023	-0.02294	-0.00982	0.016732	-0.04411	0.106099	-0.08689	-0.01042	-0.01563	-0.00423	-0.00236
	VAR00024	0.035991	-0.0608	0.089199	0.000661	0.005016	0.033857	-0.13697	-0.04201	0.024026	-0.02078
	VAR00025	-0.13695	-0.02325	-0.02448	0.0185	0.045036	-0.04471	0.063517	-0.12399	0.043423	0.034118
Anti-image	VAR00001	0.870048	-0.25177	-0.10966	-0.15903	-0.09658	0.110052	-0.2371	0.104179	-0.09424	-0.02636
	VAR00002	-0.25177	0.861041	-0.19172	0.037577	-0.12628	-0.12737	0.217823	0.143574	-0.00171	-0.11326
	VAR00003	-0.10966	-0.19172	0.850766	-0.21675	0.01979	-0.09149	-0.36567	0.079749	0.154943	-0.2169
	VAR00004	-0.15903	0.037577	-0.21675	0.915396	-0.10417	-0.01601	-0.02913	0.056587	-0.06194	-0.1222
	VAR00005	-0.09658	-0.12628	0.01979	-0.10417	0.78345	-0.38671	-0.08102	-0.01975	0.171488	-0.09554
	VAR00006	0.110052	-0.12737	-0.09149	-0.01601	-0.38671	0.849197	-0.23058	-0.11977	-0.0757	0.165311
	VAR00007	-0.2371	0.217823	-0.36567	-0.02913	-0.08102	-0.23058	0.817648	-0.11383	-0.07987	0.076334
	VAR00008	0.104179	0.143574	0.079749	0.056587	-0.01975	-0.11977	-0.11383	0.876065	-0.4008	-0.07342
	VAR00009	-0.09424	-0.00171	0.154943	-0.06194	0.171488	-0.0757	-0.07987	-0.4008	0.887853	-0.4124
	VAR00010	-0.02636	-0.11326	-0.2169	-0.1222	-0.09554	0.165311	0.076334	-0.07342	-0.4124	0.863059
	VAR00011	-0.02036	-0.00836	0.051022	0.042107	0.047226	-0.0175	-0.02431	-0.00816	0.092194	-0.49034
	VAR00012	0.114521	-0.10604	0.030788	-0.15001	0.111351	0.027616	-0.13725	-0.1099	-0.0208	0.017656
	VAR00013	0.08086	-0.08307	0.096798	0.061489	-0.07528	-0.05913	-0.17974	0.102421	0.013987	0.128206
	VAR00014	-0.16681	-0.03062	-0.03374	0.092206	-0.18616	-0.01777	0.043251	-0.02965	-0.16594	0.037055
	VAR00015	-0.19168	0.104104	-0.08366	-0.00165	0.141659	-0.26148	0.173059	-0.16792	-0.01636	0.059385
	VAR00016	0.1322	-0.1059	-0.07999	-0.10928	-0.02269	0.005895	0.020755	-0.06186	-0.13047	-0.0566
	VAR00017	-0.06692	0.095245	-0.11043	0.027906	-0.13079	-0.06651	0.10055	-0.00467	-0.07935	0.048277
	VAR00018	-0.10766	0.015294	-0.03873	0.102814	0.109527	-0.0652	0.081326	0.034123	-0.07812	0.106847
	VAR00019	0.017918	-0.09842	-0.01552	-0.0014	-0.08026	0.090743	-0.00878	-0.08433	0.003064	0.149718
	VAR00020	0.026197	0.094749	-0.32458	0.048662	-0.08948	0.141263	0.030284	0.039535	-0.02132	-0.02519
	VAR00021	0.015654	0.004781	0.198226	-0.22881	0.057539	-0.09296	0.070963	0.110876	-0.00579	-0.016
	VAR00022	0.018435	0.03316	-0.00526	0.121866	-0.36117	0.198322	0.026594	0.129978	0.053942	-0.07183
	VAR00023	-0.04857	-0.01869	0.040857	-0.08875	0.226924	-0.20159	-0.02315	-0.03814	-0.01195	-0.00697
	VAR00024	0.078295	-0.11892	0.223761	0.001367	0.011021	0.080696	-0.31256	-0.10532	0.069709	-0.06301
	VAR00025	-0.25593	-0.03906	-0.05275	0.032851	0.085008	-0.09155	0.124508	-0.26702	0.108229	0.088885
a. Measures of Sampling Adequacy(MSA)											

VAR00011	VAR00012	VAR00013	VAR00014	VAR00015	VAR00016	VAR00017	VAR00018	VAR00019	VAR00020
-0.00765	0.05028	0.045222	-0.07159	-0.08497	0.049594	-0.02994	-0.0528	0.009386	0.010962
-0.0035	-0.05178	-0.05167	-0.01462	0.051327	-0.04418	0.047394	0.008343	-0.05734	0.044097
0.016633	0.011722	0.046946	-0.01256	-0.03216	-0.02602	-0.04284	-0.01647	-0.00705	-0.11778
0.016658	-0.06931	0.036189	0.041643	-0.00077	-0.04314	0.013139	0.053068	-0.00077	0.021429
0.017577	0.048402	-0.04168	-0.0791	0.062171	-0.00843	-0.05793	0.053186	-0.04163	-0.03707
-0.006	0.011067	-0.03019	-0.00696	-0.10579	0.002019	-0.02716	-0.02919	0.043386	0.053952
-0.00871	-0.05745	-0.09583	0.017695	0.073136	0.007423	0.042887	0.038027	-0.00438	0.012081
-0.00266	-0.04187	0.049705	-0.01104	-0.06459	-0.02014	-0.00181	0.014523	-0.03833	0.014355
0.025986	-0.00685	0.005865	-0.0534	-0.00544	-0.0367	-0.02662	-0.02873	0.001204	-0.00669
-0.13223	0.005561	0.051433	0.011407	0.018883	-0.01523	0.015493	0.037592	0.056259	-0.00756
0.296012	-0.09235	-0.02148	-0.07774	0.016271	-0.01933	-0.03546	-0.03478	-0.02987	-0.04476
-0.09235	0.403756	-0.03973	-0.02645	-0.03672	-0.00125	-0.09251	0.05959	-0.08558	0.072014
-0.02148	-0.03973	0.655151	-0.03954	-0.05854	-0.07766	-0.01132	0.069021	0.016631	-0.04113
-0.07774	-0.02645	-0.03954	0.385768	-0.07873	-0.03161	0.026742	-0.05748	0.042135	0.014486
0.016271	-0.03672	-0.05854	-0.07873	0.411597	-0.0829	-0.0119	0.020471	0.066696	-0.05497
-0.01933	-0.00125	-0.07766	-0.03161	-0.0829	0.294775	-0.12	-0.02373	-0.08145	0.060903
-0.03546	-0.09251	-0.01132	0.026742	-0.0119	-0.12	0.419263	0.022982	0.05755	-0.02244
-0.03478	0.05959	0.069021	-0.05748	0.020471	-0.02373	0.022982	0.503885	-0.13962	-0.07509
-0.02987	-0.08558	0.016631	0.042135	0.066696	-0.08145	0.05755	-0.13962	0.574781	-0.11277
-0.04476	0.072014	-0.04113	0.014486	-0.05497	0.060903	-0.02244	-0.07509	-0.11277	0.366767
0.006671	-0.08668	-0.01544	-0.0261	0.022724	0.012823	0.004297	-0.08019	-0.00681	-0.14812
-0.00242	-0.00592	0.099055	0.035169	-0.02627	-0.04502	-0.03131	-0.04297	-0.05369	-0.01059
0.032843	0.026317	-0.06141	0.007522	-0.02078	-0.03387	0.076782	0.009663	-0.07118	-0.02486
0.034976	-0.04426	-0.05377	0.01204	0.00477	0.011704	-0.02533	-0.10755	0.099705	-0.136
0.000787	-0.02919	0.015087	0.087499	0.056934	-0.02835	0.00189	-0.03307	0.045681	0.002122
-0.02036	0.114521	0.08086	-0.16681	-0.19168	0.1322	-0.06692	-0.10766	0.017918	0.026197
-0.00836	-0.10604	-0.08307	-0.03062	0.104104	-0.1059	0.095245	0.015294	-0.09842	0.094749
0.051022	0.030788	0.096798	-0.03374	-0.08366	-0.07999	-0.11043	-0.03873	-0.01552	-0.32458
0.042107	-0.15001	0.061489	0.092206	-0.00165	-0.10928	0.027906	0.102814	-0.0014	0.048662
0.047226	0.111351	-0.07528	-0.18616	0.141659	-0.02269	-0.13079	0.109527	-0.08026	-0.08948
-0.0175	0.027616	-0.05913	-0.01777	-0.26148	0.005895	-0.06651	-0.0652	0.090743	0.141263
-0.02431	-0.13725	-0.17974	0.043251	0.173059	0.020755	0.10055	0.081326	-0.00878	0.030284
-0.00816	-0.1099	0.102421	-0.02965	-0.16792	-0.06186	-0.00467	0.034123	-0.08433	0.039535
0.092194	-0.0208	0.013987	-0.16594	-0.01636	-0.13047	-0.07935	-0.07812	0.003064	-0.02132
-0.49034	0.017656	0.128206	0.037055	0.059385	-0.0566	0.048277	0.106847	0.149718	-0.02519
0.896021	-0.26713	-0.04878	-0.23004	0.046614	-0.06543	-0.10067	-0.09007	-0.07242	-0.13586
-0.26713	0.900049	-0.07724	-0.06702	-0.09008	-0.00361	-0.22485	0.132114	-0.17765	0.187137
-0.04878	-0.07724	0.841748	-0.07864	-0.11274	-0.17672	-0.0216	0.120129	0.027102	-0.08391
-0.23004	-0.06702	-0.07864	0.926781	-0.19758	-0.09373	0.066496	-0.13036	0.089482	0.038513
0.046614	-0.09008	-0.11274	-0.19758	0.894021	-0.238	-0.02865	0.044952	0.137124	-0.14147
-0.06543	-0.00361	-0.17672	-0.09373	-0.238	0.917164	-0.34136	-0.06157	-0.19789	0.185225
-0.10067	-0.22485	-0.0216	0.066496	-0.02865	-0.34136	0.916927	0.050002	0.117234	-0.05722
-0.09007	0.132114	0.120129	-0.13036	0.044952	-0.06157	0.050002	0.811886	-0.25943	-0.17466
-0.07242	-0.17765	0.027102	0.089482	0.137124	-0.19789	0.117234	-0.25943	0.736957	-0.24562
-0.13586	0.187137	-0.08391	0.038513	-0.14147	0.185225	-0.05722	-0.17466	-0.24562	0.752816
0.016827	-0.18722	-0.02618	-0.05767	0.048609	0.032413	0.009107	-0.15504	-0.01232	-0.33564
-0.00629	-0.0132	0.173418	0.080238	-0.05803	-0.11751	-0.06853	-0.08578	-0.10036	-0.02478
0.088322	0.060596	-0.11101	0.017718	-0.04739	-0.09128	0.173497	0.019916	-0.13736	-0.06006
0.096628	-0.10469	-0.09986	0.029138	0.011176	0.032402	-0.05879	-0.22773	0.197676	-0.33754
0.001867	-0.05931	0.024068	0.181906	0.11459	-0.06743	0.003769	-0.06015	0.077802	0.004524

VAR00021	VAR00022	VAR00023	VAR00024	VAR00025
0.007882	0.008989	-0.02294	0.035991	-0.13695
0.002677	0.017983	-0.00982	-0.0608	-0.02325
0.086549	-0.00223	0.016732	0.089199	-0.02448
-0.12123	0.062533	-0.04411	0.000661	0.0185
0.028682	-0.17435	0.106099	0.005016	0.045036
-0.04272	0.088261	-0.08689	0.033857	-0.04471
0.034062	0.012362	-0.01042	-0.13697	0.063517
0.048441	0.054995	-0.01563	-0.04201	-0.12399
-0.00218	0.019721	-0.00423	0.024026	0.043423
-0.00578	-0.02512	-0.00236	-0.02078	0.034118
0.006671	-0.00242	0.032843	0.034976	0.000787
-0.08668	-0.00592	0.026317	-0.04426	-0.02919
-0.01544	0.099055	-0.06141	-0.05377	0.015087
-0.0261	0.035169	0.007522	0.01204	0.087499
0.022724	-0.02627	-0.02078	0.00477	0.056934
0.012823	-0.04502	-0.03387	0.011704	-0.02835
0.004297	-0.03131	0.076782	-0.02533	0.00189
-0.08019	-0.04297	0.009663	-0.10755	-0.03307
-0.00681	-0.05369	-0.07118	0.099705	0.045681
-0.14812	-0.01059	-0.02486	-0.136	0.002122
0.530971	-0.05408	-0.02631	0.002525	-0.09086
-0.05408	0.49799	-0.17937	-0.05733	0.037
-0.02631	-0.17937	0.467142	-0.08625	-0.10817
0.002525	-0.05733	-0.08625	0.442609	-0.07895
-0.09086	0.037	-0.10817	-0.07895	0.599768
0.015654	0.018435	-0.04857	0.078295	-0.25593
0.004781	0.03316	-0.01869	-0.11892	-0.03906
0.198226	-0.00526	0.040857	0.223761	-0.05275
-0.22881	0.121866	-0.08875	0.001367	0.032851
0.057539	-0.36117	0.226924	0.011021	0.085008
-0.09296	0.198322	-0.20159	0.080696	-0.09155
0.070963	0.026594	-0.02315	-0.31256	0.124508
0.110876	0.129978	-0.03814	-0.10532	-0.26702
-0.00579	0.053942	-0.01195	0.069709	0.108229
-0.016	-0.07183	-0.00697	-0.06301	0.088885
0.016827	-0.00629	0.088322	0.096628	0.001867
-0.18722	-0.0132	0.060596	-0.10469	-0.05931
-0.02618	0.173418	-0.11101	-0.09986	0.024068
-0.05767	0.080238	0.017718	0.029138	0.181906
0.048609	-0.05803	-0.04739	0.011176	0.11459
0.032413	-0.11751	-0.09128	0.032402	-0.06743
0.009107	-0.06853	0.173497	-0.05879	0.003769
-0.15504	-0.08578	0.019916	-0.22773	-0.06015
-0.01232	-0.10036	-0.13736	0.197676	0.077802
-0.33564	-0.02478	-0.06006	-0.33754	0.004524
0.790185	-0.10518	-0.05282	0.005208	-0.16101
-0.10518	0.712331	-0.37189	-0.12212	0.067702
-0.05282	-0.37189	0.776547	-0.18969	-0.20436
0.005208	-0.12212	-0.18969	0.738553	-0.15322
-0.16101	0.067702	-0.20436	-0.15322	0.682485

Component Transformation Matrix

Component	1	2	3	4	5
1	.774	.183	.526	.292	.068
2	-.255	.910	.020	-.009	.327
3	.133	-.215	-.454	.427	.740
4	-.561	-.185	.562	.575	.060
5	.059	.242	-.447	.633	-.580

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.