

## **ANALYSIS AND PROPOSED SERVICE QUALITY IMPROVEMENT OF PT PRUDENTIAL LIFE INSURANCE INDONESIA**

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**Abstract.** *This study aimed to determine the level of satisfaction of the policy holders in PT . Prudential Life Insurance Indonesia over the quality of service provided to the policy holder until today . In this study , the writer used SERVQUAL as a measure of a company's services to the consumer's satisfaction . This study used a questionnaire which was distributed to 170 respondents as a consumer of product in PT . Prudential . Questionnaire results shows that the level of customer satisfaction dimensions of service quality assurance , reliability , empathy , responsiveness and tangible need a lot of improvement . Analysis results prove that there is a gap between perception and expectation. Of the analysis indicated that there are no services that need to be fixed with high interest. PT Prudential just need to maintain existing services ( i.e. in the dimension of assurance , empathy , responsiveness and reliability) and not too much in making attempts on dimensions of service that do not really matter ( in this case is the dimension of tangibles )*

**Keywords:** *PT. Prudential Indonesia, service, quality, service quality, SERVQUAL, gap, improvements*

**Abstrak.** *Penelitian ini ditujukan untuk mengetahui tingkat kepuasan pemegang polis PT. Prudential Life Insurance Indonesia atas kualitas pelayanan yang diberikan kepada pemegang polis hingga saat ini. Pada penelitian ini, penulis menggunakan metode SERVQUAL sebagai alat pengukur kepuasan konsumen terhadap layanan suatu perusahaan. Penelitian ini menggunakan kuesioner yang dibagikan kepada 170 responden sebagai konsumen produk PT. Prudential. Kesimpulan dari hasil kuesionernya adalah tingkat kepuasan nasabah dari dimensi kualitas servis assurance, reliability, empathy, responsiveness dan tangible memerlukan banyak perbaikan. Hasil analisis membuktikan bahwa terdapat gap antara persepsi dan ekspektasi. Dari analisis ditunjukkan bahwa tidak ada servis yang memerlukan kepentingan tinggi untuk diperbaiki. PT Prudential hanya perlu untuk mempertahankan servis yang sudah ada (yaitu di dimensi assurance, empathy, responsiveness dan reliability) dan tidak terlalu membuat usaha di dimensi pelayanan yang tidak terlalu penting (dalam kasus ini tangibles adalah dimensi tersebut).*

**Kata kunci:** *PT. Prudential Indonesia, layanan, kualitas, kualitas layanan, SERVQUAL, gap, perbaikan*

### **Introduction**

Quality is one of the factors that have been migrated from manufacturing strategy into the service arena (Parieau and McDaniel, 1997). In the service sector, the quality of the service is the most important and dominant themes in research service, it has become a strategic instrument to firms since 1990s (Fisk *et al.*, 1993; Donnelly *et al.*, 1995). Customer perceives services in terms if its quality and how satisfied they are overrall with the experiences (Zeithaml, 2000). According to Timmers and Van Der Wiele (1990), satisfying customer is not enough: there is a compelling need to delight the customer if a competitive advantage is to be achieved. The key to sustainable competitive advantage in today's competitive environment lies in delivering high quality service that result in satisfied customers (Shemwell *el al.*, 1998). In fact service quality has become powerful competitive weapon which many leading service organizations possess (Berry *et al.*, 1985).

Service sector has produced approximately two-third of worldwide GNP from twenty-first century or less (Kara *et al.*, 2005). In the huge sector of service, insurance sector is one of the entities that has been growing relatively fast in Indonesia. One of the companies is PT. Prudential Indonesia. Prudential Plc. is a British company built in 1848. This company has a purpose of helping citizens in planning their finance and family, by providing products of life insurance and financial investment planning. This company is growing in three sectors, the Great Britain and Europe, United States, and Asia. This company claims that they keep the harmonic relationship between customer and themselves.

In Indonesia, Prudential Plc Company built their branch in 1995 with the name PT. Prudential Life Insurance Indonesia (PT. Prudential Indonesia). This company offers innovation and products that suits their customers. This company offers life insurance and investment products that are going to fulfill customer needs. The following are the product development of PT. Prudential Indonesia that are matched with lifestyle changes and customer's financial goals which are Unit Link Product which include: PRUlink assurance account, PRUlink investor account, PRU Syariah and health care products which include PRU major medical and PRU hospital care.

PT. Prudential Indonesia has a vast number of customers, but each year, it suffers fluctuation in its number for that reason, company management must know what factor that can give the maximum satisfaction to the customer, in order to make the customer stay loyal to the company. As part of continuous improvement (Plan Do Check Action/PDCA), in this research we do 'Check' in PDCA. In this part of continuous improvement, we monitor and evaluate the processes and results against objectives and specifications and report the results in this case. Therefore, knowing the customer's perception on the already delivered service and their expectation for future service delivery is very important for the company in order to keep and improve its service quality delivery to its customers as part of continuous improvement system.

## **LITERATURE REVIEW**

### **Service Quality**

Definition of service quality is revolving around the efforts to meet the expectations of service users with a quick and precise service. Parasuraman *et al.* (Tjiptono, 1996:174) defines quality of services as a service superior to the expectations of service users, covering the production process services. He also defines the quality of services as the contention between the hope from the customer and the current attitude of the service users. Service excellence does not depend on the unique services and facilities that the services disclosed, whether it is about the appropriateness of the hope from the customer and the current attitude of the service users. Service quality itself is defined by Kotler (in supyanto 1997:231) in five dimensions, which are:

1. Reliability: the ability to do the promised services accurately and reliably
2. Responsiveness: the ability to help the customer and giving the fast response services
3. Assurance: knowledge and politeness of the employee and their ability to embrace trust and assurance
4. Empathy: giving personal attention and care to the customer.
5. Tangibles: physical appearance, tool, personnel, and communication media.

A company must be able to understand the behavior of the target market customers because the survival of the company as an organization that would like to meet customer needs depending on the behavior of the customer. Therefore, it is believed that the key factor in winning the competition is providing value and satisfaction to customers through the delivery of quality products and services. The customer themselves must have the traditionally good concept as a buyer and user of the products as well as modern enterprise which include external customer (a person who buys the

company's products) and internal customer (all parties within the same organization that use services of a particular section or department) (Pratama, 2012:4).

According to Tjiptono (1996: 24) customer satisfaction is a response of the customer to the evaluation of the perceived discrepancy between prior expectations and actual performance of the product that is felt after usage. According to Engel in Tjiptono (1996:126) customer satisfaction is post-buying evaluation where the alternative chosen from the customer is giving the equal or more amount of outcome. Basically, the purpose of the business is to create and grasp hold of the customer. Therefore, by understanding the process and customer, organization will realize and appreciate the meaning of the quality. Whatever management does, it will be nothing if in the end the customer satisfactory does not increase (Tjiptono and Diana 2001:102). There is also a close relationship between the product and service quality, customer satisfaction, and profitability of the company. The higher the level of quality leading to higher customer satisfaction and it also will embrace higher prices and lower cost (Kotler, 1994, 48).

### Service Quality in Insurance Industry

According to Neetu bala (2011), 22 item scales are proposed by Parasuraman et al, (1988) for collecting data regarding customer's perceptions and expectations of various service attributes. The discrepancy between perception and expectation (termed the as the gap) is a measure of service quality. Questionnaire consists of two scales, titled perceptions and expectations. The perceptions scale is a set of a set of 22 items encompassing 5 dimensions that describe what customer actually think of the service. The expectations scale is a set of 22 matching items from perception scale describing what customer expect from an excellent company. Respondents were asked to indicate their perceptions and expectations level for each item in the questionnaire with seven-point likert scale (ranging from 1 indicating "very strongly disagree" to 7 indicating "very strongly agree"). The instrument has been modified and it consists of 17 items and the likert scale is modified into 5 point likert scale (ranging from 1 indicating "strongly disagree" to 5 indicating "strongly agree"). Two items under reliability, three items under empathy, two item under responsiveness, and 3 items under tangible dimensions are clubbed into one item each to make the questionnaire more recognizable by the surveyed respondents. The questionnaire is also translated into bahasa in order to make the questionnaire recognizable to most of the respondent. Items used in the current study are presented as described below.

Table 1 . list of original SERVQUAL 22 item as proposed by Parasuraman et al.

Dimensions	Items for measuring Perception and expectation
Assurance	Employees who have the knowledge to answer customer questions
	Employees who instill confidence in customers
	Making customers feel safe in their transactions
	Employees who are consistently courteous
Reliability	Providing services at the promised time
	Providing services as promised
	Providing services right the first time
Empathy	Showing sincere interest in solving customer problems
	Giving customers individual attention
	b. Employees who deal with customers in a caring fashion
	c. Having the customers' best interest at heart
	Employees who understand the needs of their customers
	Having business hours convenient for their Customers

Responsiveness	Keeping customers informed about when services will be performed
	a. Willingness to help customers b. Readiness to respond to customers' requests
	Providing prompt service to customers
Tangibles	a. Visually appealing facilities b. Visually appealing materials associated with the service
	Employees who have a neat and professional appearance
	Modern and updated equipment

In the paper written by Neetu Balaa (2011) the questionnaire item is modified for insurance company. Several questions are also merged and the outcomes are downsized to 17 questions questionnaire item.

Table 2. Modified Servqual item for insurance company

Dimension	Items for measuring Perception and Expectation
Assurance	1. Agents and employees have the knowledge and competence to respond to customer demand
	2. Agents and employees to be good and true to foster confidence in customers
	3. Agents and employees maintain the confidentiality of client
	4. Agents and employees behave accordingly and appropriately
Reliability	1. Agents and employees provide service on time, in accordance with the schedule promised
	2. Agents and employees provide the right service and the right since the beginning of the transaction
Empathy	1. Agents and employees give a sincere intention to solve the problems faced by customers
	2. Agents and employees show concern in accordance with the interests of customers
	3. Agents and employees understand the specific needs of customers
	4. Agents and employees provide work hours that are convenient for customers
Responsiveness	1. Agents and employees to provide information about the schedule of services
	2. Agents and employees are willing to help customers
	3. Agents and employees ready to respond to customer requests
Tangibles	1. The company provides materials and facilities which interest related to services provided to customers
	2. Agents and employees in a neat and professional look
	3. The company always uses modern equipment
	4. The company always uses the equipment in accordance with current conditions

## DATA ANALYSIS AND RESULTS

### Descriptive statistics

The sample of this research consists of 57.1 % of male respondents and 42.9% of female respondents. The respondents are spread between the ages of 19 to 55, with the average of 33.55 and standard deviation of 9.065. In terms of marital status, 60.6% of the respondents are married, and 39.4 % are not married. 84.7 % of the respondent belongs to the area of Bandung, whereas the rest of the respondents belong to the area such as Balikpapan, Cimahi, Ciparay, Jakarta, and Tangerang. In terms of occupation, majority of the respondents, more than half of the respondents (61.8 %) are private company employees, while 17.1% are entrepreneur, 10.6% are college students, and the rest of them are housewives, civil servants, professional, and police. In terms of education, more than half of the respondents (61.2%) are undergraduate, 18.8% are High school graduate, 9.4% are post graduate. 7.1% have diploma degree, and 3.5% are junior high school graduate. As high as 73.5%, most of the respondents fall in the income range of Rp. 3,000,000 to 10,000,000 and as low as 3.5% are getting about lower than Rp. 1,000,000. Majority of the respondents (89,5%) bought one type of policy while 7.1% bought more than two types of policies. As regards of premium payment, most (95.3%) of them are paying monthly. And in general, most (30%) of the respondents have registered for 1 year.

### Means and Standard Deviation

Means and standard deviation are necessary in this research because there are 170 respondents in this research. We determine the average value of each dimension's means and standard deviation.

Table 3. Means and Standard Deviation of Perception

Dimension	Mean	N	Standard Deviation
Assurance 1	4.111	170	0.999
Assurance 2	4.064	170	0.973
Assurance 3	3.847	170	0.910
Assurance 4	3.776	170	0.908
<b>Average</b>	<b>3.950</b>		
Reliability 1	3.811	170	0.948
Reliability 2	3.917	170	1.017
<b>Average</b>	<b>3.864</b>		
Empathy 1	3.835	170	1.041
Empathy 2	3.770	170	0.973
Empathy 3	3.752	170	0.977
Empathy 4	3.776	170	0.977
<b>Average</b>	<b>3.783</b>		
Responsiveness 1	3.676	170	0.964
Responsiveness 2	3.788	170	0.955
Responsiveness 3	3.764	170	0.998
<b>Average</b>	<b>3.743</b>		
Tangibles 1	3.723	170	0.929
Tangibles 2	4.135	170	0.712
Tangibles 3	3.788	170	0.943
Tangibles 4	3.841	170	0.931
<b>Average</b>	<b>3.872</b>		

Table 4. Means and Standard Deviation of Expectation

Dimension	Mean	N	Stand ard Deviat ion
Assurance 1	4.447	170	0.688
Assurance 2	4.258	170	0.664
Assurance 3	4.164	170	0.782
Assurance 4	4.047	170	0.889
<b>Average</b>	<b>4.229</b>		
Reliability 1	4.135	170	0.776
Reliability 2	4.117	170	0.703
<b>Average</b>	<b>4.126</b>		
Empathy 1	4.117	170	0.812
Empathy 2	4.029	170	0.741
Empathy 3	4.052	170	0.755
Empathy 4	4.158	170	0.802
<b>Average</b>	<b>4.089</b>		
Responsivene ss 1	3.964	170	0.834
Responsivene ss 2	4.047	170	0.855
Responsivene ss 3	4.147	170	0.751
<b>Average</b>	<b>4.052</b>		
Tangibles 1	3.935	170	0.770
Tangibles 2	3.988	170	0.791
Tangibles 3	4.100	170	0.818
Tangibles 4	4.170	170	0.849
<b>Average</b>	<b>4.048</b>		

Based on the table 3, we can see that average means of assurance dimension is 3.950. Average means of reliability dimension is 3.864. Average means of empathy dimension is 3.783. Average means of responsiveness dimension is 3.743 and average means of tangibles dimension is 3.8721.

So, we can conclude that assurance dimension has highest means with value 3.950 and responsiveness dimension has lowest means with value 3.743. That result means that based on customer perception about service quality at Prudential, assurance dimension has the highest value, which is means that Prudential customers trust enough with the service from Prudential employees. But from responsiveness dimension which has the lowest value, we can said that Prudential customers does not get enough help and response from the employee and agent. Based on the table 4, we can see that average means of assurance dimension is 4.2294. Average means of reliability dimension is 4.1265. Average means of empathy dimension is 4.0897. Average means of responsiveness dimension is 4.0529 and average means of tangibles dimension is 4.0485.

So, we can conclude that assurance dimension has the highest mean with value 4.2294 and tangibles dimension has the lowest mean with value 4.0485. So, the customers expect to receives service the most in assurance, they think that assurance dimension is the most important service that Prudential should given to them. And the Prudential customers think that tangibles from Prudential physical facilities and employees is the last important service they want to receives.

### Validity Test

Validity test is used to measure whether the questionnaire is valid or not. A questionnaire was called valid if the questions in that questionnaire can reveal the data that we want to measure from the questionnaire. So, validity test want to measure which the question in the questionnaire really can measure what we want to measure or not (Ghozali, 2009).

Table 5. Validity test

DIMENSION	PERCEPTION			EXPECTATION		
	MEAN	CORREL. COEFF.	VALID/ NOT	MEAN	CORREL. COEFF.	VALID/ NOT
<b>ASSURANCE</b>						
Assurance 1	4.112	0.840	VALID	4.447	0.737	VALID
Assurance 2	4.065	0.875	VALID	4.259	0.769	VALID
Assurance 3	3.847	0.757	VALID	4.165	0.761	VALID
Assurance 4	3.776	0.782	VALID	4.047	0.839	VALID
<b>RELIABILITY</b>						
Reliability 1	3.812	0.899	VALID	4.135	0.863	VALID
Reliability 2	3.918	0.912	VALID	4.118	0.831	VALID
<b>EMPATHY</b>						
Empathy 1	3.835	0.866	VALID	4.118	0.772	VALID
Empathy 2	3.770	0.869	VALID	4.029	0.725	VALID
Empathy 3	3.753	0.853	VALID	4.053	0.773	VALID
Empathy 4	3.776	0.872	VALID	4.159	0.733	VALID
<b>RESPONSIVENESS</b>						
Responsiveness 1	3.676	0.808	VALID	3.965	0.765	VALID
Responsiveness 2	3.788	0.893	VALID	4.047	0.823	VALID
Responsiveness 3	3.765	0.840	VALID	4.147	0.739	VALID
<b>TANGIBLES</b>						
Tangibles 1	3.723	0.779	VALID	3.935	0.737	VALID
Tangibles 2	4.135	0.649	VALID	3.988	0.745	VALID
Tangibles 3	3.788	0.869	VALID	4.100	0.834	VALID
Tangibles 4	3.841	0.835	VALID	4.171	0.780	VALID

Validity suggests truthfulness; it refers to how well an idea fits with actual reality. The absence of validity occurs if there is poor fit between the constructs a researcher uses to describe, theorize, or analyze the social world and what actually occurs in the social world. In simple terms, validity addresses the question of how well the social reality being measured through research matches with the constructs researchers used to understand it. (Neuman, 2006).

Validity test also measure coefficient of correlation between each variable with total variables in the same dimension. The coefficient of correlation measures the relative strength of a linear relationship between two numerical variables. The values of the coefficient of correlation range from -1 for a perfect negative correlation to +1 for a perfect positive correlation. When the coefficient of correlation gets closer to + 1 or -1, the linear relationship between the two variables is stronger. When the coefficient of correlation is near 0, little or no linear correlation exists. The signs (+ or -) of the coefficient of correlation indicates whether the data are positively correlated or negatively correlated. (Levine, Krehbel, & Berenson, 2010).

Based on the table 5, we can see that coefficient of correlation on assurance dimension in perception section has highest value 0.875 on item number 2 and lowest value 0.757 on item number 3. That means between item number 2 and total items in assurance dimension has the strongest linear

relationship and between item number 3 and total items in assurance dimension has the weakest linear relationship. Coefficient of correlation in expectation section has highest value 0.839 on item number 4 and lowest value 0.737 on item number 1. That means between item number 4 and total items in assurance dimension has the strongest linear relationship and between item number 1 and total items in assurance dimension has the weakest linear relationship.

Coefficient of correlation on reliability dimension in perception section has highest value 0.912 on item number 2 and lowest value 0.899 on item number 1. That means the linear relationship between item number 2 and total items in reliability dimension is the strongest and the linear relationship between item number 1 and total items in reliability dimension is weak. In expectation section, coefficient of correlation has the highest value 0.863 on item number 1 and lowest value 0.831 on item number 2. That value means that all items in reliability dimension has strong linear relationship.

In empathy dimension, we can see that coefficient of correlation in perception section has highest value 0.872 on item number 4 and lowest value 0.853 on item number 3. That means between item number 4 and total items in empathy dimension has the strongest linear relationship and between item number 3 and total items in empathy dimension has the weakest relationship. Coefficient of correlation in expectation section has the highest value 0.773 on item number 3 and lowest value 0.725 on item number 2. That result means that the linear relationship between item number 3 and total items in empathy dimension is the strongest relationship and the linear relationship between item number 2 and total items in empathy dimension is the weakest relationship.

Coefficient of correlation on responsiveness dimension in perception section has the highest value 0.893 on item number 2 and lowest value 0.808 on item number 1. This result means that linear relationship between item number 2 and total items in responsiveness dimension is the strongest relationship and relationship between item number 1 and total items in responsiveness dimension is the weakest relationship. In expectation section, we can see that the highest value of coefficient of correlation is 0.823 and the lowest is 0.739. That means every item in responsiveness dimension on expectation section has strong relationship with all items in that responsiveness dimension.

In tangibles dimension, coefficient of correlation has the highest value 0.869 on item number 3 in perception section and lowest value 0.649 on item number 2. That means between item number 3 and total items in tangibles dimension has the strongest linear relationship and between item number 2 and total items in tangibles dimension has the weakest relationship. Coefficient of correlation in expectation section has the highest value 0.834 on item number 3 and lowest value 0.737 on item number 1. That means the linear relationship between item number 3 and total items in tangibles dimension has the strongest relationship and the linear relationship between item number 1 and total items in tangibles dimension has the weakest relationship.

So, based on the result of validity test in every dimension from both perception and expectation, we can conclude that all items in the questionnaire are valid because the coefficient of correlation in every dimension get closer to + 1 and there are not items that near to 0 (zero). So, every single items or question in the questionnaire really can measure the service quality of Prudential.

### **Reliability Test**

Reliability means dependability or consistency, it suggests that the same thing is repeated or recurs under the identical or very similar conditions. The opposite of reliability is a measurement process that yields erratic, unstable, or inconsistent results. (Neuman, 2006).

Reliability test is a tool to measure a questionnaire which form indicator from a variable or construct. A questionnaire was called reliable if respondent answers to the question are consistent or stable all the time. Reliability can be measured with One Shot Method, or we just need to measure in one



time and then we compare the result with the other question or measure the correlation between each item of questions. The author used SPSS to measure reliability with Cronbach Alpha. A variable was called reliable if the value of Cronbach Alpha more than 0, 60 (Cronbach Alpha > 0, 60). (Ghozali, 2009)

Table 6. Reliability test of Assurance Dimension

DIMENSION	PERCEPTION		EXPECTATION	
	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)
ASSURANCE		<b>0.831</b>		<b>0.778</b>
Assurance 1	0.6899	0.7722	0.5504	0.7416
Assurance 2	0.7564	0.7401	0.6056	0.7181
Assurance 3	0.5771	0.8212	0.5518	0.7409
Assurance 4	0.6172	0.8045	0.6483	0.6923

Based on the table above, we can see that the value of Cronbach Alpha in assurance dimension from perception and expectation sections are 0,831 and 0,778. The value means that reliability dimension on both perception or expectation section is reliable because the Cronbach alpha is more than 0, 60.

Table 7. Reliability test of Reliability Dimension

DIMENSION	PERCEPTION		EXPECTATION	
	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)
RELIABILITY		0.779		0.606
Reliability1	0.6402	.	0.4365	.
Reliability 2	0.6402	.	0.4365	.

Based on the table reliability test of reliability dimension above, we can see that the value or Cronbach Alpha in reliability dimension is 0,779 in perception section and 0,606 in expectation section. So, we can conclude that every item in the assurance dimension is reliable because the value of Cronbach Alpha is more than 0,60.

Table 8. Reliability test of Empathy Dimension

DIMENSION	PERCEPTION		EXPECTATION	
	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)
EMPATHY		<b>0.876</b>		<b>0.742</b>
Assurance 1	0.7451	0.8361	0.5551	0.6706
Assurance 2	0.7612	0.8296	0.5093	0.6965
Assurance 3	0.7337	0.8403	0.5784	0.6582
Assurance 4	0.6918	0.8564	0.4978	0.7039

From the result from reliability test of empathy dimension above, we can see that the value of Cronbach Alpha on perception is 0,876 and the value of Cronbach alpha on expectation section is 0,742. That numbers mean that all items in empathy dimension for perception and expectation section are reliable.

Table 9. Reliability test of Responsiveness Dimension

DIMENSION	PERCEPTION		EXPECTATION	
	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)
RESPONSIVENESS		<b>0.802</b>		<b>0.670</b>
Responsiveness 1	0.5791	0.7994	0.4514	0.6169
Responsiveness 2	0.7464	0.6251	0.5480	0.4825
Responsiveness 3	0.6253	0.7544	0.4541	0.6125

From the table reliability test of responsiveness dimension above, we can see that the value of Cronbach Alpha in perception is 0,802 and the value of Cronbach Alpha in expectation is 0,670. So this result means that all items in responsiveness dimension is reliable because there are not Cronbach Alpha with value less than 0,60.

Table 10. Reliability test of Tangibles Dimension

DIMENSION	PERCEPTION		EXPECTATION	
	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)
TANGIBLES		<b>0.795</b>		<b>0.777</b>
Tangibles 1	0.5797	0.7584	0.5361	0.7455
Tangibles 2	0.4591	0.8083	0.5399	0.7438
Tangibles 3	0.7303	0.6766	0.6758	0.6716
Tangibles 4	0.6730	0.7089	0.5756	0.7267

Based on the table reliability test of tangibles dimension above, we can see that the value of Cronbach alpha in perception is 0,795 and the value of Cronbach alpha in expectation is 0,777. This result means that every item in tangibles dimension is reliable because the Cronbach alpha value is more than 0,60.

Table 11. Average Reliability Test

Average Reliability Test	Corrected Item-Total Correlation	Cronbach's Alpha (if Item Deleted)
Perception	0.6615	0.6842
Expectation	0.6100	0.6814

After we analyze the reliability test of each dimension, we can conclude that all dimension which is assurance, reliability, responsiveness, empathy and tangible dimension are reliable because the value of Cronbach Alpha is always higher than 0,60 and the average Cronbach alpha for perception and expectation are 0,6842 and 0,6814.

### Customer Gap

Customer gap is important to known because we already know that customer perception about the service they accept from Prudential is below from customer expectation about the service they will get. The table below is average customer gap between customer perception and customer expectation about the service quality in Prudential.

Table 12. Customer Gap on Assurance Dimension

Dimension	Perception	Expectation	Gap
Assurance 1	4.1118	4.4471	-0.3353
Assurance 2	4.0647	4.2588	-0.1941
Assurance 3	3.8471	4.1647	-0.3176
Assurance 4	3.7765	4.0471	-0.2706
<b>Average Reliability Dimension</b>	<b>3.9500</b>	<b>4.2294</b>	<b>-0.2794</b>

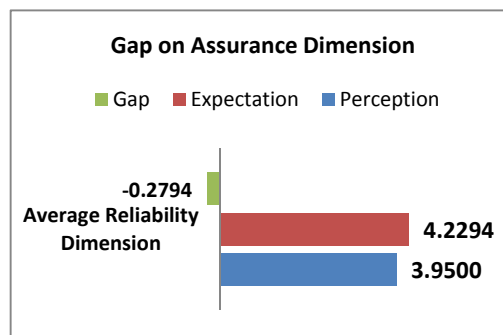


Figure 1. Customer Gap on Assurance Dimension

Based on the data customer gap on assurance dimension above, we can see that customer perception about Prudential service they already received is 3.950 and customer expectation about the service they will receive is 4.2294. So, there is a negative gap between customer perception and customer expectation about the service quality at Prudential, and the gap is -0.2794.. This number also means that customer expectation about the service is more than the service they experienced from Prudential.

Table 13. Customer Gap on Reliability Dimension

Dimension	Perception	Expectation	Gap
Reliability 1	3.8118	4.1353	-0.3235
Reliability 2	3.9176	4.1176	-0.2000
<b>Average Reliability Dimension</b>	<b>3.8647</b>	<b>4.1265</b>	<b>-0.2618</b>

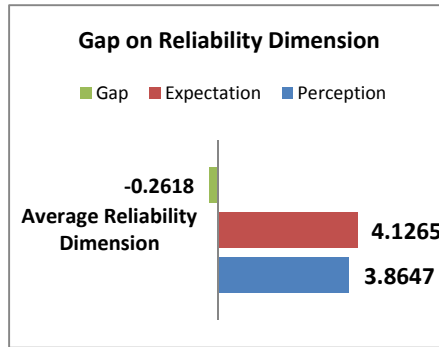


Figure 2. Customer Gap on Reliability Dimension

Based on the data above, we can see that customer experience about service they receive from Prudential on reliability dimension which is about Prudential ability to perform the promises service dependably and accurately is 3.8647 and their expectation about it is 4.1265. So there is a gap between customer perception and customer expectation about reliability dimension from Prudential service, and it was -1,4242. Negative value on the gap means that customer experience about the service is less than their expectation to receive the service.

Table 14. Customer Gap on Empathy Dimension

Dimension	Perception	Expectation	Gap
Empathy 1	3.835	4.118	-0.282
Empathy 2	3.771	4.029	-0.259
Empathy 3	3.753	4.053	-0.300
Empathy 4	3.777	4.159	-0.382
<b>Average Reliability Dimension</b>	<b>3.784</b>	<b>4.090</b>	<b>-0.306</b>

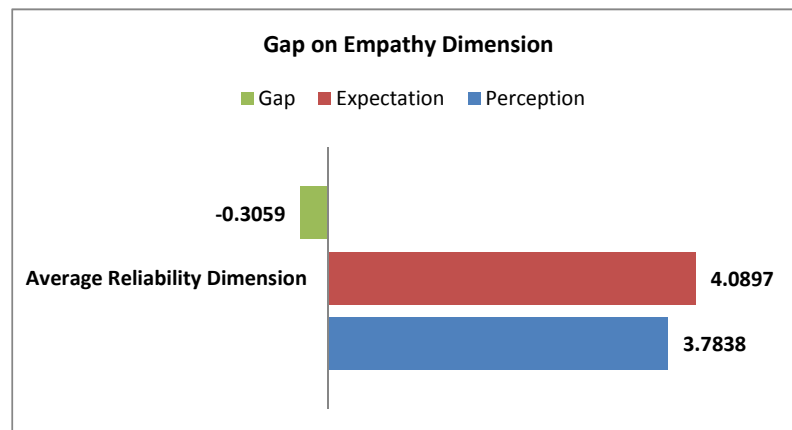


Figure 3. Customer Gap on Empathy Dimension

Based on the table and figure above, we can conclude that customer perception with value 3.7838 about the service at Prudential is below the customer expectation with value 4.0897. And this result makes a negative gap between customer perception and customer expectation about the service they receive from Prudential with value -0.3059.

Table 15. Customer Gap on Responsiveness Dimension

Dimension	Perception	Expectation	Gap
Responsiveness 1	3.677	3.965	-0.288
Responsiveness 2	3.788	4.047	-0.259
Responsiveness 3	3.765	4.147	-0.382
<b>Average Reliability Dimension</b>	<b>3.743</b>	<b>4.0530</b>	<b>-0.310</b>

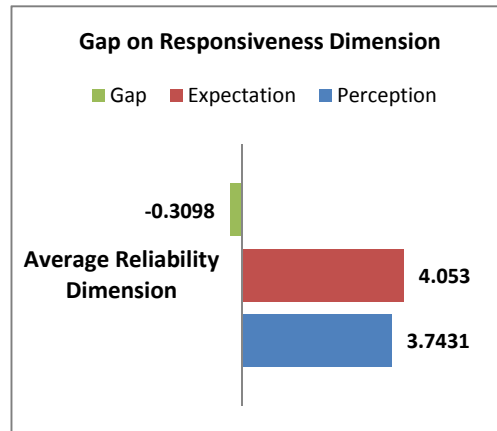


Figure 4. Customer Gap on Responsiveness Dimension

Based on the table and figure about gap on responsiveness dimension above, we can see that customer perception about the service on responsiveness dimension is 3.7431 and customer expectation about the service they will receive on responsiveness dimension is 4.053. So, the differences value between customer perception and customer expectation makes a negative gap with value -0.3098.

Table 16. Customer Gap on Tangible Dimension

Dimension	Perception	Expectation	Gap
Tangibles 1	3.724	3.935	-0.212
Tangibles 2	4.135	3.988	0.147
Tangibles 3	3.788	4.100	-0.312
Tangibles 4	3.841	4.171	-0.329
<b>Average Reliability Dimension</b>	<b>3.872</b>	<b>4.049</b>	<b>-0.177</b>

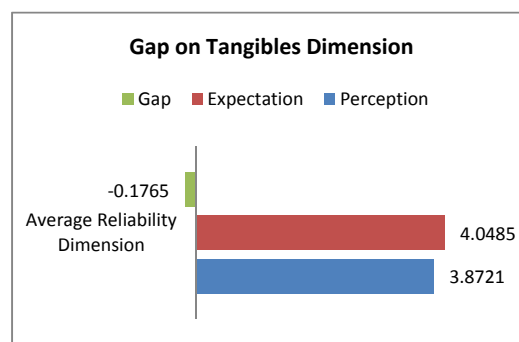


Figure 5. Customer Gap on Tangible Dimension

Based on the table and figure above, we can see that average means of tangible dimension on perception is 3.8721 and average means of tangible dimension of expectation is 4.0485. So, that create negative gap between customer perception and customer expectation with value -0.1765.

So, after we analyze the gap about the service quality from Prudential, we can conclude that customer gap between customer perception and customer expectation about service quality at Prudential has negative value in all dimensions. That means Prudential service to customer is less satisfied than customer expected about the service.

The smallest gap was in tangibles dimension with value -0.1765, that means Prudential customer more satisfied with appearance of physical facilities in Prudential. They can make the customer feel cozy although still there are a gap between what they want and what they actually received. The largest gap was in responsiveness dimension with value -0.3098 and that means Prudential customer less satisfied with appearance of fast service in Prudential.

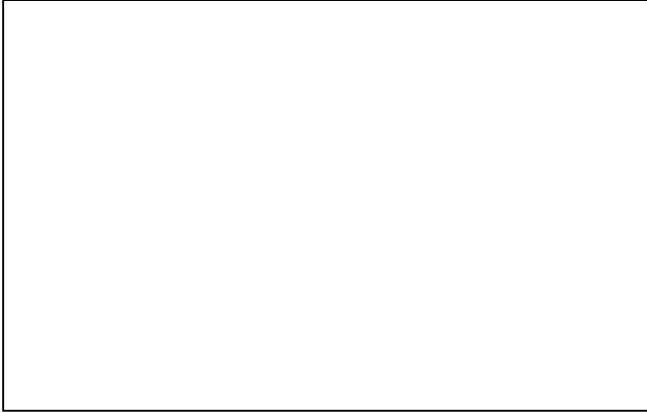
#### **Proposed Improvement for Prudential**

*Gap Analysis* about Servqual measurement at PT. Prudential Life Insurance Indonesia based on the calculation of the respondents' level of compatibility across the data for each item, can be tabulated in the following table:

Table 17. Gap Analysis on Customer Evaluation of Service Quality

Dimension	No.	Perception	Expectation	MP	"+/-"	ME	"+/-"	Gap
<b>Assurance</b>	1	699	756	4.11	+	4.45	+	-0.34
	2	691	724	4.06	+	4.26	+	-0.19
	3	654	708	3.85	+	4.16	+	-0.32
	4	642	688	3.78	-	4.05	-	-0.27
<b>Mean</b>		<b>671.5</b>	<b>719.0</b>	<b>3.95</b>	<b>+</b>	<b>4.23</b>	<b>+</b>	<b>-0.28</b>
<b>Reliability</b>	5	648	703	3.81	-	4.14	+	-0.32
	6	666	700	3.92	+	4.12	+	-0.20
<b>Mean</b>		<b>657.0</b>	<b>701.5</b>	<b>3.86</b>	<b>+</b>	<b>4.13</b>	<b>+</b>	<b>-0.26</b>
<b>Empathy</b>	7	652	700	3.84	-	4.12	+	-0.28
	8	641	685	3.77	-	4.03	-	-0.26
	9	638	689	3.75	-	4.05	-	-0.30
	10	642	707	3.776	-	4.16	+	-0.38
<b>Mean</b>		<b>643.3</b>	<b>695.3</b>	<b>3.784</b>	<b>-</b>	<b>4.09</b>	<b>-</b>	<b>-0.31</b>
<b>Responsiveness</b>	11	625	674	3.68	-	3.96	-	-0.29
	12	644	688	3.79	-	4.047	-	-0.26
	13	640	705	3.76	-	4.15	+	-0.38
<b>Mean</b>		<b>636.3</b>	<b>689.0</b>	<b>3.74</b>	<b>-</b>	<b>4.053</b>	<b>-</b>	<b>-0.31</b>
<b>Tangibles</b>	14	633	669	3.72	-	3.94	-	-0.21
	15	703	678	4.14	+	3.99	-	0.15
	16	644	697	3.79	-	4.10	-	-0.31
	17	653	709	3.84	-	4.17	+	-0.33
<b>Mean</b>		<b>658.3</b>	<b>688.3</b>	<b>3.87</b>	<b>+</b>	<b>4.05</b>	<b>-</b>	<b>-0.18</b>
<b>Mean Item</b>		<b>653.82</b>	<b>698.82</b>	<b>3.85</b>		<b>4.11</b>		
<b>Mean Dimension</b>		<b>653.27</b>	<b>698.60</b>	<b>3.85</b>		<b>4.11</b>		

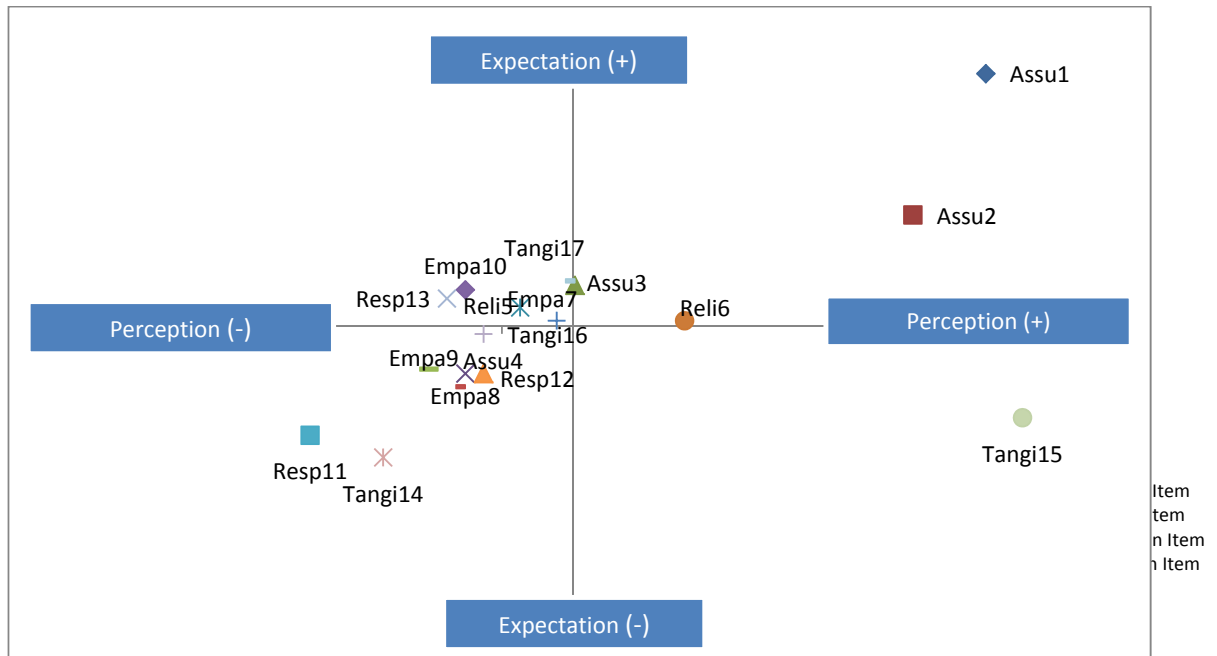
**Legend:**



From the results of the calculation table, it can be described some information about the perception of quality of service on PT. Prudential Life Insurance Indonesia and difference / gap compared with expectations of service quality in the PT. Prudential Life Insurance Indonesia. Overall the biggest gap is on item statement no. 10 (Agent and employee provide working hours that are convenient for customers) at Empathy dimension and no. 13 (Agents and employees are ready to respond to customer demand) on the Responsiveness dimension of each gap has a value of -0.38. While the smallest gap value is item no. 15 (Agents and employees appear in a neat and professional) on tangibles dimension with a value gap of 0.15. Big gap values shows that clients feel a great dissatisfaction over the quality of services provided by PT. Prudential Life Insurance Indonesia, while the value of small gap shows that customer satisfaction on the quality of services provided by PT. Prudential Life Insurance Indonesia.

The following are the explanation of gap value of each dimension of service quality , as follows :

Figure 6. Cartesian diagram between Perception and Expectation



Based on the question attributes of service quality assessment instrument, it is obtained difference or gap between the level of service quality assessment of each dimension of assurance, reliability, empathy, responsiveness and tangibles that can be described as follows:

1) Dimension of Assurance

Largest gap of the service quality gap among the four item in assurance dimension is in item no. 1 (agents and employees have the knowledge and competence to respond to customer demand) amounted to -0.34, while the smallest value in the item no. 2 (Agents and employees Be kind and true to foster confidence in customers) amounted to -0.19.

2) Dimension of Reliability

Largest gap of the service quality gap among the two item in reliability dimension is in item no. 5 (agents and employees provide service in a timely manner, in accordance with the schedule promised) amounted to -0.32, while the smallest gap value at item no. 6 (agents and employees provide the right service and the right since the beginning of the transaction) amounted to -0.20.

3) Dimensions of Empathy

Largest gap of the service quality gap among the four item in empathy dimension is in item no. 10 (Agent and provide the employee working hours that are convenient for customers) amounted to -0.38, while the smallest gap value at item no. 8 (agents and employees show concern in accordance with customers' interests) amounted to -0.26.

4) Dimensions of Responsiveness

Largest gap of the service quality gap among the three item in responsiveness dimension is in item no. 13 (Agents and employees are ready to respond to customer demand) amounted to -0.38, while the smallest gap value at item no. 12 (Agents and employees are willing to help customers) amounted to -0.26.

5) Dimension Tangibles

Largest gap of the service quality gap among the four item in tangibles dimension is in item no. 17 (The company always uses the equipment in accordance with current conditions) of -0.33, while the smallest value in the item no. 15 (Agents and employees appear in a neat and professional) of 0.15. Based on the picture above can be seen that the quality of service attributes are dispersed into the four (4) quadrants, as follows:

Table 18. Service quality attribute

Quadrant	Item/Question
<b>A</b>	<ul style="list-style-type: none"> <li>- Reliance<sub>5</sub> (Agen dan karyawan memberikan service tepat pada waktunya, sesuai dengan jadwal yang dijanjikan)</li> <li>- Empathy<sub>7</sub> (Agen dan karyawan memberikan niat yang tulus dalam memecahkan masalah yang dihadapi nasabah)</li> <li>- Empathy<sub>10</sub> (Agen dan karyawan menyediakan jam kerja yang nyaman bagi nasabah)</li> <li>- Responsiveness<sub>13</sub> (Agen dan karyawan siap menanggapi permintaan nasabah)</li> <li>- Tangible<sub>17</sub> (Perusahaan selalu menggunakan peralatan-peralatan yang sesuai dengan kondisi terkini)</li> </ul>
<b>B</b>	<ul style="list-style-type: none"> <li>- Assurance<sub>1</sub> (Agen dan karyawan memiliki pengetahuan dan kompetensi untuk menjawab permintaan nasabah)</li> <li>- Assurance<sub>2</sub> (Agen dan karyawan Bersikap baik dan benar untuk menumbuhkan kepercayaan terhadap nasabah)</li> <li>- Assurance<sub>3</sub> (Agen dan karyawan menjaga kerahasiaan)</li> </ul>



Quadrant	Item/Question
	nasabah) - Reliance <sub>6</sub> (Agen dan karyawan memberikan servis yang benar dan tepat sejak awal transaksi)
<b>C</b>	- Assurance <sub>4</sub> (Agen dan karyawan berperilaku sesuai dan tepat) - Empathy <sub>8</sub> (Agen dan karyawan menunjukkan kepedulian sesuai dengan kepentingan nasabah) - Empathy <sub>9</sub> (Agen dan karyawan memahami kebutuhan khusus nasabah) - Responsiveness <sub>11</sub> (Agen dan karyawan memberikan informasi tentang jadwal pemberian layanan) - Responsiveness <sub>12</sub> (Agen dan karyawan bersedia membantu nasabah) - Tangible <sub>14</sub> (Perusahaan menyediakan bahan-bahan dan fasilitas yang menarik yang terkait dengan jasa yang diberikan kepada nasabah) - Tangible <sub>16</sub> (Perusahaan selalu menggunakan peralatan-peralatan modern)
<b>D</b>	- Tangible <sub>15</sub> (Agen dan karyawan tampil secara rapi dan professional)

According to Suprpto (2006), quadrant A indicate factors or attributes considered to affect customer satisfaction, including service elements that are considered very important, but management has not done in accordance with the wishes of the customer so disappointing / not satisfied. Quadrant B demonstrate basic service elements that have been successfully implemented. For it shall be retained. Considered very important and very satisfying. Quadrant C show some of the factors that are less important effect on the customer. Implementation by mediocre companies. Considered less important and less satisfying. Quadrant D show the factors that affect the customer is less important, but implementation is redundant. Considered less important but very satisfying. (J. Supranto, 2006).

Based on the results of data processing, the quality of service is considered as an important factor in achieving the goals of PT. Prudential Life Insurance Indonesia. When the quality of service decreases the productivity of the company will be difficult to achieve, but otherwise if performance of services increases, the productivity of the company will be achieved. Because the PT. Prudential Life Insurance Indonesia should be able to seek and strive to develop management functions, especially in terms of quality of service.

Human resources are the source of human power which can also be called a power or strength (power). Employee is a human resources is the basis for an agency or organization. Management or human resource management needs to be fostered and developed to be an employee who has qualities like high stamina so that they can work hard, tough, smart, skilled, independent, sense of responsibility and solidarity, productive, creative, innovative, future-oriented , disciplined and virtuous. All of them need to be backed up with quality service that is continuously able to direct, guide, clarify, improve internal picture, and see how the quality of care can encourage employee behavior that is reflected in their actions and decisions.

The analysis showed that service quality can be improved with a priority to seek changes based on service quality indicators, as follows:

1. Statements / items / attributes in quadrant A is a top priority that needs to be improved because customers perceive that low quality and expect high. Attributes including the quadrant A is

- a. Reliance<sub>5</sub> (Agen dan karyawan memberikan service tepat pada waktunya, sesuai dengan jadwal yang dijanjikan)
  - b. Empathy<sub>7</sub> (Agen dan karyawan memberikan niat yang tulus dalam memecahkan masalah yang dihadapi nasabah)
  - c. Empathy<sub>10</sub> (Agen dan karyawan menyediakan jam kerja yang nyaman bagi nasabah)
  - d. Responsiveness<sub>13</sub> (Agen dan karyawan siap menanggapi permintaan nasabah)
  - e. Tangible<sub>17</sub> (Perusahaan selalu menggunakan peralatan-peralatan yang sesuai dengan kondisi terkini)
2. Statements / items / attributes in quadrant B is a high priority that needs to be maintained because the customer perceives and expects high quality high. Attributes include the quadrant B, namely:
    - a. Assurance<sub>1</sub> (Agen dan karyawan memiliki pengetahuan dan kompetensi untuk menjawab permintaan nasabah)
    - b. Assurance<sub>2</sub> (Agen dan karyawan Bersikap baik dan benar untuk menumbuhkan kepercayaan terhadap nasabah)
    - c. Assurance<sub>3</sub> (Agen dan karyawan menjaga kerahasiaan nasabah)
    - d. Reliance<sub>6</sub> (Agen dan karyawan memberikan servis yang benar dan tepat sejak awal transaksi)
  3. Statements / items / attributes in quadrant C is a low priority that needs to be maintained because of the low quality of the customer perceives and expects low anyway. Attributes including the C quadrant is:
    - a. Assurance<sub>4</sub> (Agen dan karyawan berperilaku sesuai dan tepat)
    - b. Empathy<sub>8</sub> (Agen dan karyawan menunjukkan kepedulian sesuai dengan kepentingan nasabah)
    - c. Empathy<sub>9</sub> (Agen dan karyawan memahami kebutuhan khusus nasabah)
    - d. Responsiveness<sub>11</sub> (Agen dan karyawan memberikan informasi tentang jadwal pemberian layanan)
    - e. Responsiveness<sub>12</sub> (Agen dan karyawan bersedia membantu nasabah)
    - f. Tangible<sub>14</sub> (Perusahaan menyediakan bahan-bahan dan fasilitas yang menarik yang terkait dengan jasa yang diberikan kepada nasabah)
    - g. Tangible<sub>16</sub> (Perusahaan selalu menggunakan peralatan-peralatan modern)
  4. Statements / items / attributes in quadrant D is a low priority that needs to be improved because customers perceive the high quality but expect lower. Attributes including the D quadrant is:
    - a. Tangible<sub>15</sub> (Agen dan karyawan tampil secara rapi dan professional)

## CONCLUSION AND RECOMMENDATION

### Conclusions

By answering the question from the research question in chapter one, we have known that:

1. The attributes affecting the service quality of PT Prudential Indonesia to the service quality assessment is the each dimension of assurance, reliability, empathy, responsiveness and tangibles.
2. The gap between customer expectation and perception of customer about the service quality in this time in the assurance dimension have the average of 0,2794; reliability have the average of 0,2618; empathy have the average of 0,3059; responsiveness have the average of 0.3098; and tangibles have the average of 0.1765.
3. Action should be taken by PT Prudential in order to improve its service quality is to decrease or even eliminating the gap between perception and expectation by improving the performance of PT Prudential service quality in the mentioned dimension, by prioritizing the increasing of the important attribute which are viewed important by the customer, but it has not yet well displayed by PT. Prudential, and prioritize maintaining the attributes that are considered important by the customer and are goodly displayed by PT. Prudential.

In chapter 4, the author has conducted an analysis of the quality of service in Prudential and obtained the following conclusions:

Prudential employee's behavior gives confidence in the Prudential and so the Prudential can make customer feel safe when doing transaction with Prudential. This conclusion is proven by the means from questionnaire in assurance dimension that have the biggest value.

Prudential customer's doing not get enough responsiveness from Prudential, in other words, agent and employee of Prudential is not giving enough help and assistance to the customer. This conclusion gets from analysis in means of responsiveness dimension has the smallest means from respondents.

All dimensions in service quality of Prudential have negative gap that means customers experience about the service they will receive from Prudential is less than what they expected.

Overall, we can conclude that based on the measurement of service quality in the Prudential, the service quality at Prudential less satisfying consumers from various aspects Prudential cannot meet all the consumer wants and the service quality in the Prudential does not meet consumer expectations. So, Prudential should improve the quality of service to the customer to satisfy them.

### **Recommendations**

Based on the performance importance analysis, following recommendations are offered for improving service quality at Prudential:

1. The main priorities that need to be improved:
  - a. SERVICE employees provide timely, in accordance with the schedule promised
  - b. employees give a sincere intention to solve the problems facing customers
  - c. Employees provide work hours that are convenient for customers
  - d. Ready to respond to customer demand
  - e. The company always uses the equipment in accordance with current conditions
2. The main priority should be maintained:
  - a. Employees have the knowledge and competence to respond to customer demand
  - b. Employees to be good and true to foster confidence in customers
  - c. Employees maintain the confidentiality of client
  - d. Employees provide the right service and the right since the beginning of the transaction
3. Low priority to be maintained:
  - a. Employees behave accordingly and appropriately
  - b. Showing concern for employees in accordance with the interests of customers
  - c. Employees understand the specific needs of customers
  - d. Employees provide information about the schedule of services
  - e. Employees are willing to help customers
  - f. The company provides materials and facilities which interest related to services provided to customers
  - g. The company always uses modern equipment
4. Low priority to be improved:
  - a. Employees appear in a neat and professional

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