

PT. DNX INDONESIA: THE IMPORTANCE OF SERVICE QUALITY IN INDONESIAN MINING INDUSTRY

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ABSTRACT

Customer satisfaction is very important for the success of service providers, including in the mining industry sector. Service provider companies must know accurately the level of satisfaction and understand comprehensively how to maintain customer satisfaction level high. It will make customer loyalty robust and at the end the organization will growth and sustainable. This research uses the case of PT. DNX Indonesia. The study aims to measure the satisfaction level of PT. DNX Indonesia's customers by using SERVQUAL approach. This approach is used to find out more specific gaps between customer expectations and customer ratings for the dimensions of tangibility, reliability, responsiveness, assurance, and empathy. The survey was carried out to acquire data from 22 respondents who represent 90% of DNX's customers. By knowing the gaps in these aspects, PT. DNX Indonesia can set priorities to increase the level of customer satisfaction which will ultimately increase the company's success. Further studies are also needed to be able to know the vision and long-term plans of DNX Indonesia's current customers and potential customers so that DNX can anticipate trends well. The finding show that attributes plotted in quadrant "keep up the good work" are customer perceive Explosive performance, Call center services, marketing and technical service, Timely explosive delivery schedule, Speed and dexterity of operation and technical crews in serving the needs of customer on site and Operation and technical crews in charge of rapidly dealing with blasting issues. Based on author's knowledge, to date there have not been many studies that measure the level of customer satisfaction in the mining industry using Importance-Performance Analysis (IPA).

Key words: Service Quality, SERVQUAL, Customer Satisfaction, Mining, Importance-Performance, Loyalty

1. INTRODUCTION

The globalization impacts have become stronger and stronger during the past decades. Countries from all around the world have developed better and more efficient industries and services. Amongst the numerous innovations of the past century, the explosives company has been one of the key actors, which strongly participated to the globalization of the economies and which continues to benefit from these worldwide flows. In line with the 1999 deregulation in the commercial explosive sector, many explosives company have emerged and thus increased the competition. The commercial explosive players are both from the domestics and global industry.

The author uses the DNX case for this research due to DNX is among the top three players in the explosive industry in the world and in Indonesia, also DNX is very focused on safety and quality so it is very relevant to Service Quality.

Competition in the commercial explosive business is more and more fragmented due to the presence of private players with adequate capital and brilliant business penetration strategies. In particular, the emergence of a new player, very confident and quite aggressive. With the increasing number of new players in the mining industry, customers will have more alternatives, this is a challenge for DNX to maintain and improve customer satisfaction so that customer loyalty is maintained and ultimately the DNX business can survive and grow.

Previous researchers found that the definition of customer satisfaction is a person's feelings for a product or service. It might be a feeling of pleasure or disappointment that affects the customer's behavior to buy or reuse that product or service many times. (Kotler, 1997; Owusu-Boateng, 2012, Akhtar et al., 2011) and Bashir (2012) states that customers will feel satisfied if the product or service meets customer needs and expectations. When the level of customer satisfaction increases, the level of customer loyalty will follow.

The author does not find many customer satisfaction surveys conducted in the mining industry, one of the customer satisfaction surveys conducted by "Timetric" who conducted heavy equipment customer satisfaction surveys in Asia Pacific, shows that 88% of customers are satisfied with products and services from existing manufacturers and only 12% of customers are still open to seeing other options. Suppliers such as Komatsu, Sandvik and Atlas Copco also scored well in terms of customer satisfaction levels, with Caterpillar being dominant. Key maintenance and logistical issues were the areas where satisfaction levels were low. Further research is needed in this area specifically for Indonesia as the context of the research.

DNX is subsidiary of Dyno Nobel Group. Dyno Nobel is a global leader in the commercial explosives industry with more than 3,770 employees, including some of the most highly trained blasters in the industry. Dyno Nobel manufacture over 54 million pounds of packaged explosives and more than 1.2 million tons of ammonium nitrate capacity. Dyno Nobel have 32 manufacturing facilities on three continents (including state-of-the-art initiation systems facilities in the United States, Australia and Mexico) and Dyno Nobel's Engineering and Technology team supports domestic and export product sales, as well as the use of our cutting-edge technologies around the world.

Dyno Nobel's history dates back to 1865 with Swedish dynamite inventor Alfred Nobel. The invention of the safety fuse by William Bickford in 1831 was also instrumental in the company's development.

In Indonesia, Dyno Nobel has put its footprint since 1990s in the biggest coal mining company named KPC and one of gold mining Newmont Batu Hijau. The company transformed into PT DNX Indonesia in 2006 since then, DNX shows steady growing trend by controlling 18 percent of domestic market share. supported by its product, talented people and excellence service standard. DNX has more than 400 employees in Indonesia, service more than 9 customers.

DNX has been established in the mining industry for quite a long time, but until today DNX has not implemented a comprehensive method or tool to find out and measure the level of customer satisfaction for the services provided by DNX. By knowing the level of customer satisfaction, DNX can always know what has gone well and what needs to be improved to keep customer satisfaction levels high. There are some cases where DNX customers do not continue cooperation, this also needs to be known from former DNX customers so that it becomes important information for DNX.

With the increasing competition in the mining industry, customers have many choices and increasingly attractive offers, therefore DNX must be more vigilant and intense in maintaining customer satisfaction, so that customers do not switch to competitors. In order to support the findings on this are, this research is designed to analyze the relationship between customer satisfaction and customer loyalty and decreasing commodity prices and customer loyalty. The objective of the research is to understand current customer satisfaction and understand how to maintain and increase customer loyalty.

Most research on customer satisfaction have used quantitative methodologies, such as the proven SERVQUAL approach developed by Parasuraman, Zeithmal, and Berry (1988), which have been the basis of much research (Al Khattab & Aldehayyat, 2011; Amenumey & Lockwood, 2008; Min et al., 2009; Wu & Liang, 2009).

The author uses framework based on SERVQUAL approach and satisfaction survey as the primary dimensions for exploration with IPA Analysis (The Importance and Performance Analysis). The authors adapted the framework to include data collection from both DNX's manager and DNX Indonesia's customers. The following section will explore three foundational concepts in more detail.

1. LITERATURE REVIEW

Quality of service is fundamental for every service company (public or private company) and business sector (Zahari et al., 2008). In the past few decades, company executives have learned to be more focused and careful to expand this new business knowing that a study has been conducted to show a strong relationship between business performance, efficiency costs, return on investment, customer satisfaction, customer's loyalty and ultimately leads to increased profitability (Leonard. and Sasser, 1982; Cronin and Taylor. 1992; Gammie, 1992; Hallowell, 1996; Chang and Chen, 1998; Gummesson, 1998; Lasser et al., 2000; Newman, 2001; Sureshchander et al., 2002; Seth and Deshmukh, 2005). In a similar way, the market has considered incorporating this new business dimension, which is now fully integrated in any organization that tries to get a piece of cake among all the many competitors. In other words, quality services are part of a global strategy, so companies need to invest time and other resources to incorporate consumer and customer behaviour as valuable information in their economic policies. As a result, enabling several resources to develop and measure quality services has become very important.

This initial idea looked at the relationship with customer satisfaction which is the correct criterion for measuring service quality. Customer satisfaction is based on research conducted in 2013 (Joby, 2013) "the number of users or customers or the total percentage of users or customers, who report experiences with their product companies, or services (ratings) exceed the specified satisfaction target."

As for customer loyalty, we can be sure that it has happened if people choose to use a particular store or buy a particular brand or product, rather than using another store or buying another product brand made by another company. Customers show customer loyalty when they always (repeatedly) order or buy certain brands or products for a relatively long period of time (Oliver, 1997). To show how providing quality services is very important to support the performance of a company, this paper uses the SERVQUAL model from Parasuraman et al. (1985). This approach looks at the activities of service organizations that affect the quality perceived through differences or gaps between expectations and performance along the quality dimension.

SERVQUAL instruments have become the main tools used to measure consumer perceptions of service quality. SERVQUAL has five general dimensions or factors and is specified as follows (van Iwaarden et al, 2003):

- Physical evidence (Tangible): the ability of the company in showing its existence to external parties, including the appearance and the ability to embody its services provided to consumers;
- Reliability: the ability of the company to provide services in accordance with the promised accurately and reliably for customer satisfaction on the services provided increased;
- Responsiveness: which is a policy to help and provide prompt service (responsive) and appropriate to the customer, through the delivery of clear information and respond to consumer responses quickly;
- Assurance: knowledge and the ability of company employees in growing trust in the customer to the company. This includes several components: credibility, security, competence and courtesy;

- Empathy: the ability to give a sincere and individual attention or personal to consumers with trying to understand consumer desires.

Quality of service is an important factor to achieve customer satisfaction. Many studies have been conducted both qualitatively and quantitatively which show that service quality is customer satisfaction (Bitner et al., 1990; Cronin and Taylor, 1992; Ramseook-Munhurrin and Naidoo, 2011; Sudin, 2011). Customer satisfaction means that service providers and goods are able to provide goods and services that reach a certain level of expectations that can be felt by customers so that customers remain positively committed to using products or services from the company (Wicks & Roethlein, 2009).

Several studies have been carried out both theoretical studies and empirical theories that investigate the relationship between service quality and customer satisfaction in many industries, such as online banking (Ramseook-Munhurrin and Naidoo, 2011), the aviation industry in the US (Grewal, Chandrashekar and Citrin, 2010), retail (Voss, Godfrey & Seiders, 2010) and services (Olorunniwo, Hsu & Udo, 2006), and Islamic microfinance industry (Nurfadilah et al., 2018). Bitner et al. (1990) collected survey data from 700 customers from airlines, hotels and restaurants, highlighting the importance of relationships or communication between employees and customers and concluded that the level of knowledge of employees is a very decisive factor in meeting customer needs.

Based on research, Oliver (1980) defines that "satisfaction" as "a function of the initial standard (which is a reference) and some differences perceived by the customer from the initial reference point" (p.460), and he uses the expectation-disconfirmation model to suggest a point where consumers develop expectations about a product before buying. After using a product, customers will compare the quality and performance with their expectations.

William (2002) also shows that satisfaction, positive customer acceptance of a product or service, increases the likelihood of continuous and repeated purchases. On the other hand, dissatisfaction, which is when customers leave with a negative attitude, is associated with fewer opportunities to repeat purchases. According to Oliver (1980) and William (2002), highly satisfied customers mean that actual performance (perception) is higher than their expectations, which causes customers to buy the same product or service again. Conversely, when actual performance (perception) is lower than expected which causes dissatisfied customers, negative responses will occur, (Hirschman, 1970).

2. RESEARCH METHODOLOGY

The purpose of this research is to analyse the relationship between three variables of service quality, customer satisfaction, and customer loyalty and to describe the understudy conditions and phenomena, for a better understanding of present conditions, and helping the decision-making process. This research can be categorized as a descriptive research based on the method of obtaining the considered data.

Survey data is divided into two sections. Section 1 provides a customer demographic profile. Some classifications are: (1) Gender, (2) Position in the company, (3) Customer Status, (4) Time span for using DNX services. Section 2 is followed by IPA evaluation.

The self-made questionnaire was distributed to respondents who were DNX customers or previous DNX customers who had experience with DNX products. The author uses Google form for this survey, responded filling out this questionnaire online via gadget or computer, and the results will be collected simultaneously. The number of respondents who answered as many as 22 respondents covering 90 percent of customers and ex-DNX customers, the number of respondents was quite representative and if there were additional respondents would not change the survey results.

The researcher uses a five-point Likert scale to measure satisfaction or performance (1 = very dissatisfied to 5 = very satisfied) and importance (1 = very unimportant to 5 = very important).

The Importance and Performance Analysis has been used many times by service business provider such as banking (Abduh and Othman, 2014), government services (Wong et al. 2011), restaurant services (Hsu, Byun and Yang, 1997). IPA is a very simple but superior tools to analyze customer's satisfaction and identify prioritize area for improvement (Martilla and James, 1977).

Figure1. Importance –Performance Analysis

IMPORTANCE	Quadrant I Concentrate Here High Importance Low Acceptance	Quadrant II Keep the good performance High Importance High Acceptance
	Quadrant III Low Priority Low Importance Low Acceptance	Quadrant IV Possible Overkill Low Importance High Acceptance
	PERFORMANCE	

Source: Blesic et al. 2014

According to Blesic et.al. (2014), From survey data, Importance and Performance Analysis uses a pair of coordinate axes to measure between importance (the y axis) and performance or acceptance (x axis) and make deductions based on data. The graph is divided into four quadrants.

IPA framework approach is consisted into four quadrants:

Quadrant I (Concentrate Here): Attributes in this quadrant require immediate attention and underline where the main focus point is to increase the level of customer satisfaction. an attribute in this category as categorized as high importance and low Performance or acceptance.

Quadrant II (Keep Up the Good Work): Attributes in this quadrant are in the good performance and maintain good work to maintain high customer satisfaction. An attribute in this category as categorized as high importance and high acceptance.

Quadrant III (Low Priority): Attributes in this quadrant do not require much priority or big effort. An attribute in this category as categorized as low importance and low acceptance.

Quadrant IV (Possible Overkill): Attributes in this quadrant are indicated resources or effort has been wasted and not necessary, better to switch efforts or resources to other attributes (quadrant I). An attribute in this category as categorized as low importance and high acceptance.

Data collection

Selection of participants

Author created questions list for both DNX's customers and DNX's managers. Selected customers are existing customers (active), used DNX's customer (inactive customer). Participants were contacted by e-mail phone call and WA.

Survey tools

The data collection used multi-choices and open-end questions through online survey (google form). DNX's customers and DNX's managers filled out all questions properly. The Survey entries are automatically recorded and stored on Google Drive, the names that fill out the questionnaire are immediately recorded properly. The number that filled out the questionnaire met the minimum standards, namely 22 samples.

Operational Variable

1. Physical evidence (Tangible) (X1)

Physical evidence (Tangible) is the real aspects that can be seen and felt. The following indicators of Embodiment in this study are as follows:

- a. Appearance and design of DNX's Emulsion Plant
- b. Appearance brand and design of DNX's Mobile Processing Unit
- c. Appearance of DNX's LV
- d. Appearance and design of the DNX personnel's clothing
- e. Cleanliness in DNX's facilities
- f. Appearance of DNX's explosives

2. Reliability (X2)

Reliability is the ability to provide services as promised with accuracy and reliability. The following indicators of Reliability variables in this study are as follows:

- a. Explosive performance
- b. Reliable DNX Indonesia website service (www.dynonobel.com)
- c. Call centre services, marketing and technical Service
- d. Timely explosive delivery schedule
- e. Speed and dexterity of operation and technical crews in serving the needs of customer on site

3. Responsiveness (X3)

Responsiveness is the ability to help consumers and provide the right services.

Here are the indicators of the Responsiveness variable, which includes:

- a. Operation and technical crews in charge of rapidly dealing with blasting issues
- b. The technical services provided by DNX Indonesia to handle complain are served quickly and responsively
- c. DNX's management is always responsive to provide information and guidance for any initiatives/improvements.

4. Warranty and certainty (Assurance)(X4)

Guarantees and assurances which includes the ability of knowledge and propriety of the service providers and its ability to generate trust and confidence. The following indicators that can be used for the variables of Warranty and certainty in this study are as follows:

- a. Knowledge and ability of the technical or operation crew in serving according to blasting standards.
- b. The operator and shotfirer has the licensee and competency to conduct blasting activity.
- c. Customers have a feeling of safety and feel secure during the blasting service.
- d. Safety equipment and safety instructions is available on site

5. Empathy (X5)

Empathy is a willingness to care and give personal attention to the consumer. The following indicators of Empathy variables used in this study are as follows:

- a. The communication done by all level/layer of organization of DNX to the customers is very close and intense
- b. The company in a sustainable manner provides customers the opportunity to provide input and information feedback by customers.
- c. DNX crew are always friendly in serving customers

Population and Sample

Referring to Roscoe (in Sekaran 2006) provides a guidance to establish the number of for simple experimental studies with strict experimental control, successful research is possible with small sample sizes at least 15 samples. For this research 22 respondents were representing 95% of existing and customers who have used DNX’s products.

The sampling technique in this study was purposive sampling method. This means that the respondents (subjects) were deliberately chosen with certain characteristics believed to be representative of the population for this study.

3. FINDINGS AND DISCUSSION

The demographic information of the respondents is showing 95% of the current and passed customers of DNX. The table below elaborates the information of the respondents.

Table 2
Respondents Demographic

Demographic Variable	Category	%
Gender	Male	100
	Female	0
Position	Supervisor	5
	Superintendent	14
	Manager	
	General Manager	
Customer Status	Active Customer	58
	Inactive Customer	42
Duration of Service	1 – 5 years	10
	5-10 years	76
	10 years – above	14
Total	22	100

DNX Attributes Ranking Analysis

Table 1 shows the result of mean and their performance level from the customer’s perspective towards DNX’s service. Customers ranked Timely Explosive Delivery Schedule (B4), Customers have a feeling of safety and feel secure during the blasting service (D3) and The communication done by all level/layer of organization of DNX to the customers is very close and intense (E1) as the most important attributes, while Reliable DNX Indonesia website service (www.dynobel.com) (B2). Appearance and design of the DNX personnel's clothing (A4) and Appearance of DNX’s LV (A3) as the least importance attributes.

In the Performance or Acceptance level, customer ranked Cleanliness in DNX’s facilities (A5), Safety equipment and safety instructions is available on site (D4) and Appearance and design of DNX’s Mobile Processing Unit (A2) as the higher performance or acceptance, while Reliable DNX Indonesia website service (www.dynobel.com) serves as the lowest acceptance of DNX’s customers.

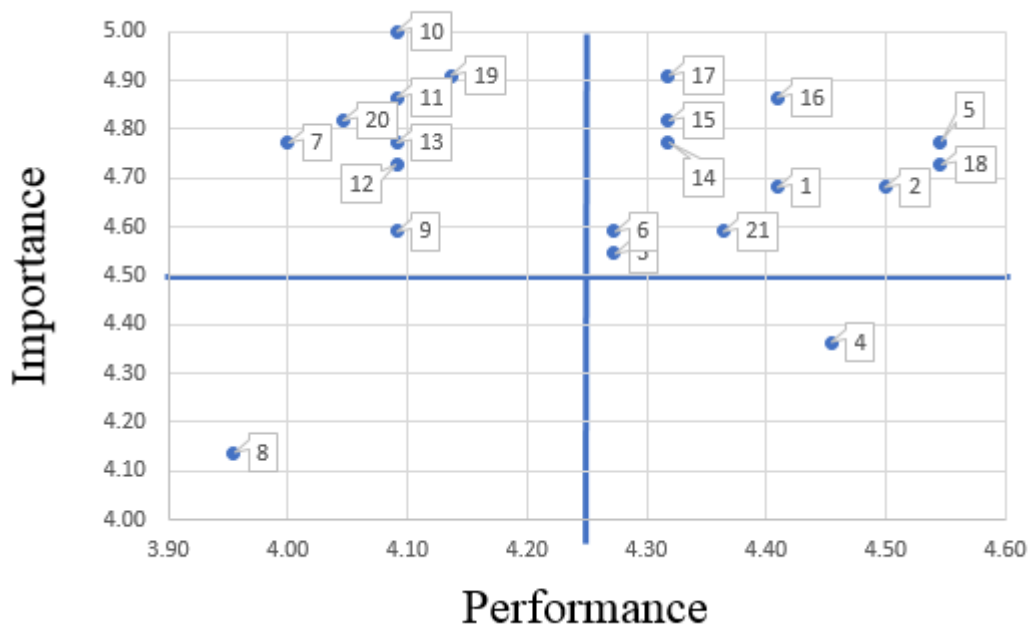
Table 1. Attributes Ranking

Attributes	Mean Important	Rank Important	Mean Performance	Rank Performance
A. Tangible				
1. Appearance and design of DNX's Emulsion Plant.	4.68	7	4.41	4
2. Appearance and design of DNX's Mobile Processing Unit.	4.68	7	4.50	2
3. Appearance of DNX's LV	4.55	9	4.27	7
4. Appearance and design of the DNX personnel's clothing	4.36	10	4.45	3
5. Cleanliness in DNX's facilities	4.77	5	4.55	1
6. Appearance of DNX's explosives	5.59	8	4.27	7
B. Reliability				
1. Explosive performance	4.77	5	4.00	12
2. Reliable DNX Indonesia website service (www.dynonobel.com)	4.14	11	3.95	13
3. Call center services, marketing and technical Service	4.59	8	4.09	11
4. Timely explosive delivery schedule	5.00	1	4.09	11
5. Speed and dexterity of operation and technical crews in serving the needs of customer on site	4.86	3	4.09	11
C. Responsiveness				
1. Operation and technical crews in charge of rapidly dealing with blasting issues	4.73	6	4.09	11
2. The technical services provided by DNX Indonesia to handle complain are served quickly and responsively	4.77	5	4.09	11
3. DNX's management is always responsive to provide information and guidance for any initiatives/improvements.	4.77	5	4.32	6
D. Assurance				
1. Knowledge and ability of the technical or operation crew in serving according to blasting standards.	4.82	4	4.32	6
2. The operator and shotfirer has the licensee and competency to conduct blasting activity.	4.86	3	4.41	4
3. Customers have a feeling of safety and feel secure during the blasting service.	4.91	2	4.32	6
4. Safety equipment and safety instructions is available on site	4.73	6	4.55	1
E. Empathy				
1. The communication done by all level/layer of organization of DNX to the customers is very close and intense	4.91	2	4.14	8
2. The company in a sustainable manner provides customers the opportunity to provide input and information feedback by customers.	4.82	4	4.05	10
3. DNX crew are always friendly in serving customers	4.59	8	4.36	5

The Graphical Plotting of Attributes on The IPA Grid

The Map of DNX's service quality consist of two axes, X (level of satisfaction/Performance) and Y (level of importance). The intersection is made using X (4.50) and Y (4.40). As seen on the graph, customer perceive Explosive performance (B1), Call center services, marketing and technical Service (B3), Timely explosive delivery schedule (B4), Speed and dexterity of operation and technical crews in serving the needs of customer on site (B5) and Operation and technical crews in charge of rapidly dealing with blasting issues (C1) falling into quadrant 1 "Concentrate here". It means these attributes are very important, but the performance does not meet the customer satisfaction due to the level of performance are below the average. DNX should improve their service in this area, in order to retain existing customer and attract new customers at the end will increase the profit. In Quadrant II "Keep up the good work", Appearance and design of DNX's Emulsion Plant (A1), Appearance and design of DNX's Mobile Processing Unit (A2), Appearance of DNX's LV (A3), Cleanliness in DNX's facilities (A5), Appearance of DNX's explosives (A6), DNX's management is always responsive to provide information and guidance for any initiatives/improvements (C3), Knowledge and ability of the technical or operation crew in serving according to blasting standards (D1), The operator and shotfirer has the licensee and competency to conduct blasting activity (D2), Customers have a feeling of safety and feel secure during the blasting service (D3), Safety equipment and safety instructions is available on site (D4) and DNX crew are always friendly in serving customers (E3) are plotted as high performance and high importance. In quadrant III Reliable DNX Indonesia website service (www.dynonobel.com) (B2) plotted as low priority quadrant. It's mean that customer perceive those attributes as low priority and low performance. In quadrant IV, Appearance and design of the DNX personnel's clothing (A4) is plotted at overkill which means that customer perceive those attributes as low importance and high performance.

Figure 2. Map of DNX's Service Quality



Based on Survey result, some quality changes will be impacting to customer loyalty directly:

1. Physical condition

Effect of Tangible aspect on Customer Satisfaction (X1) based on survey results: physical aspect variables have a negative impact on influencing consumer satisfaction and significant influence. Therefore, it is necessary to increase the physical aspect variables on all factors that influence the increase in these variables. The results of this study are like the research conducted by Permana, Aris Bagus(2012) and Nurfadilah et al., (2018), finding that physical aspects, reliability, responsiveness, assurance, and empathy variables are significantly related and have strong relationships with consumer dependence variables.

2. Reliability condition

Impact of reliability on Customer Satisfaction (X2) based on survey result. Based on the previous analysis, the variable reliability is an effective variable in affecting consumer satisfaction in mining industry using DNX Indonesia. This is because the reliability aspect has a positive and significant impact on customer satisfaction of DNX Indonesia. The results of this study are like those conducted by Suhartono (2005), yielding that all coefficients of the five dimensions (tangibles, reliability, responsiveness,

assurance, and empathy) are positive. The five dimensions of tangibles, reliability, responsiveness, assurance, empathy have a significant influence on customer satisfaction simultaneously and partially.

Based on the company data, most of top 10 mining company in Indonesia has been using DNX Indonesia as blasting provider due to high safety standard and good blasting result.

3. Responsiveness aspect

The Effect of Responsiveness to Consumer Satisfaction (X3), based on the previous analysis, the variable responsiveness is an effective variable in affecting consumer satisfaction in blasting service using DNX Indonesia. This is because the variable responsiveness has a positive and significant impact on customer satisfaction of DNX Indonesia.

The Importance of Service Quality

Most of customers conveyed similar reason that the main reason for using DNX is to achieve good and safe blasting, regarding DNX prices, some customers are quite satisfied with DNX prices. All customers are satisfied with DNX services, but there are some things that must be improved by DNX to increase DNX's value, such as more competitive prices and some minor aspects in the field that need to be improved.

From the DNX internal survey, all DNX managers agreed on the importance of Service Quality to achieve customer satisfaction, one DNX manager said that "Service Quality is a priority for us to survive in the Indonesian blasting industry". Also, all DNX managers agree that DNX must provide service quality surpasses customer expectations, so that customers are always satisfied and at the end become loyal customers.

DNX customers and managers also agreed that there needs to be a close relationship between DNX and Customers to be able to achieve sustained cooperation. This will also make communication run smoothly and can solve all problems immediately.

Commodity Prices and Loyal Customers

From the data held by DNX, it shows that customer "turmoil" occurs when coal prices fall significantly, namely in 2013. One or two customers change priorities from quality to "survive mode", this customers look for cheaper service providers, but most of customers who understand the value have non-negotiable priorities for quality, reliability and safety, so that customers are DNX's loyal customer.

4. CONCLUSION

The study has demonstrated how important it is to offer a high-performance quality service. Even more, now we understood the key factors criteria of success for DNX Indonesia. The blasting company case shows that satisfaction and trust built through the results of satisfactory blasting carried out correctly and safely (Assurance) and supported by Tangible equipment, reliable explosives, equipment and personnel and also supported by responsiveness and customer's orientation (Empathy).

According to Importance-Performance analysis approach, there are eight elements in quadrant 1 (Concentrate Here), eleven elements in quadrant 2 (Keep Good Work Up), One element in quadrant 3 (Low Priority) and one element in quadrant 4 (Possible Overkill).

Commodity prices cannot be controlled, but we can set sail to remain competitive in the mining industry. Although DNX's customers still accept the current DNX prices, DNX should not ignore customer's concern that DNX need to be more competitive in terms of price, this is due to competitors are getting better and more efficient. DNX with extensive experience has the ability to be more efficient by offering advance explosives type and blasting methods.

Comprehensive tools or methods such as the Customer Satisfaction Survey, Voice of customer beside formal or informal meetings. The faster we know customer feelings accurately, the easier it is to reach customer expectations.

DNX management can take actions and strategy needed to improve the attributes in quadrant 1 and this should be the company's priority. For attributes that are low priority (quadrant 3) and overkill (quadrant 4) resources can be shifted and transferred to attributes in quadrant 1.

There are limitations in this study, especially the data collection method, in the future further qualitative study with in depth interview will provide better understanding of expectations from the customers side.

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