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Analysis of Service Quality Using a Combination of The Servqual Method and Importance-Performance Analysis at Event Organizer

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ABSTRACT

Service quality is essential for event organizing companies because participants expect comfortable facilities, accurate information, timely services, and responsive staff. This study evaluates service quality at an anonymized event organizing company and identifies practical priorities for improvement. A quantitative survey was conducted with 104 event participants selected through purposive sampling. Twenty service attributes were assessed across five SERVQUAL dimensions by comparing perceived performance with participant expectations. Importance–Performance Analysis (IPA) was then used to classify attributes into four quadrants, while a Fishbone diagram was applied to explore potential causes of priority service problems. The results showed an average SERVQUAL gap of −0.25, indicating that perceived service performance remained below expectations. Reliability recorded the largest negative gap (−0.32), followed by responsiveness (−0.29), empathy (−0.28), tangibles (−0.26), and assurance (−0.07). IPA identified seven priority attributes: venue comfort, supporting facilities, service clarity, information accuracy, ease of contact, understanding participant needs, and convenient service timing. Fishbone analysis suggested that staffing constraints, unclear task assignments, inconsistent communication procedures, inadequate facilities, and weak post-event evaluation contributed to these shortcomings. The findings indicate that service improvements should focus first on high-priority attributes rather than treating all problems equally. Recommended actions include improving facilities, establishing clear communication procedures, defining staff responsibilities, providing accessible customer support, and collecting digital feedback after each event. This integrated assessment offers a practical basis for allocating resources and monitoring subsequent improvements, although the proposed actions require evaluation after implementation. Future evaluations should compare participant ratings and complaint patterns across successive events to assess progress.

Keywords: *Service Quality, SERVQUAL, Importance-Performance Analysis, Fishbone Diagram, Event Organizer.*

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INTRODUCTION

The success of an event is not only measured by the number of participants or the completion of all activities, but also by the quality of service received by participants. Good service includes a comfortable venue, clear information, a precise schedule, staff who are quick to assist, and ease for participants in communicating their needs and complaints. All of these factors must be taken into account by the event organizer. [1] found that the quality of programs and facilities plays a crucial role in determining festival attendees' satisfaction. Meanwhile, [2] demonstrated that service quality at sporting events is linked to attendees' memorable experiences and their willingness to share those experiences with others. These findings indicate that the success of an event cannot be judged solely by the execution of the activities but must also be evaluated based on participants' experiences while receiving services [1], [2].

The Event Organizing Company is a company engaged in event management, including training sessions, seminars, workshops, weddings, and other activities. In its operations, the company still faces a number of service-related issues, including delays in the event schedule, poor coordination among staff, a limited workforce, and unclear task assignments. These issues were confirmed by the results of a preliminary survey of 54 participants who had previously used The Event Organizing Company services. The survey results show that 29% of respondents rated staff response times as unsatisfactory, 24% stated that events were not conducted on schedule, 18.6% rated the available facilities

as inadequate, and 13% stated that the service did not meet their expectations. Additionally, the company does not yet have a structured service evaluation system, so participant feedback has not been optimally utilized to improve future events. These conditions indicate the presence of real problems that need to be addressed. If the company merely improves its services based on assumptions without understanding participants' needs, the improvements made risk failing to resolve the core issues. Therefore, an assessment is needed that can identify which aspects of service have not met participants' expectations, determine which problems should be prioritized, and help the company understand their root causes.

Several studies have examined the relationship between service quality, participant experience, and satisfaction with an event. [1], through a study of the Borneo Jazz Festival, demonstrated that program content and facilities are key factors influencing participant satisfaction. A study by [3] on an online music festival in China found that participant experience can influence satisfaction and the desire to attend future events. However, the factors shaping the experience at online events differ from those at in-person events. Meanwhile, [4] surveyed 254 customers of event planning services in Vietnam and found that service quality is related to customer satisfaction and their willingness to use the service again. These three studies highlight the importance of service quality but have different focuses. Ho et al. placed greater emphasis on the factors shaping festival participants' satisfaction; Wang et al. examined experiences and loyalty at online events; while Linh and Trân analyzed the factors influencing satisfaction and the repeat use of event planning services. These studies have not specifically explained how service evaluation results can be progressively linked to the prioritization of improvements and the identification of causes of operational problems at event organizer companies that handle various types of events [1], [3], [4].

Other studies have developed approaches to identify which service aspects require improvement. [5] used the Kano model, Timko's customer satisfaction coefficient, and the satisfaction improvement potential index to prioritize improvements for a music festival. Their study indicated that supporting facilities, staff competence, staffing levels, and the ticket booking system are key areas requiring attention. [6] developed a hospitality service quality assessment using an extended SERVQUAL approach, a multi-criteria decision-making method, and customer segmentation. [7] used customer reviews and explainable machine learning to identify important aspects of hotel service that require improvement. These three studies demonstrate that each service attribute has a different level of importance, so companies need to set priorities based on data. However, the approaches used place greater emphasis on measurement, clustering, or determining the importance of service attributes. These studies have not directly explained the relationship between service gaps, improvement priorities, and the presumed causes of problems in the operational activities of event organizers [5], [6], [7].

The combination of several methods to evaluate service has, in fact, been employed in previous research. [8], for example, used SERVQUAL, Importance-Performance Analysis (IPA), and the Fishbone diagram to evaluate the service quality of a drinking water provider in Banggai Regency. SERVQUAL was used to measure the gap between customer expectations and the service received; IPA was used to determine which service attributes should be prioritized; and the Fishbone diagram was used to identify factors suspected of causing problems. The study showed that these three methods can be used sequentially to support the development of improvement proposals. However, the characteristics of drinking water services differ from those of event management. Services provided by event organizers involve various activities that take place within a limited timeframe, require the coordination of multiple staff members, and must adapt facilities, information, and schedules to participants' needs. Therefore, the results of applying these methods to one type of service do not necessarily yield the same priorities or identified causes of problems when applied to event management services [8].

Based on this prior research, the research gap lies in the still-limited evidence regarding how service quality gaps, the level of importance of each attribute, and presumed causes of operational problems can be linked to form the basis for targeted improvements at event organizing companies that handle various types of activities. Research in the event field has primarily focused on factors influencing participant satisfaction, experience, and willingness to return, whereas studies linking service measurement, prioritization, and root cause analysis have been applied to other types of services. What remains specifically unaddressed in the reviewed literature is how event organizer companies can identify the service attributes most in need of improvement based on participant assessments and then link these to issues related to staffing, coordination, facilities, communication, and evaluation systems. This gap is important to investigate because companies need a clear foundation to ensure that resources and improvement costs are allocated to resolving the issues that matter most to participants.

The novelty of this study lies in the application of an evaluation approach that integrates three stages of analysis to establish priorities for service improvement within the operational context of The Event Organizing Company. The novelty offered does not lie in the creation of new SERVQUAL, IPA, or Fishbone methods, but rather in their integrated

application within the context of event organizer services. The first stage measures the gap between participants' expectations and the service they receive through the five SERVQUAL dimensions: tangible evidence, reliability, responsiveness, assurance, and empathy. The second stage uses IPA to group service attributes based on their importance and performance, thereby identifying which areas should be prioritized for improvement. The third stage uses a Fishbone diagram to trace the possible causes of problems in the prioritized attributes. The results of these three stages were then linked to the company's operational conditions to formulate improvement recommendations that better align with participants' needs and the company's capabilities.

This study aims to measure the gap between participants' expectations and perceptions regarding 20 service attributes of The Event Organizing Company based on the five dimensions of SERVQUAL; map service attributes into the four IPA quadrants to determine which attributes are top priorities for improvement; identify the presumed causes of poor performance in the priority attributes using a Fishbone diagram; and formulate improvement recommendations based on the measurement results, priority mapping, and root cause analysis. The main study utilized evaluations from 104 participants who had previously attended The Event Organizing Company. The practical contribution of this study is to provide a foundation for the company to prioritize facility improvements, enhance the clarity of information, improve staff coordination, provide more accessible communication services, and establish more organized service procedures and event evaluation processes. From a scientific perspective, this study provides evidence of the application of the SERVQUAL, IPA, and Fishbone diagnostic approaches to event management services, which have different operational needs from those of the hospitality industry, festivals, and drinking water providers. Thus, the research results are expected to serve as a basis for similar event organizers in making service improvement decisions based on participant evaluations and the operational conditions identified.

METHOD

This study was conducted at The Event Organizing Company, a company engaged in the event organizing business, with the aim of evaluating service quality based on the perceptions of event participants. The approach used in this study employed a quantitative method that is, an empirical research method grounded in the philosophy of positivism with data in numerical form obtained through by measuring respondents' evaluations of service attributes using a questionnaire [9], [10]. This quantitative method is used to study a specific population or sample[10].

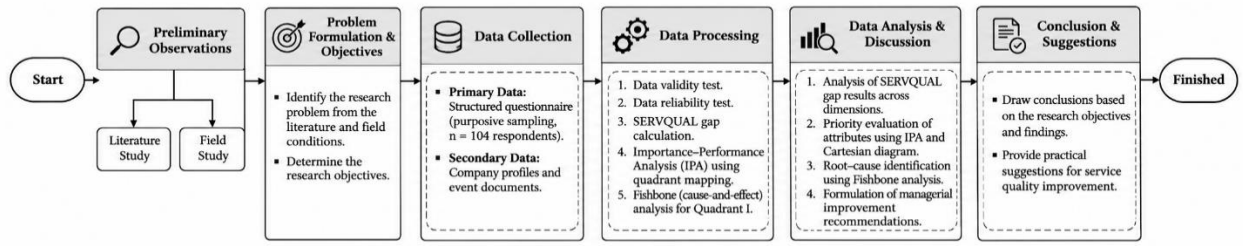


Figure 1. Research Flowchart

Figure 1 details the research process starting from initial field observations and preliminary survey (n = 54), followed by primary data collection (n = 104), instrument validity and reliability testing, SERVQUAL gap calculation, IPA Cartesian mapping, Fishbone analysis, up to managerial recommendations [11], [12].

Data Collection Method

The research data consists of primary and secondary data. Primary data was obtained directly from participants who had taken part in activities organized by The Event Organizing Company through the distribution of questionnaires [13], [14]. Meanwhile, secondary data was obtained through a literature review of previous research journals related to service quality measurement using the Service Quality (SERVQUAL) and Improvement Performance Analysis (IPA) methods [15], [16].

Determining the Sample Size

To establish an adequate sample size from a finite target population, this study employed Slovin's formula[11]. This statistical approach was selected due to its operational simplicity and suitability for known population parameters, utilizing a predetermined margin of error. Assuming a 95% confidence level ($e = 0{,}05$), the calculation yielded the minimum required sample size as follows [17], [18], [19]:

Slovin Formula:

$$\mathrm{n} = \frac{\mathrm{N}}{1 + \mathrm{N(e)}^2} \tag{1}$$

N: Total population
n: Number of samples
e: Margin of error (0.05)

Applying Slovin's formula at a 5% margin of error and a 95% confidence level yielded a calculated minimum threshold of 104.25 respondents. In practice, data collection successfully gathered responses from 104 eligible participants who fully completed the questionnaire. This final sample size effectively meets the required analytical threshold, offering a statistically robust representation for the SERVQUAL and IPA assessments without compromising precision [20].

A non-probability purposive sampling technique was employed to select the study participants. This sampling strategy was chosen to ensure that respondents possessed relevant, direct experience with The Event Organizing Company services, thereby enabling them to provide meaningful and accurate evaluations of both expectation and performance metrics [2], [3], [8]. To qualify for inclusion, participants were required to be at least 18 years old and to have actively attended and completed at least one major event organized by The Event Organizing Company within the past six months. Each attribute was assessed based on two main aspects: participants' expectations regarding the services they hoped to receive and their perceptions of the services they had actually received [21].

The service attributes used in this study were compiled based on the results of identification of Company operational conditions and adapting indicators derived from previous research related to service quality measurement. All attributes used as research instruments are then presented in detail in Table 1.

Table 1. Research Dimensions, Attributes, and Measurement Sources

Dimensions	From	Attributes
Tangible (Physical Evidence)	T1	Comfort of venue facilities provided
	T2	Feasibility of equipment facilities used
	T3	Availability of supporting facilities and media
	Q4	Appearance of Neat Employee and Organizer Attributes
Reliability	RL.1	Accuracy of Activity Implementation Schedule
	RL.2	Service Clarity
	RL.3	Suitability of Services to User Needs
	RL.4	Accuracy of Information Provided
Responsiveness	RP.1	Response Speed
	RP.2	Promptness in Providing Assistance
	RP.3	Timeliness of Information Delivery
	RP.4	Facilities to Contact
Assurance	A1	Knowledge of Services Provided
	A2	Sense of Security and Comfort in Using Services
	A3	Politeness and Professionalism Service
	A4	Professional Competencies
Empathy	E1	Attention to Service Users
	E2	Understanding User Needs
	E3	Service Hospitality
	E4	Suitability of Service Implementation Time with User Convenience

Respondents' ratings of each service attribute were measured using a Likert-scale questionnaire. Before the data were processed for further analysis, the questionnaire was first tested for validity and reliability. According to Rizaldi & Hasanah, validity testing is conducted to determine the extent to which the instrument is capable of measuring what it is intended to measure, while reliability testing is used to assess the consistency of the measurement results provided by the questionnaire. In this study, validity testing was conducted by comparing the calculated r-value with the table r-value at a 5% significance level, while reliability testing was performed using Cronbach's Alpha with a criterion of a value greater than 0.6. Validity and reliability testing of the SERVQUAL-based instrument was conducted to ensure that each service attribute could provide valid and consistent measurement results[18].

Data Analysis Methods

The data collected from the questionnaire distribution was then analyzed using the Service Quality (SERVQUAL) method and Importance-Performance Analysis (IPA).

Importance-Performance Analysis (IPA)

The Importance-Performance Analysis (IPA) framework serves to evaluate individual satisfaction regarding services rendered by an organization. Satisfaction assessment is conducted by contrasting user expectations against actual performance delivery [9]. Key advantages of employing this tool include its capacity to manage specific service

attributes for satisfaction measurement, the straightforward interpretation of empirical findings, and its cost-effective implementation during research [20].

As highlighted by [7], [22], [23], originally introduced the IPA model as a analytical technique to gauge user satisfaction by weighing the relative importance of each attribute against its perceived performance. Widely recognized as quadrant analysis, this framework examines the interplay between customer perceptions and strategic priorities for optimizing product or service quality. The resulting Cartesian plane is categorized into four distinct quadrants, detailed as follows [9], [10], [24], [25]:

a. Quadrant I (Top Priority): The company must prioritize performance improvement in this quadrant because it includes crucial elements where the level of fulfillment does not yet meet customer expectations.
b. Quadrant II (Maintain Performance): The company needs to consistently maintain performance on key attributes that have already been successfully met in order to sustain customer satisfaction over the long term.
c. Quadrant III (Low Priority): Contains elements with low perceived performance levels that customers consider less important; therefore, improving them is not a top priority for the company.
d. Quadrant IV (Excessive): Includes attributes that are considered less important and not highly valued by customers; therefore, companies are advised to limit wasteful resource allocation in this quadrant.

RESULTS

Validity Test

Table 2. Validity test data

No	Attribute Code	R Table	R Count Perception	R Calculate Expectations	Valid/Not Valid Description
1	T.1	0,195	0,707	0,836	VALID
2	T.2	0,195	0,746	0,816	VALID
3	T.3	0,195	0,705	0,712	VALID
4	T.4	0,195	0,747	0,748	VALID
5	RL.1	0,195	0,732	0,846	VALID
6	RL.2	0,195	0,753	0,910	VALID
7	RL.3	0,195	0,815	0,875	VALID
8	RL.4	0,195	0,769	0,873	VALID
9	RP.1	0,195	0,677	0,820	VALID
10	RP.2	0,195	0,740	0,896	VALID
11	RP.3	0,195	0,843	0,720	VALID
12	RP.4	0,195	0,702	0,819	VALID
13	A.1	0,195	0,838	0,852	VALID
14	A.2	0,195	0,807	0,926	VALID
15	A.3	0,195	0,791	0,876	VALID
16	A.4	0,195	0,292	0,893	VALID
17	E.1	0,195	0,814	0,855	VALID
18	E.2	0,195	0,850	0,864	VALID
19	E.3	0,195	0,755	0,889	VALID
20	E.4	0,195	0,830	0,871	VALID

Based on the validity test results, all questionnaire items under the perception and expectation variables had a calculated r-value greater than the r-table value of 0.195. This indicates that all statements in the research instrument are valid and can be used for further analysis.

Data Reliability Test

To evaluate the internal consistency of the research instrument, Cronbach's Alpha statistical test was performed using IBM SPSS Statistics 22. An instrument is deemed reliable if the resulting coefficient exceeds the conventional cutoff threshold of 0.6

Table 3. Reliability Test Results

Variable Dimension	Cronbach's Alpha	N of items	Status
Perception Level	.958	20	Relieble
Expectation Level	.979	20	Relieble

As summarized in Table 1, both perception and expectation variables yielded Cronbach's Alpha coefficients of 0.958 and 0.979, respectively. Because both values significantly exceed the standard 0.6 benchmark, all twenty survey items across both constructs demonstrate exceptional internal consistency and temporal stability, confirming the instrument's validity for subsequent analytical stages.

Data Service Quality

Table 4. SERVQUAL Gap Analysis Results

No	Code Atribut	Service Service	Perception Value	Hope Value	Gap Score
TANGIBLE					
1	T.1	Comfort of venue facilities provided	4,09	4,39	-0,3
2	T.2	Feasibility of equipment facilities used	4,14	4,36	-0,22
3	T.3	Availability of supporting facilities and media	3,99	4,35	-0,36
4	T.4	Neatness of appearance and organizer	4,11	4,29	-0,18
Average total			4,08	4,35	
RELIABILITY					
6	RL1	Accuracy of Activity Implementation Schedule	3,94	4,25	-0,31
7	RL2	Service Clarity	4,06	4,36	-0,3
8	RL3	Suitability of Services to User Needs	4,01	4,34	-0,33
9	RL4	Accuracy of Information Provided	4,01	4,38	-0,37
Average total			4	4,33	
RESPONSIVENESS					
11	RP.1	Response Speed	3,98	4,26	-0,28
12	RP.2	Promptness in Providing Assistance	4,05	4,3	-0,25
13	RP.3	Timeliness of Information Delivery	3,95	4,18	-0,23
14	RP.4	Facilities to Contact	3,96	4,38	-0,42
Average total			3,99	4,28	
INSURANCE					
15	A.1	Knowledge of Services Provided	4,17	4,38	-0,21
16	A.2	Sense of Security and Comfort in Using Services	4,13	4,38	-0,25
17	A.3	Politeness and Professionalism of Service	4,17	4,38	-0,21
18	A.4	Professional Competencies	4,71	4,31	0,4
Average total			4,3	4,36	
EMPATHY					
19	E.1	Attention to Service Users	4,1	4,39	-0,29
20	E.2	Understanding User Needs	4,05	4,35	-0,3
21	E.3	Service Hospitality	4,19	4,4	-0,21
22	E.4	Suitability of Service Implementation Time with User Convenience	4,08	4,38	-0,3
Average total			4,1	4,38	

Servqual Calculations

Table 5. SERVQUAL Calculation and Gap Score Analysis

No	Service Service	Perception Value	Hope Value	Gap Score
1	Tangible	4,08	4,35	-0,26
2	Reliability	4	4,33	-0,32
3	Responsiveness	3,99	4,28	-0,29
4	Insurance	4,3	4,36	-0,07
5	Empathy	4,1	4,38	-0,28
Mean		4,09	4,34	-0,25

Importance Performance Analysis

After calculating the total gap values, an evaluation comparing service performance against customer expectations was executed. This assessment identifies the precise mapping of each service feature offered by PT XYZ according to customer perception and expectation levels. A Cartesian chart is utilized to plot these quadrant positions. Prior to plotting, mean values for performance and expectation are computed for each item. Subsequently, these mean

performance scores *X* expectation scores *Y* serve as coordinates on the Cartesian plane to categorize each service attribute into Quadrants I, II, III, or IV. The resulting Cartesian

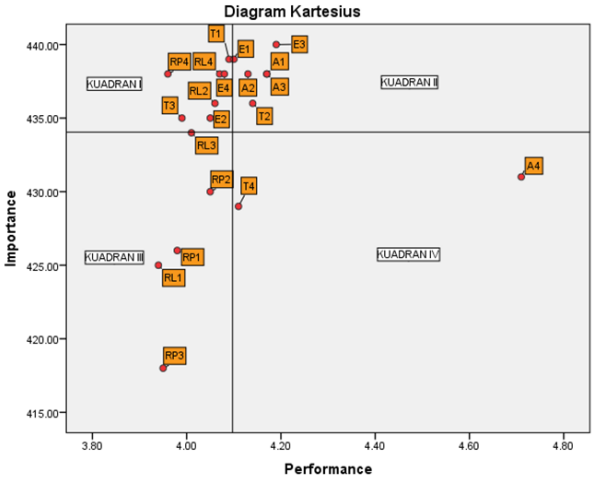


Figure 2. Distribution of Service Attributes Across IPA Cartesian Quadrants

The Importance–Performance Analysis (IPA) classified 20 service attributes into four quadrants based on customer expectations and perceived performance. **Quadrant I** contained seven attributes requiring immediate improvement: facility comfort (T1), supporting facilities (T3), ease of contact (RP4), service clarity (RL2), information accuracy (RL4), understanding customer needs (E2), and service timing (E4). These attributes were considered important by customers, but their performance remained below expectations. Therefore, the company should prioritize facility improvements, strengthen communication channels, improve service information, adjust service schedules, and provide staff training. **Quadrant II** included six attributes (T2, E1, E3, A1, A2, and A3) with relatively high importance and performance. These attributes reflect strengths in equipment quality, personal attention, service courtesy, customer safety, and staff professionalism. The company should maintain these standards through regular equipment maintenance, staff development, and service monitoring.

Quadrant III consisted of five attributes (RL1, RL3, RP1, RP2, and RP3) related to schedule accuracy, service suitability, response speed, assistance, and information delivery. Since these attributes had relatively low importance and performance, improvements can be implemented gradually while maintaining regular evaluations. Meanwhile, **Quadrant IV** included staff appearance (T4) and professional competence (A4), indicating relatively high performance despite lower customer importance. Notably, A4 recorded the highest performance score of 4.71 and a positive SERVQUAL gap of +0.40. Excluding this attribute would change the Assurance dimension gap to approximately −0.22, suggesting that its unusually high score influences the overall assessment. Therefore, any resource reallocation from Quadrant IV should be considered carefully. Overall, the findings indicate that improvement efforts should focus on the seven critical attributes in Quadrant I. These attributes were further examined using a Fishbone diagram to identify potential causes related to staffing, work procedures, facilities, technology, evaluation systems, and operational conditions.

Fishbone Diagram

Functionally, the Fishbone diagram is an effective method for formulating hypotheses about cause-and-effect relationships by mapping the root causes of a problem into the categories of people, methods, tools, and environment. Based on the results of the previous Importance-Performance Analysis (IPA), it was found that the dissatisfaction of participants in PT XYZ's event organizing services centered on Quadrant I attributes whose performance had not met expectations. To identify the underlying causes of the poor performance of these attributes and determine precise improvement strategies, the root cause analysis was continued using the Fishbone approach.

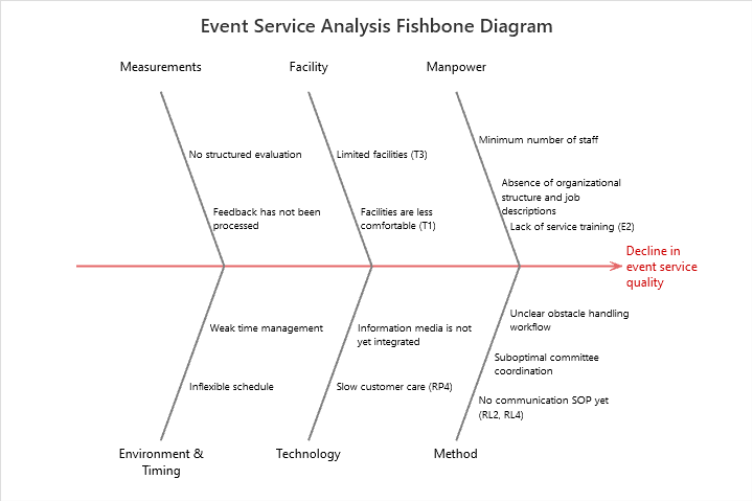


Figure 3. Cause-and-Effect Matrix for Quadrant I Service Attributes

Table 6. Fishbone Root Cause Description Summary

Cause Analysis	Factors	Problem Details	Proposed Improvements
Manpower	Minimal Number of Staff Unclear division of duties Service Training (E2)	Labor limitations cause excessive workload. There is no clear organizational structure and job description. Staff are less sensitive in understanding the needs of event participants.	Increase the number of staff/volunteers in the operational part of the event. Develop a clear written committee structure and jobdesc . Carry out empathy and customer service training for all staff.
Method	Communication SOP (RL2, RL4) Committee Coordination Handling Constraints	There is no standard procedure for delivering clear information. There was a mismatch of coordination between the committees during the event. There is no official flow for problem solving in the field yet.	Prepare SOPs for communication between committee divisions. Hold regular briefings and appoint field coordinators (corlap). Make flowcharts and SOPs for handling problems/complaints quickly.
Material & Facility	Limited Facilities (T3) Comfort of Place (T1)	The parking lot is not so large that customers complain about the lack of parking space. Location arrangement is not comfortable and air conditioning (air conditioning is not cold/limited).	Work with surrounding parking areas/provide a valet/shuttle system and neater parking arrangements. Add portable air conditioning units/cooling fans and re-layout the participants' seats.
Machine & Technology	Customer Care (RP4) Media Information	Access to communication and customer service is slow/less responsive. Schedule and event flow information has not been updated in an integrated manner	Provide a dedicated helpdesk/WhatsApp operational service that is responsive. Utilizing integrated digital information media (website/QR-code rundown).
Measurment	Evaluation System Feedback Processing	The company does not yet have periodic evaluation instruments after the event. Input and complaints from previous event participants have not been processed.	Load a post-event digital evaluation questionnaire (Google Form/QR). Processing participant input as evaluation material for the improvement of the next event.
Environment	Schedule Flexibility (E4) Time Management (RL1)	The timing of the event was not in harmony with the comfort of the participants. Rundown delays that trigger event flow mismatches.	Adjust the event hours based on attendee preferences. Develop a strict time keeper to minimize rundown delays.

DISCUSSION

The findings regarding the importance of service facilities align with the study by [4], [26] on the Borneo Jazz Festival in Malaysia, which involved 272 participants. That study found that program content and facilities were key factors influencing participant satisfaction. This similarity is evident in the current study, where venue comfort (T1) and supporting facilities (T3) fall into Quadrant I as priorities for improvement. This means that participants not only need events to run as planned but also a comfortable venue and adequate facilities. These results indicate that improving facilities is one of the key steps the company needs to take. However, the study by Ho et al. measured factors influencing satisfaction, whereas the current study measured service gaps and determined priorities for improvement [1].

The results of this study also support the importance of service quality, as found by [6], [27] [2] in a study of 878 participants across ten Oceanman International sporting events. That study showed that service quality is related to memorable participant experiences, and these experiences are linked to participants' willingness to share their experiences with others. These findings are relevant to the results of the current study, which indicate that services that do not meet expectations particularly in terms of communication, staff attentiveness, and facilities need to be improved. Clear and easily accessible services can help participants engage in activities more comfortably. The difference lies in the fact that Polyakova et al. examined the relationship between service quality and experiences as well as word-of-mouth communication, whereas the current study focuses on identifying service issues and proposing improvements [2], [1], [28].

Another similarity was found in the study by [29], [30], which evaluated the services of the Banggai Regency Water Utility (PDAM) using SERVQUAL, IPA, and the Fishbone diagram. That study identified several service gaps with negative values and four attributes prioritized for improvement. The issues identified included the ease of submitting complaints, the speed of staff responses, and communication with customers. These results align with the current study, which identified a negative gap of −0.25 and seven attributes in Quadrant I, including the ease of contacting staff (RP4), clarity of service (RL2), and accuracy of information (RL4). This similarity indicates that communication is a crucial component of service quality across various types of service companies. Both studies also used the Fishbone diagram to trace potential causes of problems before formulating recommendations. The differences lie in the research subjects and the types of service activities evaluated [3].

Although some research findings support one another, there is a discrepancy with the findings of [5], who examined the service quality of a music festival using the Kano model, Timko's customer satisfaction coefficient, and the satisfaction improvement potential index. That study identified staff professionalism, staffing levels, supporting facilities, ticket prices, and the booking system as areas requiring immediate improvement. In contrast, in the current study, the professional competence of staff (A4) falls in Quadrant IV with a performance score of 4.71 and a positive gap of +0.40. This indicates that participants rated the professional competence of staff relatively highly; thus, it is not a top priority compared to facilities and communication. These differences may arise because company conditions, event types, and participant needs vary. Thus, staff competence that is a major issue for one event organizer may not necessarily be a major issue for another [4].

Another difference was found in the study by [21] regarding festival services during the COVID-19 pandemic. That study showed that staff service has a negative relationship with participant satisfaction, although the presence of staff can increase trust. This finding differs in emphasis from the results of the current study, which identifies staff understanding of participant needs (E2) as a top priority for improvement. This difference can be understood because staff during the pandemic were also responsible for enforcing health regulations that could limit participant comfort. Meanwhile, the issues in the current study are more closely related to staff's ability to understand needs, provide information, and assist participants. Therefore, improvements in staff service must be tailored to the event's conditions and visitors' needs. It should be noted that the current study did not test the direct effect of staff behavior on satisfaction; thus, the two sets of results cannot be considered a direct statistical contradiction [5].

The findings of this study also highlight a different focus compared to the research by [11], [23], which conducted a meta-analysis of various festival studies. They found that festival activities, the event environment, and the perceived value relative to cost have a significant relationship with participant satisfaction and loyalty. Meanwhile, overall service quality has a relatively weaker relationship compared to value or cost. Unlike that study, the present study specifically identified several service shortcomings that need immediate improvement, particularly regarding facilities, information, and communication. This difference indicates that the importance of a particular aspect depends on the purpose of the assessment. The study by Tanford and Jung sought factors associated with satisfaction and loyalty, whereas the present study identified service attributes that fell short of expectations. Therefore, both provide complementary perspectives in determining improvement measures [6].

The findings of this study can be expanded upon using the approach developed by [6] in their research on hospitality service quality. They expanded SERVQUAL by adding a technology-based service dimension and employing customer weighting and clustering methods. The results indicate that service reliability is the most prioritized dimension, while customer needs may vary across groups. This approach offers opportunities for further development in the current study because the five SERVQUAL dimensions used do not specifically measure the quality of digital services. However, the Fishbone diagram results indicate challenges in information delivery, access to customer service, and the evaluation system. Therefore, future research could include assessments of the ease of accessing digital information, the speed of service via WhatsApp, and online complaint and evaluation systems. Assessments could also be differentiated by event type so that companies can understand the needs of each participant group [7].

Further development could draw on the research by [22], which utilized 32,044 hotel customer reviews in Singapore to identify the most critical service aspects through the analysis of digital reviews and explainable *machine learning*.

This study shows that customer feedback available online can be used to help companies determine improvement priorities in a more measurable way. This approach can complement the current study, which still relies on questionnaire responses from 104 participants. Event organizers can begin collecting participant feedback after each event via digital forms, then categorize complaints based on facilities, communication, schedule adherence, and staff service. In this way, companies can determine whether the same issues persist or begin to decrease after improvements are made. This data can also be used to verify whether the attributes considered important by participants remain consistent over time [8].

PRACTICAL IMPLICATIONS

The research results provide clear guidance for event organizing companies in determining priorities for service improvement. The SERVQUAL gap score of −0.25 indicates that the service has not fully met participants' expectations, particularly in the dimensions of reliability (−0.32) and responsiveness (−0.29). Therefore, companies need to improve the accuracy of information, clarify service procedures, and increase the speed of communication with participants. The IPA results identify seven attributes in Quadrant I that should be top priorities. Facility improvements (T1 and T3) can be achieved by inspecting venue conditions and providing supporting facilities prior to the event. Issues regarding service clarity (RL2) and accuracy of information (RL4) can be addressed by developing standard operating procedures (SOPs), briefing staff before the event, and utilizing a single official source of information. Meanwhile, the ease of contacting staff (RP4) can be improved by providing dedicated support services, such as a WhatsApp channel or an information desk. To improve understanding of participants' needs (E2) and the appropriateness of service timing (E4), the company needs to gather participants' needs before the event, adjust service schedules, and provide brief training to staff.

CONCLUSION

This study shows that the service quality of event organizing companies has not yet fully met participants' expectations. Based on the evaluations of 104 respondents regarding 20 service attributes, the SERVQUAL results showed an average gap of −0.25. The reliability dimension had the largest gap (−0.32), followed by responsiveness (−0.29), empathy (−0.28), tangibles (−0.26), and assurance (−0.07). The results of the Importance–Performance Analysis (IPA) identified seven attributes that are top priorities for improvement: venue comfort (T1), availability of supporting facilities (T3), clarity of service (RL2), accuracy of information (RL4), ease of contacting staff (RP4), understanding of participants' needs (E2), and appropriate service timing (E4). The Fishbone analysis indicates that these issues are likely caused by a limited number of staff, unclear task assignments, disorganized communication procedures, inadequate facilities, and a suboptimal service evaluation system. Based on these findings, the company is advised to improve facilities, develop standard operating procedures (SOPs) for communication, clarify staff responsibilities, provide participant support services, and implement digital evaluations after each event. This study provides a basis for the company to prioritize improvements based on participant needs, thereby ensuring a more targeted use of resources. However, the success of these recommendations still needs to be tested through service evaluations after the improvements are implemented.

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CONFLICT OF INTEREST

The authors declare that they have no conflicts of interest that could have influenced the research, analysis, or interpretation of the findings.

DATA AVAILABILITY STATEMENT

The data supporting the findings of this study were collected through questionnaires administered to event participants. The individual participant data are not publicly available to protect respondent privacy and company confidentiality. Requests for access to the research data may be directed to the corresponding author, subject to appropriate permissions.

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DECLARATION OF AI TOOL USAGE

Generative AI tools were used to assist with language editing and manuscript drafting. The authors reviewed and verified the content and take full responsibility for the accuracy, integrity, and conclusions of the research.

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