# The Influence of Product Quality, Price, Brand Image and Service on Purchase Decisions for Dry Type Ready Mix Concrete (Case Study at PT. XYZ East Java)

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*Abstract*— **Infrastructure development is one of the government's priorities in order to accelerate economic growth. Concrete is one of the main materials needed. Not all projects will require and can be delivered readymixed concrete by using the conventional method, therefore a dry-type ready-to-use concrete (instant concrete) is needed. This study aims to determine the effect of Product Quality, Price, Brand Image and Service on Purchasing Decisions of instant concrete products at PT. XYZ East Java. This is a quantitative research with descriptive type. The data used are primary data obtained through questionnaires and then processed using the SPSS program. The total sample of the study was 34 respondents who were selected using a non propability sampling technique with purposive sampling type. Data analysis used multiple linear regression. The results showed that Product and Service Quality had a significant effect on Purchasing Decisions, while Price and Brand Image had no effect on Purchasing Decisions.**

*Keywords* — *Product Quality, Price, Brand Image, Service, Purchase Decision*

## 1.    Introduction

Infrastructure development is one of the government's priorities in order to spur economic growth. This priority can be seen from the infrastructure budget allocation which continues to increase every year. One of the main materials widely used in infrastructure and construction is concrete. In general, the composition of concrete consists of a mixture of cement, sand, crushed stone and water. Ready mix concrete products are produced at the concrete processing plant (batching plant) and then sent to the customer's location using a truck mixer. For that PT. XYZ East Java branch made a new innovation product in the form of dry type ready mix concrete (instant concrete) to meet these special needs.

Product quality is a potential strategic weapon to beat competitors (Syamsurizal & Candra, 2017). With good product quality, the company will grow well and continue to grow. In the design of dry type ready mix concrete products from PT. XYZ East Java is added a safety factor with a varying amount depending on the quality of the concrete made to the required concrete quality. The existence of PT. XYZ has been in the ready mix concrete business for more than 20 years. During this period the brand PT. XYZ is well known and has formed a brand image of its own in the minds of its customers. Brand image is an impression that is formed in both positive and negative forms that are embedded in the minds of customers (Reinaldo & Chandra, 2020). The prominent brand image of PT. XYZ is about the quality of the good compressive strength of the concrete. It is hoped that this long-established positive brand image can make a difference between PT. XYZ with other products and in the end makes it easier for customers to make purchasing decisions.

The decreasing number of customers of dry type ready mix concrete (instant concrete) PT. XYZ East Java branch for the contractor segment even though this segment is the largest contributor to sales of instant concrete products, it needs to be followed up. The variety of instant product brands available in the market and offered at varying prices makes the competition very tight. By knowing about the influence of product quality, price, brand image and service on the customer's decision to purchase dry type ready mix concrete (instant concrete) it is very important to ensure that the product can meet customer needs and then it is decided to be purchased or re-purchased by the customer.

## 2. Literature Review

### 2.1. Previous Research

Anggoro (2018), conducted a study to test and analyze the effect of service quality and product quality on consumer purchasing decisions for ready mix concrete at PT. Medan's True Concrete Ambassador. The research approach is descriptive quantitative. The results showed that service quality had a positive and significant effect on purchasing decisions. Separately, service quality and product quality have a positive and significant effect on purchasing decisions. Simultaneously, service quality and product quality have a significant effect on customer purchasing decisions.

Simanjuntak et al., (2020), conducted a study to analyze the effect of the marketing mix (product, price, location, promotion, service, human resources, and physical evidence) and brand image on customer loyalty for remixed mortar products in the Greater Jakarta area. The results of the analysis show that product, price, process, and brand image have a significant effect on loyalty. The variable that has the most significant effect is price, followed by product, process and brand image.

Setiawan and Mashariono (2019), conducted a study to analyze the effect of product quality, price and promotion on Holcim's cement mortar purchasing decisions, as well as to determine the variables with the strongest influence on their purchasing decisions. The results showed that product quality, price, and promotion had a significant and positive effect on purchasing decisions with the highest influence on promotion.

### 2.2. Theoretical basis

#### 2.2.1. Customer Behavior

From a marketing point of view, consumer's behavior is about solving the question of how consumers choose their products (Giao et al., 2018). Customer behavior is the study of individuals, groups or organizations and the processes used to select, obtain, use, and discontinue the use of products, services, experiences, or ideas to satisfy needs, as well as the impact of these processes on customers and society (Tjiptono, 2019). Understanding customer behavior is the foundation of all company business strategies. In a case, marketers want to introduce a new product or modify an existing product, marketers must know exactly the behavior of the buyer process that they use to select, secure, and dispose of a product (Idris et al., 2018).

#### 2.2.2. Product quality

A product is anything that can be offered to a market for attention, acquisition (purchase), use, or consumption that can satisfy a want or need (Kotler & Armstrong, 2015). The American Society for Quality defines quality as a characteristic of a product or service based on its ability to satisfy stated or implied customer needs. (Kotler & Armstrong, 2015). Product quality is the ability of a company to provide an identity or characteristic for each of its products so that customers can recognize the product (Gulliando & Shihab, 2019). The dimensions of the quality of a product consist of: (1) Performance (performance), (2) Durability, (3) Conformity to specifications (conformity to specifications), (4) Features (features), (5) Reliability (reliability), (6) Beauty (aesthetics), (7) Perceived quality, and (8) Ease of repair (serviceability) (Brata, 2017).

#### 2.2.3. Price

In the narrowest sense, price is the amount of money charged for a product or service. More broadly, price is the sum of all the values that customers give up for the benefit of owning or using a product or service (Kotler & Armstrong, 2015). Price can be defined as the amount of money (monetary unit) and other aspects (non-monetary) that contain certain aspects needed to obtain a product or service (Rachmawati et al., 2019). Price is what is given by the customer to get the benefits offered by the company, which can be in the form of a product or service which includes an assessment by the customer himself (Reinaldo & Chandra, 2020). The price dimensions are divided into: (1) Price affordability, (2) Price conformity with product quality (price conformity with product quality), (3) Price conformity with benefits, and (4) Prices are in accordance with their ability or competitiveness (price capability or competitiveness) (Gulliando, 2019).

*2.2.4. Brand Image*

Brand means the use of a name, term, symbol or design to identify a product. Brand image describes the extrinsic nature of a product or service, including the way in which the brand seeks to meet the psychological or social needs of the customer (Kotler & Keller, 2016). Brand image is an impression that is formed in both positive and negative forms that are embedded in the minds of customers (Reinaldo & Chandra, 2020). Brand image is a set of customer beliefs about a particular brand. When customers believe in a certain brand, it will lead to a perception of the brand of the product. There are 5 (five) dimensions of brand image, namely: (1) Brand identity, (2) Brand personality, (3) Brand association, (4) Brand attitude and behaviorm and (5) brand benefits and competence (Cahya, 2018).

*2.2.5. Service*

Service quality is an effort to fulfill needs followed by consumer desires and the accuracy of the delivery method in order to meet the expectations and satisfaction of these customers (Kurniawan et al., 2020). Customers form service expectations from a variety of sources, such as past experiences, word of mouth and the company's marketing programs. In general, customers compare the perceived service with the expected service. If the perceived service is below the expected service, the customer will feel disappointed.

*2.2.6. Buying decision*

Decision making describes an evaluation process carried out by customers on the attributes of a set of products, brands or services, which then rationally chooses one of these products, brands, or services that can meet their needs at the lowest cost (Gulliando & Shihab, 2019). The purchase decision is the next stage after the intention or desire to buy; but the purchase decision is not the same as the actual purchase (Anggoro, 2018). This means that the condition for making decisions is the availability of several alternative choices (Kurniawan et al., 2020). Purchasing decisions are a way for individuals, groups or organizations to choose, buy, use and utilize goods, services, ideas and experiences to fulfill needs and wants (Rachmawati et al., 2019). There are 5 (five) sub-purchase decisions, namely: (1) Choice of brand, (2) Choice of dealer, (3) Quantity, (4) Time of purchase, and (5) Method of payment (Kotler & Keller, 2016).
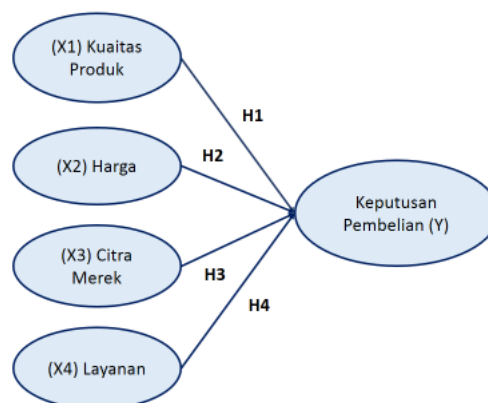
## 3. Research Methods

## 3.1. Analysis Model



**Figure 3.1.** Analysis Model

The hypotheses in this study are as follows:
H1: Product quality has a significant effect on purchasing decisions.
H2: Price has a significant effect on purchasing decisions.
H3: Brand Image has a significant effect on purchasing decisions.
H4: Service has a significant effect on purchasing decisions.

## 3.2. Research Approaches

This study uses a quantitative approach, namely a research method based on the philosophy of positivism, used to examine certain populations and samples, data collection using research instruments, data analysis is quantitative (statistical), with the aim of testing predetermined hypotheses (Sugiyono, 2018). This research is to find out whether the independent variables (Product Quality, Price, Brand Image and Service) are assumed to have an effect on the dependent variable (Purchase Decision). The population in this study were all customers of PT. XYZ East Java branch which has previously purchased concrete products. The sampling technique used in this research is non-probability sampling with purposive sampling type.

The criteria for the sample set in this study are as follows:
1) Customers from the contractor segment.
2) Is an old customer of PT. XYZ East Java branch.
3) Make purchases in cash (cash) and tempo (credit).
4) Make orders and purchases directly through the service department or online (online).
5) Purchased dry type ready-mix concrete (instant concrete) in the period 2019 to 2020.
6) Have you ever purchased an instant concrete product before or for the first time.

From the sales transaction data of PT. XYZ East Java branch, there are 45 old customers from the contractor segment who have purchased ready-mix concrete products (instant concrete) from 2019 to 2020 with 11 contractor customers who have purchased their products more than once. The appropriate sample size in the study is between 30 to 500 (Sugiyono, 2018). A total of 34 customers have provided their questionnaire data and become respondents in this study. The procedure for collecting data was through the distribution of questionnaires to the respondents. The measurement scale uses a Likert scale with gradations ranging from strongly disagree to strongly agree with a score of 1 to 5.

## 4. Results and Discussion

## 4.1. Characteristics of Respondents

Respondents used in this study were customers of PT. XYZ from the contractor segment as many as 34 customers. Characteristics of respondents by type of company shows that the majority of respondents work in private companies by 79.4% (27 people), 11.8% work in state-owned companies (4 people) and the rest work in the Ministry of Public Works by 8.8% (3 people). Characteristics of respondents by gender showed that 85.3% (29 people) were male and the remaining 14.7% (5 people) were female. Characteristics of respondents based on age showed that the majority of respondents were aged between 31-35 years by 32.4% (11 people). Then aged between 36-40 years by 29.4%. (10 people), aged between 20-25 years by 20.6% (7 people), aged between 41-45 years by 8.8% (3 people), aged over 46 years by 5.9% (2 people) and the rest aged 26- 30 years by 2.9% (1 person). Characteristics of respondents based on length of service showed that most respondents had worked for a period of 5-6 years, namely 35.3% (12 people). Then followed by a period of > 10 years by 23.5% (8 people), a period of 7-8 years by 14.7% (5 people), a period of 1-2 years by 11.8% (4 people) and the remaining < 1 year by 11.8% (4 person). Characteristics of respondents based on the length of time the company has been established shows that the majority of respondents work in companies that have been established for a span of 6-10 years by 35.3% (12 people). Then 23.5% (8 people) in companies that are > 20 years old, 17.6% (6 people) in companies in the 16 - 20 year range and 11.8% each in companies 11-15 years old (4 people) and who are < 5 years (4 people).

## 4.2. Instrument Test

### 4.2.1. Validity test

**Table 4.1** *Validity Test Results*

*Tanpa Indikator X1.14

| Variabel | Indikator | Koefisien Korelasi | r Tabel Product Moment | Keterangan | Variabel | Indikator | Koefisien Korelasi | r Tabel Product Moment | Keterangan |
|---|---|---|---|---|---|---|---|---|---|
| Kualitas Produk (X1) | X1.1 | 0.619 | 0.339 | Valid | Citra Merek (X3) | X3.1 | 0.810 | 0.339 | Valid |
| | X1.2 | 0.620 | 0.339 | Valid | | X3.2 | 0.890 | 0.339 | Valid |
| | X1.3 | 0.551 | 0.339 | Valid | | X3.3 | 0.682 | 0.339 | Valid |
| | X1.4 | 0.550 | 0.339 | Valid | | X3.4 | 0.613 | 0.339 | Valid |
| | X1.5 | 0.471 | 0.339 | Valid | | X3.5 | 0.704 | 0.339 | Valid |
| | X1.6 | 0.591 | 0.339 | Valid | Layanan X4 | X4.1 | 0.627 | 0.339 | Valid |
| | X1.7 | 0.705 | 0.339 | Valid | | X4.2 | 0.672 | 0.339 | Valid |
| | X1.8 | 0.647 | 0.339 | Valid | | X4.3 | 0.767 | 0.339 | Valid |
| | X1.9 | 0.466 | 0.339 | Valid | | X4.4 | 0.526 | 0.339 | Valid |
| | X1.10 | 0.641 | 0.339 | Valid | | X4.5 | 0.655 | 0.339 | Valid |
| | X1.11 | 0.561 | 0.339 | Valid | | X4.6 | 0.694 | 0.339 | Valid |
| | X1.12 | 0.442 | 0.339 | Valid | | X4.7 | 0.641 | 0.339 | Valid |
| | X1.13 | 0.701 | 0.339 | Valid | | X4.8 | 0.517 | 0.339 | Valid |
| Harga (X2) | X2.1 | 0.693 | 0.339 | Valid | Keputusan Pembelian (Y) | Y1 | 0.723 | 0.339 | Valid |
| | X2.2 | 0.786 | 0.339 | Valid | | Y2 | 0.575 | 0.339 | Valid |
| | X2.3 | 0.689 | 0.339 | Valid | | Y3 | 0.740 | 0.339 | Valid |
| | X2.4 | 0.695 | 0.339 | Valid | | Y4 | 0.494 | 0.339 | Valid |
| | X2.5 | 0.354 | 0.339 | Valid | | Y5 | 0.676 | 0.339 | Valid |
| | X2.6 | 0.823 | 0.339 | Valid | | Y6 | 0.609 | 0.339 | Valid |
| | | | | | | Y7 | 0.756 | 0.339 | Valid |

Source **: Processed data (2021)**

Based on the results of testing the validity of the instrument in Table 4.1 above, it was found that not all indicators produced a correlation coefficient value of r count > r table value of 0.339. The X1.14 indicator has a calculated r value of 0.326 where the calculated r value is < the r table value of 0.339. Thus the X1.14 indicator is declared invalid and is not included (deleted). From the results of retesting the validity of these indicators, it was found that all indicators had a correlation coefficient value of r count > the value of r table. Thus it can be concluded if all the statements contained in the questionnaire are declared valid and can be used as a data collection tool in this study.

### 4.2.2. Reliability Test

**Table 4 . 2** *Reliability Test Results*

| Variabel | Cronbach Alpha | Cut Off | Keterangan |
|---|---|---|---|
| Kualitas Produk (X1) | 0.818 | 0.600 | Reliabel |
| Harga (X2) | 0.754 | 0.600 | Reliabel |
| Citra Merek (X3) | 0.798 | 0.600 | Reliabel |
| Layanan (X4) | 0.778 | 0.600 | Reliabel |
| Keputusan Pembelian (Y) | 0.779 | 0.600 | Reliabel |

Sources **: Data processed, 2021**

Based on Table 4.2, it was found that the Cronbach Alpha value for all variables in this study resulted in a value of > 0.600 so that all statement items in this research variable were declared consistent, reliable and suitable to be used as a data collection tool.

## 4. 3 . Multiple Linear Regression Test Results

### 4.3.1. Simultaneous Significance Test (F Test)

**Table 4 . 3** *Multiple Linear Regression Test Results*

| | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 5.091 | 4 | 1.273 | 14.943 | 0.000 |
| Residual | 2.470 | 29 | 0.085 | | |
| Total | 7.561 | 33 | | | |

Sources **: Data processed, 2021**

Testing the effect simultaneously produces a calculated F value of 14,943 with a probability of 0.000. The test results show the probability value < level of significance ($\alpha = 5\%$ or 0.05). This means that there is a significant

effect of Product Quality (X1), Price (X2), Brand Image (X3) and Service (X4) simultaneously or together on Purchase Decisions (Y).

### 4.3.2. Partial Significance Test (t Test)

Structural models:

$$Y = -0.116 + 0.496\, X_1 + 0.106\, X_2 - 0.154\, X_3 + 0.541\, X_4$$

The results of hypothesis testing can be explained as follows:

- From multiple linear regression, the constant value ($\alpha$) is -0.116. This means that if the value of Product Quality ($X_1$), Price ($X_2$), Brand Image ($X_3$) and Service ($X_4$) is 0 (zero), then the value of Purchase Decision is -0.116.
- The value of the multiple linear regression coefficient for Product Quality (X1) is 0.496 which indicates that if the other *independent variables are* constant and the value of Product Quality increases by 1 unit, the value of the Purchase Decision will increase by 0.496. The resulting coefficient of 0.496 (positive) can be interpreted that the better the product quality will tend to increase the purchasing decision. Based on Table 5.20. The significance value for the Product Quality variable (X1) is 0.002. The significance value is < *significant alpha* 5% or 0.05. This means that there is a significant influence between Product Quality (X1) on Purchase Decisions (Y). Thus, Hypothesis 1 which states that "Product Quality (X1) has a significant effect on Purchase Decisions (Y)" is accepted.
- Based on the results in Table 5.20. it can be seen that the significance value for the variable Price ($X_2$) is 0.284. The significance value is > 5% *significant alpha* or 0.05. This means that there is no significant effect of Price ($X_2$) on Purchase Decision (Y). Thus, Hypothesis 2 which states that "Price (X2) has a significant effect on Purchase Decisions (Y)" is rejected.
- Based on the results in table 5.20. it can be seen that the significance value for the Brand Image variable ($X_3$) is 0.130. The significance value is > 5% *significant alpha* or 0.05. This means that there is no significant effect of Brand Image ($X_3$) on Purchase Decision (Y). Thus, Hypothesis 3 which states that "Brand Image ($X_3$) has a significant effect on Purchase Decision (Y)" is rejected.
- The value of the multiple linear regression coefficient for Service ($X_4$) is 0.541 which indicates that if the other *independent variables are* constant and the service value increases by 1 unit, the value of the Purchase Decision will increase by 0.541. The resulting coefficient of 0.541 (positive) can be interpreted that the better the service will tend to increase the Purchase Decision. Based on Table 5.20. obtained a significance value for the Service variable of 0.001. The significance value is < *significant alpha* 5% or 0.05. This means that there is a significant effect of Service ($X_4$) on Purchase Decision (Y). Thus, Hypothesis 4 which states that "Service ($X_4$) has a significant effect on Purchase Decision (Y)" is accepted. Of the 2 (two) independent variables that are declared to have a significant effect on purchasing decisions, the Service variable (X4) with a coefficient value of = 0.541 gives a greater influence than the Product Quality variable (X1) which has a coefficient value of = 0.507..

### 4.3.2. Coefficient of Determination

**Table 4 4** *Coefficient of Determination Table*

| Model | R | R Square |
|-------|-------|----------|
| 1 | 0,821 | 0,673 |

Sources **: Data processed, 2021**

The R-Square value in the model is 0.673 or 67.3%. This can indicate that the Purchasing Decision variable (Y) can be explained by the Product Quality (X1), Price (X2), Brand Image (X3) and Service (X4) variables of 67.3% or in other words the contribution of the Product Quality variable (X1), Price (X2), Brand Image (X3) and

Service (X4) on Purchase Decision (Y) of 67.3%, while the remaining 32.7% is a contribution from other variables not discussed in this study.

## 4. 4 . Classic assumption test

### 4.4.1. Normality Assumption

**Table 4.7** *Kolmogorov-Smirnoff test*

| Kolmogorov Smirnov | Probabilitas |
|---|---|
| 0,114 | 0,200 |

Sources **: Data processed, 2021**

Based on the normality assumption test, it produces a test statistic probability (KS) > a significant alpha value of 5% or 0.05 so that the assumption of H0 is accepted. This means that the residuals in the model are declared normally distributed and thus the assumption of normality is met.

### 4.4.2. Multicollinearity Assumption

**Table 4. 8** *Multicollinearity Test*

| Variabel | Tolerance | VIF |
|---|---|---|
| Kualitas Produk | 0.536 | 1.864 |
| Harga | 0.838 | 1.193 |
| Citra Merek | 0.471 | 2.123 |
| Layanan | 0.516 | 1.937 |

Sources **: Data processed, 2021**

Based on the summary of the results of the multicollinearity test in Table 4.8, it was found that all of the independent variables resulted in a Tolerance value > 0.1 and a VIF value < of 10. Thus, it can be stated that the model is declared to have no symptoms of multicollinearity so that the multicollinearity assumption is fulfilled.

### 4.4.3. Heteroscedasticity Test

**Table 4.9** *Heteroscedasticity Test Results*

| Variabel Independen | Sig. |
|---|---|
| Kualitas Produk | 0.718 |
| Harga | 0.977 |
| Citra Merek | 0.493 |
| Layanan | 0.231 |

Sources **: Data processed, 2021**

Testing the assumption of heteroscedasticity using the Glejser test shows that all independent variables in the model produce Sig values. > level of significant (α) of 5% or 0.05. This means that the residual is declared to have a homogeneous variance. Thus the assumption of heteroscedasticity is met.

### 4.4.4. Linearity Assumption

**Table 4.10** *Linearity Test*

| Variabel Independen | Sig. Linierity |
|---|---|
| Kualitas Produk | 0.000 |
| Harga | 0.048 |
| Citra Merek | 0.006 |
| Layanan | 0.000 |

Sources **: Data processed, 2021**

Based on Table 4.10 obtained the value of Sig. Linearity <0.05 then the relationship between the independent variable and the dependent variable is linear.

## 5. Conclusions and Practical Implication

### 5.1. Conclusions

Based on the results of this study, it can be concluded that:

1. Product quality ($X_1$) has a significant effect on purchasing decisions (Y). The resulting coefficient is positive, which means that the better the quality of the product, the more likely it is to increase purchasing decisions.
2. Price ($X_2$) has no significant effect on Purchase Decision (Y).
3. Brand Image ($X_3$) has no significant effect on Purchase Decision (Y).
4. Service ($X_4$) has a significant effect on Purchase Decision (Y). The resulting coefficient is positive, which means that the better the service, the more likely it is to increase purchasing decisions.

### 5.2. Practical Implication

#### 5.2.1. Managerial implications related to product quality.

The existence of several inputs from customers regarding the damage to plastic sack packaging when stored in stacks, when stored for a long time or during the transportation and transfer process gives an indication of the need for plastic sacks that are stronger and more durable. PT. XYZ East Java branch needs to improve the quality of the plastic sacks they wrap with thicker and stronger materials. This needs to be done in addition to avoiding losses on the customer side due to no longer being able to use the instant concrete product as well as to avoid complaints or claims for losses from customers and in the long term to be able to increase the positive brand image of the instant concrete product. alone.

#### 5.2.2. Managerial implications related to product prices.

In terms of price information, the condition is obtained if the respondent cannot immediately get information on calculating the total product price when he first gets information about this instant concrete product. This is especially the case when customers see the information through online marketing media, both in the application developed by PT. XYZ itself as well as in existing marketplace and e-commerce applications. The main problem lies in the absence of information regarding additional costs for transporting the product to the customer's location. PT. XYZ East Java branch needs to make a price package for instant concrete products complete with shipping costs. This is to make it easier for customers to find out how much the total cost of purchasing the product as well as shipping it. The price of instant concrete product packages can be made in various options, starting from the minimum order quantity and the distance traveled.

#### 5.2.3. Managerial implications related to brand image

Currently being developed instant concrete products in jumbo packaging with a unit weight of 1 (one) ton to meet customer needs in a dam project in Eastern Indonesia where logistical access to the project site is very difficult so that instant concrete materials are needed in large but easy quantities. handled in one go. Examples of other developments for decorative concrete applications such as the need for colorful city parks, pedestrian paths with certain patterns and motifs or porous concrete that water can pass through so that the water can seep into the ground. The success story of this particular project will form its own brand image of instant concrete products so that it is no longer just a general type of concrete and for ordinary use.

#### 5.2.4. Managerial implications related to marketing

To maximize this marketing process, PT. XYZ East Java branch needs to place 1 (one) separate employee. This is necessary so that the employee can focus on the marketing process (as described above, including maintaining good relations with customers. The placement of a special employee in the marketing division is also to maximize the possibility of getting new sales opportunities that can be obtained from feedback or problems that the customer is facing.

### 5.2.5. *Service-related managerial implications*

Corrective steps that can be applied at PT. XYZ East Java branch, among others:

- Determine the total target time for resolving customer complaints and the target processing time for each part. There is a clear target time for each process: 1) The first response from the service department from the first time the customer submits a complaint, 2) Finding the root cause of the problem from the production department and its decisions, 3) The final decision from management regarding the complaint, 5) Submission the final result to the customer by the service department, and 6) Follow up the results by the service department to the customer or the production department.

- Determine the person who is responsible for each process. Service employees will be the *process owners* of the entire customer complaint resolution process assisted by other departments and the management of PT. XYZ East Java branch.

- Make a special record (*database)* regarding customer complaints and hold regular weekly meetings to monitor its progress

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