Improving Service Quality Creative Advertising Industry with the PDCA Method (Case of PT Kharisma Advertising)

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Abstract:- The purpose of this study was to determine the users of PDCA methods in improving the quality of creative services in the advertising subsector industry in PT Kharisma Advertising. The quality of services has not been fulfilled because of the management factor and the reliability level of advertising agency employees in serving the needs of clients. With this research, it is expected that problems arising from the lack of quality corporate governance management services in the charismatic environment of advertising can be fixed. From observations, it can be seen that almost 80% of client complaints that occur due to Management at PT Kharisma Advertising, the rest types of client complaints are caused by the facilities, administration/price and technical and non-technical services of PT Kharisma Advertising. Improvements can be made by focusing on the largest type of client complaints, namely management in the company. This is because client complaints against Kharisma Advertising management have the largest percentage of 80% of the total types of other passenger complaints.

Keywords:- Services, Advertising, PDCA Method.

I. INTRODUCTION

Indonesia is one of the countries with the greatest economic performance. In 2015, we recorded a Gross Domestic Product (GDP) growth of 4.79% higher than global economic growth which is estimated to only reach 2.4%. This positive climate will certainly be the right moment for the government to strengthen the foundations of the economy, especially in the real sector. One of the real sectors that become a priority is the creative economy. The government is optimistic that the creative economy will become the backbone of the Indonesian economy.

In the creative industry advertising sub-sector, each client has their own criteria in choosing the agency he wants. There are clients who want an advertising agency that can provide high maximum service quality, also guaranteed, there are clients who want services that are faster, more efficient, convenient and easy to access, whenever and wherever they are. With the different criteria for agency selection by the client, Kharisma Advertising is demanded to always try to improve services and innovate continuously.

Given these conditions, then Kharisma Advertising is demanded to further optimize services to the Client so that Client satisfaction is maintained. One of the actions to satisfy the client is to provide the best service to the client. This fact can be seen, that there are several things that can provide customer satisfaction, namely total customer value consisting of product value, service value, personal value, image value, and total customer cost consisting of monetary costs, time costs, costs energy and mind costs (Kotler et al, 2000: 50).

The world of advertising in Indonesia today is experiencing very intense competition between advertising agencies, which is marked by the emergence of new agencies from abroad that are acquiring local companies so that the competition will get tougher. This situation causes PT Kharisma Advertising as a local company to immediately take steps to adjust policies and strategies with breakthrough efforts and anticipation to master further changes.

Operational services, especially advertising services, are very much based on services, especially the role of staff and employees. Bad products and services produced by staff and employees will immediately damage this service business, conditions like this will cause the client to be reluctant to connect further with the Agency, not even closing the possibility that the client will move to another agency that provides better service. Therefore, Kharisma Advertising's efforts to maintain client satisfaction are necessary.

An orientation to client satisfaction is needed because: (1) the client will feel loyal to the Agency so that the client does not turn to another agency, (2) the client will tell about satisfying agency services to others which ultimately is an effective means of promotion (Sunardi, 2003: 69). The orientation to client satisfaction must be balanced with improvements in the quality of service of its employees and improve the quality of its human resources.

Thus what the Client hopes to feel the quality of good services has not been fulfilled because the level of reliability and responsiveness of Advertising Agency employees in serving the needs of clients still lead to production problems, timeliness of workmanship and availability of resources or talent desired by the client, besides that of the physical aspect of the existence of the Agency Advertising can provide an alternative way out for

clients who are confused with the strategy in marketing and product communication, the number of clients is expected to increase Kharsisma Advertising provides quality production services and clients feel satisfied with the services provided. With this research, it is expected that problems arising from the lack of service quality and corporate governance in the Kharisma Advertising environment can be improved.

The identification of the problems of this research is 1. Client satisfaction that is not fulfilled in Kharisma Advertising causes low turnover and quality of services of PT Kharisma Advertising, 2. Declining PT Kharisma Advertising advertising services causes a decrease in client satisfaction.

The research problems are 1. How is the client satisfaction on services company PT Kharisma Advertising? 2. How meningkatkam client satisfaction on services advertising company PT Kharisma Advertising?

The purpose of this study is 1. To find out what factors influence client satisfaction in Kharisma Advertising, 2. To find out what improvements in service quality should be improved at PT Kharisma Advertising to clients.

The limitations of the problem of this research are 1. The scope of the problem discussed in this study is related to client satisfaction in Kharisma Advertising, 2. Assumptions of service quality research are only in the scope of PT Kharisma Advertising clients.

II. LITERATURE REVIEW

A. Quality of Services

According to Tjiptono (2016), service quality is a dynamic situation that is closely related to products, services, human resources, and processes and the environment that can at least meet or even exceed the quality of service expected. The definition of service quality is an effort to meet the needs coupled with the desires of consumers and the accuracy of the delivery method to meet the expectations and satisfaction of these customers. In good service quality, there are several types of service criteria, including the following:

➤ Timeliness of service, including time to wait during the transaction or payment process,
➤ Service accuracy, which is to minimize errors in services and transactions,
➤ Manners and hospitality when providing services,
➤ Ease of getting services, such as the availability of human resources to help serve consumers, as well as supporting facilities such as computers to find the availability of a product,
➤ Consumers of consumers, namely locations, parking lots, comfortable waiting areas, cleanliness aspects, availability of information, and so forth.

B. Creative Industries

According to Simatupang (2007), Creative industries are industries that rely on skills, talents, and creativity that have the potential to improve welfare. Meanwhile, according to the Indonesian Ministry of Trade in 2009, the creative industry is an industry that comes from the use of skills, creativity, and talents owned by individuals in creating prosperity and employment. This industry will focus on empowering the creativity and creativity of an individual.

The meaning of the creative industries according to the UK DCM Task Force: 1998, Creative industries are industries that come from the creativity of individuals who are potentially able to create wealth and employment through the exploitation and generation of creative and intellectual property of these individuals. However, Howkins: 2001, said the understanding of the creative industry is an industry that has characteristics of excellence on the side of creativity in producing or creating a variety of creative designs that are inherent in the products or services produced.

C. Advertising

According to Kotler (2005: 277), advertising is any form of non-personal presentation and promotion of ideas, goods or services by certain sponsors that must be paid for. Meanwhile, according to Fandi Tjiptono (2008: 225), states that advertising is one of the most widely used forms of promotion in promoting their products.

D. PDCA

The first step in kaizen is to implement the PDCA cycle (plan, do, check, action) as a means of ensuring the continuity of kaizen. This is useful in realizing policies to maintain and improve or improve standards. This cycle is the most important concept of the kaizen process (Imai, 2014). The concept of the PDCA cycle was first introduced by Walter Shewhart in 1930 called the "Shewhart Cycle". PDCA stands for English for the plan, do, check, action (plan, work, check, follow up), is a four-step interactive problem-solving process that is commonly used in quality control. Furthermore, this concept was developed by Dr. Walter Edwards Deming who came to be known as "The Deming Wheel" (Tjitro, 2015).

In the PDCA cycle, it is possible to take two types of corrective actions, namely temporary and permanent actions. Temporary measures aim at addressing and correcting problems practically, while permanent corrective actions consist of analysis and eliminating the root causes to achieve the target of a continuous improvement process (Sokovic, 2010).

E. Planning

The first stage is to make a plan. Planning is an attempt to describe the way to solve the problem that is determined into the elements of a complete and interrelated and integrated plan so that it can be used as a guideline in carrying out the way to solve the problem. The final result achieved from planning is the preparation of a work plan

for solving quality problems that will be held. A good quality problem-solving work plan contains at least seven elements of the plan, namely:

- Title of work plan (topic),
- Statement about the type and magnitude of quality problems faced (problem statement),
- Formulation of general goals and specific objectives, complete with targets to be achieved (goals, objectives, and targets),
- Activities to be carried out (activities)
- Organization and personnel organization (organization and personnel)
- Costs required (budget)
- Benchmarks for success used (milestone).

F. Implementation

The second stage is to carry out the planned plan. If the implementation of the plan requires the involvement of other staff outside the team members, orientation needs to be held first so that the implementing staff can fully understand the plan to be implemented. At this stage, there will be a need for cooperation from members and managerial leaders. To be able to achieve good cooperation, key managerial skills are needed, namely:
- Communication skills (communication) to generate staff understanding of the way quality is implemented
- Motivational skills (motivation) to encourage staff to be willing to resolve ways of solving planned quality problems
- Leadership skills (leadershif) to coordinate activities for how to solve quality problems carried out
- Directing skills to direct the activities carried out

G. Examination

The third stage carried out is to periodically check the progress and results achieved and the implementation of the plan that has been determined. The purpose of the examination is to find out:
- To what extent has the implementation of the problem been resolved according to the plan that has been determined.
- Which parts of activities are going well and what parts are not going well.
- Whether the required resources are still available.
- Does the way of solving the problem that is being done needs improvement or to be able to check the implementation of the way of solving the problem.

H. Repair

The fourth stage is to carry out improvements to the work plan. Make improvements to the work plan or if necessary consider the election by way of solving other problems. Henceforth the revised work plan is implemented again. Don't forget to monitor the progress and results achieved. To then depend on progress and results, carry out appropriate action.

In making efforts and performance, this study uses an approach with the PDCA method. The Plan-Do-Check-Act (PDCA) cycle is a systematic problem-solving step that is currently being applied in large companies in Indonesia but has long been applied in developed countries such as Japan, Germany, USA. To be able to implement PDCA in the context of the spirit of continuous improvement to improve organizational quality, not only requires an understanding of the PDCA concept itself, but also requires an understanding of knowledge and skills in the use of quality management tools. However the implementation of each stage of the PDCA, starting from stage P (Plan) to A (Act) requires a set of tools that can be used to streamline actions at each stage. The quality tools needed at each stage of the PDCA will be related to what is done at each stage.

I. Eight Steps and Seven Quality Control Tools

The PDCA cycle reminds people to carry out every work consciously and consistently. The problem-solving methodology adopts the PDCA cycle with eight steps consisting of:

- *Identification of Problems*
  Often an issue is not always clear, thus each member of the cluster must be able to formulate and diagnose the real problem that it faces.

- *Data Analysis*
  The purpose of data analysis is so that the problem becomes clearer and is able to describe the object and its deviation so that it can determine the target of improvements to be made.

- *Analysis of the cause*
  Aim to find and get the most possible cause of the occurrence of deviations. Tools that can be used are Ishikawa diagram, brainstorming and nominal group technique (NGT)

- *Make a Countermeasure Plan*
  The purpose of this step is to provide direction and types of activities that will be carried out in the context of overcoming the problem by establishing a plan of action, determining the process of implementing the response, determining personnel, facilities, time and place.

- *Implement the Prevention Plan*
  The goal is to get input from feedback from the response plan and towards the effectiveness of the plan through trial methods, research work, and others.

- *Researching Results*
  The aim is to determine the effectiveness and ability to carry out the handling of quality problems. The method used can be a line diagram, beam diagram/histogram, Pareto diagram.

➢ *Standardization*

The aim is that the same problem does not recur so standardization must be made through the creation of Standard Operating Procedures (SOPs) based on the results of the Quality Control Cluster (GKM) activities. The SOP is a working manual accompanied by a description of the position (tasks, methods, and requirements that must be met).

➢ *Determine the Next Theme*

The goal is that the Quality Control Cluster (GKM) activities do not stop or are always sustainable. This means that the company through QCC always tries to improve itself by improving quality from time to time without stopping. In determining the next theme, it is necessary to state the reasons, data and objectives or targets to be achieved.

Seven quality control tools or commonly known as seven tools can be used in all stages of the production process from the beginning of product development to becoming a product and customer support. The seven tools have been successfully applied to several organizations and production processes that are running well. According to Heizer (2012), the seven quality control tools include:

- Flow Chart
- Cause and Effect Diagrams (Fishbone)
- Check Sheet
- Pareto diagram
- Histogram
- Scatter Diagram (Scatter Diagram)
- Control Chart

J. Improvement

According to Nigel Stack in Operation and Process Management, improvement is the effort to eliminate the distance or difference between the current conditions and the desired target of an operation or process for the ultimate goal of all operations and process management activities.

K. Customer Complain

According to Bell and Luddington, customer complaints are feedback from customers addressed to organizations or companies that tend to give a negative nature. This feedback can be done in writing or verbally (Luddington, 2012: 244).

L. Framework

Identification of the problem needs to be done to ascertain the causes that lead to rising levels of damage and customer claims. Factors that have the potential to cause problems are humans, machines, materials, methods and the environment. After finding the cause of the problem, the next step is to repair, measure the results of improvement, development, implementation and evaluation. The framework of thought in this study can be described in a flow chart as the main concept of that framework is the PDCA (Plan, Do, Check and Action) method which in general can be explained as follows:

➢ *Plan*

Analyzing 4 factors: machine, man power, material and environment. The analysis process includes collecting data needed to determine current conditions. Analysis generally uses management tools such as MSA, capability analysis, etc.

➢ *Do*

Make improvements based on the results of the analysis of fish bone diagrams. Repairs are made from the root of the problem that has the greatest contribution to the problem under discussion.

➢ *Check*

Check the results of the improvement, if the results of the improvement are effective, socialization will be conducted to the related employees

➢ *Action*

Standardize services or work instructions so that the same event does not happen again later:
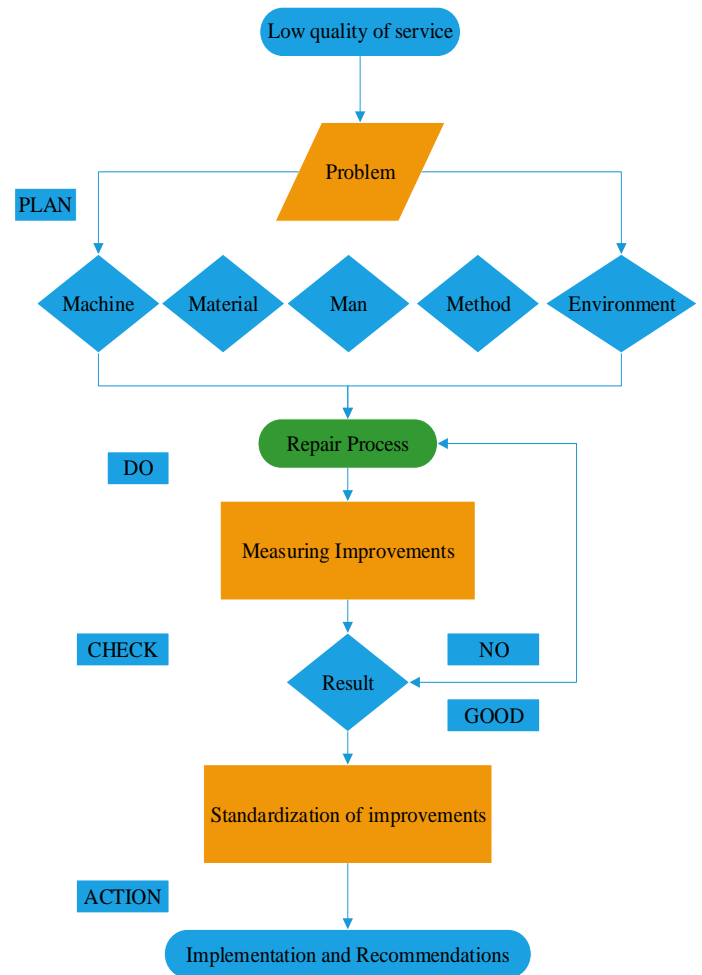

Fig 1:- Framework

III. METHODOLOGY

The study was conducted at PT Kharisma Advertising. There is no standard limit on location to measure the length of time used by researchers, but this survey prioritizes service time when operational hours occur. Based on the tendency of movement for a week (Tamin, 2000), the research implementation, especially the collection of primary data, is carried out between Monday and Thursday.

For daily, weekly and monthly volume data obtained from secondary data belonging to PT Kharisma Advertising Secondary data search is estimated to take 2 to 3 days.

The research data paradigm sought is divided into two source criteria according to operational variability based on the needs and importance of the data obtained. Primary Data is data obtained directly from research subjects by using measurement tools or data collection tools directly on the subject as a source of information sought. Secondary data, that is supporting data obtained from data sources and not directly obtained from the field, but obtained from related parties (in this case PT. Kharisma Advertising). This secondary data is only a complement in discussion and problem-solving.

The research method that will be used in this research is descriptive research method. Where this research is qualitative which describes the phenomena that exist on the research site by developing concepts and gathering facts. Data analysis method used is qualitative data analysis where data collection using observation, documentation.

The problem-solving methodology used in this study is a qualitative model problem-solving method with an analytical approach based on the plan, do, check action and optimal service analysis method starting from the field survey stage to find primary data and collect secondary data from the company for comparison of field survey results.

Operational variable research service quality at Kharisma Advertising.

No.	Variable	Dimension	Indicator	Data Type
1	Quality (Corsby, 2015)	*Machine*	Level of Information Availability	Primary
		Material	Material Use	Primary
2	Service (2010: 26)	*Man*	Client's Response to Quality	Primary
		Method	Planning to improve Ad Production services	Primary and Secondary
		Environment	Availability of Facilities	Primary

Table 1:- Variable Operational Table

In this study, the authors took a sample using a purposive sampling technique (Non-Probability). Regarding this matter, Sugiyono (2010: 85) purposive sampling is a "sampling technique with certain considerations". This means that each subject drawn from the population is deliberately chosen based on specific goals and considerations. Based on these explanations in

this study the number of samples used was Client & Employees of PT Kharisma Advertising. The analysis techniques needed in this study are as follows:

➢ *PLAN*
- Collecting data from the data that causes customer complaints against Kharisma Advertising through interviews. Then a causal diagram is made and a 5W + 1H analysis is used to make it easier to analyze the cause of the problem.
- Analysis of the causes of this problem is needed to find out the main problem in detail based on information data that becomes machine, manpower, material, environment.
- Determine the target problem that will be repaired.
- Arranging steps to fix the problem Do

➢ *Do*
- Request a training schedule, maintenance, and daily operational schedule as a crosscheck media for customer complaints.
- Providing input from clients to improve Kharisma Advertising services.

➢ *Check*
- Checking complaints from customers every day.

➢ *Action*
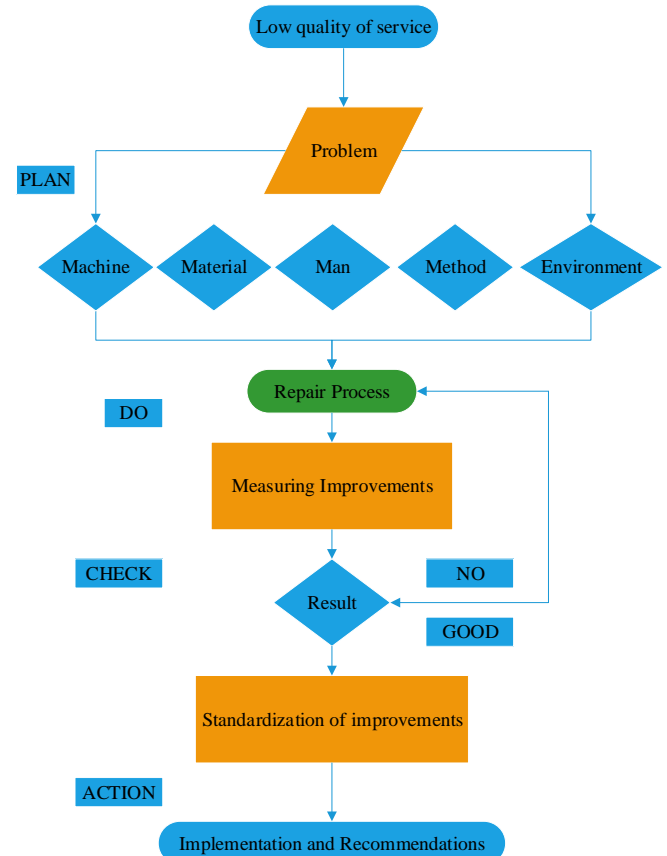- Determine the next corrective action plan based on the check step (check).

Fig 2:- Flowchart of Research Data Analysis

IV. RESULTS AND DISCUSSION

A. Description of the Invention.

The choice of problem priorities is done based on the results of an analysis of the current conditions taking place in the field. The analysis was carried out on 6 main factors that greatly affect the quality of service at PT Kharisma Advertising, namely from the Technical & Non-Technical aspects.

➢ *Non-technical covers*
- Administration
- Client Service / Marketing
- Management

➢ *Technical covers*
- Production House
- Creative Writer
- General Affairs

Some of PT Kharisma Advertising's Client statements submitted through questionnaires that have been distributed are contained in the table as follows:

No	Client / Company Name	Actual Conditions	Problem statement	Factor
1	PT Pegadaian (Ms. Mery, Head Of Marketing Central Pegadaian)	Minimal Studio Editing & Casting Facilities	There is a computer but does not support the quality image editing process.	Machine
2	PUPR Ministry (Ms. Nita PUPR Secretary General of the Ministry)	Office sanitation	Janitor is less responsive	Man
3	Ministry of Tourism (Ms. Nia Head Of Deputy Promotion)	Company Information	Service information to the client is not available	Machine
4	Ministry of Manpower (Ms. Rima Dinah)	Employee Services are less responsive	Periodic training is needed to improve services	Man
5	LP3I (Mr. Guardoy Head Of Marketing LP3I central)	Inadequate office area	The area of office needs expansion and improvement to increase client productivity and comfort	Environment
6	TRIPA Insurance (Mr. Agung Abadi President Director)	The physical condition of the office and the advertising production facilities at PT Kharisma Advertising and the application of OSH in the work environment is not good	Modification and renovation of interior office layout and supporting facilities	Material
7	Bank Indonesia Banten Branch (Ms. Renny Head of Public Relations & Data Information Bureau)	HR Quality Improvement	Recruiting Millennial who have the potential to develop the organization	Man
8	INKUD Toto Iskandar Director of Public Relations & Data Information)	Organizational Structure in accordance with Technical Guidelines & SOP	Improvement of the overall Management organizational structure by using Technical Guidelines and SOPs.	Environment
9	BBPP Bekasi (Mr. Chairul Harahap Head of BBPP Bekasi)	Management System	There is no technological management system to support maximum service and productivity of the company	Method

Table 2:- Analysis of Actual Conditions

Based on table 2. Initial analysis related to the existing conditions at this time, then all 4M + 1E factors (Man, Machine, Material, Method and Environment) have an influence on the cause of service quality not in accordance with minimum service standards.

B. Data Analysis Results.

This section describes the regression equation to find out the constant numbers and test the hypothesis of the regression coefficient significance.

No.	Type of complaint	Percentage	Cumulative Percentage
1	*Production House*	25%	85%
2	*Creative Writer*	15%	75%
3	*General Affair*	15%	75%
4	Administration	15%	75%
5	Management	30%	70%
6	*Client Service/Marketing*	20%	100%

Table 3:- Types of Client Complaints

Based on table 3. can be seen the types of service quality that often occurs complaints at PT Kharisma Advertising so that it can be responded to directly by management and submitted to the relevant department so that it does not recur.
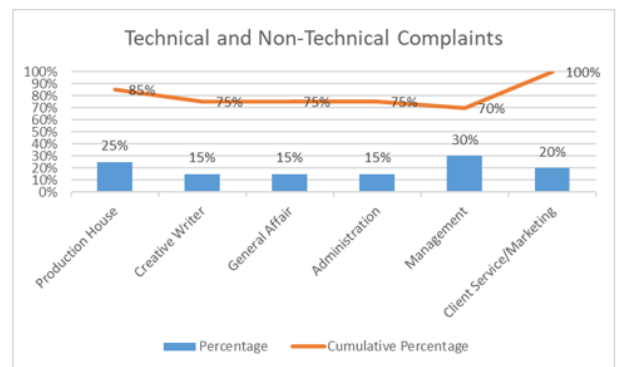

Fig 3:- Pareto Diagram of Technical and Non-Technical Complaints of PT KHARISMA ADVERTISING

Based on figure 3. It can be seen that almost 80% of client complaints that occur due to Management at PT Kharisma Advertising, the rest types of client complaints are caused by facilities, administration/prices and technical and non-technical services of PT Kharisma Advertising.

So improvements can be made by focusing on the largest type of client complaints, namely management in the company. This is because client complaints against Kharisma Advertising management have the largest percentage of 80% of the total other types of complaints.

C. Analysis of cause and effect

Factors that affect and cause damage to services, in general, can be classified as follows:

➢ *Man*

The workers who do work are involved in the service process to the client.

➢ *Material (raw material)*

Everything that is used by the company as a product component to improve service to quality, consists of main raw materials and auxiliary raw materials.

➢ *Machine*

Machines and various equipment used in the process of service to clients.

➢ *Method (method)*

Work instructions or work orders must be followed to support the service process to the client.

➢ *Environment*

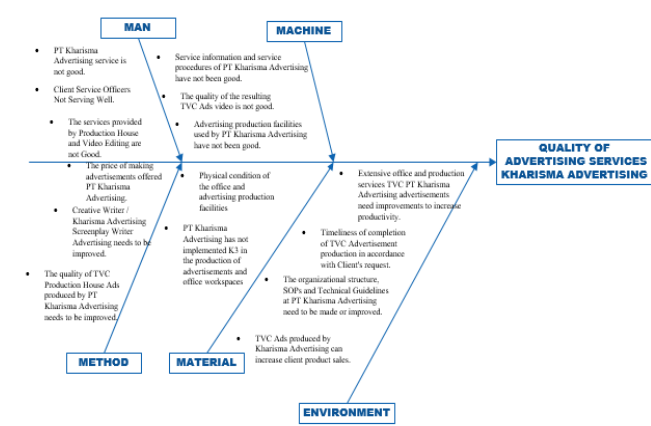Office conditions that directly or indirectly affect the service process on the client.

Fig 4:- Fishbone Diagrams

Lack of service quality at the company, causing many complaints from clients to direct management. This is due to the following factors:

➢ *The Man Factor*
- Lack of response from employees to client complaints/questions.
- The janitor is less responsive to office cleanliness.

➢ *Material Factors*
- There is no checking for raw materials that are used regularly,
- The lack of care given

➢ *Method Method*
- Less mature planning to provide good service to the client
- Lack of responsiveness from the facility to determine the client's needs

➢ *Environment Factors*
- Lack of good air circulation in the workspace

❖ *Discussion*

A. *Proposed Corrective Action for Facilities*

The company Improvement plan is carried out by giving advice to the leadership related to company facilities that provide comfort to clients and employees when running operational, among others, namely:

➢ *Public Service Facilities (Front Office)*

There is no Front Office that meets the standards and makes comfortable clients or guests who come.

➢ *Office cleanliness*

Office conditions will feel comfortable if every corner of the room looks clean and neat. The following is an example of clean room service:

Fig 5:- Office Cleanliness

➢ *Availability of Supporting Facilities & Creative Studio*

The current condition in the PT Kharisma Advertising office is not yet available creative studios, so that makes the service to the client less complete, the availability of creative studio technology is a support service to the client. Here is an example of Green Screen Creative Studio as a proposal.

Fig 6:- Green Screen Creative Studio

➢ *Service Officers are less responsive*

To eliminate client complaints against the company, re-training of service procedures is in accordance with operational standards in serving clients, and given service guidelines attached to office space so that client complaints do not occur again.

➢ *Extensive and inadequate Office Air circulation*

To meet the area of the office, researchers suggested doing a renovation, because if there is an increase in the client in the company resulting in less comfort when waiting.

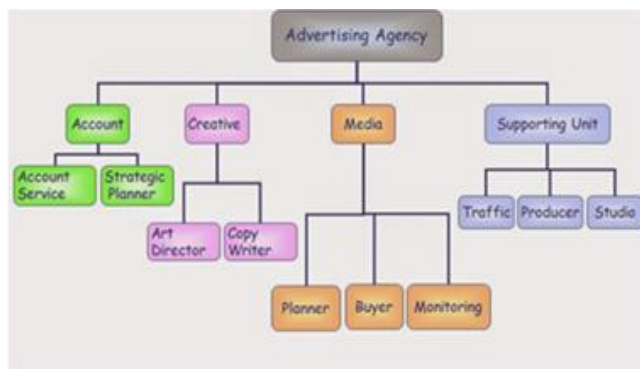➢ *Management & Organizational Structure*

Fig 7:- Organizational Structure

Changes in management and organizational structure need to be improved again to achieve the goals of a company by managing management and establishing the latest organizational structure with reliable HR and following the development of the digital era will have an impact on achieving the company's profit targets and goals to become a visionary and competitive advertising company. Broadly speaking, in an advertising service company usually consists of 4 four parts of the work field, namely 1 Creative Section, 2 Media Parts, 3 Client Service Parts, and 4 Supporting Parts, which consist of Human Resources Development HRD, General Affairs, Finance, Accounting, IT Administration and Information Technology. The four parts of this field of work are standard elements that are commonly found in the organizational structure of advertising services companies. Since early 2006, Dwi Sapta Advertising's organizational structure has experienced the addition of one part of the field of work, the Business Development Section. The function of this section is more directed as a Think Tank Strategic Thinking Team, both for the interests of the company's own business development and for the business development of the company's clients. With the Business Development Section, the overall organizational structure of Dwi Sapta Advertising is presented in Figure 6. Figure 6. Organizational Structure of PT. Dwi Sapta Advertising President Director General Manager, Business Development supporting HRD + GA + Facit Media, Creative Team Account Team The number of employees is Dwi Sapta advertising as many as 150 people, mostly 50 are basic and operational employees who come from the area of the company owner, while the rest consists from

Staff, Managers and Directors, including those who still have family relations with the owner.

➢ *Implementation of SOP & JUK*

Business development and operation will be able to run well if everything is done based on SOPs and technical guidelines for the next proposal in the making of SOPs & JUKNIS to be applied in the company and run by old employees or new employees.

B. Evaluation of Corrective Action Results

After repairs are made then an evaluation is carried out to ensure the corrective actions taken have been able to reduce client complaints. During the time span of the study, monitoring of the repairs was quite effective.

V. CONCLUSIONS

Based on the results of the discussion in the previous chapter, it can be concluded as follows:

➢ By making a checking schedule will find out that air circulation is still functioning.
➢ By monitoring at all times the office cleanliness.
➢ With a waiting room space that has a millennial design for the convenience of the client while waiting.
➢ Provide information in accordance with client needs.
➢ Periodically checking every corner of the room.
➢ Providing training, upskilling and supporting books to improve services.
➢ Redesign adequate office space including providing creative studios for creative workers within PT Kharisma Advertising.
➢ Periodically checking every room to make it convenient for employees and clients.

Based on the conclusions above, the author tries to convey some suggestions for further research.

➢ For companies PT. Kharisma Advertising along with the increasing number of clients in using Ad Creation services is supposed to improve office facilities for employees to support services to clients. To support the improvement of services at PT Kharisma Advertising facilities, it can collaborate with other advertising companies that have already developed and succeed to conduct periodic comparative studies on facilities that are not yet in line with minimum service standards and act quickly to improve company facilities in order to provide comfort to the clients of PT Kharisma Advertising.
➢ Suggestions for further research improvements made to other operational parts, namely in the HR section, Finance, Creative Team, Marketing / Account Officer, General Affairs so that the services provided are more leverage to clients who choose PT Kharisma Advertising as an Advertising Agency Company the best in Indonesia going forward

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