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Integration Kano Model and E-Servqual to Evaluate Online Travel Agent Services in Bandung 2022

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ABSTRACT One of the integrated e-commerce models is online ticket selling. Many travel agents sell travel tickets for national or international destinations online through websites; one of them is Tiket.com, a popular travel agency in Indonesia. The intense competition in the internet-based service providing industry has, in fact, motivated this company to meet their customers' needs and preferences with quality services; the goal is to increase the number of their service users. The purpose of this study is to identify aspects of user requirements by Tiket.com as an online travel agent service that need to be maintained and improved. This study combines two methods of measuring customer satisfaction, namely the Kano model and e-service quality. The identified customer needs, based on Voice of Customer, can be analyzed to increase satisfaction. The results of this study are grouped into the dimensions of e-service quality, i.e. reliability, responsiveness, fulfillment, ease of use, information, security, and efficiency. Using a combination of e-service quality and Kano Model, six attributes of True Customer Needs were acquired; five of them are recommended for improvement and one needs to be developed. Tiket.com are suggested to pay more attention to weak attributes that are included in the must be category because they are fundamental for the company's services. They are also advised to develop weak and strong attributes that are included in the attractive category because they can help the company increase their competitive advantage.

KEYWORDS *Service Quality; Online Travel Agent; Kano Model; E-Service Quality.*

INTRODUCTION

Tourism is one of the potential contributors to the country's economic development. Indonesia, a country rich in cultural diversity and natural beauty, has its own charm for foreign tourists. Therefore, tourism is very urgent to be developed. In Indonesia, tourism is the leading sector with multiplier effects that are able to stimulate economic growth and create many jobs (Lembaga Penyelidikan Ekonomi dan Masyarakat, 2017). Being the largest industry, tourism is a sector with the highest contribution to the country's economy. Indonesian government has been long focusing on upgrades in information and communication technology infrastructure, accessibility, health, and hygiene, in addition to their stepping up on online marketing campaigns to attract more tourists.

According to an independent survey via Facebook conducted on domestic and foreign tourists, Bandung, the capital of West Java, Indonesia, is one of the favorite tourist destinations in Asia, ranked fourth globally. Another study mentions that the city is

the most favorite destination in ASEAN, ranked five in Asia Pacific, and twenty first worldwide. Local and domestic tourists visiting Bandung can continue their journey to other regencies and cities in West Java (Wahyuni, 2015). Bandung has become one of Indonesia's most promising locations for entrepreneurs looking to launch a new company venture. According to the data released by Statistics Indonesia, Bandung is a popular destination for both local and international visitors (Dinas Kebudayaan dan Pariwisata, 2016).

According to (Midayanti et al., 2017), the number of foreign tourists and domestic tourists decreased last year. Tourism is growing rapidly in terms of services and technology. The demand for travel services is getting higher, so technology must be improved. A survey in the 2019-2020 period conducted by APJII (Association of Indonesian Internet Service Providers) shows that the number of internet users in Indonesia was 143.26 million people, 54.68% of the country's 262 million population. The public's need for information is an opportunity for online travel agencies to promote their business. Promotion is a means to convey information to consumers. At present, promotions are supported by technological and internet developments (Irawan et al., 2020), making companies switch from offline to online management. In addition to saving costs, this conversion makes it easier for customers to enjoy the products offered and helps businesses provide the best service for their customers (Keiningham et al., 2020). This development drastically changed conventional communication into digital communication and gave rise to e-commerce, where product and service transactions are made through network-connected computers or the internet (Kotler & Keller, 2016). The role of the internet in the marketing world is substantial, influencing the level of goods and service sales (Valarezo et al., 2018). Here the internet serves as a medium of conveying messages from companies or marketers to consumers. The increasing number of its users has made businesses choose the internet as a marketing medium.

A joint research entitled e-Conomy SEA 2018 between Google and Tamasek, a Singaporean investment fund, found that the number of internet users in Indonesia was the highest in Southeast Asia that year. Of the 350 million internet users in the region, 150 million of them are Indonesians. This research did not reveal the number of internet users in other countries in the region. However, according to the 2017 data, internet users in Indonesia are indeed the largest with 143 million users (Ludwianto, 2018). Internet penetration in Indonesia in January 2019 has reached 56 percent. This means that more than half of Indonesia's population has been reached by the internet. This was revealed by a research report entitled Digital in 2019, a collaboration between HootSuite and We Are Social, a social media marketing agency. When compared to a survey by APJII in early February 2018, internet penetration in Indonesia is 143.26 million users, 54.7 percent of the population, an increase of 17.3 million or 13 percent from the previous year (Nistanto, 2019). The growth of Indonesian internet users and changes in shopping styles

to online purchases are the driving factors for e-commerce growth in the country (Murdiansyah, 2016).

One of the integrated e-commerce models is online ticket selling. Many travel agencies sell travel tickets for national or international destinations online through websites; one of them is Tiket.com, a popular travel agency in Indonesia. Increased public awareness about the internet automatically increases the number of its users, who use it to access social media, online buying and selling sites, and service-providing applications. However, the growth of internet-based service providers has also increased competition between them (Suryawardani et al., 2021). They are also aware of the importance of user satisfaction. (Choi et al., 2021) stated that, after consumers purchase a service, they will evaluate it. If they are satisfied, they will reuse it and recommend it to others. In this case, the relationship between the user and the service provider is successfully maintained. Therefore, companies in this field must think about and strive for customer satisfaction through excellent services.

The intense competition in the internet-based service providing industry has, in fact, motivated Tiket.com to meet their customers' needs and preferences with quality services; the goal is to increase the number of their service users. The core business of this company is the sale of airplane tickets for domestic and international destinations. They also sell tickets for train, tourist attraction, and events, and serve bookings of hotel, villa, B&B, apartment, hostel, guest house, resort and homestay, in addition to transportation and accommodation packages. Internet-based applications they use provide customer reviews. Filters are available so customers can find hotels that suit their budget and desired amenities. Tiket.com also describe the availability of airport transportation so that their users can find the accommodation they need more easily. To increase sales, the company carries out promotional activities either by giving direct discounts or by providing transaction points that can be exchanged for goods and service vouchers, discount vouchers for e-commerce partners, and discount vouchers for next purchases. In their latest application update, Tiket.com provide more payment methods and recommendations of hotels, transportation, entertainment venues, and tourist attractions in various regions in Indonesia and abroad. Their customers are also provided with the possibility of booking cancellation and rescheduling.

Users who are served well by Tiket.com will be satisfied and will voluntarily recommend the travel agency to others, creating word-of-mouth (Lutfie & Marcelino, 2020). The purpose of this study is to identify aspects of user requirements by Tiket.com as an online travel agent service that need to be maintained and improved based on the integration of e-service quality and Kano model. Conversely, the difference between expectations and satisfaction will cause a service quality gap. This study combines two methods of measuring customer satisfaction, namely the KANO method and e-service quality and applies them to online travel agents, which can contribute to knowledge theoretically and practically. Based on the

background above, this research is entitled "Integrating Kano Model and E-Service Quality to Evaluate the Quality of Online Travel Agency Services in Bandung 2022".

To categorize e-service quality attributes based on their priority level, Kano model was used in this research. Recent studies on customer satisfaction have revealed that, in Kano's customer satisfaction model, dissatisfiers are minimal criteria that create discontent if not met, but they do not contribute to customer satisfaction if met or surpassed (Lacerda et al., 2021). Bad performance on these criteria has a larger influence on total satisfaction than good performance (Shahin & Shahiverdi, 2015; Tang et al., 2021). Kano model may be used in various industries, and it can also be integrated with other techniques of goods and services assessment, including e-service quality, to continuously increase customer satisfaction (Basfirinci & Mitra, 2015; Pandey et al., 2022).

The element of excitement boosts customer satisfaction, but they do not produce displeasure when they are not supplied (Seo & Um, 2019). Customers' experience is created when they are surprised by something exciting (Madzík et al., 2019). A high level of performance leads to satisfaction, whereas a poor level of performance leads to discontent (Shen et al., 2021). The paradigm of consumer satisfaction devised by Kano model will also be tested in this context. Customers are more likely to be satisfied if the quality of the service they get improves (Ishak et al., 2020). However, many academics have come to believe that the linear and symmetric connection between variables in Kano model is not necessarily be true (Azad et al., 2016; Um et al., 2021). When it comes to customer satisfaction, the model organizes the elements of e-service quality into several categories (Ullah et al., 2021). Strategic and tactical choices made by organizations in their effort of satisfying customers may be guided by integration of Kano model and e-service quality approach, but only the initial stage in the process of obtaining customer happiness can be measured (Kostrzewska & Wrukowska, 2019).

The quality of services provided by online travel agencies as perceived by customers can be measured using Kano model, and the model is relevant with the objective of this research. In order to use the model correctly, categories of quality must be considered (Dewi & Nugraha, 2021; Ma et al., 2019). At this step, the findings from questionnaires about e-service quality are combined with the results of the processed Kano model questionnaires. The characteristics of demand belonging to strong and weak attributes are combined with attributes of needs in Kano model (Vatolkina et al., 2020). The outcome of this integration is the true customer needs, from which attributes that must be maintained, developed, and ignored can be identified (Park et al., 2021). A questionnaire was used to create the Kano model; it was separated into two sections. The first group contains positive or functional questions which try to determine the extent of customer satisfaction when a certain item is present. The second consists of negative or dysfunctional questions to measure customer dissatisfaction following the absence or the poor performance of a particular characteristic (Asian et al., 2019; Fofan et al., 2019). It is also important to categorize each

of the attribute into categories of attractive, must be, one dimensional, reverse, and indifferent (Lacerda et al., 2021).

The combination of Kano model and e-service quality was used in this quantitative descriptive research. Users' needs were narrowed down into true customer needs, which were then analyzed in order to find ways to increase the satisfaction of Tiket.com users. The attributes of needs that have been gathered from Voice of Customers (VoC) were categorized according to the dimensions of e-service quality, namely reliability, responsiveness, fulfillment, ease of use, information, security, and efficiency. The dimensions are addressed by either maintaining, developing, or ignoring them. According to the analysis, the data are the true customer needs (Lestarini & Surendro, 2018).

The attributes of needs in the context of Tiket.com was obtained from VoC by conducting in-depth structured interviews, from which the dissatisfaction of the travel agency's customers was identified; this process is regarded as the initial survey. The sample was selected using the probability sampling method, in which all population have the opportunity to be selected as samples, and simple random sampling technique, in which the respondents were chosen randomly regardless their level in the population (Zobnina & Rozhkov, 2018). The respondents are tourists with the minimum age of seventeen years who visit Bandung and use Tiket.com. The minimum number of sample is set by multiplying the number of indicators by five (Hair & Brunsveld, 2019). As the number of indicator is 21, the minimum number of sample is 105, but this research uses 400 people as the respondents. The demographic characteristics of the respondents are gender, age, profession, and monthly income.

Table 1 Demographics of Participants

Demographic's Variable	Frequency (%)
Gender	
Female	204 (51%)
Male	196 (49%)
Age	
≤16 years	80 (20%)
17-23 years	116 (29%)
24-30 years	100 (25%)
>30 years	104 (26%)
Profession	
Students	92 (23%)
Public Employees	84 (21%)
Nonpublic Employees	108 (27%)
Entrepreneurs	96 (24%)
Others	20 (5%)
Monthly income	
≤Rp 1,500,000	72 (18%)
Rp 1,500,001 – Rp 3,000,000	140 (35%)
Rp 3,000,001 – Rp 5,000,000	152 (38%)
>Rp 5,000,000	36 (9%)

Source: Data processing of the researcher, 2022

DISCUSSION

Identification of Needs Attributes

Identification of attributes of needs is the first step in the data collection process. The attributes contain the goals and needs of Tiket.com's customers. Here interviews and reviews on relevant literature are specific requirements. Interviews are a great way to learn about the attributes of needs because

they can be traced back to VoC. Meanwhile, literature review enriches this study by providing features used by previous studies. The affinity diagram links between the required quality and the specified e-service quality dimensions (Octabriyantiningtyas & Suryani, 2019). The dimensions selected to be used in this research are reliability, responsiveness, fulfillment, ease of use, information, security, and efficiency, shown in Table 2.

Validity and Reliability Test

The validity test was carried out on each questionnaire by calculating the correlation between the score of each question and the total score of the questionnaire (Sekaran & Bougie, 2016). The test results using IBM SPSS show that r-critical ≥ r-table for all attributes, namely 0.098. Therefore, the data is valid. The test results show that all statements, since the r-critical exceeds the r-table, are acceptable with a significance value of 5% (α

Table 2 Need Attributes and Dimensions of Electronic Service Quality

Dimension	No	Requirement Attribute Results	Code
Reliability (RL)	1	Online Travel Agent operates quickly in response to customer wishes	RL1
	2	Online Travel Agent is accurate in processing product/service purchase results	RL2
	3	Online Travel Agent provides clear information about the latest products	RL3
Responsive-ness (RS)	4	Online Travel Agent has customer service that can solve customer problems quickly	RS1
	5	Online Travel Agents provide various channels for submitting complaints	RS2
	6	Online Travel Agent is able to provide solutions to the problems complained of	RS3
Fulfillment (FL)	7	Online Travel Agent provides clear information regarding the ticket purchase process	FL1
	8	Online Travel Agent provides clear information regarding product specifications (example: price, color, size, etc.)	FL2
	9	Online Travel Agent provides services according to the promised conditions	FL3
Ease of Use (EU)	10	Online Travel Agent has appropriate menus and sub menus	EU1
	11	Online Travel Agent uses easy-to-understand language	EU2
	12	Online Travel Agent is easy to use	EU3
Information (IF)	13	Online Travel Agent has an orderly layout	IF1
	14	Online Travel Agent uses a good color combination so that it looks attractive	IF2
	15	Online Travel Agent has a proportional arrangement of images, features and logos	IF3
Security (SC)	16	Online Travel Agent maintains the confidentiality of customer's personal data	SC1
	17	Online Travel Agent is safe in making transactions	SC2
	18	Online Travel Agent provides clear transaction regulation policies	SC3
Efficiency (EF)	19	Online Travel Agent has a purchase feature without having to specify a date (flexi ticket)	EF1
	20	Online Travel Agent has various payment methods	EF2
	21	Online Travel Agent's refund policy is quite easy	EF3

Source: Researcher Processing Results, 2022

= 0.05). Hence, all statements are valid and can be used as the research instrument. The dimensions used in this study are considered reliable if their Cronbach's Alpha values are greater than or equal to 0.6 (Sekaran & Bougie, 2016). The test results using IBM SPSS show that the Cronbach's Alpha values of all dimensions of the variables are greater than or equal to 0.60, confirming the reliability of the instrument as it can provide consistent measurement results from time to time.

E-Service Quality Questionnaire Data Processing

The e-service quality questionnaire was used as a standard of Customer Satisfaction Value (CSV), which in this study was adopted to measure customer satisfaction on the online service of Tiket.com. CSV is calculated by multiplying the gap between the level of satisfaction and the level of expectation by the level of importance (Deng & Pierskalla, 2018). Attributes with positive values are considered as the strong attributes, while attributes with negative values are considered as weak attributes. Table 3 summarizes the results of the e-service quality questionnaire. The strong attribute is the positive CSV; i.e. sixteen features of Tiket.com that meet customer needs. The weak attribute is the negative CSV, in this case the five features that do not satisfy the agency's customers.

Table 3 E-Service Quality Questionnaire Data Processing

No.	Code	Expectancy	Performance	GAP	Importance	CSV	E-Servqual Category
1	RL1	3.42	3.52	0.10	3.81	0.36	Strong
2	RL2	3.36	3.53	0.17	3.56	0.59	Strong
3	RL3	3.33	3.38	0.05	3.00	0.14	Strong
4	RS1	3.16	3.00	-0.15	3.18	-0.48	Weak
5	RS2	3.43	3.20	-0.23	3.32	-0.77	Weak
6	RS3	3.35	3.48	0.13	3.03	0.40	Strong
7	FL1	3.28	3.40	0.12	3.37	0.40	Strong
8	FL2	3.33	3.05	-0.28	2.97	-0.83	Weak
9	FL3	3.45	3.52	0.07	3.35	0.24	Strong
10	EU1	3.16	2.97	-0.19	3.58	-0.68	Weak
11	EU2	3.39	3.46	0.07	3.05	0.22	Strong
12	EU3	3.14	3.27	0.13	3.15	0.41	Strong
13	IF1	3.44	3.53	0.09	3.02	0.27	Strong
14	IF2	3.35	3.09	-0.25	3.10	-0.78	Weak
15	IF3	3.30	3.45	0.15	3.30	0.49	Strong
16	SC1	3.47	3.79	0.32	3.03	0.95	Strong
17	SC2	3.47	3.65	0.18	3.58	0.64	Strong
18	SC3	3.37	3.54	0.17	3.10	0.51	Strong
19	EF1	3.36	3.44	0.09	3.28	0.28	Strong
20	EF2	3.59	3.75	0.16	3.19	0.51	Strong
21	EF3	3.40	3.47	0.07	3.81	0.28	Strong

Source: Researcher Processing Results, 2022

KANO Model Questionnaire Processing

This research uses Blauth Formula to convert functional and dysfunctional data from Kano model questionnaire, as done by (Andriani et al., 2021), into categories of must be (M), one-dimensional (O), attractive (A), indifferent (I), reverse (R), and questionable (Q). Table 4 shows the categories of Kano model. The results of the Kano questionnaire data processing suggest that, based on functional and dysfunctional statement calculations, the categories that have to be present are must be (M), one-dimensional (O), attractive (A), indifferent (I), reverse (R), and questionable (Q). It was found that, in this research there are only four Kano model sub-categories, namely must be (M), one-dimensional (O), attractive (A), and indifferent (I).

Attributes included in the must be category are those that must exist in the service of Tiket.com, but their availability will not significantly increase customer satisfaction. Therefore, the attributes in this category are basic needs that must be fulfilled by the travel agency. Attributes in the one-dimensional category significantly affect satisfaction; higher if fulfilled, and vice versa. Attributes in the attractive category increase satisfaction if they are met, but the opposite does not apply. Attributes in the indifferent category have no effect on satisfaction.

Table 4 KANO Questionnaire Data Processing

No.	Code	A	O	M	A+O+M	I	R	Q	I+R+Q	KANO's Category
1	RL1	47	88	178	313	87	0	0	87	M
2	RL2	39	106	130	275	125	0	0	125	M
3	RL3	102	133	100	335	65	0	0	65	O
4	RS1	128	104	98	330	70	0	0	70	A
5	RS2	67	158	106	331	69	0	0	69	O
6	RS3	90	139	83	312	88	0	0	88	O
7	FL1	91	42	177	310	90	0	0	90	M
8	FL2	39	85	177	301	99	0	0	99	M
9	FL3	80	49	197	326	74	0	0	74	M
10	EU1	125	95	98	318	82	0	0	82	A
11	EU2	89	122	95	306	94	0	0	94	O
12	EU3	109	123	98	330	70	0	0	70	O
13	IF1	47	89	99	235	165	0	0	165	I
14	IF2	89	178	79	346	54	0	0	54	O
15	IF3	113	152	60	325	75	0	0	75	O
16	SC1	95	98	107	300	100	0	0	100	M
17	SC2	95	82	134	311	89	0	0	89	M
18	SC3	87	89	135	311	89	0	0	89	M
19	EF1	98	169	72	339	61	0	0	61	O
20	EF2	77	150	102	329	71	0	0	71	O
21	EF3	117	78	103	298	102	0	0	102	A

Source: Researcher Processing Results, 2022

Integration of Electronic Service Quality and KANO Model

Until now, the combination of e-service quality and Kano model has been used to determine which attributes should be maintained, improved, and developed (Fauziyah et al., 2019). Then, recommendations were given according to Table 5. One-dimensional, must be, and attractive are the best categories for enhancing attributes considered weak in the Kano model. Weak attributes in the category of indifferent are neglected, while those in one-dimensional, must be, and indifferent are maintained (Shen et al., 2021). Attributes that should be developed and improved are those included in the True Customer Need group. Customer satisfaction values resulting from the processing of the categories in e-service quality and the Kano model were then described based on the statement of their attributes according to Table 5, which shows that fifteen attributes must be maintained, five must be improved, and one must be developed.

Table 5 Integration of E-Servqual and KANO Questionnaire Data Processing

No.	Code	True Customer Needs	CSV	E-Servqual	KANO's Category	Recommendation
1	RL1	Online Travel Agent operates quickly in response to customer wishes	0.36	Strong	M	Maintained
2	RL2	Online Travel Agent is accurate in processing product/service purchase results	0.59	Strong	M	Maintained
3	RL3	Online Travel Agent provides clear information about the latest products	0.14	Strong	O	Maintained
4	RS1	Online Travel Agent has customer service that can solve customer problems quickly	-0.48	Weak	A	Upgraded
5	RS2	Online Travel Agents provide various channels for submitting complaints	-0.77	Weak	O	Upgraded
6	RS3	Online Travel Agent is able to provide solutions to the problems complained of	0.40	Strong	O	Maintained
7	FL1	Online Travel Agent provides clear information regarding the ticket purchase process	0.40	Strong	M	Maintained
8	FL2	Online Travel Agent provides clear information regarding product specifications (example: price, color, size, etc.)	-0.83	Weak	M	Upgraded
9	FL3	Online Travel Agent provides services according to the promised conditions	0.24	Strong	M	Maintained

No.	Code	True Customer Needs	CSV	E-Servqual	KANO's Category	Recommen-dation
10	EU1	Online Travel Agent has appropriate menus and sub menus	-0.68	Weak	A	Upgraded
11	EU2	Online Travel Agent uses easy-to-understand language	0.22	Strong	O	Maintained
12	EU3	Online Travel Agent is easy to use	0.41	Strong	O	Maintained
13	IF1	Online Travel Agent has an orderly layout	0.27	Strong	I	Maintained
14	IF2	Online Travel Agent uses a good color combination so that it looks attractive	-0.78	Weak	O	Upgraded
15	IF3	Online Travel Agent has a proportional arrangement of images, features and logos	0.49	Strong	O	Maintained
16	SC1	Online Travel Agent maintains the confidentiality of customer's personal data	0.95	Strong	M	Maintained
17	SC2	Online Travel Agent is safe in making transactions	0.64	Strong	M	Maintained
18	SC3	Online Travel Agent provides clear transaction regulation policies	0.51	Strong	M	Maintained
19	EF1	Online Travel Agent has a product purchase feature without having to specify a date (flexi ticket)	0.28	Strong	O	Maintained
20	EF2	Online Travel Agent has various payment methods	0.51	Strong	O	Maintained
21	EF3	Online Travel Agent's refund policy is quite easy	0.28	Strong	A	Developed

Source: Researcher Processing Results, 2022

Disscussion

Academics and practitioners can benefit much from this research. The modified SERVQUAL instrument was tested to see if it can be used in Bandung to measure customer perception and expectation about the service quality of online travel agencies. Most studies on cross-cultural service quality show similar results (Junianto et al., 2021; Kusumahadi et al., 2022; Paul et al., 2022; Ullah et al., 2021) and the results confirm the stability of the seven dimensions (containing 21 general attributes) that were previously identified as service quality dimensions. Further, the dimensions are consistent across countries under study. Since the data supported the SERVQUAL model and proved its potential utility in the services of online travel agencies, a gap analysis needs to be performed. The findings show that customers' expectations in Bandung exceed their perceptions in all aspects of service. Hence, although service quality is indeed an important aspect in attracting clients,

most online travel agencies fail to provide it. This has been suggested by previous studies which found differences between developed and developing countries in terms of customer satisfaction and service quality, in which most Asians have lower standards in evaluating service quality, as found by (Fam et al., 2021; Hussain et al., 2018; Kumarasinghe et al., 2019; Shin & Nicolau, 2022; Tsiotsou, 2019). They also mentioned that the culture of customers influences their expectations of service quality and that most online travel agencies' efforts to improve customer service have failed.

Kano's model is different in classifying the components of service quality in that it is influenced or shaped by the perception of customers regarding service quality. This finding is consistent with the findings of (Go & Kim, 2018; Hu et al., 2022; Kermanshachi et al., 2022; Ma et al., 2019; Shokouhyar et al., 2020). Overall, these studies found that the services of online travel agency should be provided by individuals who really know the features of service quality. Additionally, online travel agencies should create separate marketing campaigns to promote the various levels of service excellence features based on categories in Kano model. Six attributes of needs are selected to be included in true customer needs; five must be improved, one must be developed. The following is the explanations of each of the true customer needs.

First, the online travel agency employs quick and responsive customer service officers (RS1). Because their performance affects customer satisfaction, personnel must be able to use websites and other channels to communicate with customers efficiently (Gajewska et al., 2020). The low satisfaction of Tiket.com's customer for this need may be caused by their lack of personnel and, at the same time, the high number of customers contacting customer service outside of operating hours, especially during the current COVID-19 pandemic situation. Those conditions make customers have to wait until the next day or next operational hours before having their problems solved. Therefore, Tiket.com are also suggested to develop an auto-reply feature to answer questions that are frequently asked by customers.

Second, the online travel agency provides multiple channels for complaints (RS2). Communication channels are needed to help customers if they need to ask questions about their transactions and their using of website (Camilleri, 2018). Currently Tiket.com do not have any chat box on their website or mobile application; they only have WhatsApp, email, and phone for their communication. Those channels usually make customers wait for a long time, and they work outside the mobile applications. Chat box allows customers to get faster response. According to survey results, their competitors have installed chat boxes in their websites and mobile applications.

Third, the online travel agency provides clear information regarding product specifications (such as price, color, and size) (FL2). As companies engaged in an industry with high competition, updating information about product specifications and prices can help their customers compare and choose products (Rodríguez-Díaz et al., 2018). Tiket.com are still low in information update intensity, both on the website and mobile

application, so the prices displayed in its mobile application are often invalid. Because Tiket.com display the price from the last search, that price is no longer valid when the customer makes a repeat purchase. In addition, their competitors have teamed up with TripAdvisor, one of the most popular global travel sites, in displaying ratings and reviews. Tiket.com do not do this, even though rating and review values are important in choosing a tourist attraction. Because the experience of previous visitors can be used as a consideration before making a purchase decision, Tiket.com need to provide valid information by working with rating and review providers, not just relying on reviews from their customers. They also need to change the ticket price display so that users see the price change is reasonable.

Fourth, the online travel agency has appropriate menus and sub-menus (EU1). Features in websites and mobile applications such as search and FAQ are helpful, so their availability is crucial (Chen et al., 2019). According to Tiket.com customers, the features on their website and mobile application are insufficient, hindering their maximum usage. Therefore, the travel agency needs to evaluate the features in their media, reassess their ease of use, and add another if necessary.

Fifth, the online travel agency has an attractive mobile application display due to good color combination (IF2). Attractive mobile applications are pleasant for users, which eventually increases their satisfaction (Van et al., 2020). The color combination used in Tiket.com's mobile application is eye catching, with a nice blue at the top of the start page combined with yellow. However, the use of pink and purple in the sub-menu is quite distracting and unsuitable. Tiket.com are suggested to revise the website theme, update the visual design, and use a better color combination.

Sixth, the refund process applied by the online travel agency is quite simple (EF3). Refund policies, either by returning the money or by giving replacement products, can increase customer satisfaction (Othman et al., 2021). Nevertheless, the information regarding refunds provided by Tiket.com on their website is not clear, so customers have to ask through customer service. In addition, the penalty for this refund is quite high. Therefore, Tiket.com need to evaluate this process because refund guarantee is a requirement that must be met to provide a sense of security when making transactions.

CONCLUSION

Based on the above analysis, several conclusions can be drawn. There are 21 attributes of needs in Tiket.com; they are grouped into reliability, responsiveness, fulfillment, ease of use, information, security, and efficiency. The customer satisfaction values acquired from the e-service quality questionnaire suggest that sixteen attributes are considered strong, and 5 are weak. Then, based on the Kano model, nine attributes are considered as must be, nine are one-dimensional, one is attractive, and one is indifferent. The combination of e-service quality and Kano model produces six attributes of true customer needs; one should be developed and five should be improved. Therefore, Tiket.com are advised to pay attention to the weak attributes that are included in the must be category because

they are the basic needs of their service. The weak and strong attributes included in the attractive category must be improved because they can become their advantage over competitors. Future studies are advised to add factors that have not been discussed in this study and conduct similar research using different objects so that the results can be compared. In addition, since this research only produces suggestions about attributes that need to be improved and developed, future researchers are expected to provide more measurable recommendations using, for example, Quality Function Deployment.

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