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Nomor : ST/086/IV/2026/FEB-UBJ

Tentang

PENUGASAN DOSEN SEBAGAI PENULIS JURNAL

**FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS BHAYANGKARA JAKARTA RAYA**

Pertimbangan : Sehubungan dengan Penugasan yang dilakukan Dosen Fakultas Ekonomi dan Bisnis Universitas Bhayangkara Jakarta Raya semester Genap TA. 2025/2026. Dipandang perlu penugasan Dosen Tetap Fakultas Ekonomi dan Bisnis untuk melaksanakan kegiatan yang dimaksud, untuk itu perlu mengeluarkan Surat Tugas.

Dasar : a. UU RI No.12 Tahun 2012 tanggal 10 Agustus 2012 tentang Pendidikan Tinggi.
b. Peraturan Menteri Riset Teknologi dan Pendidikan Tinggi No. 08 tahun 2019 tentang Standar Pelayanan Minimum.
c. Keputusan Kepala Kepolisian Republik Indonesia selaku Ketua Umum Yayasan Brata Bhakti Polri No. Pol : KEP/05/IX/1995/YBB tanggal 18 September 1995 tentang Pembentukan dan Pendirian Universitas Bhayangkara Jakarta Raya.
d. Surat Keputusan Ketua Pengurus Yayasan Brata Bhakti Nomor: Skep/89/XI/2024/YBB tanggal 8 November 2024 tentang Pemberhentian dari dan Pengangkatan dalam Jabatan Dekan di Lingkungan Universitas Bhayangkara Jakarta Raya yang diselenggarakan Yayasan Brata Bhakti.
e. Surat Keputusan Rektor Universitas Bhayangkara Jakarta Raya Nomor: Skep/217/X/2025/UBJ tanggal 28 Oktober 2025 tentang Revisi Kalender Akademik Semester Ganjil dan Semester Genap Tahun Akademik 2025/2026.

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/Untuk.....

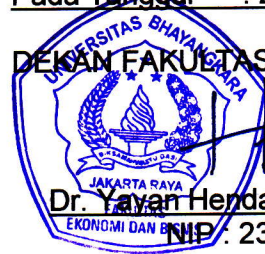
SURAT TUGAS
DEKAN FAKULTAS EKONOMI DAN BISNIS
NOMOR : ST/086/IV/2026/FEB-UBJ
TANGGAL : 24 APRIL 2026

Untuk

- : 1. Melaksanakan tugas sebagai Penulis pada *Indonesian Journal of Economics & Management Sciences (IJEMS)* dengan judul "*Marketing Management Through Service Quality Capability: Conceptual Thinking and SEM-AMOS Evidence from Fitness Factory Survey Data*" telah terbit pada Volume 4, Nomor 2, E-ISSN: 2986-2795, April 2026.
2. Melaporkan hasil pelaksanaan kegiatan tersebut secara tertulis kepada Dekan Fakultas Ekonomi dan Bisnis.
3. Melaksanakan tugas ini dengan penuh tanggung jawab.

Dikeluarkan di : Jakarta
Pada Tanggal : 24 April 2026

DEKAN FAKULTAS EKONOMI BISNIS



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Tembusan:
- Arsip

Marketing Management Through Service Quality Capability: Conceptual Thinking and SEM-AMOS Evidence from Fitness Factory Survey Data

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ABSTRACT

Marketing management in services can be interpreted as capability governance: organizations compete by designing and managing routines that deliver consistent value-in-use across repeated interactions. This study integrates conceptual thinking with covariance-based structural equation modeling (SEM) to examine how a latent Service Quality Capability influences Overall Satisfaction in a fitness service context. Using the attached survey recap dataset (valid cases $N = 59$), we estimated an AMOS-aligned SEM in which Service Quality (SQ) is indicated by five quality bundles (Tangibles, Reliability, Responsiveness, Empathy, and Assurance), and Satisfaction (SAT) is indicated by seven satisfaction items. The standardized structural path from SQ to SAT is $\beta = 1.00$. Reliability is acceptable for most scales (Cronbach's α : 0.59–0.79). Global fit indices under maximum likelihood are modest, consistent with CB-SEM challenges under small samples and ordinal indicators ($\chi^2(52) = 188.10$, CFI = 0.731, TLI = 0.658, RMSEA = 0.212, SRMR = 0.170). The paper provides a capability-based conceptual framework, interprets the SEM evidence, and outlines a research agenda for marketing management in services

Marketing Management Through Service Quality Capability: Conceptual Thinking and SEM-AMOS Evidence from Fitness Factory Survey Data

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ABSTRACT

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INTRODUCTION

Marketing management has evolved from tactical mix decisions toward orchestrating customer experiences and sustaining relational value over time (Kotler & Armstrong, 2010). In services, the marketing promise is delivered through operational routines: staff behavior, process reliability, and service recovery. Therefore, service quality can be conceptualized as an outward-facing marketing management capability that shapes satisfaction and continued engagement.

Extended introduction: Service marketing is distinctive because customers do not only purchase an output; they participate in an experience that is produced and consumed simultaneously (Kotler, 2012). As a result, marketing management in services is inseparable from operations: the brand promise is realized through front-line behaviors, process consistency, and the physical servicescape. This paper adopts a capability governance lens, arguing that service organizations compete by building routines that reliably convert resources (people, facilities, information, and time) into customer value-in-use.

In the fitness industry, this logic is especially salient. Fitness services combine high-contact interactions (coaching, problem handling, encouragement), process-intensive routines (check-in, class scheduling, equipment readiness, safety protocols), and tangible cues (cleanliness, layout, equipment condition) that shape customers' perceptions of professionalism and care. Because the service is repeated over time, small variations across encounters can accumulate into strong satisfaction or dissatisfaction (Zeithaml, et al., 1993). Therefore, service quality is treated here not only as a perception but as an organizational capability—an integrated ability to deliver the intended experience consistently across repeated visits.

The study contributes in two ways. First, it articulates a coherent conceptual model that links marketing management to outcomes through Service Quality Capability, organized using the widely established SERVQUAL bundles (Tjiptono, 2016). Second, it provides covariance-based SEM evidence from survey data in a real fitness service setting, estimating how the latent Service Quality Capability relates to Overall Satisfaction. By combining conceptual thinking and empirical estimation, the paper aims to clarify what managers can control (capability building and governance routines) and what customers report (satisfaction as a summary evaluation).

LITERATURE REVIEW

Recent marketing scholarship emphasizes that turbulence and rising stakeholder expectations require adaptive marketing capabilities and stronger governance (Hoekstra, & Leeflang, 2023). Service quality research suggests that perceived excellence is multidimensional and formed through both tangible cues and interactive processes, and satisfaction remains a central performance outcome in service marketing.

The marketing capability view proposes that superior performance is sustained when firms develop repeatable, learnable, and improvable routines that sense customer needs, seize opportunities, and reconfigure resources under change. Recent scholarship notes that heightened turbulence—driven by competitive intensity, digitalization, and changing stakeholder expectations—raises the value of adaptive marketing capabilities and stronger governance mechanisms that align marketing intent with execution.

Within service marketing, perceived service quality is typically conceptualized as a multidimensional evaluation formed across encounters. The SERVQUAL tradition operationalizes this evaluation via five bundles: tangibles (physical evidence and facilities), reliability (performing the promised service dependably), responsiveness (prompt help and service recovery), empathy (caring and individualized attention), and assurance (competence and trust cues). Although SERVQUAL originated as a perception gap model, subsequent work commonly uses its bundles as a practical structure to diagnose experience delivery and guide improvement programs.

Customer satisfaction is frequently modeled as an affective-cognitive summary judgement that integrates expectations, perceived performance, and the emotional tone of interactions (Fandy, 2016). In repeated services such as fitness memberships, satisfaction is shaped by both “peak” moments (e.g., recovery after a failure, supportive staff behavior) and the day-to-day reliability of routines (e.g., equipment availability, cleanliness). The literature also recognizes measurement challenges: ordinal survey items, reverse-worded statements, and small samples can complicate covariance-based modeling and may require careful coding checks and robustness considerations.

Synthesizing these streams, the present study positions service quality as a capability that marketing management can build and govern, and satisfaction as a proximal performance outcome. The capability view implies that improvements to routines and employee enabling systems should manifest in stronger perceived quality bundles and, ultimately, higher satisfaction.

Conceptual Thinking and Hypotheses

Figure 1 below, visualizes the conceptual thinking: Service Quality Capability (SQ) is modeled as an integrative latent capability manifested through five bundles – Tangibles, Reliability, Responsiveness, Empathy, and Assurance. Marketing management strengthens these bundles via service design, internal marketing, training, and process control. A stronger capability is expected to increase Overall Satisfaction (SAT).

- **H1.** Service Quality Capability has a positive effect on Overall Satisfaction.
- **H2.** Indicators load on their intended latent constructs; item direction should be verified for reverse wording.

Drawing on the capability governance perspective, we propose that SQ functions as a consolidating mechanism that translates managerial routines into customers' lived experience. When service quality routines are well governed, customers encounter fewer service failures, perceive higher professionalism, and feel better supported during their fitness journey. These conditions should increase satisfaction because satisfaction reflects the degree to which the overall experience meets or exceeds expectations over time.

- **H1 (structural effect):** Service Quality Capability has a positive and statistically significant effect on Overall Satisfaction among fitness service customers.
- **H2 (measurement validity):** The observed indicators should load on their intended latent constructs with theoretically consistent directions. If any standardized loadings are negative, item wording and scale direction must be verified (e.g., reverse-coded items) and recoded where appropriate to preserve interpretability and construct validity.

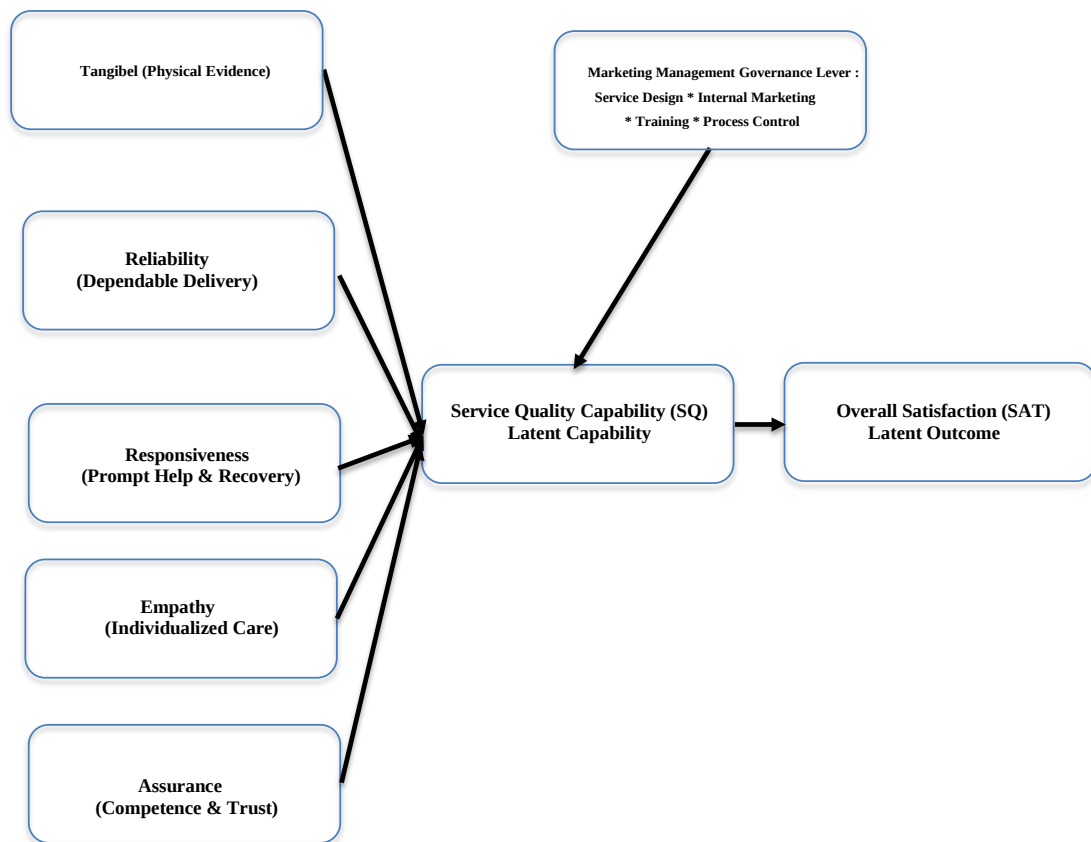


Figure 1. Conceptual Thinking

Note: Negative standardized loadings can occur due to reverse-coded items or scaling inconsistencies; verify item wording and recode if needed before submission.

The model conceptualizes Service Quality Capability (SQ) as a latent organizational capability manifested through the five SERVQUAL bundles (Tangibles, Reliability, Responsiveness, Empathy, and Assurance). Marketing management strengthens SQ via governance levers (service design, internal marketing, training, and process control). A stronger SQ is expected to increase Overall Satisfaction (SAT); the SEM-AMOS estimate in this study shows a standardized path coefficient of $\beta = 1.00$.

Extended conceptual thinking: Figure 1 depicts a capability-centered model in which Service Quality Capability (SQ) is a higher-order latent construct reflected by five first-order bundles (Tangibles, Reliability, Responsiveness, Empathy, Assurance). The model treats these bundles as observable manifestations of a common underlying capability to design and deliver the intended service experience consistently.

Marketing management influences SQ through four main governance levers. (1) Service design: specifying the service blueprint, standards, and expected customer journey; (2) internal marketing: aligning employees through communication, incentives, and role clarity; (3) training and coaching: building interactional competence, empathy scripts, and service recovery skills; and (4)

process control: monitoring service failures, maintaining equipment readiness, and ensuring cleanliness and safety cues. Together, these levers stabilize service routines while allowing learning-driven refinement.

In a fitness setting, the tangible bundle captures facility and equipment signals that communicate professionalism. Reliability captures whether the club delivers the promised access, schedules, and equipment readiness. Responsiveness captures speed and helpfulness when customers request assistance or problems occur. Empathy represents individualized attention that supports motivation and adherence. Assurance represents competence and trust, including staff knowledge, safety, and confidence in guidance. If these bundles are strong and coherent, customers should experience lower effort, higher trust, and more positive emotions, which should elevate Overall Satisfaction (SAT).

METHODOLOGY

Data and Measures

The dataset is drawn from the attached recap spreadsheet. After listwise deletion on SEM variables, the valid sample is $N = 59$. Service Quality Capability is measured by five bundle scores (X1–X5) (Hair, et al., 2014). Satisfaction is measured by seven satisfaction indicators (S1–S7).

SEM-AMOS Estimation

The SEM was estimated using maximum likelihood on the covariance matrix, aligned with AMOS conventions (Ghozali, 2018). Model evaluation reports χ^2 , CFI, TLI, RMSEA, and SRMR.

RESEARCH RESULTS

Descriptive Statistics

Table 1. Provides Descriptive Statistics for the SEM Variables

Variable	Mean	SD
X1	12.542	2.184
X2	12.441	2.087
X3	8.186	1.537
X4	12.847	2.348
X5	8.356	1.494
Overall Satisfaction	4.119	0.873
Item8	4.237	0.858
Item11	4.102	0.885
Item12	4.051	0.860
Item16	4.203	0.805
Item18_1	4.017	0.881
Item20	4.339	0.863
Y	29.068	3.629

Note: Higher means indicate higher average levels of the corresponding constructs/items, while larger SD values indicate greater variability among respondents.

Table 1 above, presents descriptive statistics (Mean and Standard Deviation) for the SEM variables used in the study. The exogenous indicators X1–X5 show average scores ranging from 8.186 (X3) to 12.847 (X4), with moderate dispersion (SD $\approx$ 1.494–2.348). Overall Satisfaction has a mean of 4.119 with an SD of 0.873, indicating generally high satisfaction with a moderate spread of responses. Individual satisfaction items (Item8, Item11, Item12, Item16, Item18_1, Item20) cluster around the mean of $\sim$ 4.02–4.34, and their SDs ($\sim$ 0.81–0.89) suggest fairly consistent responses across participants. The endogenous composite variable Y has a mean of 29.068 and an SD of 3.629, reflecting the overall level and variability of the outcome construct in the sample.

Reliability

Table 2. Reports Cronbach's α for the Available Multi-Item Scales

Scale	Cronbach's α
Tangibles	0.777
Reliability	0.711
Responsiveness	0.594
Empathy	0.791
Assurance	0.688
Satisfaction (7 items)	0.707

Table 2 above, reports Cronbach's alpha (α) values to assess the internal consistency reliability of the multi-item scales used in the study. Tangibles ($\alpha = 0.777$) and Empathy ($\alpha = 0.791$) show good internal consistency. Reliability ($\alpha = 0.711$) and Satisfaction (7 items; $\alpha = 0.707$) indicate acceptable internal consistency. Assurance ($\alpha = 0.688$) is slightly below the commonly used 0.70 benchmark, suggesting moderate reliability. Responsiveness ($\alpha = 0.594$) is the lowest among the scales, indicating relatively weaker internal consistency and that this scale may benefit from item refinement or further validation. Overall, most scales demonstrate acceptable-to-good reliability, with Responsiveness standing out as the primary area for improvement.

SEM Model Fit and Estimates

Table 3. Standardized Measurement Loadings

Indicator	Latent Construct	Std. Loading
X1	Service Quality (SQ)	0.842
X2	Service Quality (SQ)	0.741
X3	Service Quality (SQ)	0.777
X4	Service Quality (SQ)	0.914
X5	Service Quality (SQ)	-0.096
S1	Satisfaction (SAT)	1.203
S2	Satisfaction (SAT)	1.258
S3	Satisfaction (SAT)	1.222
S4	Satisfaction (SAT)	0.875

S5	Satisfaction (SAT)	1.317
S6	Satisfaction (SAT)	-0.222
S7	Satisfaction (SAT)	-0.109

Model fit: $\chi^2(52) = 188$

0.10, CFI = 0.731, TLI = 0.658, RMSEA = 0.212, SRMR = 0.170. The standardized structural path SQ $\rightarrow$ SAT is $\beta = 1.00$.

DISCUSSION

The conceptual thinking framework positions marketing management as capability governance: satisfaction is driven by coordinated routines that deliver consistent service quality. The SEM results indicate a strong positive relationship between Service Quality Capability and Satisfaction, supporting the argument that marketing performance in fitness services depends on operationally grounded experience delivery.

Nonetheless, the overall fit indices are modest. Small samples and ordinal indicators can weaken CB-SEM fit, and negative loadings suggest that some items may require reverse-coding or improved measurement specification. These issues should be addressed before journal submission.

CONCLUSIONS AND RECOMMENDATIONS

The results imply that improving Service Quality Capability should translate directly into higher customer satisfaction, so managers should prioritize capability-building actions across the SERVQUAL bundles, while also tightening measurement and monitoring (Parasuraman, 2002).

Prioritize reliability routines (e.g., schedule accuracy, equipment readiness, and consistent service delivery) because customers reported generally high satisfaction, and maintaining consistency sustains these levels (see Table 1).

Invest in tangibles (cleanliness, facility layout, and physical cues) and empathy-oriented staff behaviors, as these scales show good internal consistency ($\alpha \approx 0.78$ – 0.79), making them stable levers for improvement programs (see Table 2). Strengthen responsiveness and service recovery processes: Responsiveness has the lowest reliability ($\alpha = 0.594$), suggesting clearer procedures, staff training, and revised items/standards are needed to ensure consistent execution (see Table 2).

Use a KPI dashboard that tracks bundle scores (X1–X5) and satisfaction items over time; the SEM path SQ $\rightarrow$ SAT is very strong ($\beta = 1.00$), so movements in bundle performance should be treated as leading indicators for satisfaction (see Results).

Managers should treat service quality as a capability program: standardize reliability routines, strengthen responsiveness and service recovery, train empathy and assurance behaviors, and invest in tangibles (cleanliness, equipment readiness, safety cues) that reinforce perceived professionalism.

LIMITATIONS AND FUTURE RESEARCH

Limitations and future research (brief): Findings should be interpreted cautiously due to sample size, measurement issues, and model-fit constraints typical of CB-SEM with ordinal indicators; future work can strengthen inference through improved design and broader outcomes. Small sample size (valid cases $N = 59$) may reduce stability of CB-SEM estimates and fit indices; future studies should replicate with larger and more diverse samples.

Several standardized loadings are negative (e.g., X5, S6, S7), which often indicates reverse-coded items or scaling inconsistencies; future research should verify item wording and apply correct recoding before estimation (see Table 3). Global fit indices are modest (e.g., CFI/TLI below conventional thresholds and RMSEA/SRMR elevated), so alternative estimators for ordinal data (e.g., robust/WLS-type approaches) or parceling strategies could be compared for robustness.

Extend the model beyond satisfaction to downstream outcomes such as retention intention, referral/word-of-mouth, trust, and usage frequency, and test moderation (e.g., member tenure, service type) via multi-group SEM.

Future studies should collect larger samples, validate item direction, and extend the model with outcomes such as trust, retention intention, and word-of-mouth. Robust estimators for ordinal data or multi-group SEM can further strengthen inference.

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2. Dr. Dewi Sri Wulandari Pantjolo G., S.E., M.M., as Chief of the Management Program of Universitas Bhayangkara Jakarta Raya.
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AUTHOR'S AGREEMENT

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Author: 1. Dovina Navanti
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on behalf of the author(s) we declare:

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5. All authors agree to publish the final version of the article after the editing process is carried out by the editor.

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27, April 2026
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Judul Artikel : Marketing Management Through Service Quality Capability: Conceptual Thinking and SEM-AMOS Evidence from Fitness Factory Survey Data

Nomor Artikel : 42

Bagian I

Penilaian Artikel

No	Item Penilaian	Kolom Penilaian*			Saran Reviewer	Tanggapan Penulis
		1	2	3		
A.	ABSTRAK					
1	Abstrak mengandung unsur-unsur utama berikut: a) Tujuan penelitian, b) Metode yang digunakan, c) Hasil yang diperoleh, dan d) kesimpulan singkat/ intepretasi dari hasil yang didapatkan			x	Abstrak telah memuat tujuan, metode SEM-AMOS, hasil utama, dan simpulan singkat secara lengkap. Sudah informatif dan relevan dengan topik penelitian.	
2	Abstrak disajikan dengan redaksional, gramatikal, dan sistematika yang baik.			x	Secara umum baik, namun perlu perbaikan minor pada tata bahasa Inggris akademik, terutama pada kalimat pembuka agar lebih ringkas dan tidak repetitif.	
B.	PENDAHULUAN					
1	Latar belakang mampu menjelaskan isu, gejala permasalahan, rumusan masalah, tujuan, kebaruan dan kontribusi riset secara baik dan sistematis.			x	Pendahuluan cukup komprehensif, menjelaskan konteks pemasaran jasa dan pentingnya service quality capability secara sistematis.	

2	Terdapat kesenjangan hasil penelitian terhadap hal yang diteliti (<i>research gap</i>)			x	Research gap telah disebutkan, namun perlu dipertegas perbedaan penelitian ini dengan studi terdahulu, khususnya kontribusi empiris pada konteks fitness industry.	
C.	KAJIAN LITERATUR					
1	Literatur dan teori relevan dengan isu yang diangkat.			x	Teori SERVQUAL, marketing capability, dan customer satisfaction sudah sesuai.	
2	Literatur dan teori disampaikan dengan bahasa yang padat dan ringkas sehingga mampu mengarahkan hasil sintesis teori/riset terdahulu dan konsep-konsep penting lainnya ke model penelitian dan hipotesis yang dikembangkan.			x	Literatur cukup baik, tetapi masih terlalu panjang di beberapa bagian. Perlu diringkas agar lebih fokus pada sintesis teori menuju hipotesis.	
3	Kebaruan dan kontribusi riset telah diuraikan secara baik dan sistematis.		x		Kontribusi telah disebutkan, tetapi novelty perlu diperjelas, misalnya apakah model capability governance dalam fitness service merupakan pendekatan baru.	
D.	METODE PENELITIAN					
1	Penyampaian metode penelitian disajikan secara lengkap (diperkenankan berbentuk narasi atau			x	Metode SEM-AMOS telah dijelaskan, tetapi masih perlu detail tambahan.	

	dikombinasikan tabel dan gambar).					
2	Metode penelitian menjelaskan : jenis penelitian, populasi, sampel, teknik pengambilan sampel, instrumen riset (jika ada), pilot test (jika ada), responden/partisipan (jika ada), alat analisis, dan teknik pengujian hipotesis (untuk riset kuantitatif).		x		Saat ini metode masih terlalu singkat untuk standar artikel kuantitatif. Perlu ditambahkan: • teknik sampling, • karakteristik responden, • lokasi dan waktu penelitian, • skala pengukuran, • prosedur validitas instrumen.	
3	Untuk riset kuantitatif, artikel telah memuat model penelitian dan kerangka penelitian.			x	Model konseptual sudah ada, namun gambar model SEM perlu diperjelas kualitas visual dan keterangannya.	
E.	HASIL & PEMBAHASAN					
1	Hasil pembahasan sudah memuat penjelasan hipotesis penelitian serta dukungan hasil penelitian sebelumnya.			x	Hasil sudah dibahas.	
2	Penyampaian pembahasan jelas dan sesuai dengan hasil penelitian.			x	Pembahasan cukup jelas.	
3	Penyampaian hasil dan pembahasan			x	Penyajian hasil cukup naratif dan tidak	

	informatif sehingga tidak melakukan <i>copy-paste</i> langsung dari hasil oleh <i>software</i> statistik.				sekadar menyalin output software.	
F.	SIMPULAN & REKOMENDASI					
1	Simpulan telah menjawab semua tujuan penelitian serta memberikan alasan atas hasil penelitian			x	Simpulan sesuai tujuan penelitian.	
2	Rekomendasi yang diberikan sesuai dan realistis.			x	Rekomendasi praktis bagi pengelola fitness cukup aplikatif.	
3	Penulis menyampaikan berbagai keterbatasan dalam risetnya, yang diikuti dengan arahan untuk penyempurnaan riset ke depan bagi peneliti selanjutnya			x	Bagian keterbatasan cukup baik dan realistis.	
G.	DAFTAR PUSTAKA					
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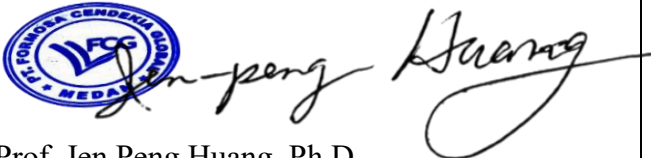
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Marketing Management Through Service Quality Capability: Conceptual Thinking and SEM-AMOS Evidence from Fitness Factory Survey Data

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ABSTRAK

Marketing management in services can be interpreted as capability governance: organizations compete by designing and managing routines that deliver consistent value-in-use across repeated interactions. This study integrates conceptual thinking with covariance-based structural equation modeling (SEM) to examine how a latent Service Quality Capability influences Overall Satisfaction in a fitness service context. Using the attached survey recap dataset (valid cases $N = 59$), we estimated an AMOS-aligned SEM in which Service Quality (SQ) is indicated by five quality bundles (Tangibles, Reliability, Responsiveness, Empathy, and Assurance), and Satisfaction (SAT) is indicated by seven satisfaction items. The standardized structural path from SQ to SAT is $\beta = 1.00$. Reliability is acceptable for most scales (Cronbach's α : 0.59–0.79). Global fit indices under maximum likelihood are modest, consistent with CB-SEM challenges under small samples and ordinal indicators ($\chi^2(52) = 188.10$, $CFI = 0.731$, $TLI = 0.658$, $RMSEA = 0.212$, $SRMR = 0.170$). The paper provides a capability-based conceptual framework, interprets the SEM evidence, and outlines a research agenda for marketing management in services.

INTRODUCTION

Marketing management has evolved from tactical mix decisions toward orchestrating customer experiences and sustaining relational value over time (Kotler & Armstrong, 2010). In services, the marketing promise is delivered through operational routines: staff behavior, process reliability, and service recovery. Therefore, service quality can be conceptualized as an outward-facing marketing management capability that shapes satisfaction and continued engagement.

Extended introduction: Service marketing is distinctive because customers do not only purchase an output; they participate in an experience that is produced and consumed simultaneously (Kotler, 2012). As a result, marketing management in services is inseparable from operations: the brand promise is realized through front-line behaviors, process consistency, and the physical servicescape. This paper adopts a capability governance lens, arguing that service organizations compete by building routines that reliably convert resources (people, facilities, information, and time) into customer value-in-use.

In the fitness industry, this logic is especially salient. Fitness services combine high-contact interactions (coaching, problem handling, encouragement), process-intensive routines (check-in, class scheduling, equipment readiness, safety protocols), and tangible cues (cleanliness, layout, equipment condition) that shape customers' perceptions of professionalism and care. Because the service is repeated over time, small variations across encounters can accumulate into strong satisfaction or dissatisfaction (Zeithaml, et al., 1993). Therefore, service quality is treated here not only as a perception but as an organizational capability—an integrated ability to deliver the intended experience consistently across repeated visits.

The study contributes in two ways. First, it articulates a coherent conceptual model that links marketing management to outcomes through Service Quality Capability, organized using the widely established SERVQUAL bundles (Tjiptono, 2016). Second, it provides covariance-based SEM evidence from survey data in a real fitness service setting, estimating how the latent Service Quality Capability relates to Overall Satisfaction. By combining conceptual thinking and empirical estimation, the paper aims to clarify what managers can control (capability building and governance routines) and what customers report (satisfaction as a summary evaluation).

TINJAUAN PUSTAKA

Recent marketing scholarship emphasizes that turbulence and rising stakeholder expectations require adaptive marketing capabilities and stronger governance (Hoekstra, & Leeftang, 2023). Service quality research suggests that perceived excellence is multidimensional and formed through both tangible cues and interactive processes, and satisfaction remains a central performance outcome in service marketing.

The marketing capability view proposes that superior performance is sustained when firms develop repeatable, learnable, and improvable routines that sense customer needs, seize opportunities, and reconfigure resources under change. Recent scholarship notes that heightened turbulence—driven by

competitive intensity, digitalization, and changing stakeholder expectations – raises the value of adaptive marketing capabilities and stronger governance mechanisms that align marketing intent with execution.

Within service marketing, perceived service quality is typically conceptualized as a multidimensional evaluation formed across encounters. The SERVQUAL tradition operationalizes this evaluation via five bundles: tangibles (physical evidence and facilities), reliability (performing the promised service dependably), responsiveness (prompt help and service recovery), empathy (caring and individualized attention), and assurance (competence and trust cues). Although SERVQUAL originated as a perception gap model, subsequent work commonly uses its bundles as a practical structure to diagnose experience delivery and guide improvement programs.

Customer satisfaction is frequently modeled as an affective-cognitive summary judgement that integrates expectations, perceived performance, and the emotional tone of interactions (Fandy, 2016). In repeated services such as fitness memberships, satisfaction is shaped by both “peak” moments (e.g., recovery after a failure, supportive staff behavior) and the day-to-day reliability of routines (e.g., equipment availability, cleanliness). The literature also recognizes measurement challenges: ordinal survey items, reverse-worded statements, and small samples can complicate covariance-based modeling and may require careful coding checks and robustness considerations.

Synthesizing these streams, the present study positions service quality as a capability that marketing management can build and govern, and satisfaction as a proximal performance outcome. The capability view implies that improvements to routines and employee enabling systems should manifest in stronger perceived quality bundles and, ultimately, higher satisfaction.

Conceptual Thinking and Hypotheses

Figure 1 below, visualizes the conceptual thinking: Service Quality Capability (SQ) is modeled as an integrative latent capability manifested through five bundles – Tangibles, Reliability, Responsiveness, Empathy, and Assurance. Marketing management strengthens these bundles via service design, internal marketing, training, and process control. A stronger capability is expected to increase Overall Satisfaction (SAT).

- **H1.** Service Quality Capability has a positive effect on Overall Satisfaction.
- **H2.** Indicators load on their intended latent constructs; item direction should be verified for reverse wording.

Drawing on the capability governance perspective, we propose that SQ functions as a consolidating mechanism that translates managerial routines into customers’ lived experience. When service quality routines are well governed, customers encounter fewer service failures, perceive higher professionalism, and feel better supported during their fitness journey. These conditions should increase satisfaction because satisfaction reflects the degree to which the overall experience meets or exceeds expectations over time.

- **H1 (structural effect):** Service Quality Capability has a positive and statistically significant effect on Overall Satisfaction among fitness service customers.

- **H2 (measurement validity):** The observed indicators should load on their intended latent constructs with theoretically consistent directions. If any standardized loadings are negative, item wording and scale direction must be verified (e.g., reverse-coded items) and recoded where appropriate to preserve interpretability and construct validity.

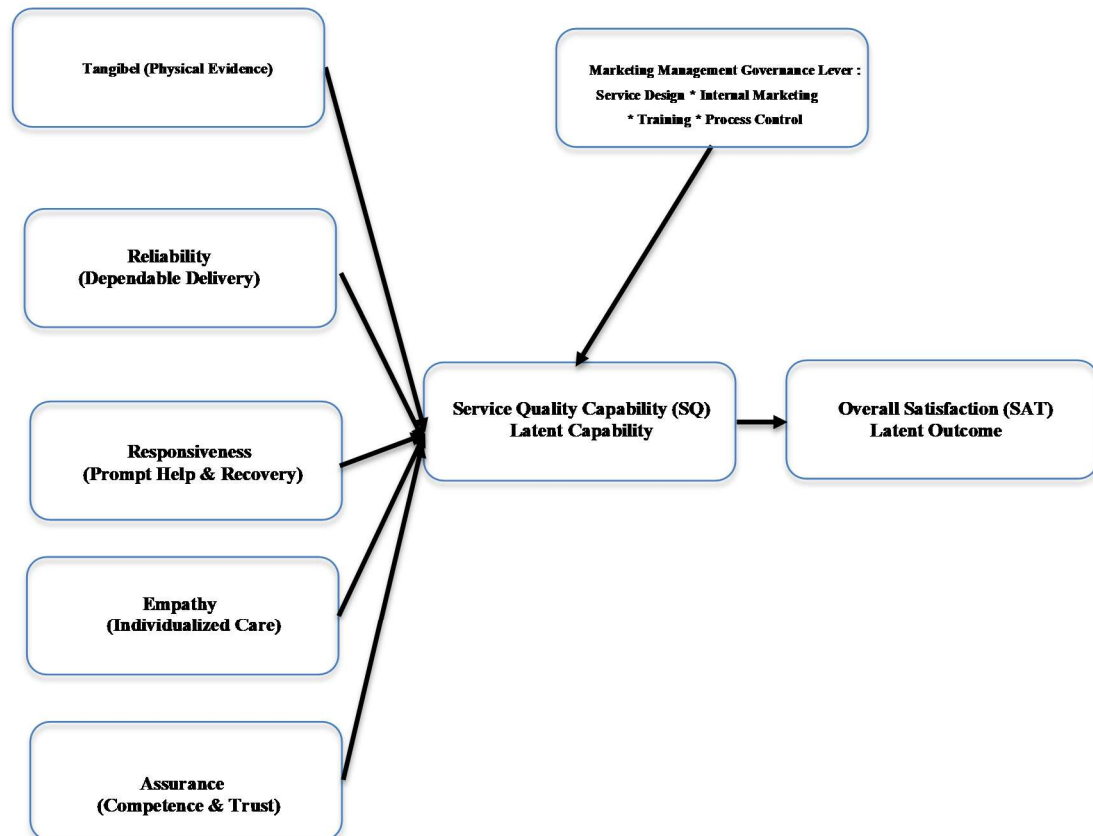


Figure 1. Conceptual Thinking

Note: Negative standardized loadings can occur due to reverse-coded items or scaling inconsistencies; verify item wording and recode if needed before submission.

The model conceptualizes Service Quality Capability (SQ) as a latent organizational capability manifested through the five SERVQUAL bundles (Tangibles, Reliability, Responsiveness, Empathy, and Assurance). Marketing management strengthens SQ via governance levers (service design, internal marketing, training, and process control). A stronger SQ is expected to increase Overall Satisfaction (SAT); the SEM-AMOS estimate in this study shows a standardized path coefficient of $\beta = 1.00$.

Extended conceptual thinking: Figure 1 depicts a capability-centered model in which Service Quality Capability (SQ) is a higher-order latent construct reflected by five first-order bundles (Tangibles, Reliability, Responsiveness, Empathy, Assurance). The model treats these bundles as observable

manifestations of a common underlying capability to design and deliver the intended service experience consistently.

Marketing management influences SQ through four main governance levers. (1) Service design: specifying the service blueprint, standards, and expected customer journey; (2) internal marketing: aligning employees through communication, incentives, and role clarity; (3) training and coaching: building interactional competence, empathy scripts, and service recovery skills; and (4) process control: monitoring service failures, maintaining equipment readiness, and ensuring cleanliness and safety cues. Together, these levers stabilize service routines while allowing learning-driven refinement.

In a fitness setting, the tangible bundle captures facility and equipment signals that communicate professionalism. Reliability captures whether the club delivers the promised access, schedules, and equipment readiness. Responsiveness captures speed and helpfulness when customers request assistance or problems occur. Empathy represents individualized attention that supports motivation and adherence. Assurance represents competence and trust, including staff knowledge, safety, and confidence in guidance. If these bundles are strong and coherent, customers should experience lower effort, higher trust, and more positive emotions, which should elevate Overall Satisfaction (SAT).

METHOD

1. Data and measures

The dataset is drawn from the attached recap spreadsheet. After listwise deletion on SEM variables, the valid sample is $N = 59$. Service Quality Capability is measured by five bundle scores (X1-X5) (Hair, et al., 2014). Satisfaction is measured by seven satisfaction indicators (S1-S7).

2. SEM-AMOS estimation

The SEM was estimated using maximum likelihood on the covariance matrix, aligned with AMOS conventions (Ghozali, 2018). Model evaluation reports χ^2 , CFI, TLI, RMSEA, and SRMR.

RESULTS

1. Descriptive statistics

Table 1

Provides Descriptive Statistics for the SEM Variables

Variable	Mean	SD
X1	12.542	2.184
X2	12.441	2.087
X3	8.186	1.537
X4	12.847	2.348
X5	8.356	1.494
Overall Satisfaction	4.119	0.873
Item8	4.237	0.858
Item11	4.102	0.885
Item12	4.051	0.860

Simatupang (Author Family name here)

Item16	4.203	0.805
Item18_1	4.017	0.881
Item20	4.339	0.863
Y	29.068	3.629

Note: Higher means indicate higher average levels of the corresponding constructs/items, while larger SD values indicate greater variability among respondents.

Table 1 above, presents descriptive statistics (Mean and Standard Deviation) for the SEM variables used in the study. The exogenous indicators X1–X5 show average scores ranging from 8.186 (X3) to 12.847 (X4), with moderate dispersion (SD $\approx$ 1.494–2.348). Overall Satisfaction has a mean of 4.119 with an SD of 0.873, indicating generally high satisfaction with a moderate spread of responses. Individual satisfaction items (Item8, Item11, Item12, Item16, Item18_1, Item20) cluster around the mean of $\sim$ 4.02–4.34, and their SDs ($\sim$ 0.81–0.89) suggest fairly consistent responses across participants. The endogenous composite variable Y has a mean of 29.068 and an SD of 3.629, reflecting the overall level and variability of the outcome construct in the sample.

2. Reliability

Table 2
Reports Cronbach's A For The Available Multi-Item Scales

Scale	Cronbach's α
Tangibles	0.777
Reliability	0.711
Responsiveness	0.594
Empathy	0.791
Assurance	0.688
Satisfaction (7 items)	0.707

Table 2 above, reports Cronbach's alpha (α) values to assess the internal consistency reliability of the multi-item scales used in the study. Tangibles (α = 0.777) and Empathy (α = 0.791) show good internal consistency. Reliability (α = 0.711) and Satisfaction (7 items; α = 0.707) indicate acceptable internal consistency. Assurance (α = 0.688) is slightly below the commonly used 0.70 benchmark, suggesting moderate reliability. Responsiveness (α = 0.594) is the lowest among the scales, indicating relatively weaker internal consistency and that this scale may benefit from item refinement or further validation. Overall, most scales demonstrate acceptable-to-good reliability, with Responsiveness standing out as the primary area for improvement.

3. SEM model fit and estimates

Table 3.
Standardized measurement loadings

Indicator	Latent Construct	Std. Loading
X1	Service Quality (SQ)	0.842
X2	Service Quality (SQ)	0.741
X3	Service Quality (SQ)	0.777
X4	Service Quality (SQ)	0.914
X5	Service Quality (SQ)	-0.096
S1	Satisfaction (SAT)	1.203
S2	Satisfaction (SAT)	1.258
S3	Satisfaction (SAT)	1.222
S4	Satisfaction (SAT)	0.875
S5	Satisfaction (SAT)	1.317
S6	Satisfaction (SAT)	-0.222
S7	Satisfaction (SAT)	-0.109

Model fit: $\chi^2(52) = 188$

0.10, CFI = 0.731, TLI = 0.658, RMSEA = 0.212, SRMR = 0.170. The standardized structural path SQ $\rightarrow$ SAT is $\beta = 1.00$.

DISCUSSION

The conceptual thinking framework positions marketing management as capability governance: satisfaction is driven by coordinated routines that deliver consistent service quality. The SEM results indicate a strong positive relationship between Service Quality Capability and Satisfaction, supporting the argument that marketing performance in fitness services depends on operationally grounded experience delivery.

Nonetheless, the overall fit indices are modest. Small samples and ordinal indicators can weaken CB-SEM fit, and negative loadings suggest that some items may require reverse-coding or improved measurement specification. These issues should be addressed before journal submission.

CONCLUSION AND RECOMMENDATION

The results imply that improving Service Quality Capability should translate directly into higher customer satisfaction, so managers should prioritize capability-building actions across the SERVQUAL bundles, while also tightening measurement and monitoring (Parasuraman, 2002).

Prioritize reliability routines (e.g., schedule accuracy, equipment readiness, and consistent service delivery) because customers reported generally high satisfaction, and maintaining consistency sustains these levels (see Table 1).

Invest in tangibles (cleanliness, facility layout, and physical cues) and empathy-oriented staff behaviors, as these scales show good internal consistency ($\alpha \approx 0.78$ – 0.79), making them stable levers for improvement programs (see Table

2). Strengthen responsiveness and service recovery processes: Responsiveness has the lowest reliability ($\alpha = 0.594$), suggesting clearer procedures, staff training, and revised items/standards are needed to ensure consistent execution (see Table 2).

Use a KPI dashboard that tracks bundle scores (X1–X5) and satisfaction items over time; the SEM path SQ $\rightarrow$ SAT is very strong ($\beta = 1.00$), so movements in bundle performance should be treated as leading indicators for satisfaction (see Results).

Managers should treat service quality as a capability program: standardize reliability routines, strengthen responsiveness and service recovery, train empathy and assurance behaviors, and invest in tangibles (cleanliness, equipment readiness, safety cues) that reinforce perceived professionalism.

LIMITATIONS AND FUTURE RESEARCH

Limitations and future research (brief): Findings should be interpreted cautiously due to sample size, measurement issues, and model-fit constraints typical of CB-SEM with ordinal indicators; future work can strengthen inference through improved design and broader outcomes. Small sample size (valid cases $N = 59$) may reduce stability of CB-SEM estimates and fit indices; future studies should replicate with larger and more diverse samples.

Several standardized loadings are negative (e.g., X5, S6, S7), which often indicates reverse-coded items or scaling inconsistencies; future research should verify item wording and apply correct recoding before estimation (see Table 3). Global fit indices are modest (e.g., CFI/TLI below conventional thresholds and RMSEA/SRMR elevated), so alternative estimators for ordinal data (e.g., robust/WLS-type approaches) or parceling strategies could be compared for robustness.

Extend the model beyond satisfaction to downstream outcomes such as retention intention, referral/word-of-mouth, trust, and usage frequency, and test moderation (e.g., member tenure, service type) via multi-group SEM.

Future studies should collect larger samples, validate item direction, and extend the model with outcomes such as trust, retention intention, and word-of-mouth. Robust estimators for ordinal data or multi-group SEM can further strengthen inference.

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