

# CUSTOMER SATISFACTION ANALYSIS IN INFORMATION CENTER: A CASE STUDY AT SEMARANG CONTEMPORARY ART GALLERY

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**Abstract:** *This paper has discussed customer satisfaction in an information center called Semarang Contemporary Art Gallery. The methods that have been used are interviews with gallery managers and literature studies which are relevant to this topic. The results showed that the Semarang Contemporary Art Gallery needs some attention to customer satisfaction. The findings also showed that the implementation of service quality is quite good. However, the level of customer satisfaction is still not optimal, which has caused the inability to measure customer satisfaction with the service provided. At the same time, customer satisfaction is one of the most important elements in the operation of the information center. This paper has discussed the insight of the readers, especially readers who manage information centers so that they do not forget the importance of customer satisfaction in an information center.*

**Keywords:** *information center, customer satisfaction, art gallery*

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## Introduction

An Information Center is a place to obtain information related to fulfilling one's information needs. The information center is an organization that operates in the service sector and is customer oriented. The information center provides various sources of information that are managed for customers and obtained through the various services provided. Information centers are not only libraries but also include museums and art galleries. As a customer-oriented organization, customer satisfaction is an essential aspect of the sustainability of an organization in improving quality and service at the information center. Customer satisfaction is a benchmark or parameter of an organization's success in providing a service to customers and positively impacts the organization in the future.

Customer satisfaction is the basis of behavior resulting from customer expectations and their confirmation or disconfirmation due to service performance (Morgeson, 2013; Eren, B.A., 2021). The existence of customer satisfaction has a close relationship with the quality of services provided. The service quality of an organization becomes an assessment given by customers for the services provided. Service quality appears, meaning customers received services provided by managers (perceived services) by an expected service. Good service will be produced if the customer receives the service as expected. Meanwhile, if the service provided to customers is felt to be unable to meet expectations and even disappoint, the customer will say that the service quality of an organization is poor (Kotler & Keller in Meileny & Tri Indra, 2020). This is what customer satisfaction needs to be considered, considering the information center is an organizational body engaged in the service sector.

Based on the concept, customer satisfaction can be interpreted into two (2) definitions: satisfaction and the customer. Oliver (2010) defines satisfaction as a consumer's post-consumption assessment of whether a good or service provides satisfactory fulfillment regarding overall use (Otto, A. S., et al., 2020). Satisfaction focuses on the process of assessing the level of satisfaction in the context of confirmation and/or disconfirmation of influence, equity, expectations, and/or product performance (whether in the form of goods or services). In the end, the level of satisfaction proved to have a positive impact on information dissemination of related agencies through word of mouth, agency loyalty, and consumer behavior.

Semarang Contemporary Art Gallery, which is in the city of Semarang, Central Java, is an information center that provides information related to works of art in the form of paintings, miniatures, sculptures, and other works of art. The works come from the creation of artists from all over Indonesia. Like other information centers, Semarang Contemporary Art Gallery certainly pays attention to various aspects so that the gallery's existence can always survive and always get attention and a good impression from gallery visitors. Semarang Contemporary Art Gallery not only functions as a place for exhibitions of works of art but also for seeking information and transferring information and knowledge related to art and culture.

In line with the previous presentation, the Semarang Contemporary Art Gallery, which is a type of information center, certainly has an orientation toward customer satisfaction. This paper aims to analyze visitor satisfaction at Semarang Contemporary Art Gallery, which includes dimensions of service quality, factors influencing customer satisfaction, measurement methods, Semarang Contemporary Art Gallery best practices, and strategies to increase customer satisfaction.

## Method

The methods that have been used in this study are an interview and a literature study. Interviews were conducted with one of the Semarang Contemporary Art Gallery managers, namely the gallery manager. Then a literature study was carried out by searching, collecting, and analyzing the literature that has been collected and is relevant to the topic. The literature sources that have been used are Google Scholar, Emerald, and the official Semarang Contemporary Art Gallery website.

## Findings

### Gallery Profile

Semarang Contemporary Art Gallery is an art gallery located in the center of Semarang, Central Java, Indonesia. The specific location of this art gallery is Jalan Taman Srigunting No. 5-6, Tanjung Mas, North Semarang District, Semarang City, Central Java, Indonesia. The Semarang Contemporary Art Gallery contains contemporary two- or three-dimensional works of modern art created by talented Asian artists, particularly in Indonesia. This gallery was established with the aim of introducing the works of painters who contributed to the Semarang Contemporary Art Gallery, increasing appreciation for artists and becoming an alternative medium for measuring the development of contemporary art in Indonesia. Six people manage Semarang Contemporary Art Gallery; one person is the owner, one person is a manager, one person is in the catalog design division, one person is in the social media division, and two people as security as well as ticketing.

Initially, the ownership of the building began in 1822 where this building was originally a house belonging to Pastor L. Prinsen which was originally used as a house of worship for Catholics. Then in 1918, this house was razed to the ground and changed ownership to a Spanish colonial-style building. Then in 1937, this building changed its function to become the first insurance company in Indonesia named De Indische Lloyd. Over time, this building has continued to change its function and ownership, from being used as a warehouse for motor vehicle dealers to becoming a syrup factory. In 2007, the ownership of this building was transferred to an art lover named Chris Darmawan. Chris changed the function and ownership of this building and turned it into an art gallery, which until now is known to the public as the Semarang Contemporary Art Gallery.



**Figure 1: Exhibition Room Floor 1 Semarang Contemporary Art Gallery**

This gallery has two floors with a minimalist interior and a predominance of white in the coloring of the building. By the name of the place, the central facility owned by Semarang Contemporary Art Gallery is a painting exhibition space. The gallery manager maximizes the ample space on both floors as an exhibition space. There are no rooms or partitions that limit the visibility of visitors to enjoy the paintings on display.

As the name implies, contemporary works displayed in this gallery are changed regularly every two months. Every two months, new works will come from artists invited or submitting proposals for cooperation with the Semarang Contemporary Art Gallery. These artists come from various cities in Indonesia, including Yogyakarta, Bandung, Jakarta, and so on. Even so, there are still private collections belonging to galleries that are sometimes displayed for quite a long time. This is done to anticipate if, at one time, few or no artists propose to display their work at the Semarang Contemporary Art Gallery. Apart from exhibiting works of art in the gallery's exhibition space, Semarang Contemporary Art Gallery also holds exhibitions in collaboration with other art galleries. Then in the exhibition activities, apart from displaying the artwork of each artist, there are buying and selling transactions if there is a work of art that attracts the attention of potential buyers.

#### **Customer Satisfaction Level**

Low customer satisfaction makes visitors reluctant to come to the gallery again. Conversely, high customer satisfaction makes visitors want to come to the gallery again. Semarang Contemporary Art Gallery accepts complaints, criticisms, and suggestions through its official website and social media to measure visitors' satisfaction level after visiting the Semarang Contemporary Art Gallery. This gallery has an official website and social media that functions as a branding medium and a medium for communicating with other parties. In addition to these two functions, the gallery manager accepts complaints, criticisms, and suggestions visitors submit through social media.

*"Bisa juga lewat website dan instagram juga."*

This complaint can be submitted by visitors who need more time to convey their complaints, criticisms, and suggestions directly. However, if you can convey it directly, visitors can convey it to all parties in the gallery, starting from security, who interacts directly with visitors, or the owner of the Semarang Contemporary Art Gallery, who is the principal owner of this gallery.

Apart from receiving complaints online and face to face, the management of Semarang Contemporary Art Gallery also conducts surveys with customers to find out what things visitors want at the gallery.

#### **Factors Affecting Customer Satisfaction**

According to Semarang Contemporary Art Gallery's manager, several things influence customer satisfaction after they provide services. Some programs to increase customer satisfaction are collection rotation and cross-exhibition programs. Collection updates aim to educate about art and give it a new look every month. Different concepts and themes are also made to attract visitor's attention and increase customer satisfaction at Semarang Contemporary Art Gallery. The following are the findings of factors that influence customer satisfaction:

*"Ya galeri kan juga gak cuman disini ya, di Jakarta juga ada, di Bandung juga ada. Kemarin update akhir tahun 2021 desember kita ada Kerjasama dari semacam*

*gallery di bandung tapi dia ada kontrak eksklusif sama si seniman. Jadi kita nemuin seniman dari mereka dan mengajak Kerjasama bareng gitu”.*

Furthermore, easy access for visitors through the presence of social media such as Instagram and a website where apart from being Semarang Contemporary Art Gallery branding, it is also used to load all exhibition information and lasts for six months, longer than during an offline exhibition, which was only one month.

*“Ada juga, kalau di website kan banyak itu, semua pameran-pameran ada di situ. Kemungkinan kalau yang udah sekitar habis 6 bulan kemungkinan barangnya udah gak ada”.*

Semarang Contemporary Art Gallery has a strategic location in the city center, namely the old city of Semarang. Buildings that have a heritage and historical impression are the main attraction for visitors. It's no wonder that on weekends the Semarang Contemporary Art Gallery is crowded with visitors to make it a slick and modern historical tourist destination.

*“Penghargaan, gak pernah sih. Kayaknya juga gak ada penghargaan tentang gallery. Cuman kalo penghargaan disini karena heritage aja sih, kalau gedungnya”.*

## Discussion

### Customer Satisfaction Concept

Based on the concept, customer satisfaction can be interpreted into two (2) definitions: satisfaction and the customer. Satisfaction is a feeling that results from evaluating what is felt compared to expectations, this is related to the needs and desires of customers for a product or service (Fecikova in Sahabuddin, 2019). At the same time, the customer is someone who uses all the results in the form of products, either in the form of goods or services. Kotler and Keller (2014) defined customer satisfaction as an individual's feelings of pleasure or disappointment from comparing the perceived product or service performance with the expected expectations. Customer satisfaction is also interpreted as the basis of behavior, resulting from customer expectations and confirmation or disconfirmation due to the performance of a service (Morgeson, 2013; Eren, B.A., 2021). Then another definition states that customer satisfaction is an emotional assessment of consumers after consumers use products where the expectations and needs of consumers who use them are fulfilled (Daryanto and Setyobudi, 2014). So based on the three definitions of customer satisfaction above, it can be concluded that customer satisfaction is a condition in which individuals express feelings of pleasure or disappointment after their needs or desires are met by a product or service provider.

Customer satisfaction is closely related to the quality of service an information center provides. Quality of service is managing an information center by presenting products or services according to customers' tastes, needs, and expectations. This happens because service quality is a multi-dimensional determinant of customer satisfaction (Kasmir, 2006). So, it can be stated that the level of customer satisfaction will be high if the service quality of an information center is considered good according to its customers. Conversely, the level of customer satisfaction will be low if the service quality of an information center is considered poor according to its customers. An information center must have good service quality as a customer-oriented

institution that provides information for its target market. With good service quality, an information center will have loyal customers and can compete with other information centers.

There are five dimensions of service quality (Parasuraman, Zeithaml, & Berry, 1998) called "Service Quality Dimensions of Servqual." The five dimensions are tangibility, reliability, responsiveness, assurance, and empathy. The first dimension is tangibility, defined as the ability of information center institutions to provide reliable and accurate customer services. This dimension relates to things that are physically visible or visible to the eye, such as the appearance of information center managers, buildings, facilities, infrastructure, and so on. An information center that has a good physical appearance will give a good impression and impression to customers or visitors. Later this will have a good impact in the form of high customer satisfaction. The second dimension is reliability, which is defined as the competence of the information center in providing responsive and accurate services to its customers. Therefore this dimension has a focus on employee dexterity and time. Information centers that are able to satisfy customers with constant product results will have their own place in the form of trust from customers because the quality of their products is unwavering. The third dimension is responsiveness which is defined as the responsiveness of information center managers when helping customers and providing services quickly and precisely. Information center managers are also required to have a solution as soon as possible when facing a problem as an embodiment of the dimension of responsiveness. Users will like an information center that has good responsiveness because it is nimble and not slow, which has a good impact in the form of time efficiency. The fourth dimension is assurance, which is defined as the ability of information center managers to foster customer confidence and trust in them. An information center must instill a sense of trust in customers to guarantee the quality of their performance and security for customers when using their services.

Guaranteed quality work and a sense of security for customers can have a good impact because customers will have a great sense of trust and loyalty to the information center concerned. The fifth dimension is empathy, which is defined as giving attention and effort to understand customers personally so that their needs can be met quickly and thoroughly. Information centers that provide a great sense of personal empathy will know what their customer needs specifically, so they can try their best to meet the needs of their customers as a whole. The complete fulfillment of needs will produce a good impact in the form of high customer satisfaction. In the Semarang Contemporary Art Gallery, the managers implement these dimensions well. This gallery shows that the gallery visitors themselves have felt the quality of services provided.

The tangible influence for gallery visitors is adjusted to the needs of visitors and supported by various facilities through the services provided. Starting from the services provided via the website and social media owned by the Semarang Contemporary Art Gallery where the existence of the website and social media is functioned to provide information quickly and easily and to legitimize the existence of the gallery. Various information starting from profiles, addresses, opening hours, then up to artist profiles can be easily obtained and accessed by visitors. Apart from being media marketing, these two platforms are also things many visitors seek. Customer satisfaction at Semarang Contemporary Art Gallery is appropriate and proven by easy access to website platforms and social media such as Instagram which can be easily accessed and information that is always up to date. The tangible influence on gallery visitor satisfaction can also be seen from the services provided when visitors are at the gallery location. Not only physical services or infrastructure such as toilets, and prayer rooms but also the

hospitality of the museum staff in providing directions and information. Apart from that, easy access to the catalog of exhibition works is also a service that visitors can use to search for information on exhibition works. The work catalog can be easily accessed using each visitor's smartphone and a catalog barcode is available after the entrance. An online work catalog service provided to visitors to contemporary Semarang is available in two languages, namely English and Indonesian, to suit the variety of visitors who come, not only for local residents but also internationally, so bilingual access is designed by the gallery manager. From the observations and writings of visitors on Google Maps, it is clear that Semarang Contemporary Art Gallery can provide services that do not only use communication but also provide services such as writing on the walls. This is done so that many people are not confused when going to that place.

The reliability dimension implemented for visitors to the Semarang Contemporary Art Gallery shows that there is nothing that influences visitor satisfaction with the quality of service provided by the art gallery. This is because the Semarang Contemporary Art Gallery with accurate services is not very visible and is returned with the motivation of visitors to visit the gallery namely, just to enjoy the atmosphere and take pictures. Catalogs, which are a source of information about the meaning of works and artists, are considered not too important for visitors to know so it can be concluded that the effect of reliability on visitor satisfaction at art galleries itself is not important but can be held to support the provision of maximum service quality.

The responsiveness dimension implemented for Semarang Contemporary Art Gallery visitors shows that the speed of response and the ability of the gallery management staff to help provide the information needed and needed by visitors is easy to obtain because the existing management staff can help if there are questions from visitors. However, this management staff is not a gallery guide, but someone who is in charge of security and ticketing. The strategic position of the office is seen through the glass and can be easily seen if a visitor needs assistance. The friendly attitude of the manager is a form of effort to maximize the quality of services provided to visitors. This is shown by several employees who will respond quickly if visitors want to learn more about the gallery. This is also in line with the many reviews and input from visitors he wrote on Google Maps. Not a few of them said that the security guard in the gallery was a friendly person, and always helped visitors who needed information. Managers understand the importance of giving a good impression to captivate visitors so that visitors give positive feedback and continue to be interested in coming back to this contemporary art gallery in Semarang.

The assurance dimension implemented for Semarang Contemporary Art Gallery visitors shows that it is important to maintain trust in gallery visitors as customers who must be given maximum service. Employees' behavior affects the quality of services at the gallery because they are managers. The formation of regulations prohibiting bringing food and drinks into the gallery was made to guard against various possibilities that could damage the works. The care for the entrusted food and drinks is at the ticket desk so that the care can be guaranteed. This creates a sense of security and comfort among gallery visitors. The management staff's knowledge regarding questions visitors ask is also facilitated by managers who are ready to assist visitors' needs. The ease of asking for help is a matter of concern to support the quality of Semarang Contemporary Art Gallery services.

The assurance dimension implemented for Semarang Contemporary Art Gallery visitors shows that the Semarang Contemporary Art Gallery understands the time needed by gallery visitors

which is adjusted to the gallery's comfortable operating hours. This is evident where the gallery's operating hours start from morning to night, namely, 10.00 – 20.30 WIB. The selection of operating hours is adjusted to the habits and busyness of various visitor activities so that they can easily visit without fear of closing the gallery and visitors can easily come at a predetermined time with a long enough duration to visit the Semarang art gallery. The manager believes that the long operating hours will give visitors a good and loyal impression so that the quality of services can be improved optimally. When the influence of empathy is big, customer satisfaction will also be felt and achieved.

### **Factors Affecting Customer Satisfaction**

Customer behavior refers to selecting, purchasing, and consuming goods and services to satisfy basic and fundamental needs. There are various phases involved in customer behavior. Initially, the customer discovers a need, selects, and budgets for a commodity, and decides to consume it. Product quality, price, service, customer emotions, personal factors, situational factors, perception of equity or fairness, and product features influence customer satisfaction. Therefore, several factors as mentioned in the picture affect customer buying behavior. There are four main factors that can affect customer satisfaction, namely cultural factors, social factors, personal factors, and psychological factors (Konečnik Ruzzier et al., 2014). According to Konečnik Ruzzier et al (2014), the following factors influence customer satisfaction.

Customer satisfaction related to cultural factors is a factor that understands the needs and behavior of an individual. Values, perceptions, behaviors, and preferences are factors that are basically formed during childhood from society and general cultural behavior. Norms and values are passed down from one entity to another. Cultural factors represent values and perceptions which can determine the desires and behavior of customers. Customers are influenced primarily by the group they belong to, but also by the group (aspirational group) they want to join.

The next factor is the social factor. Humans live in an environment surrounded by several people who have different buying behavior. An individual's behavior is influenced by many small groups such as family, friends, social networks, and surroundings that have different buying behavior. These groups form the environment in which an individual develops and forms a personality. Therefore, social factors greatly influence a person's buying behavior.

Factors that come from within oneself are referred to as personal factors. This customer behavior includes personal factors such as age, occupation, economic situation, and lifestyle. Customers change their purchases of goods and services with the passage of time. Occupation and economic situation also have a significant influence on buying behavior. On the other hand, someone with a low income chooses to buy cheap services. The customer's lifestyle is another important factor that influences customer buying behavior. Lifestyle refers to how a person lives in society and is expressed by the things around him.

Psychological factors such as motivation, perception, learning, and attitudes and beliefs play an important role in the purchase of certain products and services. To increase sales and encourage customers to purchase, service organizations must work to create a conscious need in the minds of customers that develops an interest in purchasing the service. Likewise, depending on customer experience, beliefs, and personal characteristics, individuals have different perceptions than others. Attitudes allow individuals to develop behaviors that are coherent with



their personality class. Through the experiences that customers get, customers develop beliefs that will influence buying behavior.

Analysis of factors that influence customer satisfaction in Semarang Contemporary Art Gallery as an information center that is through a significant role in shaping the perceptions and experiences of visitors. Based on the influence of customer satisfaction from cultural factors as described above. There is an interest from customers or visitors to Semarang Contemporary Art Gallery in following trends on social media and selfie photos as explained by the informants.

*“Nah itu yang selama ini saya yang udah bikin kayak kuesioner gitu dari 100% gitu yang 90% gitu pada foto-foto selfie karena dulu masih awal-awalnya instagram tahun 2014-2015. Terus yang ingin tahu tentang karya seni itu ya cuman 10%an.”*

This shows that visitors who come to the gallery are more interested in seeing photos than enjoying art by looking at it. This causes cultural factors to emerge that influence the preferences of visitors. The effect of this selfie can later be used as a reference and to consider customer satisfaction factors in terms of providing an aesthetic exhibition space but not leaving its function as an art gallery.

Furthermore, the cultural factors explained by the interviewees, that there is a change in exhibitions with different themes and titles from time to time, namely once every two (2) months, indicating an effort to present works of art in an orderly manner and is able to attract the attention of visitors. This factor indicates that a renewal is being carried out at the Semarang Contemporary Art Gallery.

*“...2 Bulan, dulu sih 1 bulan, tapi sejak pandemi jadi 2 bulan karena takutnya kalau yang dari luar kota belum sempet datang karyanya udah diganti lagi”.*

The third cultural factor is related to the culture of appreciation of works by visitors. Due to the tendency to follow the trend of the times, the Semarang Contemporary Gallery is changing exhibitions and involving works by new artists. This shows the involvement of new galleries and artists who are given the opportunity and invite many active artists to participate in holding exhibitions at the Semarang Contemporary Art Gallery.

*“Ya yang jelas kita tetep kalau memang ga ada pameran nih, kita tetep ngeluarin yang koleksi, tapi kalau pas ada pameran ya kita harus ngejar pameran itu dulu. Soalnya kan kita pinginnya karya-karya baru yang dipamerin. Kalau yang koleksi kan pasti karya-karya lama kan bahkan gak update juga kalau karya koleksi. Kalau yang terbaru kan si senimannya juga aktif, gallerynya juga aktif untuk mamerin karya baru.”*

The next factor is the social factor. The results of the interviews showed that visitors received good, friendly, and responsive service when visiting the Semarang Contemporary Art Gallery. This shows that there is the interaction between visitors and staff that can improve the visitor experience and improve the quality of interactions that can affect customer satisfaction. In addition, the existence of security guarantees the security of visitors while in the gallery.

*“Itu mungkin khususnya security ya. Jadi kan di galeri gak perlu tegas-tegas banget ya. Yang penting si security tau lah isi yang ada di galeri ini seperti apa”.*

Furthermore, judging from personal factors during the interview, it was stated that the percentage of visitors who were really interested in works of art was still very small. This will affect the level of customer satisfaction because visitors will be more satisfied with the services provided and the experience while in the gallery. In addition, the low level of knowledge of art will later affect their satisfaction because it is more difficult to appreciate work.

*“Nah itu yang selama ini saya yang udah bikin kayak kuesioner gitu dari 100% gitu yang 90% gitu pada foto-foto selfie karena dulu masih awal-awalnya instagram tahun 2014-2015. Terus yang ingin tahu tentang karya seni itu ya cuman 10%an”.*

This personal factor means showing the characteristics of the nature of visitors and managers must master the level of customer satisfaction. Semarang Contemporary Art Gallery or another information center. must provide a variety of experiences to meet the needs of each visitor.

In getting an emotional experience, aesthetics are part of the factors that can provide a new experience for visitors. The satisfaction that arises when someone enters a museum is aesthetic. The beauty that is owned means to provide visual beauty for visitors who see the exhibition. This experience evokes a sense of awe and inspiration from the works on display. Besides, a desire arises from individuals who want to get new things. This psychological factor is obtained through the exploration of works by visitors. This will generate a sense of satisfaction towards their visit to the art gallery.

*“penghargaan, gak pernah sih. Kayaknya juga nggak ada penghargaan tentang galeri. Cuman kalo penghargaan disini karena heritage aja sih kalau gedungnya dan bangunan - bangunan lama yang bersejarah”, “Iya apalagi kan sekarang kayak mainnya ke galeri itu kayak lebih apaya dibanding dengan main di tempat lain, hahaha”.*

With managers understanding and paying attention to the factors described above, providing services through the visitor experience at the Semarang Contemporary Art Gallery as an information center will be easier. Providing an interesting experience for visitors and in-depth information about work will later increase customer satisfaction. Competition between art industries is getting tougher so it is necessary to understand the factors mentioned above for the sustainability of the Semarang Contemporary Art Gallery.

### **Customer Satisfaction Measurement Methods**

To determine whether the customer is satisfied with the services provided, an information center can measure the level of customer satisfaction. According to Kotler, customer satisfaction is quoted from Gultom (2020) as a person's feelings of pleasure or displeasure with a product after comparing the product's performance with what is expected. Customer satisfaction is an important factor in a company because it achieves organizational goals through the fulfillment and consumer desires, in accordance with organizational competence and capacity, and purchasing power (Indrasari, 2019).

Zeithaml (1990) suggests four methods that information centers can use to measure customer satisfaction: complaint and suggestion systems, ghost shopping, lost customer analysis, and customer satisfaction surveys. The first method, namely the complaint and suggestion method, is defined as a system in which customers who have received the services of an information

center provide feedback in the form of complaints, criticisms, and suggestions to the relevant information center. The more complaints and suggestions given, it means that the service provided to customers is considered bad. Conversely, the fewer complaints and suggestions given means that the service provided to customers is considered good. Therefore, customer feedback can be used as evaluation material by the information center to improve the service system provided to customers. The second method is ghost shopping where this method is carried out by assigning or giving the work of several people to act as potential customers of the company's own products and services. They then report their findings regarding the strengths and weaknesses of the relevant information center. In addition, ghost shoppers can observe how the company and its competitors interact and treat their visitors. The third method is lost customer analysis. The company contacts visitors who have stopped buying or changed suppliers to understand what caused this to happen so that corrective steps can be taken in the future. Then the fourth method is a customer satisfaction survey, where the information center distributes forms containing questions related to customer satisfaction. The survey results will show how satisfied the customer is with the service provided by the employees at the information center. Also from the survey results, information center managers can find out what needs to be improved to improve service quality so that the level of customer satisfaction increases.

The customer satisfaction measurement method implemented by the management of Semarang Contemporary Art Gallery is a complaint and suggestion system. This gallery accepts complaints, criticisms, and suggestions through its official website and social media to measure the level of satisfaction of visitors after visiting the Semarang Contemporary Art Gallery. This gallery has an official website and social media that functions as a branding medium and a medium for communicating with other parties. In addition to these two functions, the gallery manager also accepts complaints, criticisms, and suggestions submitted by visitors through their social media.

*“Bisa juga lewat website dan Instagram juga.”*

This complaint can be submitted by visitors who do not have time to convey their complaints, criticisms, and suggestions directly. However, if you can convey it directly, visitors can convey it to all parties in the gallery, starting from security who interact directly with visitors, or the owner of the Semarang Contemporary Art Gallery who is the main owner of this gallery. Using a complaint and suggestion system to determine the level of customer satisfaction at Semarang Contemporary Art Gallery after receiving services from employees is quite effective for evaluating the performance of employees at this gallery. Complaints and suggestions submitted by customers are the opinions of each individual based on their experience. With these varied but specific views and opinions, gallery managers will understand more deeply what their visitors need and want. This is more effective than evaluating and improving only from the manager's point of view. Visitors will judge objectively as pure customer service provided. Visitors are ordinary people who are not parties who know the basis or reasons for providing services owned by the Semarang Contemporary Art Gallery. With the help of outsiders who do not know about the provision of services, gallery managers as service providers will get new views from the perspective of service recipients to evaluate and improve services.

### Best Practice of Semarang Contemporary Art Gallery

The best practice is defined as an improvement to the system used in disseminating information to users, delivering services, and making decisions. The best practice is obtained from the experience of researchers and empirical research and then refers to best practices which according to researchers are successful for implementing work practices in increasing customer satisfaction, service effectiveness, and achieving organizational goals (Tasyah, et al., 2021). Implementing best practices in Semarang Contemporary Art Gallery requires minimal human resources but a work program with maximum results.

*“Cuman 5 orang. Kalau sama owner 6 berarti, kayak saya entar biasanya bikin kontrak ke seniman, terus follow up ke seniman, apa aja karya-karya yang mau dibawa kesini. Kalau kayak mbak Devi itu yang tadi di dalam kantor itu, dia keuangan sama bagian desain katalog. Terus untuk yang konten media sosial dia ada lagi dia yang bikin-bikin tentang publikasi atau pemasaran itu nanti ada lagi, ya walaupun itu nanti dipikir bareng-bareng tapi punya khususnya gitu.”*

In accordance with the statement of the source, the managers of this gallery are only six people with details of one owner, one person being a manager, one person in two divisions namely finance and catalog design, one person in the social media division, and two people in charge of ticketing and security. With less than ten managers, this gallery has managed to hold many exhibitions of works of art, starting from doing it personally, in collaboration with local artists, and even in collaboration with foreign artists.

*“Ya galeri kan juga gak cuman disini ya, di Jakarta juga ada, di Bandung juga ada. Kemarin update akhir tahun 2021 Desember kita ada kerja sama dari semacam gallery di bandung tapi dia ada kontrak eksklusif sama si seniman. Jadi kita nemuin seniman dari mereka dan mengajak Kerjasama bareng gitu.”*

*“Dulu kita pernah mamerin seniman Jerman pernah.”*

Semarang Contemporary Art Gallery managers carry out their job with a fairly irregular division of job desks. In accordance with the statement of the source,

*“enggak, kita udah kayak rekan kerja, ya kayak temen, ya kayak keluarga jadi disini saya pun sebagai manajer juga gak pernah terus harus nyuruh-nyuruh gimana gitu gak pernah. Kita semua temen aja, yok dikerjain bareng-bareng gitu. Kalo orang Jawa itu “Rumongso duweni” gitu. Dan kayaknya ya lebih nyaman aja, kita kerja gak terus “ah aku kerjone terlalu berat” gitu ya enggak. Jadi, ini rumahmu ya yaudah dikerjain bareng-bareng.”*

This is quite impressive because holding an exhibition of works of art is not simple. Starting from planning to post-implementation, of course, requires effort both in terms of energy and a big mind. However, on several occasions, if the manager of this gallery cannot manage exhibition activities with a small number of people, they will add more members to lighten the load.

### Strategies to Increase Customer Satisfaction

Based on the results of an analysis of Semarang Contemporary Art Gallery's customer satisfaction, it can be said that the manager of this gallery has not paid much attention to

customer satisfaction. The management is more focused on the work exhibition program that is being and will be carried out without considering that the presence of gallery visitors is also important for the sustainability of the 'life' of Semarang Contemporary Art Gallery. If the customer's perspective is not considered in the daily operation of the gallery, the fatal consequence that can befall them is bankruptcy and closing because there are no more interested people. Therefore, the best option at the moment is to develop a strategy to increase customer satisfaction.

Strategy is a way to survive in a competitive world, create a good perception in the minds of customers, be different, recognize the strengths and weaknesses of competitors, direct leadership, and understand market realities. A strategy needs to be drawn up by an organization, in this case, an information center, in order to achieve the goal of establishing an information center and competing in the market. By developing a strategy, the information center has directions to find out what needs to be done in the future. In addition, strategy formulation is a preventive action to anticipate things that will happen later. There are two strategies that can be used by Semarang Contemporary Art Gallery managers so that the level of customer satisfaction that visits this gallery increases.

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As an information center that provides information services to the public, visitors are one of the main aspects that must be considered. So, the first strategy that can be used is customer-centric. Customer-centric is defined as an approach that places the customer's point of view as the center of attention and makes it the starting point for all organizational activities (Hemel & Rademakers, 2016). Customer centricity makes an organization superior and makes it difficult to replace other organizations (Shah, Rust, Parasuraman, Stalein, & Day, 2006). Concentrating a focus greater than or equivalent to a work of art, then customer satisfaction will be more assured. There are several driving factors for an organization to make its customers the center of the organization (Hemel & Rademakers, 2016). This can also be applied to the Semarang Contemporary Art Gallery. The first is agile, where the organization must move agile when serving customers. The second is continuing to communicate with customers, this is done to find out their preferences and what they need. The third is to adopt an inverted pyramid system because this system is in accordance with the customer-centric concept, where management people are "behind the scenes" to teach employees who will interact directly with customers. The fourth is cooperation, where everyone who is in charge of the organization must be unified to serve customers well. Fifth is employee empowerment so that they have qualified knowledge and skills to serve customers. Sixth is appreciating employees according to their abilities so that they are always enthusiastic at work. Seventh is working with people whose mindset is customer oriented. Eighth involves customers in services, such as asking for criticism and suggestions, so the organization continues to develop in a better direction. Ninth is being proactive, where the organization always tries to meet customer needs.

The second strategy is the maximum application of customer satisfaction measurement methods. Based on the explanation regarding the method of measuring customer satisfaction above, it is known that Semarang Contemporary Art Gallery only applies one method, namely a complaint and suggestion system to find out how satisfied customers are with their services. To find out the level of visitor satisfaction in more depth and optimally, Semarang Contemporary Art Gallery can use all methods of measuring customer satisfaction. First, in the complaint and suggestion system, galleries can be more aggressive in exploring visitors' opinions and perspectives on their galleries. You can also approach visitors personally when they come to have a look at the exhibition hall by giving a small talk about the gallery but don't forget to ask their opinion regarding the level of satisfaction with the services provided. In the ghost shopping method, the owner can order several people to become visitors to the gallery to find out the service their employees provide. The ghost shopper will later convey how it feels to be a visitor served by employees at the Semarang Contemporary Art Gallery employees. Then the experience of the ghost shopper will be used as evaluation material. In the lost customer analysis method, the gallery can find the names of visitors who used to frequent the gallery but now no longer go through the gallery guest book. Then the gallery can contact the visitor to ask why he is no longer coming to the gallery. The gallery can ask more in-depth questions as evaluation material if the reason is related to service. In the customer satisfaction survey method, the gallery can create a form that contains questions about customer satisfaction. It would be better if the gallery provided an answer column option in the form of a short or long answer rather than multiple choice so that visitors are freer to express their opinions. This survey form can be distributed routinely every three or four months.

After all the methods have been implemented, the answers from the users are entered in one file to be discussed together in the gallery manager's regular meeting or to make a routine discussion agenda related to customer satisfaction.

### **Conclusion**

Semarang Contemporary Art Gallery is an art gallery that stands firmly in the heart of Semarang, Indonesia. This art gallery exhibits a collection of two- and three-dimensional works of art created by local and foreign artists. This gallery is included in the information center engaged in the service sector and customer oriented. Seeing this, the customer satisfaction aspect focuses on the process of assessing the level of satisfaction in the context of confirmation and/or disconfirmation of influence, equity, expectations, and/or product performance (both in the form of goods or services). Customer satisfaction is closely related to the quality of service provided to customers or service quality, and within service quality itself, several order dimensions must be met. By implementing service quality dimensions, services will achieve high customer satisfaction and competently in the market. Furthermore, to achieve a high level of customer satisfaction, several strategies are needed. This strategy can be implemented in the Semarang Contemporary Art Gallery and other information centers.

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