Company Policy Model on Products and Services in the Implementation of After Sales Services in Indonesia

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ABSTRACT

After-sales service is a key part of maintaining and increasing customers for companies, both for products and services, but the problem is that it is very complicated to maintain, let alone increase customers. The problems that arise are classic problems in the form of company illnesses in the form of service quality, product non-conformities, stock and delivery, employee training, IT systems and technology, and internal coordination for changes in technology and products. The aim of this research is to find out from the informants what the most dominant key words are that are often mentioned by the informants and how to compare gender and type of company in producing the most dominant variables for after-sales service. This is qualitative research with a phenomenological approach. Phenomenologists describe the main points of each informant's life experiences. Phenomenologists describe in detail from informants where the informants feel a phenomenon. The sample determined that five informants had expertise in their fields, as proven by their top positions in their companies. The analysis of this research was assisted by qualitative tools from Nvivo 12, and there is no doubt about international evidence, especially in data testing or analysis tests. The research instrument was adopted from previous research and assisted by theoretical studies to simplify and help determine policies for the company's after-sales service. The results obtained were that five informants had strong and moderate relationship values for each informant included. The comparison diagram or chart test is unique in that each informant, whether gender, female, or male, shows that the customer service variable has the strongest relationship with after-sales service.

1. INTRODUCTION

Businesses often face various problems with after-sales service. Here are some common problems that often arise: 1. Service Quality: One of the main problems with after-sales service is poor service quality. This can include company policies that are not customer-friendly, insufficient technical support, or slow responses to customer complaints or questions (Suriyanti et al., 2022; Widjaya, 2019; Winarno & Absor, 2017). 2. Product Nonconformity: The product delivered to the customer may not be as promised or may not meet the expected quality standards. This can cause expensive returns and financial losses (Liliani, 2021; Totimage et al., 2022; Winarno & Absor, 2017). 3. Stock and Shipping: Problems with stock management and shipping can cause products or parts that customers need to be delayed. This can harm customers and damage the company's reputation (Dharmalau et al., 2021; Hapsari & Fitriansyah, 2020; Purnawan, 2021). 4. Employee Training: Companies should invest in training their employees so they can provide better customer service. Employees who do not have sufficient knowledge or skills to serve customers can cause dissatisfied customers (Evan et al., 2021; Kesek et al., 2020; Tafakur et al., 2023). 5. Information Systems and Technology (IT) Problems with information systems and technology that support after-sales service can disrupt operations and make it difficult for customers to get the services they need (Kesek et al., 2020; E. I. Wahyuni, 2023; Wicaksono & Anggraeni, 2021). 6. Internal Coordination: When departments within a company do not work well together, it can cause problems in after-sales service. For example, a mismatch between the sales and after-sales service departments can cause conflict and customer dissatisfaction (Tanjung & Handayani, 2022; Yun & Nurmansyah, 2020). 7. Poor Communication: Customers can become confused and frustrated if the company and them do not communicate well, such as if the warranty policy or return procedures are

unclear. 8. Evaluation and Feedback: Not collecting and analyzing customer feedback can prevent businesses from understanding and improving their services for customers (Pratiwi, 2021; F. Wahyuni & Lukito, 2019). 9. High After-Sales Service Costs: If not managed well, the high costs of providing adequate after-sales service can have a negative impact on business profitability. 10. Product and Technology Changes: Companies must continue to adapt to product and technology changes; otherwise, they may face problems in providing the technical support that customers require (Pratiwi, 2021; F. Wahyuni & Lukito, 2019). Companies must have a strong plan for managing after-sales service that involves employee training, improving systems and technology, and paying attention to customer feedback to continuously improve their services.

The problem mentioned above is reinforced by previous research; among others, post-purchase service, often called after-sales service, generally receives all forms of praise regarding satisfaction or complaints about service as a producer. The purpose of this research is to determine the role of customer service communication in customer satisfaction. The research results show that there is a strong and positive relationship between the role of customer service communication and CV Lintas Semesta customer satisfaction, especially mastery of product knowledge (Lumbantobing, 2015). After-sales service, or after-sales service combined with superior products, is the right tool to increase customer satisfaction and loyalty. However, due to increasing competitive pressures in after-sales services, applying lean principles to optimize customer service processes is a possible solution (Hussain et al., 2011).

The results of research into after-sales service, or after-sales service, show that the digital customer experience, or customer experience, has a positive impact on customer satisfaction and OVO customer loyalty. Apart from that, customer satisfaction has a positive impact on OVO customer loyalty in the digital era (Rahayu & Faulina, 2022). The conclusion above shows that the Warujayeng Suzuki dealer must improve its after-sales service because this has a significant impact on customer impressions or customer experience (Arifin, 2007).

Validity, reliability, and normality are some examples of statistical tests used. The research results show that perceptions of price, product quality, brand image, and after-sales service partially and simultaneously have a significant and beneficial effect on consumer purchasing decisions. Apart from that, only the variables found regarding after-sales service have a direct influence on customer satisfaction (Cahya & Shihab, 2018). The research results show that price perceptions, after-sales service, and promotions have a positive and significant impact on customer satisfaction at Telkom Witel Kudus (Fauziyah & Tjahjaningsih, 2021).

The results of this research show that: (1) All dimensions have a significant influence on customer satisfaction simultaneously and partially; apart from that, the correlation coefficient of 79.8% and determination efficiency of 63.7% indicate that these variables have the ability to explain PT customer satisfaction. Hadji Kalla Serui Makassar Branch was 63.7%. (2) The variable that has the most influence on the quality of service provided to customers is the main dimension (Suriyanti et al., 2022). After-sales service, especially in the motor vehicle and automotive industries, uses a lot of service quality assessments. Dealers must provide high-quality service to meet customer expectations and achieve customer satisfaction, which will ultimately build customer trust in the company. In this way, companies can achieve customer loyalty, which in turn will increase the company's profits and competitive advantage (Hidayatulloh et al., 2023).

The results of the analysis show that perceptions of price, product quality, and after-sales service simultaneously and significantly influence PT customer satisfaction. Hargen Archipelago. Apart from that, price perception has the greatest influence compared to product quality and after-sales service. (Widjaya, 2019).

Based on previous research and theoretical studies, the types of entity have not been explained in qualitative research. This makes researchers want to know in detail both descriptively and to know the observed variables, namely, after-sales service, customer satisfaction, customer experience, customer service, quality service, customer relationship, product quality, as well as loyal consumers (customer loyalty), including details of descriptive data such as gender, type of company, and title or position. The above is the state of the art because the indicators obtained come from empirical evidence,

which is combined with robust variable theory. From this, this research has a formulated question: "How much relationship does the informant have with other informants when using after-sales service?", and "How to find out the comparison of descriptives and entity between informants and other informants to make an after-sales service policy?". From the background above, the researcher focused on research with the title "Company Policy Model in Carrying Out After-Sales Services in Indonesia.".

2. METHOD

This research uses a qualitative approach, and the approach chosen is a phenomenological study. Phenomenological studies focus on describing similar experiences held by each informant who is believed to have experienced a phenomenon.

The focus of phenomenological studies is a person's knowledge about a perceived or believed phenomenon. The data collected through data collection was triangulated during the research period from August 2023 to September 2023. The five informants presented have more than 10 years of experience in the field of after-sales service. a total of 5 informants, where the sampling technique used was purposive sampling.

The methods or procedures used in data processing are supported by Nvivo 12, which is a special tool for conducting analysis with a qualitative research approach and has an international reputation. The types of analysis carried out include data validity, data description, cluster tests, and map analysis. Research supported by Nvivo 12 promises high-quality data processing to build paradigms or models for after-sales service.

3. RESULTS AND DISCUSSION

The table below shows a matrix of results from interviews with several informants, which are detailed in the table as follows:

Tabel 1. Description of informants and interview results

No	Informant	Position	Company	Variable
1	FL (informan 1)	Managing Director	HPI	CUSTOMER EXPERIENCE(Arifin, 2007)
				HP's goal for after-sales service is to provide easy-to-personalize customer experiences that match customer needs through a variety of easy-to-use media and channels.
				QUALITY PRODUCT(Cahya & Shihab, 2018; Jufidar et al., 2019; Tegowati, 2019)
				For example, by providing after-sales services tailored to our business. In addition, we continue to improve operational resilience and automate our infrastructure, and we also improve product and service quality through preventive and proactive initiatives to anticipate and meet customer needs.
				CUSTOMER SERVICE(Budihardja & Venusita, 2008)(Dombrowski & Malorny, 2016) (layanan pelanggan)
				The human factor, or customer service team, continues to play an important role at HP amidst digitalization. Fiona says that customer service teams are critical to maintaining customer retention and loyalty by providing more value from the purchasing experience.

				CUSTOMER RELATIONSHIP(Kusuma, 2017; Rani, 2016; Sinaga, 2012) (hubungan pelanggan)
				Every HP employee continuously receives curated training based on customer feedback so they can provide the best after-sales service.
2	FRD (informan 2)	President Director	PTPI	CUSTOMER SERVICE (Budihardja & Venusita, 2008)(Dombrowski & Malorny, 2016)(layanan pelanggan)
				After-sales service and customer service are also very important. Customers can now contact PI via omnichannel via the contact center and social media accounts every day.
				CUSTOMER SATISFACTION(Budihardja & Venusita, 2008)(Adesara, 2018; Adusei & Tweneboah-Koduah, 2019; Aggarwal, n.d.; Al-Musalami et al., 2018; Ali & Dharmawati, 2019; Amonkar, 2016a, 2016b; Ashfaq, 2019) (kepuasan pelanggan)
				PI really cares about customer satisfaction. However, he admits that making customers satisfied is a difficult task because he has to train many people, not only his employees but also his business partners.
				QUALITY SERVICE(Hidayatulloh et al., 2023; Krisniawati, 2022; Suriyanti et al., 2022) (kualitas pelayanan)
				PI has an LMS (Learning Management System) to improve customer service capabilities. The learning material in the LMS is easy and fun to learn and can be accessed from anywhere and at any time.
3	HIJ (informan 3)	President Director	CITO	CUSTOMER LOYALTY(Asy'ari, 2018; Kurniawan et al., 2021; Yani & Aslamiyah, 2022) (loyalitas pelanggan)
				The goal of after-sales is to increase customer loyalty. By developing new innovations at CITO, they will definitely prioritize customer-centric aspects—or focus on customers—by providing services that meet the needs of customers and society..
				CUSTOMER SERVICE(Budihardja & Venusita, 2008)(Adesara, 2018; Adusei & Tweneboah-Koduah, 2019; Aggarwal, n.d.; Al-Musalami et al., 2018; Ali & Dharmawati, 2019; Amonkar, 2016a, 2016b; Ashfaq, 2019) (layanan pelanggan)
				Customer service dashboards help with customer contact management, and a

				customer service ticketing system oversees the process of handling complaints, questions, and service requests.
				QUALITY SERVICE(Hidayatulloh et al., 2023; Krisniawati, 2022; Suriyanti et al., 2022) (kualitas pelayanan) (kualitas pelayanan)
				We also support increasing human resource (HR) capabilities in digitalization and after-sales.
4	DF (informan 4)	Country Manager	PT HS	CUSTOMER SERVICE(Budihardja & Venusita, 2008)(Dombrowski & Malorny, 2016) (layanan pelanggan)
				One other after-sales service is PT HS furniture protection, in collaboration with Pasar Polis. Through this service, customers can insure their home furnishings at a lower cost and easily by making claims online. Other after-sales services include the assembly and installation of kitchen and bathroom furniture. PT HS Indonesia has a Customer Service Center (CSC), a digital center dedicated to after-sales service that serves customers via WhatsApp as a communication channel for interior design services.
				QUALITY SERVICE(Hidayatulloh et al., 2023; Krisniawati, 2022; Suriyanti et al., 2022) (kualitas pelayanan)
				PT HS after-sales service also allows customers to pick up their goods at the nearest pickup point or PT HS store with free delivery fees. The after-sales services that customers use most often are delivery and assembly.
5	MM (informan 5)	Business Service Manager	DT	CUSTOMER EXPERIENCE(Arifin, 2007) (kesan pelanggan)
				To maintain business continuity, building customer experience is an important part of a businessman's strategy.
				CUSTOMER SERVICE(Budihardja & Venusita, 2008)(Dombrowski & Malorny, 2016) (layanan pelanggan)
				An important factor in our after-sales service is the customer's ability to contact our support service easily and quickly and get the best service, either via call center, chat, or e-mail. Incoming after-sales reports are usually related to configuration problems, and reports received via the call center or e-mail will be handled directly by the engineering team,

	giving customers the opportunity to communicate with the engineering team directly.
	CUSTOMER SATISFACTION(Budihardja & Venusita, 2008)(Adesara, 2018; Adusei & Tweneboah-Koduah, 2019; Aggarwal, n.d.; Al-Musalami et al., 2018; Ali & Dharmawati, 2019; Amonkar, 2016a, 2016b; Ashfaq, 2019) (kepuasan pelanggan)
	Customer satisfaction is DT's main goal in after-sales service.

Sumber data: marketing(Andika Priyandana, Tony Burhanudin, Fisamawati, Hara Nalendra, 2022).

The table above shows details of informants with 7 entities: customer satisfaction, customer experience, customer service, quality service, customer relationship, product quality (high-quality products), and customer loyalty (customer loyalty). But the word frequency test, cluster correlation test, and map model test will help with data processing with the Nvivo12 tool. This is very helpful in determining the answer to the formulation of the question or problem being discussed.

Descriptive tests, correlation tests, and model structure tests will be used to assist this research.

Cluster Analysis

Cluster analysis is a procedure that thoroughly forms a model or pattern from the data obtained, either in the form of files or nodes. This analysis is very useful because it has an easy-to-digest image feature that displays attribute data or data from the same node. In addition, data sources or nodes can show the similarity of data from each informant in this diagram.
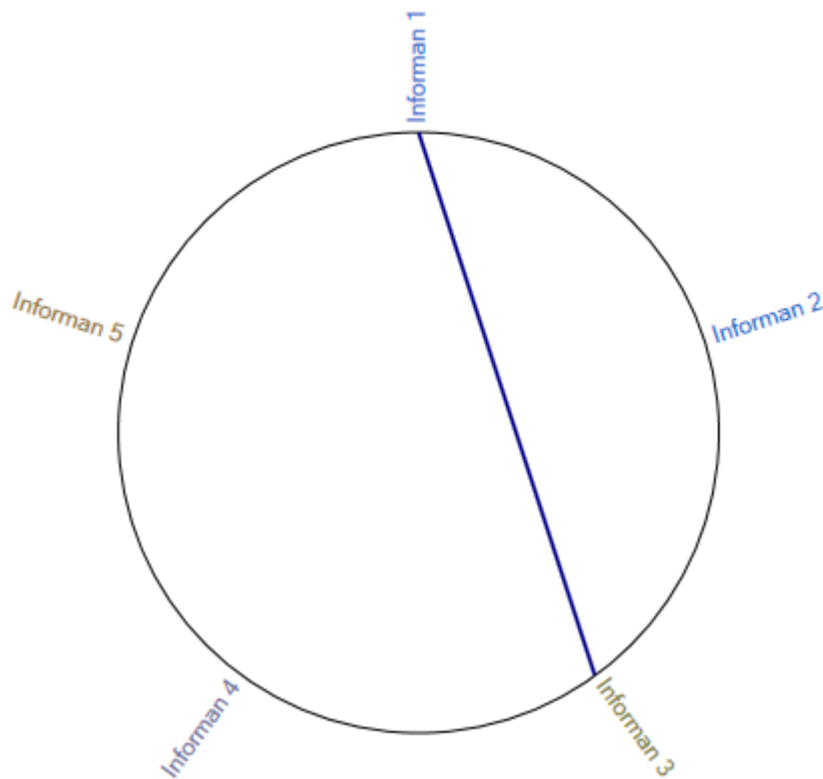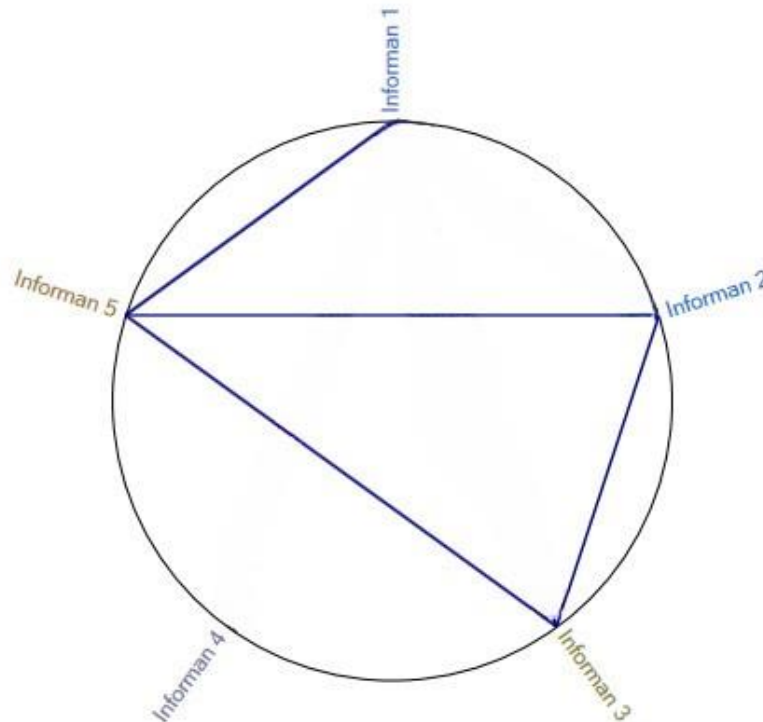

Figure 1. Analysis cluster strong diagram

Figure 2. Analysis cluster moderate diagram

From the table above, it can be seen that each informant has the same perspective regarding after-sales service in their company. Cluster analysis test results with initial data from interviews The results are displayed in a diagram with straight lines and sharp angles. The blue line shown by each informant shows a strong relationship between similarity of ideas and implementation of performance, represented in words.

In Figure 1, there is more of a strong relationship between informant 1, aka FL, in the position of managing director, and informant 2, aka HIJ. Even though there are differences in company type and gender, the policies between the two informants have a strong relationship, marked by the many similarities in their words, so that the correlation of these words has a policy direction for running each company. The relationship or correlation between informants is shown by the correlation coefficient range of 0.61-0.80.

In Figure 2, it tends to be a moderate or moderate relationship between informant 5, aka MM, in the position of business service manager, to informant 1, aka FL, the position of managing director, then informant 5, to informant 2, aka FRD, the position as main director, then informant 5, to informant 3, alias HIJ, as main director, and finally, informant 3, alias HIJ, as main director, and informant 2, alias FRD, as main director. Each of them is unique in terms of position, where the same position and positions that are not the same or lower or higher or both positions have the same policies, especially in after-sales service in each company. The relationship or correlation between informants is shown by the correlation range of 0.41-0.60.

Table 1. Rule of Thumb Pearson Correlation Coefficient(Hair et al., 2014)

Correlation Coefficient	Strength Description
0.81 - 1.00	Strongest
0.61 - 0.80	Storng
0.41 - 0.60	Moderate
0.21 - 0.40	Weak
0.00 - 0.10	Weak to No Relationship

To see the correlation coefficient of each informant in the cluster analysis, the relationship between the numbers is shown below:

Table 2. Data on Pearson correlation coefficients for informants

File A	File B	Pearson correlation coefficient
Files\\Data Keseluruhan Informan\\Informan 3	Files\\Data Keseluruhan Informan\\Informan 1	0,632518 (strong)
Files\\Data Keseluruhan Informan\\Informan 5	Files\\Data Keseluruhan Informan\\Informan 1	0,579014 (moderat)
Files\\Data Keseluruhan Informan\\Informan 5	Files\\Data Keseluruhan Informan\\Informan 3	0,537117 (moderat)
Files\\Data Keseluruhan Informan\\Informan 3	Files\\Data Keseluruhan Informan\\Informan 2	0,464017 (moderat)
Files\\Data Keseluruhan Informan\\Informan 5	Files\\Data Keseluruhan Informan\\Informan 2	0,410772 (moderat)
Files\\Data Keseluruhan Informan\\Informan 4	Files\\Data Keseluruhan Informan\\Informan 1	0,409513 (moderat)
Files\\Data Keseluruhan Informan\\Informan 2	Files\\Data Keseluruhan Informan\\Informan 1	0,404937 (weak)
Files\\Data Keseluruhan Informan\\Informan 4	Files\\Data Keseluruhan Informan\\Informan 3	0,397911 (weak)
Files\\Data Keseluruhan Informan\\Informan 5	Files\\Data Keseluruhan Informan\\Informan 4	0,389706 (weak)
Files\\Data Keseluruhan Informan\\Informan 4	Files\\Data Keseluruhan Informan\\Informan 2	0,234389 (weak)

From table 2 above, it is divided into 2 parts, namely File A and File B. Each file consists of informant data. The first line (1) shows a very strong relationship based on the rule of thumb Pearson correlation coefficient, with a value of 0.63 between informant 3 and informant 1. Then the second line (2) shows a sufficient or moderate relationship based on the rule of thumb Pearson correlation coefficient with a value of 0.57 between informant 5 and informant 1. Then in the third row (3), it shows a sufficient or moderate relationship based on the rule of thumb Pearson correlation coefficient with a value of 0.53 between informant 5 and informant 3. Then, row four (4) shows a sufficient or moderate relationship based on the rule of thumb Pearson correlation coefficient with a value of 0.46 between informant 3 and informant 2. Then, line five (5) shows a sufficient or moderate relationship based on the rule of thumb Pearson correlation coefficient with a value of 0.41 between informant 5 and informant 2. Then, line six (6) shows a weak relationship based on the rule of thumb Pearson correlation coefficients with a value of 0.40 between informant 4 and informant 1. Then, line seven (7) shows a weak relationship based on the rule of thumb Pearson correlation coefficients with a value of 0.40 between informant 2 and informant 1. Then in line eight (8), it shows a weak relationship based on the rule of thumb Pearson correlation coefficient with a value of 0.39 between informant 4 and informant 3. In line nine (9), it shows a weak relationship based on the rule of thumb Pearson correlation coefficient with a value of 0.39 between informant 5 and informant 4. The last row ten (10) shows a weak relationship based on the rule of thumb Pearson correlation coefficient, with a value of 0.23 between informant 4 and informant 2.

Relating to comparison diagram (charts)

Comparison charts can help you see the similarities and differences between two objects(Bilgin et al., 2019; Swygart-Hobaugh, 2019). To compare two project elements of the same type, such as sources, nodes, or cases, you can create a comparison diagram to show their similarities and differences. This graphic, for instance, contrasts situations X and Y. As children of the parent case, Interview Participants, both X and Y are tagged at the nodes Economy, Jobs, and Cost of Living. At the node Real estate development, X is coded but Y is not. The type of associated elements that are shown on the diagram can be changed; for instance, you could reveal child nodes and hide memo linkages. When you close comparison diagrams or NVivo, they are not kept in your project. You can copy and paste a specific diagram into a memo or export it as an image file if you wish to retain it. What are some purposes for

comparison diagrams, Comparison charts can help you see: which sources were codified at which nodes, when the same subject has been discussed in two cases(Alcoforado & Dos Reis, 2020; Chumky et al., 2022; Sotiriadou et al., 2014).

What two project components have in common and what makes each component special. For instance, the scenario z is being initially investigated in this figure. She carries the Positive attitude node's code. To find out who else has shared an optimistic outlook, explore this node. Changes to the associated elements that are shown on the diagram can be made, such as showing child nodes and hiding memo linkages. When you close explore diagrams or NVivo, they are not kept in your project. You can copy and paste a specific diagram into a memo or export it as an image file if you wish to retain it. What are some uses for explore diagrams, using exploration diagrams, you can see: Nodes that have encoded a specific source, such as "What nodes have encoded X interview"? The next step would be to investigate a specific node to discover what other sources it has coded. coded at the parent node are all the sources. Attitude. From this point on, you can investigate each child node to discover the various attitudes that your cases have been coded at. a visual representation of all the project components linked to a chosen source, node, or case.

Table 3. informant case classifications

Informant	Gender	Company	Position
Cases\\Informan 1	Women	Computer	Managing Director
Cases\\Informan 2	Man	Transporter	President Director
Cases\\Informan 3	Man	Furniture	President Director
Cases\\Informan 4	Women	Furniture	Country Manager
Cases\\Informan 5	Man	Computer	Business Service Manager

If you look at table 3, there are 4 pieces of information regarding the description of each informant, consisting of informant, gender, company, and position. For informants, this is the initial name of each informant, then gender is the gender of the informant, then company is the type of company of each informant, and finally position is the position held or occupied by the informant.

The results of the case classification table will answer the problem formulation above, which will compare gender and position. For gender, a similarity is taken, namely women, and for the position of president and director, coincidentally, there is a similarity in gender too.

Gender Comparison Diagram
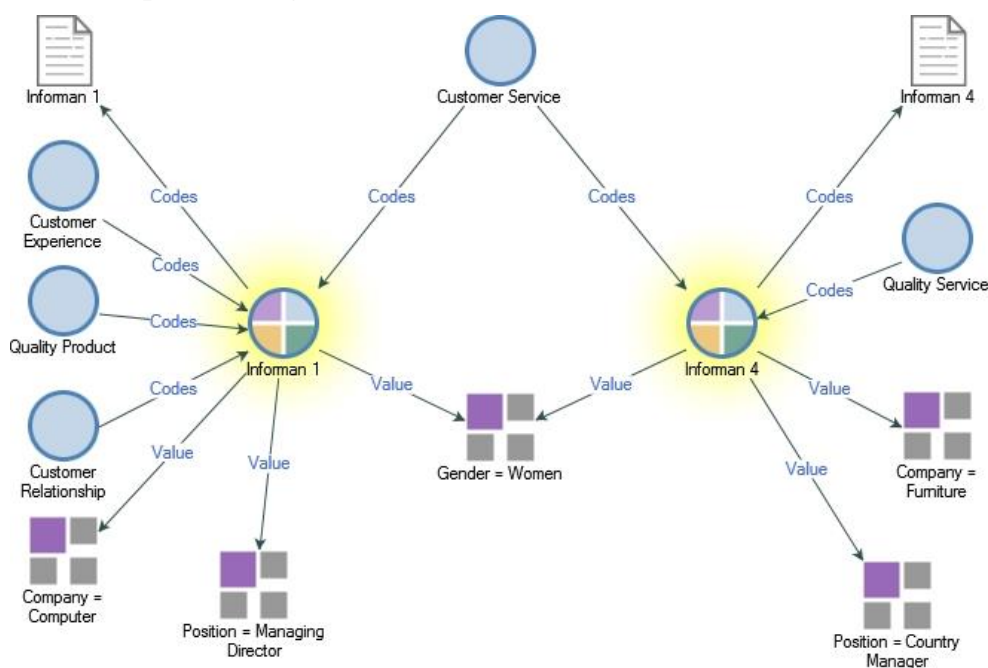
Figure 3. Gender Comparison Diagram

The **picture above (Figure3)** explains the comparison of informants by gender. Where it is known that the gender is female. If seen descriptively, informant 1 is in a computer company where he holds the position of managing director. Meanwhile, informant 4 is at a furniture company, where he holds the position of country manager. For this descriptive analysis, gender and customer service variables are similar but in contrast to the company or position held or occupied.

Then, for informant 1, the after-sales service policy is influenced by four variables: customer service, customer experience, product quality, and customer relationship. Meanwhile, informant 4 consists of two variables, namely customer service and quality service. The similarity in gender or sex comparison diagrams is customer service.
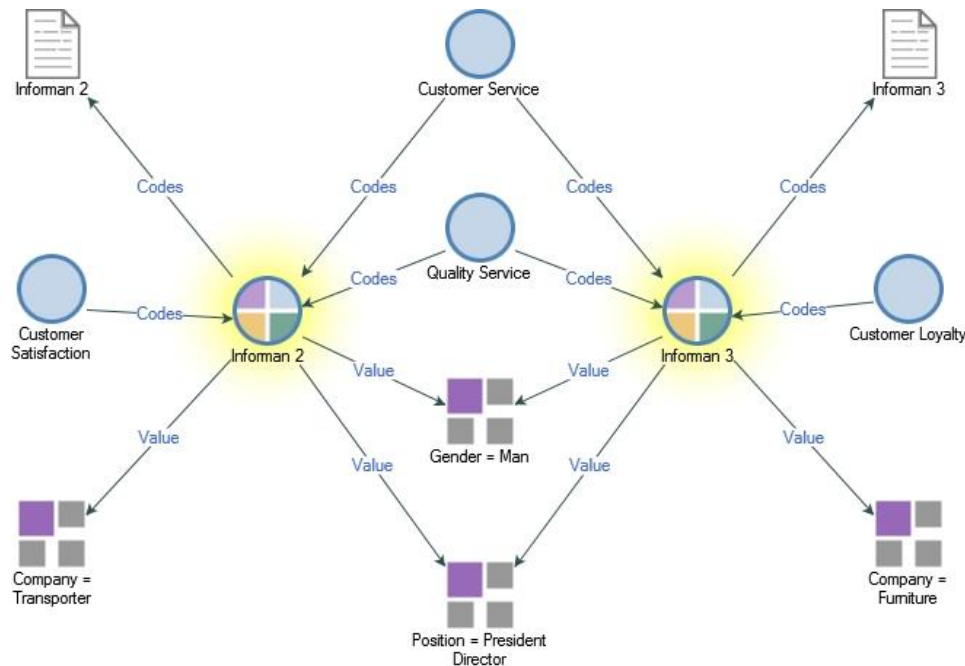

Figure 4. Position & Gender Comparison Diagram

The picture above explains the comparison of informants for position or position by gender. It is known that the gender is male and the position or title is president-director. If seen descriptively, informant 2 is in a transport company where he holds the position of president and director. Meanwhile, informant 3 is at a furniture company where he holds the position of president and director. For this descriptive analysis, gender, position, quality service, and customer service variables have similarities but are opposite to the type of company.

In informant 2, the after-sales service policy is influenced by three variables, namely customer satisfaction, customer service, and quality service. Meanwhile, informant 3 consists of three variables consisting of customer satisfaction, customer service, and customer loyalty. The similarities in gender and position in the comparison diagram are customer service and quality service.

Please create a discussion section that contains justification for the results of the research conducted. Use scientific references to support the justification

4. CONCLUSION

From the values obtained from the relationships between informants using the Pearson correlation test, there were 10 relationships, of which 4 were declared weak, 5 were declared to have moderate or sufficient status, and only 1 was strong. This relationship is also expressed in the form of a visualization, which is in the form of a circle with a blue line. The blue line represents a strong and moderate relationship. Five informants had strong and moderate relationships between one informant and another. This means that the words spoken in interviews regarding after-sales service have similarities to implementing ideas and programs related to after-sales service. These informants include informants 1

to 5. Then in the comparison diagram test for gender, gender or female sex has differences both for companies and positions. Variables that have similarities are customer service, where leaders who are female or gender have better references compared to other variables for customer experience, product quality, customer relationship, and quality service. It is important to know that customer service is a unique thing that is practically needed to support after-sales service. On the other hand, scientific studies, namely referring to previous research, are rarely found; of course, this is an update or novelty in research. then in the comparison diagram test for gender and position, there were differences between these 2 informants, namely for descriptive purposes, namely only the type of company. In the variables for gender and position in the comparison diagram test, the quality service and customer service variables have a better reference for after-sales service than other variables, including customer satisfaction and customer loyalty. When combined with the gender comparison diagram and gender and gender position comparison for both female and male genders, the customer service variable is the mainstay of the informants as top leaders in the company to support after-sales service in achieving the company's goals..

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