
ANALYZING THE SERVICE QUALITY OF MOVIE THEATER IN MANADO USING IMPORTANCE AND PERFORMANCE ANALYSIS (IPA) CASE STUDY OF XXI MANADO TOWN SQUARE 3

ANALISIS KUALITAS LAYANAN BIOSKOP DI MANADO MENGGUNAKAN ANALISA TINGKAT KEPENTINGAN DAN KINERJASTUDI KASUS XXI MANADO TOWN SQUARE 3

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Abstract: Entertainment is a form of activity that holds the attention and interest of audience, or gives pleasure and delight. One of the entertainments part is cinema. In Indonesia, cinema's or movie theater businesses become more increasing along the development of time. The attitude of the customer is the overall activities of the movie theater which reflect their respond about the movie theater. This research aims to analyze the service quality of Movie Theater in Manado in this case XXI Manado Town Square 3. The type of this research is a quantitative descriptive research. The Importance Performance Analysis (IPA) was used in this research. The sample of this research is 100 respondents who already experience the service quality of XXI Manado Town Square 3. The sample was taken by purposive sampling. The result of the research shows that XXI Manado Town Square 3 should maintain their good service and improve their low performance. By doing so, it is hoped that their customers will be satisfied and would be their loyal customers.

Keywords: *Service Quality, Importance Performance Analysis, Movie Theater, Intertainment*

Abstrak: Hiburan adalah bentuk kegiatan yang memegang perhatian dan minat penonton, atau memberikan kesenangan dan kegembiraan. Salah satu bagian dari hiburan adalah bioskop. Bisnis bioskop di Indonesia menjadi lebih meningkat seiring perkembangan waktu. Sikap penonton adalah keseluruhan kegiatan bioskop yang mencerminkan respon mereka tentang bioskop tersebut. Penelitian ini bertujuan untuk menganalisa kualitas pelayanan Bioskop di Manado dalam hal ini XXI Manado Town Square 3, menggunakan analisa tingkat kepentingan dan kinerja. Penelitian deskriptif Kuantitatif menggunakan metode Importance and Performance Analysis. Sampel sebanyak 100 responden yang telah memiliki pengalaman kualitas layanan dari XXI Manado Town Square 3. Teknik pengambilan sample menggunakan Purposive Sampling. Hasil penelitian menunjukkan bahwa XXI Manado Town Square 3 harus menjaga pelayanan baik dan meningkatkan kinerja mereka. Sehingga konsumen akan puas dan akan menjadi pelanggan setia.

Kata kunci: *Kualitas Pelayanan, Importance Performance Analysis, Bioskop, Hiburan*

INTRODUCTION

Research Background

Entertainment is a form of activity that holds the attention and interest of audience, or gives pleasure and delight. It can be an idea or a task, but is more likely to be one of the activities or events that have developed over thousands of years specifically for the purpose of keeping an audience's attention.

One of the entertainments part is cinema. Cinema, or motion picture, is the art of moving images; a visual medium that tells stories and exposes reality. In Indonesia, cinema's businesses become more increasing along the development of time. It is spreading enormously alongside the demand of entertainment is become higher also. The largest movie theater chain in Indonesia is Cinema 21 that which started their work in the entertainment industry since 1897. Up to August, 2015 cinema has 853 screens spread across 35 cities in 154 locations throughout Indonesia.

Today there's a lot of people in Indonesia included Manado people goes to movie theater for watching, dating, spending time or meet and greet with old friend and family. Movie Theater became the demand of entertainments field for Manado people it is evident from the existence of cinemas in Manado never run out of visitors. They willing to spend their money in movie theaters, those showing movie theaters are one of profitable business in Manado. Looking by situation Cinema XXI develop their businesses became 3 theaters but only XXI Manado Town Square 3 who provided The Premiere theater.

Cinema XXI Manado Town Square 3 recently opened on February 26th 2016. In order to determine the level of customer satisfaction measurement, the Importance Performance Analysis (IPA) is employed. This analysis could find the achievement and the services that need to be maintained and improved by XXI Manado Town Square.

Research Objective

The purpose of this research is to analyze the service quality of XXI Manado Town Square 3 by using Importance Performance Analysis (IPA).

THEORETICAL FRAMEWORK

Marketing

Kotler and Keller (2013) stated Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society in large. Lusch (2007) defines marketing as business activities involved in the flow of goods and services from production to consumption. The definition viewed marketing as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.

Service Quality

Service quality is a measure of how well the service level delivered matches customer expectation. Delivering service quality means conforming to customer expectations on a consistent basis (Lewis and Booms in Parasuraman, Zeithalm and Berry, 1985). In marketing research, a popular approach to service quality is a model of SERVQUAL (Service Quality) developed by Parasuraman, A., Zeithalm (1985), ten service quality dimensions was determined. The dimensions are Reliability, Responsiveness, Competence, Access, Courtesy, Communication, Credibility, Security, Understanding/Knowing, and Tangibles.

Customer Satisfaction

Customer satisfaction is achieved when the needs and wants of customers can be fulfilled. According to Kotler et al. (2011) customer satisfaction is the extent to which a product's perceived performance matches a buyer's expectations. Kotler and Armstrong in Mohammad and Alhamadani (2011) indicate that customer

satisfaction is the customer's perception is the customer's perception comparing their pre-purchase expectations with post-purchase.

Previous Research

Rajesh Amonkar entitled "*Customer Satisfaction towards Multiplex in Goa: A Case Study Analysis Based on Service Quality*". Questionnaire was the main instrument used for data collection this research. This research finds that the service quality of Multiplex in Goa is good, the customer are greatly satisfied with the quality of screening, cafeteria and food service, cost of ticket, sitting arrangement, decor and appearance and other facilities which is offered.

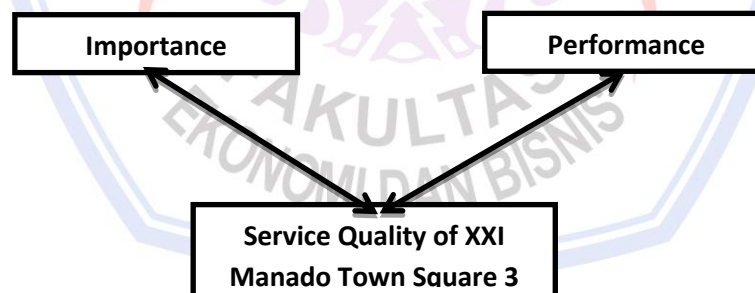
Divyang Tiwari with the title "*Measuring Service Quality of Multiplexes in Rajkot City*". The method to gather data and information in this research is by makes survey by questionnaire. The findings of the research reveal that the selected multiplexes are doing better on service quality because the feature of contribute to the expectations, perception and experience of the customer with respect to service quality.

Zhao Yanmin with the title "*An Empirical Study of Collage Students to Movie Theater*". This article is an empirical research, conducts an investigation and analysis on college student's satisfaction in theater from such aspects as marketing communication, consumption experience, pricing strategy, convenience as four dimensions and twenty-one customer satisfaction measure indices. There 200 questionnaire distributed in 6 university and the result indicated that convenience, pricing strategy, experience and marketing communicate on exerts positive influence on consumer satisfaction.

Bhumika Achhnani, Priyanka Grag with the title "*A Comparative Study of Service Quality of Two Major Multiplexes in Rajkot: Application of SERVQUAL Model*". This research is to shed light on the services offered by multiplexes. The whole study is carried out using SERVQUAL on the basis of five dimensions i.e., assurance, reliability, responsiveness, tangibles and empathy. This research used stratified sampling technique. The result of this research shows that both Big Cinemas and Cosmplex fail to satisfy customers' expectation regarding quality aspect. But Big Cinemas is doing a better job as compared to Cosmoplex.

Conceptual Framework

Figure 2.1. Conceptual Framework



Source: Data Prrocessed, 2016

RESEARCH METHOD

Type of Research

This research is descriptive study with a quantitative approach. Descriptive in this study means that the researcher tries to describe and explain about the service quality of XXI Manado Town Square 3 using Importance Performance Analysis (IPA).

Place and Time of Research

The place of this research will be conducted in Manado. The research started from August to September 2016.

Research Procedures

- a. Determination factors
- b. List indicators in questionnaire
- c. Survey by questionnaires
- d. Collecting questionnaires
- e. Tabulation and data processing
- f. Analyze level of satisfaction and priority handling
- g. IPA chart
- h. Evaluate correspondent factors in quadrant

Population and Sample

Population is the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran and Bougie, 2010). The population of this research were customers of XXI Manado Town Square 3. The sample of this research is 100 people who experience the service of XXI Manado Town Square 3 using purposive sampling.

Data Collection Method

The source of data used in this research are taken from primary and secondary data. Primary data consist of information collected for the specific purpose at hand (Kotler et al., 2011). The primary data of this study gets from the results of questionnaires. According to Sekaran and Bougie (2009), secondary data are data that have already gathered by researcher, data published statistical and other journals, and information available from any published or unpublished source available either within or outside of organization, all of which might be useful to the researcher. The secondary data in this research were gathered from articles, several journals as the literature review, books regarding to the study of this research

Operational Definition of Research Variable

1. **Tangible** Representing the service physically.
2. **Reliability** Delivering promised service dependably and accurately.
3. **Responsiveness** Being willing to help customer and provide prompt service.
4. **Assurance** Employee knowledge and courtesy and the ability of the firm and its employee to inspire trust and confidence.
5. **Empathy** Ease of doing relationships, good communication personalized attention, and understanding of customer needs.

Data Analysis Method

Validity and Reliability

To analyze the validity of questionnaire, Pearson Product Moment was used. An instrument measure is valid if the instrument measure what ought to be measured. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid. Reliability test is established by testing for both consistency and stability of the answer of questions. The reliability test in this research used Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable.

Importance Performance Analysis (IPA)

Matrilla and James (1977) first proposed IPA (Importance-Performance Analysis) as a useful tool to provide management insights to identify company strengths and weaknesses for improving company performance. IPA is a simple and useful method for simultaneously considering the strengths and weaknesses of a business when evaluating or defining a strategy (Linda & To, 2010). In this research, it is assumed that the importance level represents the expectation of customers on the service quality performance of XXI Manado Town Square.

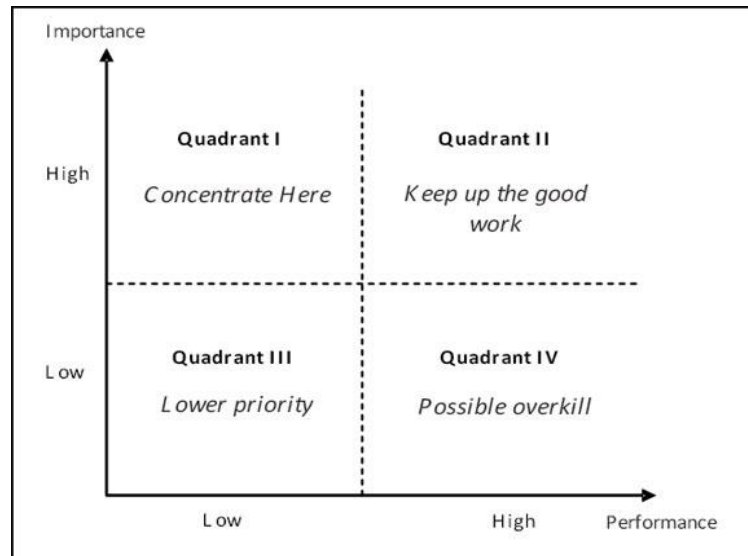


Figure 1. Importance Performance Analysis Framework

Quadrant I : In this quadrant there are factors that are considered important and or expected consumer but not satisfactory performance of the company.

Quadrant II : At this quadrant there are factors that are considered important and an expected as a factor supporting consumer satisfaction so that companies are required to maintain the achievements of the performance.

Quadrant III : At this quadrant there are factors that are considered to have the level of perception or the actual performance is low and not too important or less expected by consumers.

Quadrant IV : At this quadrant there are factors that are considered too important and not very expected by the customer.

RESULT AND DISCUSSION

Validity and Reliability Result

The result of reliability test shows that Alpha Cronbach is 0.908 which is above the acceptance limit of 0.6. Therefore, the research instrument is reliable. Total attributes are 15, However each attribute consists of 2 questions resulting number of items of 30. By comparing correlation index in Pearson Product Moment with significance level of 5% it can be seen whether research instruments are valid or not. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid.

Importance-Performance Analysis Result**Table 1. Attributes, Importance Mean, Performance Mean, Quadrant**

Service Quality Attributes	Importance Mean (Y)	Performance Mean (X)	Quadrant
XXI Manado Town Square 3 facilities	4,64	4,00	II
Employees appearance	4,37	3,91	II
Building condition	4,37	3,80	II
Accuracy movie schedule	4,48	3,93	II
Access to service	4,53	3,80	II
Reasonableness of costs	4,52	3,27	I
Willingness to assist customers	3,86	3,78	IV
Ability to resolve customer problems	4,27	3,54	III
Service meets customer expectations	4,26	3,80	IV
Trustworthiness of employees	4,27	3,77	IV
Professionalism of employees	4,48	3,86	II
Detection tools	4,23	3,46	III
Understanding special needs of customers	4,12	3,73	III
Personalized attention from employees	4,31	3,86	IV
Prioritization of customer best interest	4,28	3,75	IV
AVERAGE	4,33	3,75	

Source: Data Processed, 2016

Table 4.3 shows that the importance of XXI Manado Town Square 3 Facilities have the highest mean ($y=4.64$) followed by Access to Service ($y=4.53$), Reasonableness of Costs ($y=4.52$), Accuracy Movie Schedule and Professionalism of Employees have an equal mean values which is ($y=4.48$), then Employees Appearance and Building Condition have an equal mean values which is ($y=4.37$), Personalized of Customer Best Interest ($y=4.31$), Prioritization of Customer Best Interest ($y=4.28$), Ability to Resolve Customer Problems and Trustworthiness of Employees have an equal mean values which is ($y=4.27$), Service Meets Customer Expectations ($y=4.26$), Detection Tools ($y=4.23$), Understanding Special Needs of Customers ($y=4.12$), and Willingness to Assist Customers ($y=3.86$). Meanwhile, the performance of XXI Manado Town Square 3 Facilities have the highest mean ($x=4.00$) followed by Accuracy Movie Schedule ($x=3.93$), Employees Appearance ($x=3.91$), Professionalism of Employees and Personalized Attention From Employees have an equal mean values which is ($x=3.86$), then Building Condition, Access to Service, and Service Meets Customer Expectations have an equal mean values which is ($x=3.90$), Willingness to Assist Customers ($x=3.78$), Trustworthiness of Employees ($x=3.77$), Prioritization of Customer Best Interest ($x=3.75$), Understanding Special Needs of Customers ($x=3.73$), Ability to Resolve Customer Problems ($x=3.54$), Detection Tools ($x=3.46$), and Reasonableness of Costs ($x=3.27$). After getting the point of in quadrant division axis where, $x=3.75$ and $y=4.33$, the next step is to plot the point (x and y) of each attribute into Cartesians graph as shown in figure 2.

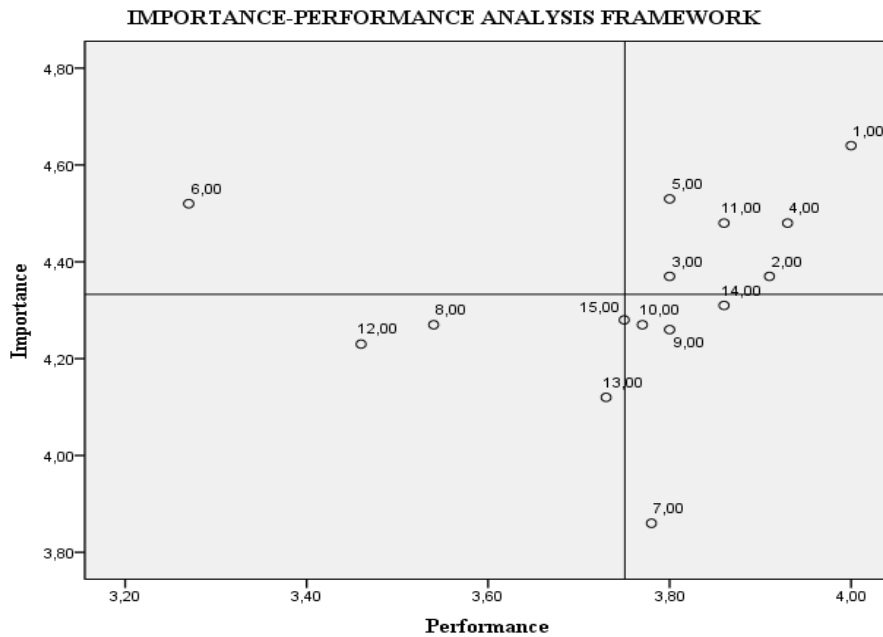


Figure 2. Data Plotting of Service Quality Attributes

Source: SPSS Output, 2016

Where :

- | | |
|--|---|
| 1-XXI Manado Town Square 3 Facilities | Service Meets Customer Expectations-9 |
| 2-Employee Appearance | Trustworthiness of Employees-10 |
| 3-Building Condition | Professionalism of Employees-11 |
| 4-Accuracy Movie Schedule | Detection Tools-12 |
| 5-Access to Service | Understanding Special Needs of Customers-13 |
| 6-Reasonableness of Costs | Personalized Attention From Employees-14 |
| 7-Willingness to Assist Customers | Prioritization of Customer Best Interest-15 |
| 8-Ability to Resolve Customer Problems | |

Figure 2 shows that reasonableness of cost is located in quadrant I. It means reasonableness attribute were perceived to be very important to customer of XXI Manado Town Square 3, but the performance levels are fairly low. This suggests that improvement efforts should be concentrated here.

XXI Manado Town Square facilities, employee appearance, building condition, accuracy movie schedule, access to service, professionalism of employees are located in quadrant II. That six attributes were perceived to be very important to customers and the same time, XXI Manado Town Square 3 have a high level of performance in performing those attributes. In other words, XXI Manado Town Square 3 is perceived to be very good in their buiding condition, employee appearance, accuracy movie schedule, access to service, professionalism of employees, and XXI Manado Town Square 3 facilities. As well as the aspects in this attributes are necessary for customers, the message here is to keep up the good work.

Ability to resolve customer problem, detection tools, and understanding special needs of customer are located in quadrant III. The three attributes were assessed as low priority. It means that those attributes are not really important to the customers and at the same time, those attributes have low performance level. Therefore, XXI Manado Town Square 3 should not be overly concerned, since the attributes were not perceived to be very important.

Willingness to assist customer, service meets customer expectation, trustworthiness of employees, personalized attention from employees, prioritization of customer best interest are located in quadrant IV. In this quadrant, the attributes are not really important to customers, but the performance of XXI Manado Town Square is relatively high. The customer of XXI Manado Town Square 3 satisfied with the performance of employee, but XXI Manado Town Square should consider present efforts on the attributes of this quadrant as being unnecessary to customers.

Discussion

This research attempts to answer the problem statements as has been expounded earlier in this thesis. Hence, this research has identified fifteen attributes of service quality at XXI Manado Town Square, namely : XXI Manado Town Square Facilities, Employee Appearance, Building Condition, Accuracy Movie Schedule, Access to Service, Reasonableness of Costs, Willingness to Assist Customers, Ability to Resolve Customer Problems, Service Meets Customer Expectations, Trustworthiness of Employees, Professionalism of Employees, Detection Tools, Understanding Special Needs of Customers, Personalized Attention From Employees, and Prioritization of Customer Best Interest. Researcher has considered all sources of theories, books, journal and some other supporting sources in constructing the whole research. Questionnaire was used to collect data and Likert scale was used to score data. The data then were analyzed with Importance-Performance Analysis method. This method is useful to know the importance and performance of service quality of XXI Manado Town Square 3.

The research shows that XXI Manado Town Square Facilities is very important to customer compared with others attributes. It then followed by Access to Service, Reasonableness Costs, Accuracy Movie Schedule, Professionalism of Employees, Employees Appearance, and Building Condition are relatively important to customers. After that Personalized Attention from Employees, Prioritization of Customer Best Interest, Ability to Resolve Customer Problems, Trustworthiness of Employees and Service Meets Customer Expectation, Detection Tools and Understanding Special Needs of Customers are below the average level of importance for customers. Finally, Willingness to Assist Customers which is on the lowest level of importance for customers of XXI Manado Town Square based on the data plotting. While in terms of performance, XXI Manado Town Square 3 Facilities in the highest performance level followed by Accuracy Movie Schedule, Employees Appearance, Professionalism of Employees, Personalized Attention from Employees, Building Condition, Access to Service, Service Meets Customer Expectations, Willingness to Assist Customer Best Interest are above the average level of performance. After that Understanding Special Needs of Customers, Ability to Resolve Customer Problems, and Detection Tools are below the average level of performance and the last Reasonableness of Cost is the lowest level of performance in XXI Manado Town Square 3 Customer's point view.

Based on the recap data from questionnaire and the importance-performance analysis, Service Quality Attributes are able to be analyzed.

As for Tangibles, the most important to customer is XXI Manado Town Square 3 facilities. XXI Manado Town Square Facilities is located in Quadrant II, it is very important to customers and the performance level is relatively high. The facilities or the facilities in XXI Manado Town Square such as Studio, film screen, audience seats, snack corner, cafe, and toilet it is very important to customer and XXI Manado Town Square 3 provided good facilities. It is followed by Employees Appearance and Building Condition. Employees Appearance and Building Condition are located in quadrant II also, it is important and have high performance for customer of XXI Manado Town Square. Customer feels good when the employees looks neat and clean, and the lobby provided by XXI Manado Town Square 3 can accommodate many people.

As the Reliability, Access to Service is located in quadrant II, it is important and the performance level is relatively high. Access to Service is important and have high performance for customer of XXI Manado Town Square 3, it means they are able to provide good service to customer such as customer can be accessed easily to booking movie ticket in online and manual. It is followed by Accuracy Movie Schedule is located in quadrant II, Accuracy Movie Schedule is important and have high performance for customer of XXI Manado Town Square 3. It is considered important to customer because the customer will be better when the movie can be enjoyed on time and XXI Manado Town Square 3 performs well for that. Furthermore, Reasonableness of Costs is located in quadrant I, it is important but have low performance for customer of XXI Manado Town Square 3. Customer perceived that the costs is needed to be matched with the product and service provided and XXI Manado Town Square 3 sets their cost unreasonable. However, it is important for customer to get reasonable price for movie ticket, food/snacks, and drinks.

As for Responsiveness, Ability to Resolve Customer Problems is located in quadrant III, it means this elements is not too important and have low performance for customer of XXI Manado Town Square. Customer perceived the ability to resolve customer problems is not important for them. XXI Manado Town Square 3 does not perform well either in ability to resolve customer problems, but they do not need to be worry because it is not so important for the customer. Furthermore, Willingness to Assist Customer and Service Meets Customer Expectation are located in quadrant IV, which is considered not important but have high performance for customer of XXI Manado Town Square 3. XXI Manado Town Square 3 performs well in willingness to assist customer and their service meets customer expectation, but customer thought it is not important for them.

Meanwhile, for Assurance, Professionalism of employees is located in quadrant II, it is important and have high performance for customer of XXI Manado Town Square 3. It is considered important to customer because if the service provided by the professional employee, customer does not need to be worried about the quality of movie theater. Furthermore, Trustworthiness of Employees is located in quadrant IV, it is considered not important but have high performance for customer of XXI Manado Town Square 3. The customer considered it unimportant for them but the employee perform well in getting customer's trust to serve them. And for the Detection tools is located in quadrant III, it means the importance and performance level are low, customer perceived that detection tools used by security officer when customer enters the XXI Manado Town Square is not important to them and XXI Manado Town Square 3 also does not give their good detection tools to provide best services.

For Empathy, Understanding Special Needs of Customers is located in quadrant III, it means the importance and performance level are low. Customer perceived that understanding their special needs is not important for them. The perceived the important thing for them is the service of company. XXI Manado Town Square 3 does not perform well in understanding special needs of customers, but they do not need to be worry because it is not so important for the customer. For Personalized Attention from Employees and Prioritization of Customer Best Interest are located in quadrant IV, it is considered not important but have high performance for customer of XXI Manado Town Square 3. XXI Manado Town Square 3 performs well in personalized attention from employees and prioritization of customer best interest, but customer thought it is not important for them.

CONCLUSION AND RECOMMENDATION

Conclusions

The conclusions drawn from this research are as follows:

1. In quadrant I which is Reasonableness of Costs, one of the important service quality to customer, however the company in this case XXI Manado Town Square 3 is deliver a deficient performance. The company must pay attention to these attribute.
2. In quadrant II which are XXI Manado Town Square 3 facilities, Employee Appearance, Building Condition, Accuracy Movie Schedule, Access to Service, and Professionalism of Employees are important to customers and at the same time company deliver a good performance.
3. In quadrant III which are Ability to Resolve Customer Problems, Detection Tools, and Understanding Special Needs of Customer assessed to low priority when the importance and performance values are in low level.
4. In quadrant IV which are Willingness to Assist Customer, Service Meets Customer Expectation, Trustworthiness of Employees, Personalized Attention form Employees, and Prioritization of Customer Best Interest are unimportant things to customer however the company deliver a good performance to customers.

Recommendations

Some recommendations are considered important to address those results. They are as follows:

1. Reasonableness of costs is in quadrant I. It means that XXI Manado Town Square 3 needs to emphasize the element. It was perceived to be very important to customer but the performance level still low. XXI Manado Town Square 3 needs to reset reasonable cost to customer by lowering the price than current price in order to eliminating and preventing competition.
2. XXI Manado Town Square 3 needs to keep up the good work in employee appearance, XXI Manado Town Square facilities, building condition, punctuality movie schedule, access to provide service, and professionalism of employees. XXI Manado Town Square has already performed well in delivering those

- services and they need to maintain their service. It is hoped that by maintaining such well performances, the customer will be satisfied and will be their loyal customers in order to achieved the company's goals.
3. Ability to resolve customer problems, detection tool, and understanding special needs of customer are in quadrant III. They are considered as low priority. So it is not so important for customer. Moreover, XXI Manado Town Square does not pay too much attention in delivering those service. However, based on observation conducted by researcher, XXI Manado Town Square needs to more perceptive to resolve customer problems in other word, employee must be able to find out customer necessary, more pay attention and improve the security in the movie theater so customer will feel more secure, and in order to understanding customer's need, XXI Manado Town Square 3 more sensitive in deliver their services to reach good performance.
 4. Willingness to assist customer, service meets customer expectation, trustworthiness of employees, personalized attention from employees, and prioritization of customer best interest are located in quadrant IV. It means that this quadrant contains attributes of low importance, but the performance is very good. The customer though it is unnecessary for them, so XXI Manado Town Square needs to think again what elements that they need to be more concerned. Because willingness to assist customer, service meets customer expectation, trustworthiness of employees, personalized attention from employees, and prioritization of customer best interest is considered not important for customer, XXI Manado Town Square does not need to be worried about these elements, but be more focus on giving the best service in movie theater.

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