

THE IMPORTANCE-PERFORMANCE ANALYSIS OF STORE ATMOSPHERE AT MATAHARI DEPARTMENT STORE MANADO TOWN SQUARE*ANALISA KEPENTINGAN DAN KINERJA SUASANA TOKO DI MATAHARI DEPARTMENT STORE MANADO TOWN SQUARE*

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Abstract: The modern retail business that continues to grow in Indonesia is one of the most promising businesses in the market. Every company always tries to win the competition by trying to achieve the goal of creating and retaining customers. The competition between retail businesses grow fast and very tight currently. For some people shopping is a fun activity to do, shopping is not just buying and selling activity. In contrast to a few years ago, now the shopping activity not only as a routine activity to fulfill and buy goods, but sometimes as entertainment to eliminate boredom. The purpose of this research is to analyse the importance and performance of store atmosphere in Matahari Department Store Manado Town Square. Researchers conducted this research through quantitative methods by using the Importance-Performance Analysis (IPA) approach as an analytical tool. To achieve this goal, the researchers distributed questionnaires and the sample used was 100 respondents with two main samples, namely Generation Y and Z who had visited Matahari Department Store. The result of this study indicate that the indicator of Store Atmosphere which are Store Exterior, General Interior and Interior Display are located in Quadrant 2 means that these indicator achieves high performance to the customer. While the indicator Store Layout in Quadrant 3.

Keywords: store atmosphere, importance-performance analysis

Abstrak: Bisnis ritel modern yang terus berkembang di Indonesia merupakan salah satu bisnis yang paling menjanjikan di pasar. Setiap perusahaan selalu berusaha untuk memenangkan persaingan dengan berusaha mencapai tujuan yaitu menciptakan dan mempertahankan pelanggan. Persaingan antar bisnis ritel saat ini berkembang pesat dan sangat ketat. Bagi sebagian orang berbelanja merupakan kegiatan yang menyenangkan untuk dilakukan, berbelanja bukan hanya sekedar kegiatan jual beli. Berbeda dengan beberapa tahun yang lalu, kini aktivitas belanja tidak hanya sebagai aktivitas rutin untuk memenuhi dan membeli barang, tetapi terkadang sebagai hiburan untuk menghilangkan kebosanan. Tujuan dari penelitian ini adalah untuk menganalisis kepentingan dan kinerja suasana toko di Matahari Department Store Manado Town Square. Peneliti melakukan penelitian ini melalui metode kuantitatif dengan menggunakan pendekatan Importance-Performance Analysis (IPA) sebagai alat analisis. Untuk mencapai tujuan tersebut peneliti menyebarkan kuesioner dan sampel yang digunakan adalah 100 responden dengan dua sampel utama yaitu Generasi Y dan Z yang pernah berkunjung ke Matahari Department Store. Hasil penelitian ini menunjukkan bahwa indikator Suasana Toko yaitu Eksterior Toko, Interior Umum dan Tampilan Interior berada pada Kuadran 2 yang berarti indikator-indikator tersebut mencapai kinerja yang tinggi kepada pelanggan. Sedangkan indikator Tata Letak Toko berada pada Kuadran 3.

Kata kunci: suasana toko, analisa kepentingan dan kinerja

INTRODUCTION

Research Background

The modern retail business that continues to grow in Indonesia is one of the most promising businesses in the market. Every modern retail business needs to increase its existing strengths by bringing out the differences or uniqueness of the company compared to competitors in order to attract consumer-buying interest. In response to this, retail businesses are required to always innovate which will win the hearts of consumers. Every company always tries to win the competition by trying to achieve the goal of creating and retaining customers. For some people shopping is a fun activity to do, shopping is not just buying and selling activity. In contrast to a few years ago, now the shopping activity not only as a routine activity to fulfil and buy goods, but sometimes as entertainment to eliminate boredom. The competition of department stores in Indonesia requires every company to survive and compete in the business market. One of the strategies that can be undertaken by the company to face the competition is to build a good atmosphere of the store with new forms and concepts and creative ideas that build the store's image so that it makes visitors feel comfortable when shopping. The good atmosphere can attract the attention of consumers, create a certain atmosphere that can affect consumer emotions, trigger consumer purchases, and can affect consumer satisfaction. Store atmosphere can make the consumer feel positive emotions that lead them to satisfaction and have purchase intention and will make the profit of the company increasing. Store atmosphere as a marketing communication tool designed in such a way as to meet the needs and desires of consumers. Changes to store atmosphere must always be designed so that they are not boring, customers stay loyal, and overcome rivals. If consumers are bored with the atmosphere of the shop, they will most likely move to another. Every retailer has certain advantages and its atmosphere to attract consumers to make consumers satisfy and repeat purchases, that can be analyzed to know how important it is and how the performance of Matahari Department Store delivered to the customer.

Research Objectives

The research objectives are to find:

1. The gap between importance & performance of Store Exterior at Matahari Department Store
2. The gap between importance & performance of General Exterior at Matahari Department Store
3. The gap between importance & performance of Store Layout at Matahari Department Store
4. The gap between importance & performance of Interior Display at Matahari Department Store

THEORETICAL FRAMEWORK

Marketing

Marketing is based on thinking about the business in terms of customer needs and their satisfaction. Marketing has a crucial role because it has a marketing position as an intermediary between producer and consumer. Marketing is communicating the value of product, service or brand. The definition of marketing according to the American Marketing Association (AMA) is the activity, processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society. Marketing as a social and managerial process by which individuals and groups obtain what they need and through creating and exchanging value with others (Kotler and Armstrong, 2012).

Store Atmosphere

Atmosphere is a term that is used to explain our feelings towards the shopping experience which cannot be seen (Milliman, 1986). The atmosphere is the design of the of retail chain outlet that produces specific emotional effects on the buyer that enhances his purchasing probability (Kotler, 1973). The attractive and impressive atmosphere of retail chain outlets creates an enjoyable experience among the consumers, which directly affects consumers' purchase intention and their decision making process (Srinivasan and Srivastava, 2010). According to Levy and Weitz (2001), atmospherics refers to the design of an environment via visual communication, lighting, colors, music, and scent to stimulate customer perspective and emotional responses and ultimately to affect their purchase. According to Kotler and Keller (2006), store atmosphere has all the elements that affect the atmosphere into four elements, namely store exterior, general interior, store layout and interior displays.

Store Exterior

Store exteriors are what customer's first encounter as they engage in shopping behavior and thus are an important opportunity for stores to build positive impressions. The front of the store reflects the stability and robustness of the spirit of the company and the nature of the activities in it, and can create trust and goodwill for consumers. The elements are store front, which are the first impression of the store that can be found in the front where the entrance being put out to, marque (symbol) are neon signs, store name, identity that can be found on the front of the store itself that will notify customer from a far about where the store located, entrance door that are the entrance that control flow of the customer from outside unto the inside of the store area, display window are visualize the physical looks of the store that can be seen from the outside that gives insights for the customer, height and size building are the dimension of the store that can become the landmark or the signature of the store and the brand itself.

General Interior

Good display is a display that can attract the attention of visitors and help them to easily observe, inspect, select goods, and finally make a purchase. A good display can attract the attention of consumers and help them to observe, choose the goods, and finally make a purchase when the consumer goes into the store. The elements in the interior include flooring that are the lower inside surface of a store, color and lightening are the ambience of the store that can support the branding itself, scent and sound the supportive factors that can set the mood of a store, fixture (placement) are the process or means by which an object as in product to be sell is supported and secured on the right place, and temperature that maintain the degree or intensity of heat present in a store, especially as expressed according to a comparative.

Store Layout

Good layout will be able to invite consumers to settle around longer and spend more. Store layout includes the kind of goods, arrangement of goods, shop facilities and setting up shop as well as groups of goods. The elements in the interior include allocation of floor space (selling space, merchandise space, personnel space, customer space), the differentiate of each store located that may or may not have their own trademark by each store, the flow of the customer and the worker for the store, and arrangement of the store that divided by the individual products and other supportive things.

Interior Display

A sign that is used to provide information to consumers to influence the store atmosphere, with the main objective to increase sales and profits of the store. The display comes within different principles. Display shows a variety of merchandise for customers. In a certain season, retailers can design cafe decorations or ask waiters to dress according to a certain theme. Or store groups and displaying merchandise in separate categories which are assortment display, general display that become the trademark of the store, theme-setting display based setting that helps in selling unique products by the season and ensemble display that differentiate products that being put in display for a different purpose of selling.

Previous Study

Felicia Manuahe, S.L.H.V.J. Lopian, and Willem A. Tumbuan (2017) aimed to analyzing the store atmosphere of Centro department store in Manado measured by cleanliness, music, scent, temperature, lighting, color, and display/layout. This research is quantitative type of research and use primary data obtained through questionnaire from 100 respondents as customers who have visited Centro Department Store more than twice, the sampling method is convenience sampling, and Importance – Performance Analysis as a measurement tool. The result of this research found display/layout is located in quadrant I, cleanliness, temperature, and lighting are located in quadrant II, music, scent, and color are located in quadrant III. Based on the result of this research, Centro Department Store to pay more attention for its store atmosphere aspect as it has an influence to the customer.

Deliana and Dwi Gemina (2016) aimed to know about the customers expectation and customers rating in the store image (including main products, promotion, comfortability, facilities, services, store ambience, and brand); 2) To know about the implementation of the strategy as effort to increase the customers' satisfaction; 3) To know about the customer satisfaction to the store image (Including: main product, promotion, comfortability, facilities, services, store ambience, and brand). This research is conducted in Heavenly blush outlet Pondok Indah at South Jakarta. The descriptive method is used in this research. The purposive sampling is used for the sampling

technique. Data are collected by questionnaire, observation, and interview. The Data Analyzed include validity test, reliability test, descriptive analysis test, Importance and Performance Analysis (IPA) and Customer Satisfaction Index (CSI). The result of the research are: 1) The consumers thought that some attribute of store image are important, such as souvenirs, prize, degree of movement, new products, and catalogue in the proper position. But on the other hand, both of customer satisfaction and the customer expectation are still low. 2) the percentage of customers satisfaction index is 65% which shows that the costumer,s appraise to the quality of store imagein Heavenly Blush is in average..

Resila Quraisy Gonibala and Ferdinand Tumewu (2018) determined the effect of Store Atmosphere and Peer Pressure either simultaneously or partially on Purchase Intention at Housepitality café and restaurant. The method used in this research is Multiple Linear Regression analysis. The study population were 60 respondents who live in the city of Manado. The results show Store Atmosphere and Peer Pressure simultaneously and partially influence on Purchase Intention. Housepitality must consider about importance and benefits of Peer Pressure and also evaluate Store Atmosphere to increase customers.

Conceptual Framework



Figure 1. Conceptual Framework

Source: Data Processed, 2021

RESEARCH METHOD

Research Approach

This research is a type of descriptive study with quantitative methods by using the Importance-Performance Analysis (IPA) approach as an analytical tool. Quantitative research is the measurement of quantitative data and objective statistics through scientific calculations derived from a sample of people or residents who are asked to answer a number of questions about the survey to determine the frequency and percentage of their responses. According to Sugiyono (2012), Quantitative methods can be interpreted as a research method based on the philosophy of positivism, used to examine specific populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim to test hypotheses which has been set. This research in field marketing will analyze the store atmosphere of Matahari Department Store in Manado Town Square.

Population, Sample, and Sampling Technique

The population in this research is all customers of Matahari Department Store Manado Town Square. This research will use a sample size of 100 customers of Matahari Department Store Manado Town Square. The sampling method used in this research is a non-probability sampling method, using purposive sampling techniques. The two main samples of this research are Y and Z Generation.

Data Collection Method

To collect the research data, primary data collection was used through questionnaires. A questionnaire is a research instrument consisting of a series of questions (or other type of prompts) for the purpose of gathering information from respondents.

Operational Definition of Research Variables

Table 1. Variable Definition

Variable	Definition	Indicators
Store Atmosphere (X)	The design of the retail chain outlet that produces specific emotional effects to the customer that enhances their purchasing probability	<ul style="list-style-type: none"> - Store Exterior - General Interior - Store Layout - Interior Display

Source: Author's Note, 2021

Validity and Reliability

Validity test use to measure the obtaining data are in line with the research concept. In other words, the instrument items used to obtain the data is correct and related with the concept of the research that will be conducted. Reliability test use to measure the consistency of instrument items. Reliability test defined as an index that showed how far instrument items can be trusted or dependable.

Gap Analysis

A gap analysis is process that compares actual performance or results with what was expected or desired. The method provides a way to identify suboptimal or missing strategies, structures, capabilities, processes, practices, technologies or skills, and then recommends steps that will help the company meet its goals. The gap analysis score is formulated as follows:

$$\text{Gap Analysis} = \text{Perception Score (P)} - \text{Expectation Score (I)}$$

Figure 2. Gap Analysis Formula

Source: Tjiptono, 2008: 121

Importance-Performance Analysis

Importance Performance Analysis was first proposed and introduced by (Martilla and James, 1977) as a means by which to measure client satisfaction with a product or service. The IPA approach recognizes satisfaction as the function two components; the importance of a product or service to a client and the performance of a business in providing that service or product. Quadrant I is labeled "Concentrate Here", with high importance/low performance, indicating that the firm has been performing poorly and requires improvement to be a top priority. Quadrant II is labeled "Keep Up the Good Work" with high importance/high performance, which indicates that the firm has been performing well to gain competitive advantage. Quadrant III is labeled "Low Priority" with low importance /low performance. Any attributes falling into this quadrant are non-important and pose no threat to organizations. Quadrant IV is labeled "Possible Overkill" with low importance/high performance, indicating that employees are satisfied with the performance, but the specific attribute is relatively non-important.

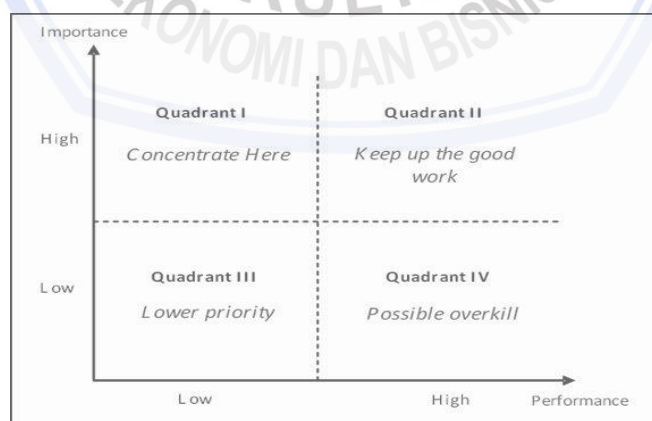


Figure 3. IPA Framework

Source: Martilla and James, 1977

RESULT AND DISCUSSION**Result****Validity and Reliability Tests****Table 2. Validity Test Result**

		Importance	Performance	Importance Performance
Importance	Pearson Correlation	1	.653(**)	.657(**)
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Performance	Pearson Correlation	.662(**)	1	.657(**)
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Importance Performance	Pearson Correlation	.657(**)	.657(**)	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2021

Table 2 shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore, the data is considered valid.

Reliability Test**Table 3. Reliability Test Result**

Cronbach's Alpha	N of Items
.877	12

Source: SPSS Output, 2021

Table 3 shows that Alpha Cronbach is 0.877, which is above the acceptance, limit of 0.6; therefore, the research instrument is reliable.

Gap Analysis**Table 4. Gap Analysis Table**

Attributes	Importance Mean	Performance Mean	Gap
Store Exterior	4.17	3.85	-0.32
General Interior	3.95	3.84	-0.11
Store Layout	3.7	3.73	0.03
Interior Display	4.29	4.02	-0.27
Average	4.02	3.86	-0.16

Source: Data Processed, 2021

The interpretation of gap analysis:

1. Gap between importance & performance of Store Exterior (H1). There is a gap between importance & performance of Store Exterior in Matahari Department Store Manado Town Square. The gap value in this indicator is -0.32, which is the highest gap than any other indicators. The importance value in this indicator is 4.17, while the performance value only 3.85, so it makes the gap -0.32 between importance & performance in this indicator.
2. Gap between importance & performance of General Interior (H2). There is a gap between importance & performance of General Interior in Matahari Department Store Manado Town Square. The gap value in this indicator is -0.11. The importance value in this indicator is 3.95, while the performance value only 3.84, so it makes the gap -0.11 between importance & performance in this indicator.
3. Gap between importance & performance of Store Layout (H3). There is no gap between importance & performance of Store Layout in Matahari Department Store Manado Town Square. The gap value in this indicator is 0.03. The importance value in this indicator is 3.70, while the performance value is 3.73, so there

is no gap between importance & performance in this indicator, because the customers already satisfy.

4. Gap between importance & performance of Interior Display (H4). There is a gap between importance & performance of Interior Display in Matahari Department Store Manado Town Square. The gap value in this indicator is -0.27. The importance value in this indicator is 4.29, while the performance value only 4.02, so it makes the gap -0.27 between importance & performance in this indicator.

Importance-Performance Analysis

Table 5. Indicators, Importance Mean, Performance Mean, Quadrant

Indicator	Importance Mean	Performance Mean	Quadrant
Store Exterior	4.17	3.85	2
General Interior	3.95	3.84	2
Store Layout	3.7	3.73	3
Interior Display	4.29	4.02	2
Average	32.4	30.63	

Source: Data Processed, 2021

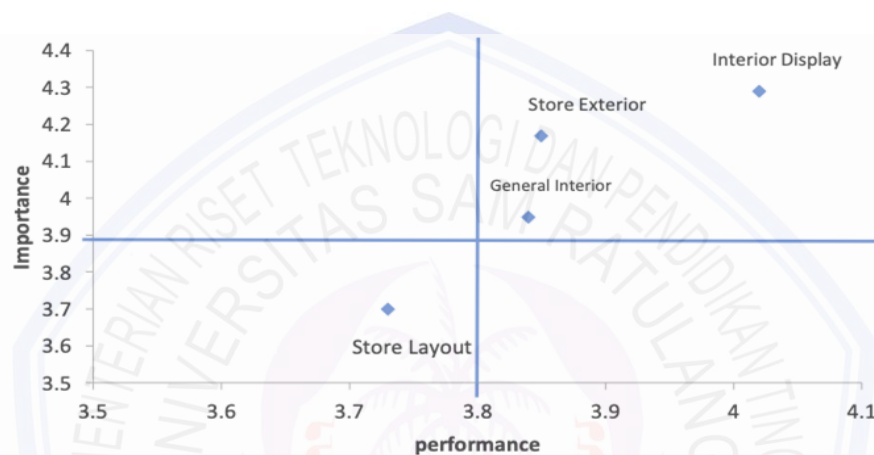


Figure 4. Data Plotting of Store Atmosphere Indicators

Source: Data Processed, 2021

Discussion

This research has identified four indicators of store atmosphere at Matahari Department Store, which are Store Exterior, General Interior, Store Layout and Interior Display. This study has considered all those indicators, which come from theories, books, journal and other supporting sources in constructing this research. These indicators become the foundation of questionnaires used to collect the data. The collected data are scored with the Likert scale and are then tabulated and analyzed with Importance and Performance Analysis. The result of this research shows the importance of the indicators to the customers and how well the performance of the Matahari Department Store is according to the customers' satisfaction as seen on the quadrant.

1. Store Exterior. This indicator is located in Quadrant 2. Indicator that located in Quadrant 2 means that it has a high importance to the customer and achieves high performance according to the customer. The gap analysis score of this indicator are -0.32 that means there is few things that not fulfilling enough for the customer of Matahari Department Store. In short, indicator that located in this quadrant means that the customer already satisfied with Matahari Department Store performance and they needs to maintain and keep this customer's satisfaction and yet also makes other expected point from customer be fulfilled.
2. General Interior. This indicator is located in Quadrant 2. Indicator that located in Quadrant 2 means that it has a high importance to the customer and achieves high performance according to the customer. The gap analysis score of this indicator are -0.11 that means there is only little things that not fulfilling enough for the customer of Matahari Department Store. In short, indicator that located in this quadrant means that the customer already satisfied with Matahari Department Store performance and they needs to maintain and keep this customer's satisfaction and yet also makes other expected point from customer be fulfilled.
3. Store Layout. This indicator is located in Quadrant 3. Indicator located in this quadrant have a low importance to the customers and has low performance in those attributes. The gap analysis score of this indicator are 0.03 that means there are indicators with the higher positive result. Hence, it still concludes that the attributes in

this quadrant are not a priority to the Matahari Department Store.

4. Interior Display. This indicator is located in Quadrant 2. This means that attributes of Store Atmosphere to be very important to the customers and the performance levels are assessed high. The gap analysis score of this indicator are -0.27 that means there is few things that not fulfilling enough for the customer of Matahari Department Store. In short, indicator that located in this quadrant means that the customer already satisfied with Matahari Department Store performance and they needs to maintain and keep this customer's satisfaction and yet also makes other expected point from customer be fulfilled.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusions below are drawn using IPA tools to link the importance and performance.

1. Store Exterior. The gap analysis score of this indicator are -0.32 and this variable is located in quadrant 2, which means it has a high importance to the customer and achieves high performance according to the customer. In short, attributes that located in this quadrant means that the customer already satisfied with Matahari Department Store performance and they need to maintain and keep this customer's satisfaction. These result shows that Matahari Department Store performance as good as the customer satisfaction.
2. General Interior. The gap analysis score of this indicator are -0.11 that means there is few things that not fulfilling enough for the customer of Matahari Department Store. In short, same as the store exterior indicator that located in the quadrant 2 means that the customer already satisfied with Matahari Department Store performance and they needs to maintain and keep this customer's satisfaction. These result shows that Matahari Department Store deliver the performance as good as the customer satisfaction.
3. Store Layout. The gap analysis score of this indicator are 0.03 that means there is indicator with the higher positive result. Hence, it still concludes that matrix results the attributes in this quadrant are not a priority to the Matahari Department Store. It shows attributes located in this quadrant have low importance to the customers and has low performance in those attributes.
4. Interior Display. The gap analysis score of this indicator are -0.27 that means there are few things that not fulfilling enough for the customer of Matahari Department Store. In short, attributes that located in this quadrant means that the customer already satisfied with Matahari Department Store performance and they need to maintain and keep this customer's satisfaction. These result shows that Matahari Department Store deliver the performance as good as the customer satisfaction.

Recommendation

After looking at the result, the researcher provided recommendations to Matahari Department Store Manado Town Square to improve their performance. Some recommendations have listed as below:

1. Store Exterior. Matahari Department Store must continue to maintain it so that customers can still feel satisfied. The thing that can be done is to maintain the good display of storefront, symbol and store name so that it can attract the attention of visitors when entering the store.
2. General Interior. Matahari Department Store must continue to maintain it so that customers can still feel satisfied. The thing that can be done is to maintain a good interior display such as lighting and the good ambience such as temperature and cleanliness so that it can attract the attention of consumers and help them to observe, choose the goods, and finally make a purchase when the consumer goes into the store.
3. Store Layout. This indicator is located in Quadrant 3. Indicator that located in Quadrant 3 have a low importance to the customer and has low performance in those attributes. Attributes located in this quadrant are not very useful for customers.
4. Interior Display. Matahari Department Store in Manado Town Square must continue to maintain the way they arrange item, like make attractive items have an extra spot for the customer or add more brand to the store so that customer have more variative options, so the customer can still feel satisfied.

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