ANALYZING SERVICE ATTRIBUTES OF FOUR POINTS HOTEL MANADO USING IMPORTANCE AND PERFORMANCE ANALYSIS

ANALISA ATRIBUT PELAYANAN DI HOTEL FOUR POINTS MANADO MENGGUNAKAN ANALISIS KEPENTINGAN DAN KINERJA

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Abstract: The number of hotels In Manado always increase. It creates the competition in hotel industry is more competitive. This research aims to analyze how important service attributes for the customer of Four Points Hotel Manado and how is the performance of service attributes of Four Points Hotel Manado. In order to determine the value of variables of service attributes, this research uses Importance and Performance Analysis in order to analyze the data. 100 guests who stayed there were surveyed as the respondents. The result shows there are employee attitude located in quadrant I it means the attributes has a high importance and low performance. Cleanliness, room price, location, and parking area are located in quadrant II which means these attributes has high importance and high performance. Hotel design, housekeeping service, restaurant and room facilities located in quadrant III which means these attributes are not importance and low performance. Internet located in quadrant IV it means this attributes is not importance but the performance is good. Based on the result there are recommendation for Four Points Hotel to keep maintain for those attributes that have high importance and high performance and improve those attributes that have low in performance.

Keywords: *marketing, service marketing, service attributes, importance and performance analysis.*

Abstrak: *Jumlah Hotel di Manado selalu meningkat. Ini menciptakan persaingan di industri Hotel lebih kompetitif. Penelitian ini bertujuan untuk menganalisa seberapa penting atribut Layanan bagi pelanggan dan bagaimana kinerja atribut Layanan pada Four Points Hotel Manado. Dalam rangka untuk menentukan nilai variabel atribut layanan, penelitian ini menggunakan analisis penting dan kinerja untuk menganalisa data. 100 tamu yang menginap disana disurvei sebagai responden. Hasilnya menunjukkan ada sikap karyawan yang terletak di kuadran I itu berarti atribut memiliki kepentingan tinggi dan kinerja rendah. Kebersihan, harga kamar, lokasi, dan area parkir terletak pada kuadran II yang berarti atribut ini memiliki kepentingan tinggi dan kinerja tinggi. Desain Hotel, Layanan housekeeping, Restoran dan fasilitas kamar terletak di kuadran III yang berarti atribut ini tidak penting dan memiliki kinerja yang rendah. Internet terletak di kuadran IV itu berarti atribut ini tidak penting tetapi kinerjanya baik. Berdasarkan hasil ada rekomendasi untuk Four Points Hotel untuk tetap menjaga atribut yang memiliki kepentingan tingg juga kinerja yang tinggi dan meningkatkan atribut yang memiliki kinerja rendah.*

Kata kunci: *pemasaran, layanan pemasaran, atribut layanan, pentingnya dan analisis kinerja*

INTRODUCTION

Research Background

The growth of tourism sector in Indonesia has grown rapidly in the development of the global economy. Based on the data from statista.com Number of International visitor arrival in Indonesia is increasing year to year. The data shows Number of International visitor arrival in Indonesia is 11,52% in 2016 increase to 14.04% in 2017, there were approximately 14.04 million international visitors that arrived in Indonesia. Hospitality is a very profitable business. Based on the data from Kementrian Pariwisata Indonesia shows the occupancy rate of hotels in Indonesia in Desember, 2017 around 59,53% increase to 60.19% in November, 2018. With the higher occupancy rate of hotels in Indonesia it is possible to hospitality industry facing a competition between hotels in order to maintain their customers. The number of foreign tourists who visited North Sulawesi in July 2019 around 11.207 thousand. There are several tourists attractions in North Sulawesi. There are so many hotels in Manado with the service that offered by a hotel. Based on Badan Pusat Statistik (BPS) Manado shows that hotel industry in Manado by Amount of Classified Hotels is around 17 hotels with 1,882 rooms in 2017. It creates the competition in hotel industry is more competitive. Hotel has a very crucial role in supporting tourism activities. Various hotels with different qualities can be seen across the road in Manado, as a city with so many attraction places. It is the fact, that the development of the hotels in Manado is growing, because the existing of many tourism destinations.

Services is the important thing to fulfill the needs. In this era, the competition between hotels has greatly increased. So that an opportunity for hotels to improve their business. The service attributes importance positively affects service quality as well as service performance. As a newest hotel, Four Points Hotel offered give the best service to their customers. It means Four Points Hotel must be able to maintain the existence of its business to facing the competitors and provide services and facilities to the maximum. That is why the researcher want to analyze how important service attributes for the customer of Four Points Hotel Manado and how is the performance of service attributes of Four Points Hotel Manado.

Research Objectives

To know about the importance and the performance of Service Attributes in Four Points Hotel Manado.

THEORETICAL REVIEW

Marketing

Marketing as the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services (Kotler and Armstrong, 2016 p25). According to Kotler (1991 p756) defines marketing as the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing is create customer value, built relationship with customer and get feedback from customer.

Service Marketing

Services Marketing is a concept based on a recognition of the uniqueness of all services; it is a branch of marketing that specifically applies to the service industries (Morrison, 2010 p767). Services marketing is built on carefully understanding the deeper needs of your customers, and then providing services that will help to make them more successful (Jan, 2012).

Service Attributes

Attributes are descriptive features characterizing a product or service. Martilla and James (1977) indicated that customer satisfaction is a function of both expectations related to certain important attributes and judgments of attribute performance. The service attribute importance positively affects service quality as well as service performance. In other words, positive performance on attributes of higher importance results in higher customer satisfaction. Kuo, C.-M., Chen, L.-C., and Lin, S.-Y. (2010) mentioned service attributes are Customer Supreme, Employee Attitude, Facility Accommodations, Hospitable and Empathetic Service. The result of Customer Supreme was the most important. Employee Attitude, The result clearly outlined the importance of language abilities, for instance, the ability to use languages to communicate and negotiate with customers in international

tourist hotels. Facility Accommodations, These elements included: conference rooms with professional video and audio facilities, comfortable seating, and conference rooms with high-quality soundproofing facilities, enough space for registration, convenient parking, and convenient computer Internet.

Hotel Design

Hotel design is a result of socio-cultural changes, technological advancements, economic and political situations, and environmental factors, those elements create the macro-environment of a hospitality business and strongly influence the customers demands, wishes, and desires (Bowie and Buttle, 2004, p16-20). According to Stipanuk (2006) in Alonso and Ogle (2008) journal explained that design in hospitality and tourism facilities is regarded as a core aspect that can contribute towards adding value to both operations and guests.

Employee Attitude

According to Chan (2010) noted that positive atmosphere or environment of a working place played an important part in preventing employees' breakaway and conceptualized fun into staff-oriented, supervisor-oriented, social-oriented and strategy-oriented one based on interviews with hotel employees.

Room Facilities

Ogle (2009) examines the guest rooms as the important determinant of guest stay satisfaction. Therefore, hotels must give priority to their services (Kandampully, 2006). To enhance guests experience in the room, many hotels offer in-room technologies such as wired and wireless internet, technologically advanced televisions, gaming consoles and online check-in and checkout options (DiPietro and Wang, 2010).

Restaurant

Wall and Berry (2007) identified that the physical environment of a service setting provide details that can shape our expectations and underlie our judgments regarding the quality of a restaurant, suggesting that the restaurant physical environment has a major influence on customer inferences about quality

Internet

The internet is one of the most important amenities that guests look for in a hotel (Karadag dan Dumanoglu, 2009). According to Yavas and Babakus (2005) explained that both leisure and business travellers have different opinions on the important attributes influencing their hotel choice but they all perceive general room amenities as the most important factor for their hotel selection, which includes items pertaining to access to computer or modem.

Housekeeping Service

According to Gray and Liquori (2003) in George and Hancer (2008) journal explained that the housekeeping department may make up 75 percent of the hotel permanent staff. Housekeeping is an operational department in a hotel, which are responsible for cleanliness, clean up the rooms, public area.

Cleanliness

Cleanliness is the number one for guests and customers, as well as a driver of income for hotels, restaurants and bars. Customers looking for how is the hotel provided the cleanliness of toilet, the floor, and the room itself.

Room Price

Prices of rooms in every hotel are different depends upon their convenience. Zhang and Law (2011) stated the quality of a room is still a determinant of the price of rooms in midscale hotels.

Location

Location places the hotel geographically into a certain area; for example near a particular city or village. Dolnicar, and Otter (2003) stated that convenience of the location is the most important criterion, location is usually the main element, thus being in the center of the market concept circle, which the visitor takes into account when choosing a hotel.

Parking Area

According to Maršanić and Mrnjavac (2015) explained that parking area contributes to the perception of the quality of the hotel product by a tourist, and that a competitive advantage is held by those hotels, which in designing a complete product for their guests, provide an adequate parking space.

Previous Research

Sann and Lai (2019) studied about the cross-cultural posting behavior of online guest reviews in Trip Advisor differing between geographical characteristics. The result showed that service, cleanliness, and room are the factors of satisfaction that are most important to travelers from all regions.

Richard *et al* (2018) studied the role of service attributes in customer satisfaction of classified Hotels in Cameroon. Using Multiple Component Analysis. The author reveal that there are three dimensions (groups of attributes) considered contribute to overall satisfaction there are service availability, interaction with the service provider and services received. The results of this research provide hotel managers with specific information. The first information is that word of mouth is one of the most important sources of information for hotel guests in Cameroon, so managers of these institutions should work towards stimulating it. Moreover, in order to increase guests overall satisfaction, it is necessary to improve their satisfaction with the aforementioned service dimensions.

Xu (2018) examine the relevance of online customer textual reviews on hotels product and service attributes. The results showed the attributes of products and services including staff, physical setting, value, and location have different effects on customer satisfaction or dissatisfaction for chain and independent hotels, and for hotels with different star levels.

Conceptual Framework
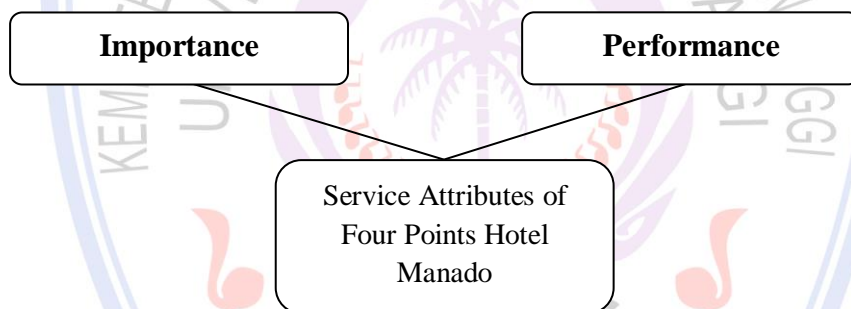
Figure 1. Conceptual Framework
Source: Articles and Journals, 2019

Figure 1 shows this research will be conducted to see the importance and performance of Service Attributes at Four Points Hotel Manado, in order to measuring the attributes of both variables

RESEARCH METHOD

Research Approach

This research is a descriptive study with a quantitative approach. Descriptive in this study means that the researcher tries to describe and explain about the Service Attributes of Four Points Hotel Manado using Importance Performance Analysis (IPA).

Place and Time of Research

This research was conducted in Manado for three months June to August, 2019.

Population, Sample, and Sampling Technique

The population in this research are customers of Four Points Hotel Manado. The sample method used in this research is purposive sampling method. Then the questionnaires will be distrubuted to 100 respondents which are customers of Four Points Hotel Manado

Operational Definition of Research Variables

This study use service attributes as the variables for this research. Service attributes are the characteristics and features possessed by a hotel to achieve customer expectations and satisfaction. In this research have several indicators the researcher used which are hotel design, employee attitude, room facilities, restaurant, internet, housekeeping service, cleanliness, room price, location, parking area.

Data Analysis Method
Validity and Reliability Test

Validity test is the measurement tool that is used to get the data is valid. Validity is extent to which a construct measures what it is supposed to measure. Validity test can be done with Factor Analysis technique. There is Measure of Sampling Adequacy (MSA) value. If the value over 0.5, so data is valid.

Reliability test is established by testing for both consistency and stability of the answer of questions. Consistency indicates how well the items measuring a concept hang together as a set. Reliability refers to the extent to which a scale produces consistent result if repeated measurements are made. Reliability is determined by repeatedly measuring the construct of variable of interest.

Importance and Performance Analysis

The Importance-Performance Analysis (IPA) framework was introduced by Martilla and James (1977) in marketing research in order to assist in understanding customer satisfaction as a function of both expectation concerning the significant attributes and judgements about their performance. The development of the IPA leads to the production of a graph in which each criterion is placed on a two-dimensional axis (Martilla and James, 1977). The Importance Performance Matrix is divided into four quadrants based on the importance-performance measurement result as shown in the following figure:

Importance rating	Concentrate here (Quadrant I)	Keep up the good work (Quadrant II)
	Low Priority (Quadrant III)	Possible overkill (Quadrant IV)

Performance (satisfaction) rating

Figure 2. IPA Framework
Source: Martilla and James, 1977

Figure 2 shows that Quadrant I means attributes are perceived to be very important respondents, but performance levels are fairly low. This suggests that improvement efforts should be concentrated here. Quadrant II means attributes are perceived to be very important to respondents, and at the same time, the organization seems to have high levels of performance in these activities. The message here is to keep up the good work. Quadrant III means attributes here are rated as having low importance and low performance. Although performance levels may be low in this cell, managers should not be overly concerned, since the attributes in this cell are not perceived to be very important. Limited resources should be expended on this low priority cell. Quadrant IV means this cell contains attributes of low importance, but where performance is relatively high. Respondents are satisfied with the performance of the organization, but managers should consider present efforts on the attributes of this cell as being superfluous/unnecessary.

RESULT AND DISCUSSION

Validity and Reliability Result
Validity Test
Table 1. Validity Test Result

Correlations

		Avr_Imp	Avr_Perf	Avr_Imp_Perf
Avr_Imp	Pearson Correlation	1	.613[**]	.861[**]
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Avr_Perf	Pearson Correlation	.613[**]	1	.929[**]
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Avr_Imp_Perf	Pearson Correlation	.861[**]	.929[**]	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

[**]. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2019

Table 1 shows that the pearson correlation index is higher than 0.3 and below the significance level of 5%. Therefore, the data is considered valid.

Reliability Test
Table 2. Reliability Test Result

Reliability Statistics

Cronbach's Alpha	N of Items
.888	3

Source: SPSS Output, 2019

Table 2 shows that Alpha Cronbach is 0.888 which is above the acceptance limit of 0.6; therefore, the research instrument is reliable.

Importance and Performance Analysis of Store Attributes
Table 3. Attributes, Importance Mean, Performance Mean, Quadrant

Service Attributes	Importance Mean	Performance Mean	Quadrant
Hotel design	4,61	4,55	III
Employee Attitude	4,823333333	4,68	I
Room facilities	4,695	4,665	III
Restaurant	4,675	4,72	III
Internet	4,695	4,745	IV
Housekeeping service	4,635	4,685	III

Cleanliness	4,825	4,76	II
Room Price	4,82	4,785	II
Location	4,825	4,775	II
Parking area	4,76	4,805	II
Average	4,741833	4,717	

Source: Data Processed, 2019

Table 3 shows that the importance (Y) of location and cleanliness are the highest mean ($\bar{x}$ = 4,825), followed by the importance of employee attitude ($\bar{x}$ = 4, 823333333). The importance of room price ($\bar{x}$ = 4,82), the importance of parking area ($\bar{x}$ = 4,76), the importance of room facilities and internet ($\bar{x}$ = 4,695), the importance of restaurant ($\bar{x}$ = 4,675), the importance of housekeeping service ($\bar{x}$ = 4,635), and the importance of hotel design ($\bar{x}$ = 4,61). Meanwhile the performance of parking area has the highest mean ($\bar{x}$ = 4,805), followed by the performance of room price ($\bar{x}$ = 4,785), the performance of cleanliness ($\bar{x}$ = 4,76), the performance of location ($\bar{x}$ = 4,775), the performance of internet ($\bar{x}$ = 4,745), the performance of restaurant ($\bar{x}$ = 4,72.), the performance of housekeeping service ($\bar{x}$ = 4,685), the performance of employee attitude ($\bar{x}$ = 4,684), the performance of room facilities ($\bar{x}$ = 4,665) and the performance of hotel design ($\bar{x}$ = 4,55).

Discussion

This research attempts to answer the research problem as has been stated earlier in this research. In order to answer the problem, this research uses ten criteria of Service Attributes of Four Points Hotel Manado. The criteria of Service Attributes that have used in this research are as follows: (1) Hotel design, (2) Employee Attitude, (3) Room facilities, (4) Restaurant, (5) Internet, (6) Housekeeping service, (7) Cleanliness, (8) Room Price, (9) Location, (10) Parking area. . A study by Yusoff, F.M (2011) identified hotel selection attributes for Middle East Customers as location, services, cleanliness and facilities.

This study has considered all those criteria, which come from theories, books, journal and some other supporting sources in constructing the whole research. These criteria become the foundation of questionnaires questions that used to collect the data. The collected data got weight with the Likert scale and are then tabulated and analyzed with Importance and Performance Analysis. The result of this research shows that the importance of the criteria to the customer and how well the performance of the hotel is according to the customer as seen on the quadrant.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

After examining the findings and discussing the result, the Importance Performance Analysis is used to compare the five criteria of service attributes according to the customer' perspective toward their importance and performance. The conclusions drawn from this research are as follows:

1. The high criteria that important for the customers according to their perspective are Cleanliness, room price, parking area, location, and. Employee attitude was placed in quadrant I (concentrate here quadrant). It means the level of importance for employee attitude is high. Cleanliness, room price, location, and parking area it located in quadrant II (keep up the good work quadrant), Cleanliness and location are the highest importance level to the customers. Followed by room price, location and parking area that located in quadrant II. There are hotel design, restaurant, housekeeping and room facilities that located in quadrant III (low priority), which means these criteria are low important for customers. In quadrant VI, internet for in this case is not importance.

2. The performance of Cleanliness, room price, location, internet and parking area are high. The criteria that have low in performance are room facilities, restaurant, housekeeping, hotel design. Employee attitude also have low in performance but it closed to the limit of low high performance, it because employee attitude is located in quadrant I (concentrate here quadrant) the performance was not reach the level of what customers needs. While Parking area is the criteria that perform really well and it located in quadrant II (keep up the good work quadrant), followed by Cleanliness, room price, and location are located in quadrant II. Hotel design, restaurant

and room facilities and housekeeping are the low performance, so these criteria are located in quadrant III (low priority). The criteria in this quadrant VI is internet has high performance level to customers, so it located on quadrant VI (possible overkill).

Recommendations

This study was done with hope that it can be a contribution to Four Points Hotel Manado. These are the recommendations as listed that hopefully can be useful as suggestion:

1. Employee attitude has high important but the customers not satisfied enough. In this case customers need Four Points hotel be able to improve they employee attitude so the customers will be satisfy with the service.
2. Cleanliness, room price, location, and parking area are criteria located in Quadrant II, which means the attributes of this quadrant has high importance and high in performance, so Four Points hotel has to maintain this attributes to keep the customer satisfaction for the hotel performance.
3. Hotel design, housekeeping service, restaurant and room facilities has low importance and also low performance. The importance itself might be low for some customers while others may think that criteria is important but the performance is still not good enough by the hotel. So Four Points hotel should to improving the attributes even though these attributes is low priority but if the first priority has accomplished then it can be fulfill later.
4. Internet is the attributes that is low important or in other word customer do not expect much for this indicator but the performance is high. In this case for some customers this indicator is not important but for others they may think this criteria is important. So Four Points hotel should to keep maintaining this indicator well.

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