

# Important Performance Analysis (IPA) to Know Customer Satisfaction through the Service Quality of Transmart Carrefour Retail in Bandung City

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## Article Info

Volume 83

Page Number: 7977 - 7983

Publication Issue:

March - April 2020

## Abstract

The development of retail business is now progressing very rapidly, with the growing growth of retail business in Indonesia this resulted in increased competition, consumers increasingly selective in buying and selecting products and services needed. The growth of retail business in Indonesia is quite high but is accompanied by decreasing purchasing power. The bustling shopping center or retail spread across Indonesia makes the management of the company must improve the quality of service and strategy respectively. The purpose of this study is to see the satisfaction of customers to retail Transmart Carrefour Bandung, through the method of IPA (Importance Performance Analysis). This research uses quantitative descriptive method. The population used in this study is Transmart Carrefour visitors in Bandung, samples taken as many as 100 respondents.

From the data obtained, the value of visitor expectation rate of Transmart Carrefour is higher that is equal to 86.43%, while the actual value (service quality) is only 86.18%.

The results showed that 4.31 which can be interpreted that the quality of service on Transmart Carrefour Bandung is satisfaction for consumers, while the level of consumer expectations is 4.32 can be interpreted from the expectations of consumers in accordance with the quality of service provided by Transmart Carrefour Bandung. IPA matrix to know the attribute of the priority that is in quadrant A which consists of 1 attribute, quadrant B consists of 17 attributes, C quadrant consists of 22 attributes, and quadrant D contains of 4 attributes..

## Article History

Article Received: 24 July 2019

Revised: 12 September 2019

Accepted: 15 February 2020

Publication: 09 April 2020

**Keywords;** Retail, Service Quality; Important Performance Analysis

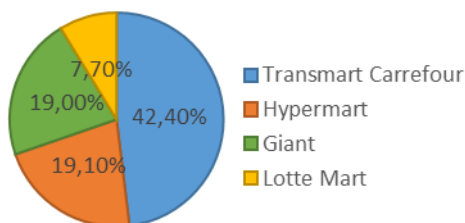
## I. INTRODUCTION

The development of retail business is currently experiencing very rapid progress, with the growing retail business in Indonesia this has resulted in increasingly high competition, consumers are increasingly selective in buying and choosing products and services needed. The growth of the retail business in Indonesia is quite high but is accompanied by declining purchasing power. This is evidenced by data obtained from the Indonesian Retail Entrepreneurs Association (Aprindo) which predicts the growth of the domestic retail industry to slow down due to changes in consumer patterns.

This can be seen from Aprindo's data which states that the retail industry's growth trend has continued to decline since 2013. In the first semester of 2017 the retail industry only grew 3.7 percent while the previous r was still above 10 percent and retail industry growth in the second semester of 2017 will continue to grow despite experiencing a slowdown of around 7.5 percent. As a whole, this retail is still growing, but there are some that are very slow [1].

Reporting from [www.marketing.co.id](http://www.marketing.co.id) (2018), the top brand gives importance to brand competition in the market. Lots of brands that were popular then gradually dropped, even disappearing from

circulation. The dynamics of brands on the market indicate that competition between brands on the market is getting higher. Not only fellow product categories, but also with other product categories. Meanwhile, brand owners are faced with the cost of building a brand that is increasingly high, coupled with the demand for accountability in the form of a brand's return on investment has added complexity to determining the size of brand success both in terms of financial and public perceptions. The basic measurement of Top Brand is customer behavior. This can be seen from the three dimensions of Top Brand, customers know, customers use, and choices in the future. So, Top Brand presents a clear picture of the results of brand activities such as advertising, events, public relations to changes in customer behavior. So that brands that do not include Top Brand do not mean that the brand is not strong, nor does sales not have good performance, and vice versa.



**Figure 1: Top Brand Retail Hypermarkets**

In 2017 Transmart Carrefour was in the highest position as Top Brand for the Retail Hypermarket category with a value of 42.4% where Transmart Carrefour has introduced the concept of hypermarkets and provided a new shopping alternative in Indonesia for previous Carrefour Indonesia customers. Carrefour Transmart offers a "One-Stop Shopping" concept that offers a choice of products with diverse products, low prices, and also provides the best service so that it exceeds customer expectations. At present, Transmart Carrefour has been operating in 84 outlets and spread over 28 cities / regencies in Indonesia. In supporting the number of customers, Carrefour Transmart itself

offers more than 40,000 products.

The rush of shopping or retail centers spread across Indonesia makes the management of the company must improve the quality of service and their respective strategies. Changing trends in the business environment and intense competition forced companies to continue to formulate their strategies to ensure the sustainability of their business. Strategies to implement the right business are considered important because companies must be able to survive and compete with their competitors. The application of marketing is needed because companies are required to encourage companies to be able to grow and have a better performance even above the competitors' average. One of the marketing applications is to increase the number of consumers by establishing customer / customer loyalty by maintaining the quality of service that the company has provided. Every company has its own management strategy and marketing communications, such as Carrefour Transmart. Therefore the company must be able to win the competition and make the business stay alive, develop and get the maximum profit. This can be said to be successful if consumers are satisfied with the performance of a quality service offered by entrepreneurs. As well as modern retail business people also make efforts to keep the growth of the retail industry maintained, one of which is by organizing other supporting activities namely promotion and discount shopping in order to achieve customer satisfaction.

## II. EXTENSION-RULE BASED THEOREM PROVING METHOD

### A. Service Quality

According to Zeithaml and Bitner stated that service quality is a total experience that is only evaluated by consumers (Priansa, 2017: 51). According to Tjiptono and Chandra (2016: 137), revealed that there are five dimensions that determine the quality of service as follows:

- 1) Tangible, the company's ability to show the existence of the company to external parties.
- 2) Empathy (Empathy), giving sincere and individual attention to customers by trying to understand what customers want.
- 3) Reliability (reliability), the ability of a company to provide services in accordance with promises to customers accurately and reliably.
- 4) Responsiveness, a sincere desire to help and provide fast and appropriate service to customers.
- 5) Assurance, the factors that support the growth of customer trust in the company, such as knowledge, manners, and abilities of employees.

#### B. Customer Satisfaction

According to Kotler and Keller (2016: 153) satisfaction is a feeling of pleasure or disappointment someone who arises after comparing the performance that has been perceived by a product or service (or result) with his expectations. If performance fails to meet expectations, the customer will feel dissatisfied. If performance is in line with expectations, the customer will feel satisfied. If it exceeds its expectations, the customer will feel very satisfied or happy {Citation}.

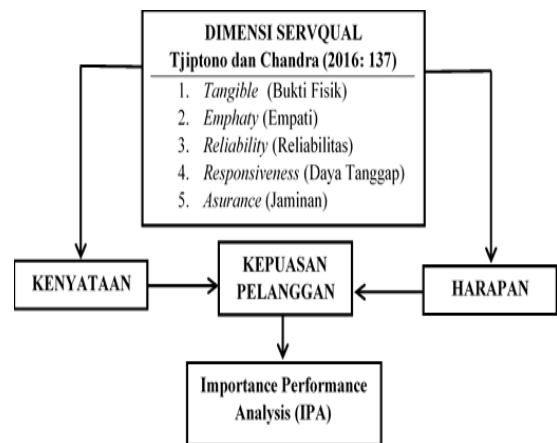
consumer satisfaction as a consumer feeling, in the form of pleasure or disappointment arising from comparing the appearance of a product associated with consumer expectations for the product. If the appearance of products that are expected by consumers not in accordance with the reality, then it can be sure consumers will feel dissatisfied and if the appearance of the product in accordance or better than expected consumers, then the satisfaction or pleasure will be felt by consumers (3)

The key to sustain consumers is consumer satisfaction. The consumer satisfaction indicators can be seen from: Re-purchase, creating Word of Mouth, creating Brand Image, creating purchase

decisions at the same company (4).

#### C. Framework

The next stage is to create a framework to clarify the theoretical basis used and the desired problem-solving framework in accordance with the theory. The relationship between service quality and customer satisfaction can be seen in the picture.



**Figure 2. Framework**

### III. PARALLEL PROVING ALGORITHM BASED ON SEMI-EXTENSION RULE

#### A. Type of Research

This study uses quantitative descriptive analysis. According to Siregar (2014: 15) descriptive method is research conducted to determine the value of independent variables, either one variable or more (independent) without making comparisons, or connecting between one variable to another. Whereas Sugiyono (2014: 35-36) defines quantitative methods as research methods based on the nature of positivism, used to examine certain populations or samples, collecting data using research instruments, analyzing quantitative / statistical data, with the aim of testing hypotheses that have been set.

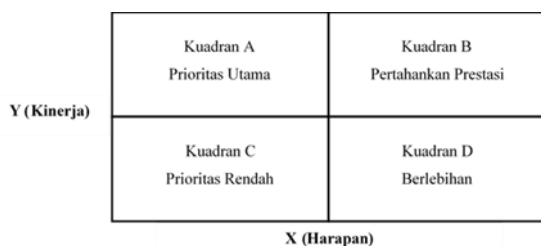
#### B. Population and Samples

According to Sugiyono (2014: 115), the population is a generalization region consisting of objects / subjects that have certain quantities and characteristics set by researchers to be studied and

then conclusions drawn. The population in this study were all consumers or visitors to Carrefour Transmart in the city of Bandung. According to Sugiyono (2014: 116) the sample is part of the number and characteristics possessed by the population. If the population is large, and researchers are not likely to learn all that exists in the population, then researchers can use samples taken from that population.

### C. Data Analisis

According to Martinez in Lupiyoadi (2015: 240) the IPA method has been accepted in general and used in various fields of study because of the ease of implementation and display of analysis results that facilitate the proposed performance improvements. Whereas according to Lupiyoadi (2015: 240) the Importance Performance Analysis method is known as a method to measure the level of performance and expectations, companies can find out the level of customer satisfaction, as well as things that need to be repaired and maintained for services that have been given, so that it becomes the basis of satisfaction.



**Figure 3: Importance Performance Analysis Diagram**

Mapping is on four quadrants in the Importance Performance Analysis. The distribution of quadrants in the Importance Performance Analysis can be seen as follows: Quadrant A shows variables that are considered to affect customer satisfaction and are considered very important, but the company has not been able to implement it according to the customer's wishes. Quadrant B shows the variables that have been successfully implemented by the company, so that it must be maintained. It is

considered very important to satisfy customers. Quadrant C shows variables that are considered less important and less satisfying to customers. Quadrant D shows satisfying variables, but the implementation is too excessive and is considered less important by the customer.

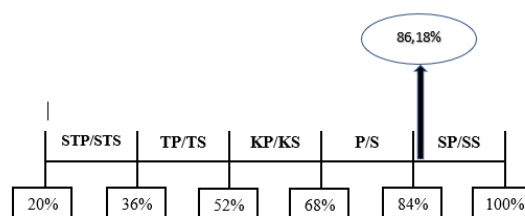
## IV. EXPERIMENTAL RESULT

In this section we will present the results of research and discussion obtained from the distribution of questionnaires to respondents as the main data source in this study, in addition to efforts to obtain data through observation and literature to complete the main data. The questionnaire consisted of 44 items about the quality of services (reality) and 44 statements about the level of customer expectations. The number of respondents in this study was 100 people and the method used to process and analyze data in this study was the IPA (Importance Performance Analysis) method as a tool in decision making.

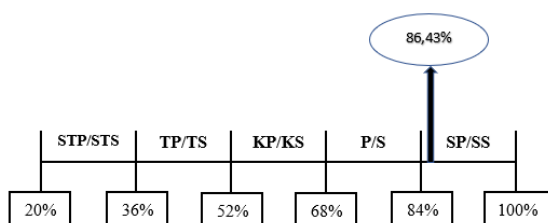
### A Validity and Reliability Test

The results of testing the validity with SPSS 24 indicate that the results of the validity test state that each question is valid, because it meets the requirements of the calculation  $r > r_{table}$  (0.165) so that all statement items can be used in the study. And also considered reliable because the value of Cronbach's Alpha  $> 0.6$  is 0.886 and 0.897.

### A Descriptive Analisis



**Figure4: Reality Continuous Line**



**Figure 5: Expectations Continuous Line**

Obtained the results of the calculation of reality attributes (service quality) at Carrefour Bandung Transmart which amounted to 86.18%. Then it can be seen that the results of the calculation of the implementation of service quality at Carrefour Bandung Transmart are declared "very satisfied". As well as obtained from the results of the calculation of the expected attributes on Carrefour Transmart Bandung, which amounted to 86.43%. Then it can be seen that the results of the calculation of the level of expectations of consumers of Carrefour Transmart Bandung are declared "very appropriate".

### B Important Performance Analisis

Based on the results of the assessment of service quality and assessment of the level of expectations, it will produce a level of conformity between the assessment of the quality of service of Carrefour Bandung Transmart with the level of expectations of consumers who will determine the level of satisfaction. The calculation of the average assessment of the implementation of service quality and assessment of the level of expectations is a way to find out in its entirety, whether the quality of service provided by Carrefour Bandung Transmart is in accordance with the expectations of consumers or not.

To find out the level of satisfaction of consumers of each service attribute as well as from each dimension of service quality, the score category is 5.00 for very satisfying, a score of 4.00 for satisfying, a score of 3.00 for quite satisfactory, a score of 2.00 for unsatisfactory and a score of 1.00 to be unsatisfactory.

Based on table 1.below it can be seen that the

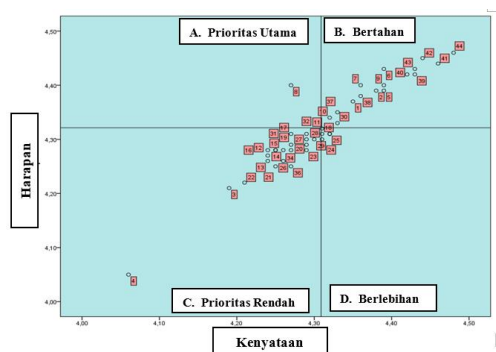
average value of X is equal to 4.31 which can be interpreted that the service quality received by consumers is at a satisfactory level, while the average Y is equal to 4.32 which can be interpreted that the level expectations are at a satisfying level. Then it can be concluded that the quality of service provided by Carrefour Bandung Transmart is in line with consumer expectations.

**Table 1: Comparison of Service Quality with Expectations Level**

No.	Dimention	Average Score	
		Reality	Expectation
1.	Tangible	429,875	433
2.	Emphaty	428,3	430,5
3.	Reliability	428,1	428,1
4.	Responsiveness	427,625	428,625
5.	Asurance	441,875	441,875
<b>Total Average</b>		<b>431,155</b>	<b>432,42</b>
<b>X and Y Values</b>		<b>X (4,31)</b>	<b>Y (4,32)</b>

**Source: Data processed, 2018**

To be able to see the position of placement of the analyzed data, it can be seen in the Cartesian diagram. The existence of the kartsesus diagram will facilitate Carrefour Bandung Transmart in aneffort to improve service attributes that are considered important by consumers in the following diagram. The Importance Performance Analysis diagram to determine the attributes that are a priority in developing the quality of Carrefour Transmart services is:



**Figure 6: IPA Diagram**

From the Cartesian diagram above, it can be seen that the location of the elements of the service attributes that affect the satisfaction of the customer of Carrefour Transmart in Bandung is divided into 4 parts. The interpretation of the Cartesian diagram can be explained as follows:

Quadrant A shows factors or attributes that are considered to influence consumer satisfaction. Including elements of services that are considered very important. But management has not implemented it in accordance with the wishes of consumers so that it is disappointing or it can be said that consumers are not satisfied. There is one attribute that is included in this quadrant, namely P8 (Materials related to services that have visual appeal) are things that need to be considered in order to prioritize customers, therefore this attribute is a top priority.

Quadrant B shows the basic service elements that have been successfully implemented by the company. For this reason, it must be maintained. There are seventeen attributes included in this quadrant, namely as follows: P1 & P2 (Modern Equipment), P5 & P6 (Employees who are neat and professional), P7 (Materials related to services with visual appeal), P9 & P10 (Providing individual attention to customer), P30 (Informing the customer about the certainty of service delivery time), P34 (Willingness to help customers), P37 & P38 (Employees who foster customer trust), P39 & P40 (Making customers feel safe when conducting transactions), P41 & P42 (Employees who

consistently be polite), and P43 & P44 (Employees who are able to answer customer questions).

Quadrant C shows several factors that are less important for consumers. Implementation by ordinary companies. Considered less important and less satisfying. There are twenty-two attributes included in this quadrant, namely as follows: P3 & P4 (Visual appeal facilities), P11 & P12 (Employees who treat customers attentively), P13 & P14 (Really prioritize customer interests), P15 & P16 (Employees who understand complaints customer), P17 & P18 (Comfortable operating time / office hours), P19 & P20 (Providing services as promised), P21 & P22 (Reliable in handling customer service issues), P23 (Delivering services properly since the first time), P26 (Delivering services accordingly with the promised time), P27 (Keep records or documents without errors), P31 & P32 (Services that are immediate or fast for customers), P33 (Willingness to help customers), and P35 & P36 (Readiness to respond to customer requests).

Quadrant D shows several factors that are considered not too important and or not too expected so that the management needs to allocate resources related to these factors to other factors that have a higher priority of handling. There are four attributes included in this quadrant as follows: P24 (Delivering services correctly since the first time), P25 (Delivering services according to the promised time), P28 (Saving records or documents without errors), and P29 (Informing customers about certainty service delivery time).

## V. CONCLUSIONS

### A Conclusions

In the Importance Performance Analysis (IPA) method, there are points that are prioritized for improvement. Points that are prioritized in improving performance are points that have the highest value of importance.

looking at the results of data analysis, the main priority for improving service quality is one

attribute, which is material related to services with visual appeal (P8). This is needed so that consumers can feel and receive Carrefour Transmart services in the city of Bandung properly, so that the company should improve the services of visual appeal. The next priority that needs to be improved is that there are twenty-two attributes to complete customer satisfaction, namely P3 & P4 (facilities with visual appeal), P11 & P12 (Employees who treat customers attentively), P13 & P14 (Really prioritizing customer interests), P15 & P16 (Employees who understand customer complaints), P17 & P18 (Comfortable operating time / office hours), P19 & P20 (Providing services as promised), P21 & P22 (Reliable in handling customer service issues), P23 (Delivering services properly since the first time), P26 ( Deliver services in accordance with the time promised), P27 (Keep records or documents without errors), P31 & P32 (Services that are immediate or fast for customers), P33 (Willingness to help customers), and P35 & P36 (Readiness to respond to customer requests).

## B Recommendations

Further research can be done to measure satisfaction with more diverse and more diverse samples taken, not only in one city so that the central Transmart Carrefour management really knows the attributes that must be prioritized. The results of the study are expected to be used as a reference for further research, especially regarding the level of importance and customer satisfaction.

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