

Service Quality towards Lazada's Customer Satisfaction based on Importance Performance Analysis Methods and Customer Satisfaction Index

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Abstract: Service quality is one of the strategies in marketing and is a major factor in the success of the company. This article analyzes Lazada's service quality based on the Importance Performance Analysis (IPA) method. This method identifies service attributes, so that services can be identified that need priority to be improved. Furthermore, from this method it can be recommended that improvements can be made by Lazada. The sample was eighty respondents who were doctoral students in Management Science at the Universitas Pendidikan Indonesia Postgraduate. They are the ones who have made purchases online at Lazada, which is the top online store in Indonesia. Samples were taken by purposive sampling technique and data were collected by distributing questionnaires to customers. Overall, Lazada's service quality performance is in the good category (80%). From the assessment of nineteen Lazada service quality performance attributes, the main priority to be improved is to provide confirmation of order details quickly and accurately (45%), provide order travel details (50%), timeliness of order delivery (61%), service accordingly with appointments (70%) and understanding the atmosphere that customers want (57%). The results of the CSI method show that customer satisfaction is 65.17%. This value is in the range of 51-65.99%, thus, overall customers feel quite satisfied with Lazada's services.

1 INTRODUCTION

Rapid technological development is accompanied by a growing number of internet users, the competition between online marketers will be even tighter. Electronic commerce has become an inevitable trend. Lazada is one of them, a private Singapore e-commerce company founded by Rocket Internet in 2011. Lazada has introduced e-commerce websites in March 2012 in Indonesia, Malaysia, Philippines, Thailand and Vietnam. Lazada Group, operates in Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam. Lazada is an online shopping center that offers various types of products ranging from electronics, fashion, home appliances, health & beauty, babies and children's toys, sports & travel, wholesalers, etc. Lazada Indonesia provides an online shopping website, www.lazada.co.id. which guarantees the comfort of consumers when trading and also ensures payment security.

To be the best, every marketer must be able to maintain and improve customer satisfaction. Customer satisfaction is the level of comparison between consumers' feelings by comparing services received with their expectations. Customers will feel happy or disappointed with the performance of certain products and there will be hope for the product (Kotler & Keller, 2016a). Meeting the needs of consumers will create satisfaction (Oliver, 2010). Companies can determine the right marketing strategy by knowing the level of customer satisfaction. With this strategy, companies will be able to survive in competition.

Consumer satisfaction is formed from quality service. Service quality also plays a role in creating corporate profits. The higher the quality of services, the higher customer satisfaction and influence on company profits. Service quality is the level of excellence that customers expect and control the level of excellence in accordance with the wishes of the customer (Olsen, R. Paul; Wyckoff, 1978).

Required responsiveness of company and the reality of the services offered. So, customer perceptions play a role in assessing the service quality of the company, not the perception of service providers (Kotler & Armstrong, 2016). Responsiveness, assurance, tangible, empathy and reliability are dimensions that shape the quality of service (Parasuraman, Zeithaml, & Malhotra, 2005). Companies can improve services by identifying customer expectations. Mouth-to-mouth communication, consumer experience, external communication will affect customer expectations for real service and services perceived by customers.

The Importance Performance Analysis (IPA) method was first introduced by Martilla and James in 1977. The purpose of this method is to measure the relationship between consumer perception and priority of product/service quality improvement or referred to quadrant analysis (Martilla & James, 1977). Suitability between the level of importance and the level of performance is obtained by this method. The priority sequence of factors that affect consumer satisfaction and must be corrected by the company is determined by the level of suitability. The results are positioned into four quadrants, namely quadrant I (concentrate here) is a position the company needs to improve the attributes included in it, as well as being a top priority for the company, quadrant II (keep up the good work) is a position the attributes included are considered important for the company and expected to support customer satisfaction so that the company must maintain this performance, the third (low priority) is a position the attributes included are considered to have a low level of performance and are not too important by consumers so the company does not prioritize improvements in these attributes, quadrant IV (possibly overkill) is a position the attributes included in it are considered not too important and not so expected by the customer so the company also does not pay much attention to these attributes.

In addition to the IPA method, CSI was also used in this study. CSI was adopted from ACSI (American Customer Satisfaction Index) which was developed by Swedish economists which was used as a barometer of Swedish customer satisfaction in 1989. Then developed again by researchers at the National Quality Research Center at the University of Michigan, in collaboration with the American Society for Quality and CFI Group, Inc. in 1994. Both versions, ACSI and Sweden were introduced by Claes Fornell and Donald C Cook. CSI results can be used as a reference for determining company goals in the future. Some steps need to be taken to

calculate CSI, first is to calculate weighting factors, second to calculate weighted score, third weight is total median, fourth is to calculate consumer satisfaction index (Fornell, Johnson, Anderson, & Bryant, 1996).

This study aims to analyze customer satisfaction based on the quality of Lazada's service by using the Importance Performance Analysis methods and Customer Satisfaction Index. It is expected that some of the findings from this research can provide useful recommendations for Lazada to maintain and even improve the quality of service that create customer satisfaction.

2 LITERATURE REVIEW

2.1 Customer Satisfaction

Consumer satisfaction in online shopping tends to increase their commitment to certain online products/shops (Mukherjee & Nath, 2007). However, satisfaction and commitment is not enough to maintain the sustainability of the company. Need to consider other factors to make customers more than satisfied and recommend products/online stores to others (Casaló, Flavián, & Guinalfú, 2008). Customer satisfaction is a feeling of customer likes or dislikes of certain products, the results of comparison of customer expectations with the performance of the product (Kotler & Keller, 2016b). Consumers evaluate the product performance they consume thoroughly (Johnson & Fornell, 1991). Global evaluation of all aspects that create customer relationships with service providers creates a customer affective condition, where customers feel satisfied or vice versa (Casaló et al., 2008).

Today, consumer satisfaction has become a major concern of marketers. Marketers realize that the ability to understand customers and fulfill their desires will bring company success. The key to the company's success is to provide customer satisfaction (Parasuraman, Zeithaml, & Berry, 1991). Consumer retention will be created with customer satisfaction and will certainly support the company because the cost of maintaining existing customers is cheaper than looking for new consumers (IBOJO, 2015). In online business, satisfaction with online store websites has a positive influence on the trust of the online store (Horppu, Kuivalainen, Tarkiainen, & Ellonen, 2008). So if the customer's perception in accordance with the service received will form satisfaction. Satisfied customers

tend to buy again for the same product (Lupiyoadi & Hamdani, 2006), but if consumers experience extreme dissatisfaction, it will create drastic actions by consumers towards certain products or companies (Pfaff, 1972). Satisfied customers are those who receive more added value from company. Not only provide additional products, services or systems, but provide the best overall experience to customers for the company's products, services or systems (Amanah, 2018). Company will get benefit if they give satisfaction to customers. A harmonious relationship between the company and the customer will created which is the basis for repurchasing and subsequently forming loyalty (Amanah, 2010).

2.2 Service Quality

The difference between customer expectations and reality for services received will create a perception of service quality. By comparing customer perceptions of real services with expected services, the company will be able to find out the quality of their services. Companies need to pay serious attention to the quality of service that must involve all company resources. Service quality is a necessity for companies to be able to survive and still get customer trust. The highest appreciation of service actions is the quality that is the determinant of the success of the company (Marcel, 2003). The perception of the quality revolution as a whole so that it becomes an idea and then applied, can be tested, processes dynamically and continuously to meet customer satisfaction, then this is the concept of service quality (Stemvelt, Robert C., 2004). Samuelson (2000) developed a goal theory, which states that individual goals are assumptions of satisfaction with the service quality of a company. Service quality discusses quality, satisfaction and dissatisfaction. If the service received by the customer is greater than expected, then the service is good quality. Service quality that satisfies the customer if the service received is the same as the customer expected. Conversely, if the service received is not in accordance with customer expectations, then the service is poor quality or not qualified (Zeithaml, Parasuraman, & Malhotra, 2002). They developed the SERVQUAL model to compare customer expectations with service performance using several dimensions viz. tangible, assurance, reliability, responsiveness, empathy (Parasuraman, Zeithaml, & Berry, 1985). They stated that optimal service quality is determined by the ability to integrate all related elements such as available services that can provide customer

satisfaction, interaction between service providers and customers by delivering accurate information, providing services according to customer needs. An approach is needed to provide quality services that gain a high market share and increase profits. Thus, service is a company action to attract customers to buy their products and recommend to others (Amanah, 2012).

3 RESEARCH METHOD

This study uses the Importance Performance Analysis method to analyze the Lazada service quality performance and the Customer Satisfaction Index to analyze Lazada's customer satisfaction. Eighty respondents who were Doctoral Program of Management Science students were the sample of this study. They were the ones who shop online at Lazada and were taken with purposive sampling technique. Lazada is the object of this research because it is the top online store in Indonesia, which is considered to have many advantages over competitors (Table 1).

Table 1 : Top Performing Online Consumer Goods Retailers in Indonesia

		Total Digital Population (000)	Mobile (000)	Desktop (000)	Total Minutes (MM)	Total Views (MM)	Avg. Minutes per View
1	Lazada.co.id	21,235	15,864	8,107	526	552	1
2	Blibli.com	15,556	13,837	2,651	635	422	1.5
3	Tokopedia.com	14,401	13,006	2,217	1,548	326	4.7
4	Elevania.co.id	12,872	9,535	5,130	438	285	1.5
5	MatahariMall.com	12,520	11,516	1,879	410	516	0.8
6	Shopee.co.id	11,301	10,872	763	2,169	136	16
7	Bukalapak.com	10,407	8,971	2,203	459	193	2.4
8	Zalora.co.id	9,052	8,636	813	396	493	0.8
9	Qoo10.co.id	7,689	7,641	123	76	91	0.8
10	Blanja.com	5,823	5,673	327	81	88	0.9

Source: comScore MMX Multi-Platform June 2017, Indonesia <http://www.digitalmedias.com>

The formula used in the IPA method is as follows :

$$TK_i = \frac{X_i}{Y_i} \times 100\%$$

- Explanation :
- TK_i = conformance level respondents
 - X_i = score of assessment of performance/satisfaction level

Y_i = Score of importance assessment

k = total of sample/respondent

While the formula used in CSI is as follows :

n = total of survey indicator

C_i = weight of indicator number-i

X_i = score of indicator number-i

$$CSI = \frac{\sum_{j=1}^k \sum_{i=1}^n C_i \cdot X_i}{k \times n}$$

Explanation :

i = survey indicator number-i

j = respondent number - j

4 RESULTS

4.1 Descriptive Analysis of Customer Satisfaction

Table 1 : Lazada Customer Satisfaction Level

Attribute number	Attribute	Level of importance	Level of performance	Scores
P1	The online shop offers a complete product	4.74	4.00	18.96
P2	Online store website is well organized	4.54	4.18	18.98
P3	The online store has an attractive website	3.53	3.70	13.06
P4	Online stores provide information that is easy to understand	4.39	4.24	18.61
P5	The online store provides confirmation of order details quickly and accurately	4.28	1.91	8.17
P6	The customer knows the order's travel details until delivery	4.35	2.19	9.53
P7	Online shop on time to deliver orders	4.25	2.61	11.09
P8	Online store keeps promises in serving customers	4.25	2.99	12.71
P9	Online stores provide services quickly and precisely to customers	3.88	2.65	10.28
P10	Online stores are willing to help customers	4.00	4.01	16.04
P11	Online store willing to respond to customer requests	3.76	3.34	12.56
P12	Shipping costs are appropriate and do not harm customers	4.39	4.40	19.32
P13	Online stores are widely known for their good reputation	4.19	4.38	18.35
P14	The online store has a privacy policy	4.15	3.68	15.27
P15	The online store has clear information about the product	3.31	3.38	11.19
P16	Special attention when there are complaints from customers	3.85	3.23	12.44
P17	Availability of online shop staff specifically to handle customer complaints	3.25	1.71	5.56
P18	Concern to always strive to have the best reputation	3.80	2.44	9.27
P19	Concern for online shop staff to understand the desired atmosphere that customers want	4.11	2.33	9.58
	Total	77.02		250.96

Based on analysis of customer satisfaction index, Lazada obtained by 65.17%. This value illustrates

that the customer's assessment is in the criteria quite satisfied with Lazada's service quality performance.

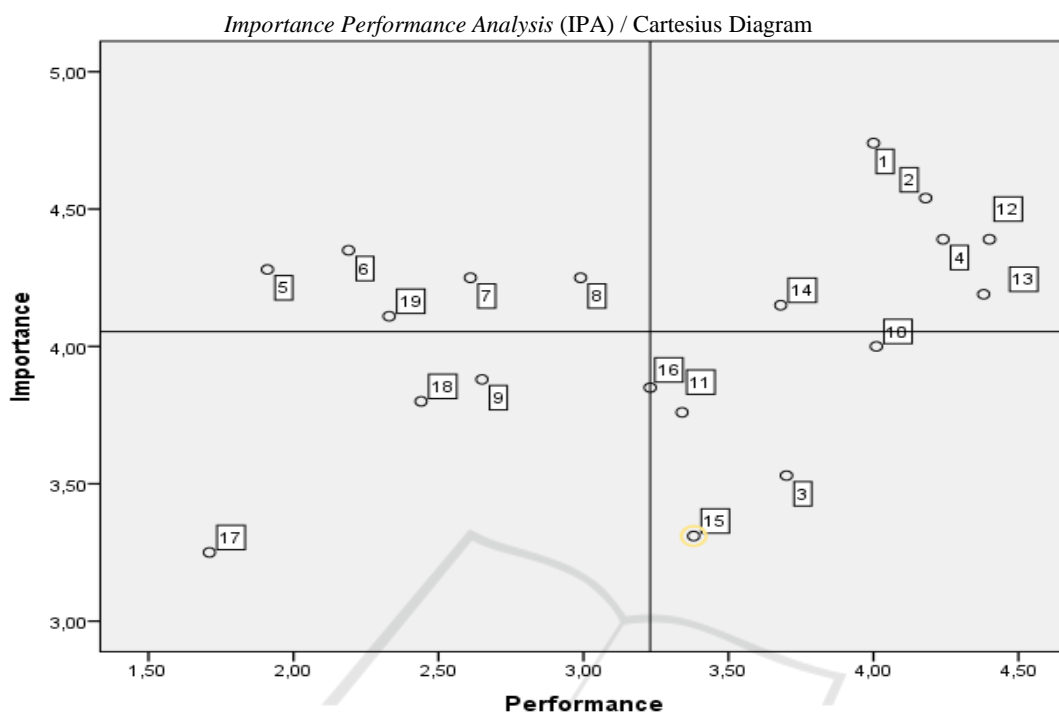


Figure 1 : Cartesius Diagram on Service Quality Dimensions

Based on the figure 1 Cartesius Diagram on the dimensions of service quality above can be explained that:

Decision Making (IPA)	
<p>Quadrant I Concentrate here</p> <p>Attribute number : 5, 6, 7, 8, 19</p>	<p>Quadrant II Keep up the good work</p> <p>Attribute number : 1, 2, 4, 12, 13, 14</p>
<p>Quadrant III Low priority</p> <p>Attribute number : 9, 17, 18</p>	<p>Quadrant IV Possible overkill</p> <p>Attribute number : 3, 10, 11, 15, 16</p>

Quadrant I (concentrate here)

The attributes that are in this quadrant are considered very important by the customer but the service is not satisfactory. These attributes are the top priority for immediate improvement by the company.

- Attribute 5: The online store provides confirmation of order details quickly and accurately
- Attribute 6: The customer knows the order's travel details until delivery
- Attribute 7: Online shop on time to deliver orders

Attribute 8: Online store keeps promises in serving customers

Attribute 19: Concern for online shop staff to understand the desired atmosphere that customer want

Conclusion:

The company prioritizes to focus on improving the attributes in this quadrant, because the service quality performance is not satisfactory.

Quadrant II (keep up the good work)

The attributes that are in this quadrant are considered very important by the customer and the service performance is very satisfying.

Attribute 1: The online shop offers a complete product

Attribute 2: Online store website is well organized

Attribute 4: Online stores provide information that is easy to understand

Attribute 12: Shipping costs are appropriate and do not harm customers

Attribute 13: Online stores are widely known for their good reputation

Attribute 14: The online store has a privacy policy

Conclusion:

Customers are very satisfied. The company must maintain the service quality attributes in this quadrant.

Quadrant III (low priority)

The attributes in this quadrant are considered not too important by the customer and the service is not satisfactory.

Attribute 9: Online stores provide services quickly and precisely to customers

Attribute 17: Availability of online shop staff specifically to handle customer complaints

Attribute 18: Concern to always strive to have the best reputation

Conclusion:

The company does not prioritize too much to focus on improving the attributes that are in this quadrant, because the quality of service performance is less satisfactory so it is not too important for the company.

Quadrant IV (possible overkill)

The attributes in this quadrant are considered not very important by the customer but the service is satisfying.

Attribute 3: The online store has an attractive website

Attribute 10: Online stores are willing to help customers

Attribute 11: Online store willing to respond to customer requests

Attribute 15: The online store has clear information about the product

Attribute 16: Special attention when there are complaints from customers

Conclusion:

Customers have felt satisfied with the service performance provided by the company.

5 DISCUSSION

The results of this study indicate that customers feel quite satisfied with the quality of Lazada's services. This is in line with Sobihah, Mohamad, Mat Ali, & Wan Ismail (2015) which states that customer satisfaction affects the quality of service with the factors that influence that is website design, reliability, privacy or security, customer service in the hotel industry in Malaysia. Also supported by Abdeldayem (2010) concluded that the satisfaction of online shopping customers in the United Arab Emirates is not only influenced by the ease of using the website, the benefits and pleasures when shopping, but also by other factors such as the character of the customer's perceived website, the character of the channel and the character of the customer. Santouridis (2009) also agrees with the results of this study which states that the dimensions of service quality affect the customers satisfaction who shop online in Greece. The most important factor for customers is ease of use, e-scape and guarantee. Especially customization, has a significant positive influence for customers, because customization will form the customers trust who shop at certain online stores in Greece. In other studies shows that service quality factors that affect customer satisfaction are responsiveness and trust (Sundaram, Ramkumar, & Shankar, 2017).

This study uses the IPA method to analyze the quality of Lazada services and the results show that Lazada's service performance is in a good category. This is in line with Wang, Lee, & Feng (2017). They also use the IPA method to analyze the quality of service in online stores in China. They use nine indicators to measure service quality and recommend several strategies to be able to compete with similar companies. Fatmala, Suprpto, & Rachmadi (2018) also conducted research using the IPA method to analyze the service quality of Berrybenka's online shop but the results showed that customers were less satisfied with the services provided by Berrybenka. There are eleven indicators which are the main priorities that need to be improved by Berrybenka in Indonesia. Other researchers use the IPA to analyze eighteen indicators of service quality get results that are also less satisfactory. Lazada's service is not in accordance with customer expectations. There are five indicators in the first quadrant which are priorities for Lazada to improve (Deo, 2017). Supported by Huang, Kuo, & Xu (2009) conducted research on online stores in Taiwan using the IPA method. The results state that three of the eleven

indicators need improvement to meet customer satisfaction with the online store service, ie online stores should deliver orders on time, provide information on order delivery accurately, provide order details of orders to buyers.

In addition to the IPA method, this study also uses CSI to analyze customer satisfaction with Lazada's service performance. This is in line with Hsu (2008) who conducted research on the largest online store in Taiwan for one month. He said trust and e-service quality are two variables that affect customer satisfaction and online stores need to increase customer trust and also improve service. Supported by Ali & Sankaran (2010) who also uses CSI, revealed that customers who shop online in Norway feel satisfied and not half of them are loyal to certain online stores. However, these customers can be loyal if online marketers satisfy them with some factors that are top priority for improvement such as detailed product information on the website, highly effective website design, superior service, quality products, timely delivery of orders. Setiawan, Winati, Achmadi, & Shafira (2016) also use CSI in their research, obtained a customer satisfaction index is 0.678 which shows that customers are satisfied with Lazada Indonesia's services. The effect of responsiveness, assurance, empathy and tangible is very small on customer satisfaction. Therefore these four dimensions need to be evaluated in order to provide customer satisfaction. Another study, Sastika (2017) who also uses CSI, obtained 68.78% customer satisfaction. This means that customers feel quite satisfied with Shopee Indonesia's services. There are several attributes that are considered unsatisfactory and need to be improved by Shopee management such as ease of use of the website, useful information, service according to needs, feature updates, effective features, transaction security, customer complaint solutions, transaction speed, speed of customer problem response.

6 CONCLUSION, IMPLICATION, LIMITATION, RECOMMENDATIONS

6.1 Conclusion

Competition between online shops is very tight today. Therefore, Lazada really needs to focus on the quality of services and make service quality a differentiating factor with competitors. Good service

quality will create satisfied and loyal customers. This study uses Importance Performance Analysis (IPA) to analyze service quality performance and Customer Satisfaction Index (CSI) to analyze customer perceived satisfaction towards Lazada's service quality. The results show that customers feel quite satisfied with the quality of Lazada's service because based on the IPA analysis stated that Lazada's service performance is in good category. Researchers recommend Lazada to maintain the services provided to customers, it would be better if they improve so that customers are not only satisfied but loyal.

6.2 Implication

Lazada knows the factors that influence customer satisfaction from the service aspect, so they can identify factors that need to be maintained and that need to be improved to increase customer satisfaction in the future.

6.3 Limitation

1. The service quality attributes involved may not be sufficient so that other attributes are more appropriate to measure the Lazada's service quality.
2. The sample is inadequate because it is only limited to students in a study program at a University.
3. Inadequate number of samples that are considered not representative.

6.4 Recommendations

1. Involves more and more accurate attributes of service quality so that it can measure Lazada's service quality more precisely and provide more accurate results.
2. It is necessary to expand the sample not only on one campus but from various campuses so that the expected results can be generalized.
3. The number of samples needs to be multiplied to provide more accurate results.

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