

# Analysis of Mystery Shoppers Program as a Benchmark of Service Culture at Shopping Center "X".

Azizi Algi, Eduard Lukman

Manajemen Komunikasi, FISIP, Universitas Indonesia, Jakarta, Indonesia

hprojects26@gmail.com

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## Abstract

Mystery Shopping program becomes options for Shopping center to do appraisal directly to tenant, employee and stake holders inside and outside organization. This program can be used as base in applying marketing strategy to be applied, also as indicator of application of service culture RATER is run by Shopping center "X". This research uses descriptive analysis method with library research which found that to be considered in this program is objectivity assessment by Mystery Shopper which can be overcome by hiring third party or consultant to do Mystery Shopping. The assessment sheet also becomes one of the determinants of the effectiveness of the program. This program is basically a shopping center management business to maintain the quality of service in the competition with similar industry.

**Keywords** Mystery Shopping; Shopping Center ; Service Culture

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## 1. Introduction

In this era so many shopping malls are built in major cities in Indonesia, and the largest number of malls in the world at this time is in Jakarta, with 173 Mall in 2016 (Vebma.com, 2016). And with the growing economy in Indonesia in general and Jakarta in particular, A total of five malls will be present in Jakarta between 2015-2018 (Viva News, 2015).

This growth led to the excess supply of rental space within the mall, leading to increasingly tight competition between shopping centers with the development of transportation systems that facilitate mobility. The mall or shopping center offers the same thing, selling relatively similar goods, adjacent locations and targeting the same segment. (Gunawan, 2006). With so many similarities between and offered by existing shopping centers, the general assumption is that consumers will choose the shopping center closest to their domicile.

So each shopping center needs to have more value given to consumers to attract consumers to shop and maintain customer loyalty. Many things that can be done by the manager of a shopping center to attract visitors, one of

which is to maintain the standard of service quality of tenants within the shopping center. It is necessary to conduct an evaluation to internal customers to maintain the quality standards of products and services offered by internal customers (Tenant) located within the shopping center.

In this case, the Shopping Center "X" evaluates its internal customers, the tenants within the "X" shopping center with the Mystery Shoppers program that makes direct visits and instantly experiences the consumers at the "X" Shopping Center. Assessment is done every 4 months as a benchmark to maintain standards in the application of service culture in shopping centers. Mystery Shopping is aimed at each tenant within the Shopping Center "X" to measure:

1. How well do tenants maintain the quality of service?
2. What do consumers feel when visiting the tenant?
3. How effectively do tenants provide services and make good relationships with consumers?

And a variety of factors will be tested to see how well tenants provide services to consumers in the "X" Shopping Center. The results of the assessment will be an evaluation material with the management and tenants to improve the service.

### Research question

Whether the Mystery Shoppers program can serve as a benchmark assessment of tenants within the Shopping Center "X" in maintaining the Service culture that is implemented by the "X" Shopping Center. So in this study, researchers tried to do descriptive research with library studies to analyze Mystery Shopper Program and its assessment.

## 2. Method

This research uses descriptive analysis method with library research to answer how effectively tenant give service to consumer, what felt tenant while visiting, and how good tenant apply service that fulfill standard applied by management that is service culture as differentiator of Shopping Center "X" with Other shopping malls.

According Sugiyono (2005: 21) states that the descriptive method is a method used to describe or analyze a research results but not used to make wider conclusions.

Nazir (1988: 73-74) reveals there are various steps that can be followed, are as follows:

1. Selecting and formulating problems that require conception there is usefulness of the problem and can be investigated with existing sources
2. Determining the purpose of the research to be done. The purpose of the study should be consistent with the formulation and definition of the problem
3. Provide a limitation of the area or scope or the extent to which the descriptive research will be carried out. This includes the geographical area in which the research will be conducted, the chronological constraints, the size of the shallows and how much of the research area will be reached
4. In the field of science that has had strong theories, it is necessary to formulate a conceptual framework or conceptual framework which is then derived in the form of hi-potes to verify. For a well-developed social science, the analytical framework can be spelled out in the forms of mathematical models

5. Tracing the sources of the literature that have to do with the problem to be solved
6. Formulate the hypotheses to be tested, either explicitly or implicitly
7. Do field work to collect data, use appropriate data collection techniques for research
8. Make tabulation and statistical analysis done to data that have been collected. Reduce statistical usage to workable limits with equivalent measurement units
9. Provide an interpretation of the results in relation to the social conditions to be investigated as well as from the data obtained as well as the typical reference to the problem to be solved
10. Conduct generalizations and deductions of the invention and hypotheses to be tested. Provide recommendations for policies that can be drawn from the research
11. Create research reports scientifically

Library research is an activity to observe various literature related to the issues raised either in the form of books, papers or writings that are helpful so that it can be used as a guide in the research process. According to Kartini Kartono (1986: 28) in the book *Introduction Social Research Methodology* argued that the purpose of literature review is to collect data and information with the help of various materials available in the library, the results serve as the basic functions and main tools for research practice in the field. The data is an evaluation sheet from Mystery Shopper that is used to assess the tenants within the "X" Shopping Center. In this study, the assessment sheet is an assessment sheet for tenant restaurant in which there are 15 assessment themes in each theme containing 1 to 8 questions. With a total of 48 points of assessment.

### 3. Result and discussion

#### 3.1. Shopping Center, Internal and External Consumers

The International Council of Shopping Centers (ICSC) defines Shopping Centers as, "A group of retailers and other types of commercial ventures that are planned, developed, owned and managed as ownership". In Asia, the term Shopping Centers and malls are used interchangeably, and it is common when shopping malls or shopping centers are large and consist of several floors (Wee and Tong, 2005).

Wee and Tong (2005) state that basically consumer shopping centers have two types of consumers. The first is the internal customers that are the tenants who do business in their location, and the second consumer is the external consumer that is visiting customers and shopping at the center so as to maintain the sustainability of the internal consumer business. If the tenant business progresses, it is likely that the tenant will be able to pay the rent with a larger value.

#### 3.2. Customer Service Oriented Culture

According to Davis, BC. (1984, in Moeljono, 2005) "Corporate culture is a shared belief and value that gives meaning to members of an institution and makes that belief and value a code of conduct within the organization." Charles Hamdten-Turner (in Sobirin, 2007) defines culture as a way of life, a worldview as a basis for action, expressing feelings and thinking which are all the result of a group of people who are not caused by heredity. While Mintzberg (1979, in Ispurwanto, 2007) suggests that organizational culture is a function of people working in organizations, the way organizations are formed, and the environment (Economy and Technology) in which organizations operate. The best way the company can "protect" its future is by focusing its activities on customers, needs and wants (Denton, 1995). Shopping Center "X" as a shopping center has an organizational culture that is a service culture that prioritizes its customers, whether internal customers or tenants and external customers or visitors of shopping centers. On the basis of that customer-oriented organization culture is formed in the Shopping Center "X".

Rangkuti (2002, in Ispurwanto, 2007) says that one of the ways in which sales of a company's services is superior to its competitors is by providing quality and quality ser-

vices that meet the level of consumer interest. The level of consumers' interest in the services they will receive can be shaped based on the experience and the advice they receive. The consumer selects the service provider / service based on the importance rating. After enjoying the services / services they tend to compare them with what they expect. Rangkuti also added that the level of service quality can not be assessed based on the company's point of view but should be viewed from the customer's assessment point of view. Therefore, in formulating strategies and service programs that exist on the Shopping Center "X" should be oriented to the interests of customers by paying attention to the quality of service components.

#### 3.3. Customer Satisfaction and Loyalty

According to Pasuraman, Zeithaml, and Berry (1990, in Ispurwanto, 2007), customer satisfaction consists of five dimensions, namely:

1. Reliability, ability to provide services / services accurately in accordance with the promised.
2. Responsiveness, the ability to help consumers provide services quickly in accordance with the desired by the consumer.
3. Assurance, knowledge and ability of employees to serve with confidence.
4. Empathy, employees must pay attention individually to consumers / customers and understand the needs and desires of consumers / customers
5. Tangible, appearance of physical facilities, equipment, equipment, pesonel, and communications tools used.

Customer satisfaction is the fulfillment of the need value at the end of the expenditure (Oliver, 1999). Satisfaction is an evaluation of how well the seller can meet or exceed the expectations of the buyer (Levy and Weiz, 2007). Customer satisfaction is a calculation of expectations before sales and after sales assessment (Fornell, 1992).

Customers make an assessment after making a purchase to analyze how well the sellers meet their expectations. Comparison of customer expectations and satisfaction after

purchase is what constitutes customer satisfaction and also establishes customer loyalty to sellers who have fulfilled their expectations or exceeded them.

Sicadas and Baker \_ Prewitt (2000) found an association between service quality, customer satisfaction, and customer loyalty in retail stores. They found that the quality of service affect customer satisfaction in retail stores and customer loyalty influenced both factors are service quality and customer satisfaction.

There are four main factors that affect consumer satisfaction and consumer loyalty that is :

1. Atmosphere shopping center. By way of playing music that makes consumers comfortable and make the shopping center as quiet as possible.
2. Incentive services provided to shopping center shopping center consist of clear information center, bulletin board, lost goods service, gratis telephone, repair service after sales, free transportation that can reach shopping center easily, announcement of lost goods and delivery service Groceries to the house.
3. Good service on the payment table is a clear information from the officers at the payment table, gift wrapping service, credit card service, and clean and attractive officer at the payment table.
4. Spending points that provide more benefits for consumers. (Kursunluoglu, Emel., 2014).

### **3.4. Mystery Shopping**

Mystery shopping program was created to pay attention to workers and consumers who aim for the good for both parties. The expected inputs are suggestions and assessments to improve the quality of service by employees who are also an expectation of consumers. Mystery Shopping can also be a positive motivation if the employee is included from the beginning of the program, learn not to be afraid of the results of the assessment but understood as positive feedback for the future, receiving rewards and incentives for satisfactory services performed by employees , And also understand the meaning of organizational culture in providing services. (Er-stad, 1998). In an effort to improve the reliability of mys-tery shopping, it needs objectivity from good measurement techniques and selection and good

training in terms of mystery shoppers. The selection of individuals who will become mystery shoppers is seen as a very influential factor if the expected outcomes will also be a serious thing for the service and the organization. (Alan M. Wilson, 1998) Mystery shopping involving mystery shopper makes checks with specific criteria (Usually the Standard of Service) assessment done directly by the shopper who feel the direct service provided by the seller so it is more ob-jective in judging. Wilson (1998) reveals that the results of mystery shopping assessment can be used as a tool or basis to diagnose or identify failures or weaknesses of procedures and processes, to encourage, shape and motivate employees and to bring positive competition within the organization by making comparisons among employees Are in the same sector. Douglas (2015) identifies good and bad practices in the selection, training, and use of mystery shoppers. Clearly bad implementation should be eliminated by using mystery shoppers agency. They make visits and assessments accompanied by back-stones and suggestions for agency users. There is no feeling of guilt or discomfort felt when reporting negative judgments from mystery shopping results. Based on descriptive studies and literature review, the findings of this research are that Shopping Center "X" has run Mystery Shopper program by using agency, vendor or consultant from outside company. With so objective assessment can be accountable. The assessment sheet that is used as a result of the evolution done by mystery shoppers has also been based on the organization's culture. The results of the assessment form the basis for management to evaluate tenants and safeguard the organizational structure applied within the "X" Shopping Center environment, namely RATER (Reliability, Assurance, Tangible, Empathy, Responsiveness).

## **Conclusion**

Mystery Shopper program is one tool to measure the level of service. The objectivity results of the Mystery Shopper Program can be optimized by recruiting Mystery Shopper from outside the organization's environment or using a consultant or vendor. A good and effective assessment sheet for the program can be created by referring to previous Theory and research on the quality of service and consumer behavior, but the assessment sheet in use still needs to be simplified in accordance with the concepts and theories already outlined above, so that the number of points The current rating of 48 can be reduced to be more

effective and targeted, ie customer satisfaction.

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