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**INFLUENCE OF STORE ATMOSPHERE, STORE LOCATION,  
AND MERCHANDISE ASSORTMENT OF MALAHARI  
DEPARTMENT STORES IN JAKARTA TOWARDS CUSTOMER  
LOYALTY AND THEIR IMPLICATION ON  
VISITOR'S PURCHASE**

*Idris Gantama S*  
*Universiti Sains Malaysia*  
*Engkos Achmad Kuncoro*  
*Bina Nusantara University*  
*Mella Santiana*  
*Bina Nusantara University*

**ABSTRACT**

As the competition in the retail industry is getting higher, it pushes retailers to be more creative in modifying retailing mix in order to build strong differentiation in consumer's mind. Such condition has made department stores in Indonesia, keep adapting their business since the 1990s, which is done to anticipate the global competition and new competitors with different consumer expectations and behaviors. Malahari Department Stores in Indonesia realize and respond to the circumstances. This paper reports the effect analysis of store atmosphere, store location, merchandise assortment of Malahari Department Stores in Jakarta on store loyalty, and its implication on visitor's purchase. This research is conducted with survey quantitative method, with Structural Equation Modeling. Data analysis consists of samples which are visitors of Malahari Department Stores, who have purchased within the last six months. Result shows two main findings: (1) Store atmosphere have positive and significant effect on store loyalty, with style, shelf cleanliness and staff appearance as its three strongest indicators; and (2) store loyalty, with visitor's commitment of not changing interest to other dept stores, visitor's intention to intensively shop at Malahari Department Stores in the future, satisfaction to overall store design as its three strongest indicators, have positive effect and moderate relationship on visitor's purchase in term of store choice. Other findings regarding to inter-variables and variables-indicators relationships, business applications and suggestions are also discussed.

**Keywords:** *Store Atmosphere, Store Location, and Merchandise Assortment*

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**INTRODUCTION**

Indonesia's business world has developed extensively and global business is tremendously popular, which is shown by the greater value of foreign investments invested in Indonesia. BKPM (Capital Investment Coordination Body) reported that as per October 2007, FDI realization had increased 102.64%—from USD 4.48 billions in 2006 to USD 9.02 billions (Rochim, 2007). As a result, the competition is getting more intense, especially in retail industry.

There are a total of 63 shopping centers built in Greater Jakarta within 2000-2005, varied by its floor square (Kia'rif, 2006, p80). As the shopping centers grow by numbers, the modern retails also continue to grow. AC Nielsen reported that the modern retails growth had increased up until 23.8% in value during the period of 2005-2006 (Anonymous3, 2007). Moreover, in November 2007, the revision of Perpres DNI (Negative Investment List) was announced. The revision states that the government is permitting foreign investors to invest in retail industry, specifically for supermarkets with sizes of more than 1,200 square meters and department stores with sizes of more than 2,000 square meters' building (Ari, 2007). In order to thrive in such an intense competition, retailers, especially locals, must develop and modify their retailing mix—store location, store promotions, store layout and image, store personnel, store services and store hours, based on market development analysis and its target consumers' behavior research, and also competitors' marketing strategy (Udeh, Jon G., 1981, p120-122).

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Manahri Putra Prima, one of the biggest retailers in Indonesia with 83 Manahri Department Store, 27 Hypermart, 33 Supermarket (Foodmart), 9 Kle2Klis, 36 Boston Pharmacy, and 110 TimeZone operating as of August 2007 in more than 50 cities across Indonesia (Anonymou2, 2007) and Anonymou1, 2007), has been changing its business concept so many times since the 1990s in its efforts to anticipate new competitors, different consumer behaviors and expectations, and global competition. It's just as if the searching of its identity never ends. In 1990s, MPP established in three formats: Manahri Department Store (MDS), Galeria and Mega M. However, in October 1999, the corporate decided to focus on *Manahri* as a brand and corporate identity. After announcing to replace Galeria and Mega M brands in 2001, MPP launched a new concept: one stop shopping with pleasant and entertaining shopping experience. It means that supermarket and department store are at same location entertainment facilities targeting middle society. In September 2003, Matahari launched *Market Place* at Mal Kelapa Gading Trade Center. Meanwhile, there is also a supermarket that was once launched with the *Market Place* concept, which is turned into another format. For example, the *Market Place* at WTC Serpong, Tangerang, has evolved into a hypermarket since 2004 (Firdaniaty, 2004). MPP changed the name of 38 stores of Matahari Supermarket with Foodmart aiming to increase the sales of supermarket division and to make it independently separated from MDS. Almost at the same time, there is a remake of a concept of department store once held by Galeria—which is to target society with higher purchase powers. It's called *Parisian*.

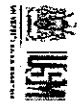
Those rapid changes of business concepts and strategies have brought us to a big question: whether any of it would bring the company to its vision and mission, which are to be an international class of Retail Company and to make dominant and modern and also global Indonesian retail company (Hamzah, 2006)? Julianto Sudiaro, Country Accenture Indonesia Manager, judged that whatever the reason of the



changing in MPP management is, it will be difficult for them to develop a new concept. The rapid changing, in his opinion, makes the corporate not focusing on its business strategy (Firdaniaty, 2004). It's better to find crucial variables that can lead its unit businesses to its maximum potentials. Therefore, instead of hastily attempted to develop numbers of retail formats in order to follow the current retail trends, it should focus on its main strength, which is department store.

Indonesia's department store industry has 16 main players as per June 2002 (Anonymou2, 2003) and ten main players consisting of large and middle scale of retail companies in Greater Jakarta as per the beginning of 2003 (Ma'rif, 2006, p82). The competition intensity is already high. And it will getting even higher since the revision of Perpras DNI (Negative Investment List) stating that the government is permitting foreign investors to invest in retail industry, specifically for supermarkets with sizes of more than 1,200 square meters and department stores with sizes of more than 2,000 square meters' building (Ari, 2007) announced at the end of 2007. The local retailers will be more intimidated and must prepare for the higher competition they're going to face in the future.

Intensity of competition ahead forces MDS to review the retailing mix variables they have implemented, whether it has brought them advantages to their stores which bring customers to make visits and repurchase (store loyalty) or not. In 2000, AC Nielsen did a study of important attributes acting as reasons for British consumers in choosing a store, and found out that the most important attributes are: good value for money 18.3%, respondents, convenience location 17.7%, parking convenience 16.4%, low price 14.5%, lots of choice 11.6%, clean and well-made store 5.4%, good quality of private labels 4.9%, good quality of vegetables and fruits 3.9%, good quality products 2.7%, in-store promotion 2.3% and the last is helpful staff 1.1% respondents



(Murni, 2006, p67). As an addition, a survey on retailers conducted by International Mass Retail Association found that 60% of sample is accelerating its plan on renovating and build up the stores with new designs, which 80% of the specialty stores has hired store design consultant (Neuborne, 1993, in Peter & Olson, 2000). It proves that retailers are fully aware of the importance of a store design as the most powerful attribute contributing on its store contacts. As conclusion, with the support of the store design, location and the number of product choices are also contributed in enhancing its store contacts.

The main objective of all retailers in modifying its retailing mix variables is to increase its sales and store loyalty. And so it is for MDS. Therefore, knowing that other fashion retailers have modified its relevant retailing mix variables to make the consumers loyal to its stores, then it's important to do research on how store atmosphere, supported by the store design which is related with current Indonesian consumer's behavior who's mainly recreation oriented, store location, which is the most important factor in store choice, and merchandise assortment, which is related with higher demanding consumers and computers offering more of alternative choices, will effect to visitor's store loyalty and its implication on visitors behavior in term of store choice. The most important thing for MDS is the number of visits and number of people walking around the mall as potential consumers (Akmaji, 2006).

The case study will take place in MDS Jakarta. It's chosen with the consideration that Jakarta is the city with the highest number of retails, which is 3,384 retail stores or 38.1% of total stores in Indonesia (Setiawan et al, 2007). Moreover, MDS Jakarta has biggest potential that is still hasn't explored further enough, to think of its location in an old mall with high traffic jam, it's still showing a great performance.



It's such a unique anomaly that makes it the perfect place to do the research to find the main element to increase store loyalty and its implication to visitor's purchase.

## RESEARCH OBJECTIVES

The following are the main objectives of the study:

1. To identify the considerations taken in store atmosphere and merchandise assortment's arrangements, the reasons of the decision of MDS store located at Jakarta and also to know the degree of visitor's store loyalty to MDS Jakarta and the sales level of MDS Jakarta.
2. To analyze the effect of store atmosphere (ST) on visitor's store loyalty (LYT).
3. To analyze the effect of store location (LT) on visitor's store loyalty (LYT).
4. To analyze the effect of merchandise assortment (VM) on visitor's store loyalty (LYT).
5. To analyze the effect of visitor's store loyalty (LYT) on visitor's purchase (PP), in term of consumer's store choice (store loyalty).

Besides of the main objectives above, there are also two sub-objectives for objectives number (2), (3), (4) and (5):

1. To analyze the functional relationship between each of every indicators of each certain latent variables' dimensions and its latent variable.
2. To analyze the functional relationship between each of independent latent variables and dependent latent variables.



## LITERATURE REVIEW

### Retail Marketing Related to Conventional Marketing and Consumer Behaviour

Ma'ruf (2006) said that retail marketing as marketing activities in retail trading is in the nature of conventional marketing concept. In conventional marketing, the strategy in creating positive values for the customers is by making a particular combination of marketing mix (4P) (Churchill, 2005). Therefore, retailer's success is determined by the best retailing mix formulation.

Udell & Laczniak (1981) defined that Retailing Mix is consisted of strategic elements used to stimulate customers to do business transaction with certain retailer (pp456-458). The elements are store location, store layout and image, store hours, store personnel and store services (Udell & Laczniak, 1981, pp456-458). While Ma'ruf (2006) defined Retailing Mix variables into six variables, which are location, merchandise, pricing, advertising and promotion, store atmosphere and retail service.

In its efforts to stimulate customers to do business transaction with the retailers, it's important to understand the consumer behaviour related to the retail store itself. As described by Peter & Olson (2000), consumer behaviour in its affection and cognition aspects related to a retail store is interpreted in two variables: store image and store atmosphere (p48). While two basic behavior aspects related to a retail store are: store contact and store loyalty (p252), and the environment aspects related to a retail store are: store location, store layout and in-store stimuli (p254).



### Store Atmosphere, Store Location, Merchandise Assortments and Store Loyalty

Store environment can be more influential to a purchasing decision than the product itself (Summers & Hebert, 2001) and has the ability to influence the satisfaction levels experienced with the retailers (Babin & Darden, 1996; Sherman *et al.*, 1997). A store environment is made of massive arrangement of different separated elements (such as music, colour, lighting) heavily related to one another and work together in synergy to influence the customers (Babin *et al.*, 2003; Matilla & Wirtz, 2001; Mehrabian & Russell, 1974). Those elements are called atmosphere. Michael J. Baker in his book titled "The Marketing Book", explained the summary of those elements in physical environment of a store by dividing it into three groups: *ambience, design and social factors*. Store atmosphere is created to serve certain target market (which is the group of society targeted by the marketing) in order to touch their emotions and give shopping experience resulting at immediate goals (sales) and long-term goals in the form of positive images and recommendations to friends and family (Ma'ruf, 2006, p202-204). The challenge for the big stores is how to arrange the store atmosphere in such a way so that the goals to increase the customers' visits achieved, sales increased and positive images are built (Ma'ruf, 2006, p202). Store atmosphere has the ability to influence the customers not just cognitively, but also emotionally (Babin & Darden, 1996; Chebat *et al.*, 1993; Dubé-Rioux *et al.*, 1995; Swinyard, 1993; Yalch & Spangenberg, 1990). Either cognitive evaluation or emotion reaction can explain the satisfaction level experienced in the retail setting (Burns & Nelsner, 2006). If the satisfaction level is good, then the goals mentioned above will able to be achieved.

Location is a very important factor in retail marketing mix. At the right location, a store will be more successful than another store with less strategic place, even though



they both sell the same products, have the same number of employees with similar skills and have similar good setting or ambience (Ma'rif, 2006, p115). The retailers usually say that three key of success are "location, location and location" (Kotler, 2002, p603). Customers usually choose the nearest shopping place from where they are at the time. However, Burns & Warren (1995) reported that customers would likely to visit to further retailers in order to express their uniqueness. Moreover, Peter & Olson stated that a good location guarantee the availability of quick access, can attract a large number of customers and powerful enough to change the shopping and purchasing pattern of the customers (2000, p254). The truth is, one of the benefits of locating a store in a shopping center or famous mall is the store contacts caused by the passing by pedestrians when they were going to the other stores (2000, p252). As the retail stores offering similar products are flourishing everywhere, the latest difference at the location can strongly affect to the store's market share and profitability (2000, p254). Thus, it can be concluded that a location that can bring synergy to the stores (the stores are complement to each other) will stimulate the customer's passion to shop a certain kind of products (ex., stores selling clothes are grouped at first floor of a mall). However, it also can produce a damaging effect; if there is an outstanding store or that is better either from its products, prices, store atmosphere, or etc. Hence, it will produce an unwanted substitution effect.

According to Kotler (2002), retailers' product assortments must match with its target market's shopping expectation (p258). International Association of Department Stores stated that a department store has to have a space of at least 2,500 meter squares (Baker, 1999, p646). Moreover, it has to offer wide and deep product assortments at some of its product categories (Baker, 1999, p646). The challenge is to develop a product differentiation strategy (Kotler, 2002, p599). Private labels are recently getting more popular. If a retailer is able to run a private label of its own, then it will get advantages such as store image or customer's loyalty, competitive advantage or volume and higher profitability or better margin (Ma'rif, 2006, pp151-152). The Huff



Law of Attraction explains the attraction for the customers based on product assortments desired by the customers sold at different places of shopping centers, time travel from the customer's house to those different locations, and shopping types' sensitivities to the time travel (Ma'rif, 2006, p122). Present people have little time for shopping, so they tend to choose places offering various choice of products matching with their needs in one individual place (one-stop shopping center). Furthermore, there is a unique thing that just missed by other literatures related with retail's product strategy, it is called C2C or Commitments to Consistent Assortments. Broniarzyk et al. (1998) reported an interesting finding, which is the availability of consumer's most preferred alternative in the assortments affects their perceptions on the size of product varieties positively. The finding implies that there are lots of customers who look for, and even maybe 'only' look for their favorite brands. Therefore, retailer who wants to satisfy the segment by adopting C2C strategy can win the segment from its competitors who are not adopting the strategy (Krishnan et al., 2002).

At last, all elements mentioned above are the elements of a store image as an important part of a customer's store choice where he/she is going to shop at. Supporting the statement, Lewison & Delozier (1989) stated in their book titled *Retailing* that image is one of the most powerful means in attracting and satisfying the customers. They defined image as a mental picture that formed in human minds as a result of many different stimuli. Those stimuli consist of retailer physical facility, store location, product line, service offer, price policy, and promotion activity (Lewison & Delozier, 1989). Peter & Olson (2000) stated that store loyalty (the desire and customer's repeat visiting behavior) is strongly affected by the arrangement of the environment, especially store facilities that able to give encouragement (p253). Such as in-store stimuli and cues... that related to a store image as the main variables used to influence store loyalty (p253). Furthermore, some researchers argue that store image has indirect impacts on store loyalty or repeat

visiting behavior with store satisfaction as the mediator (Bloemer & Ruyter, 1998; Stryg & Samli, 1985; Kumar & Karande, 2000; Thang & Tan, 2003). Satisfaction is considered as an antecedent of store loyalty (Bitner, 1990; Bloemer & Ruyter, 1998; Tse & Wilton, 1988, p204). Meentemil, Na et al. (1999) view satisfaction as a resulting variable of strong associations or images, along with preference and loyalty. Thus, it can be concluded that satisfaction has the same base as loyalty has, and so that it is an element forming a store loyalty.

**ELEMENTS OF STORE IMAGE**

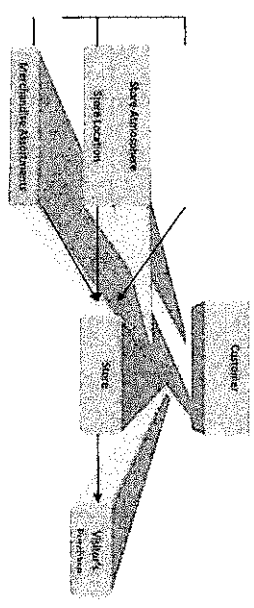
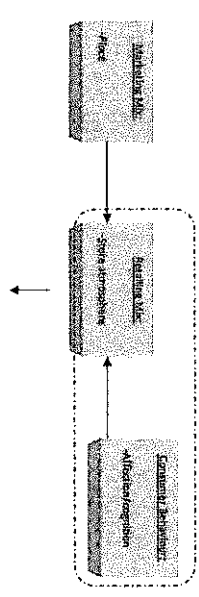


Figure 1. Research Framework.

**STORE LOYALTY AND VISITOR'S PURCHASE (IN TERM OF CUSTOMER'S STORE CHOICE)**

To have customers who commit to do repeat purchasing has been a main objective of marketers since decades because preserving customers needs less marketing sources than acquiring new customers (Knox & Walker, 2001; Reichheld & Sasser, 1990; Reichheld, 1996; Birgelen, 1997). Besides, financial advantages for retailers targeting customers loyal to their stores are very significant. Encouraging the statement, a study found that more loyal customers are allocating more of their expenditure's proportion to their first choice of stores than those who are less loyal (Loudon & Bitra, 1984, p658). And that stores with greater numbers of loyal customers have biggest market shares (Loudon & Bitra, 1984, p658). Another study, conducted by Arifh Goldman (1977), found that highly-store loyal shoppers engage in less comparison search among stores before purchasing, know about the existence of and have visited fewer stores, and concentrate their purchases in a smaller subset of stores than do other customers.

It is widely agreed that loyalty is consisted of two dimensions: cognitive and behavior (Koo, 2003). As a cognition phenomenon, brand loyalty usually considered as an internal commitment to purchase and re-purchase a particular brand (Peter & Olson, 2000, pp161-162). While as a behavior phenomenon, brand loyalty is merely a repeat purchasing behavior (Peter & Olson, 2000, pp161-162). Research into store choice has mostly concentrated on the behavioral aspects of store loyalty. Such as: The average interval between store visits, the average spend, the average number of stores visited over a year, and how many customers shop at one store only over a year (Sawmong & Omar, 2004). Moreover, Sawmong & Omar (2004) used Ohver's four-stage loyalty model purchasing to measure the store loyalty of UK's retail consumer:



*cognitive, affective, conative and action loyalty*. The first stage: cognitive loyalty, is measured by the evaluation of consumers of service or product on cost and benefit. The second stage: affective loyalty, is measured by the level of consumer's satisfaction. The third stage: conative loyalty, is measured by how much do the consumers willing to recommend and repurchase. And last, the fourth stage: action loyalty, is measured by the number of their visits.

## RESEARCH FRAMEWORK AND HYPOTHESES

To summarize, this study implies that store atmosphere as one of the elements of store image, together with store location and merchandise assortments will influence visitor's store loyalty whose one of its dimensions is satisfaction, which subsequently has impact on visitor's purchase behavior in term of visitor's store choice (behavioral aspects of store loyalty). Figure 1 presents the theoretical framework of this study.

Based on the preceding arguments in the earlier subsection, four main hypotheses were formulated as follows:

**H1.** *Store atmosphere (ST) has a positive effect on visitor's store loyalty (LTY).*

**H1-1.** *There is a positive functional relationship between Ambient Factors (ST-1), Design Factors (ST-2), Social Factors (ST-3) and store atmosphere (ST).*

**H1-2.** *There is positive functional relationship between store atmosphere (ST) and store loyalty (LTY).*



**H2.** *Store location (LT) has a positive effect on visitor's store loyalty (LTY).*

**H2-1.** *There is a positive functional relationship between Accessibility (LT-1), Other Stores' Existence (LT-2) and store location (LT).*

**H2-2.** *There is a positive functional relationship between store location (LT) and store loyalty (LTY).*

**H3.** *Merchandise assortments (MA) has a positive effect on visitor's store loyalty (LTY).*

**H3-1.** *There is a positive functional relationship between Variety (MA-1), Availability (MA-2) and merchandise assortments (MA).*

**H3-2.** *There is a positive functional relationship between merchandise assortments (MA) and store loyalty (LTY).*

**H4.** *Visitor's store loyalty (LTY) has a positive effect on visitor's purchase (PP), in term of visitor's store choice (store loyalty).*

**H4-1.** *There is a positive functional relationship between Commitment (LTY-1), Intention to revisit the store (LTY-2), Satisfaction (LTY-3) and store loyalty (LTY).*

**H4-2.** *There is a positive functional relationship between Average Number of Stores Visited Over a Year (PP-1), Average Number of Visits Over a Year (PP-2) and visitor's purchase (PP).*





*H4-3. There is a positive functional relationship between store loyalty (LYT) and visitor's purchase (PP), in term of consumer's store choice (store loyalty).*

## METHODOLOGY AND DATA ANALYSIS

### Methodology

The study employed the survey method, which divided into two types of research: descriptive and associative. The research began by conducting descriptive research, using interview and literature review, onto the organization for understanding and to identify the considerations taken in store atmosphere and merchandise assortments' arrangements, the reasons of the decision of MDS store located at Jakarta and also to know the degree of visitor's store loyalty to MDS Jakarta and the sales level of MDS Jakarta. Then continued by doing the associative research using a random intercept questionnaire at the MDS Jakarta. Most items indicating the store atmosphere, store location, merchandise assortments, store loyalty and visitor's purchase were drawn from previous literature (Babin *et al.*, 2003; Manilla & Wirtz, 2001; Mahrabian & Russell, 1974; Ma'arif, 2006; Kotler, 2002; Peter & Olson, 2002; Baker, 1999; Broniarczyk *et al.*, 1998; Krishnan *et al.*, 2002; Na *et al.*, 1999; Loudon & Bita, 1984; Arieh Goldman, 1977; Koo, 2003; Sawmong & Omar, 2004). 5-point Likert scales were adopted to measure the concepts (Koo, 2003)



### Characteristics of Sample Population

Total sample in the main survey includes 200 visitors of MDS Jakarta, which determined by considering the minimum samples of SEM analysis method used for the research regarding the number of variables used (Bob Foster, 2005, in Ridwan & Kuncoro, 2007; Kelloway, 1998; Marsh *et al.*, in Ridwan & Kuncoro, 2007; Schumaker dan Lomax, 1996; Joreskog dan Sorbom, 1996) and the sample acquisition technique's formulation by Taro Yamane or Slovin (Ridwan & Kuncoro, 2007, p49). To be eligible for the survey, the sample has to have some experiences purchasing at MDS Jakarta within the previous six months (Koo, 2003).

The survey showed that the respondents were mostly female (65%), aged between 20-35 (73%), holding master degrees (47%), single or not married (75%), middle up society with average expenditures of IDR 1,800,001 to more than IDR 3 millions (46%) and were not MCC members (54%), 61% of the respondents had functional oriented shopping behaviours, 31% were employees and professionals and 42% used public transportation to the store. It took about 32.82 minutes to travel, 98.025 minutes to shop around the store, and they visited MDS Jakarta 3.03 times for the last 4 weeks (one month).

### Validity and Reliability of the Scales

SPSS 12.0 was adopted to verify the validity and reliability of the scales by spreading questionnaire to 30 samples of MDS Jakarta's visitors who have experience purchasing at MDS Jakarta for the last six months. From the one shot or internal consistency test result which measures whether the statements used are measuring the same aspect or not (Umar, 2005, p193), it is concluded that the questionnaire has



good quality and is reliable to be used. The values of  $r_{\text{overall}}$  were all above the  $r_{\text{table}}$  0.31, the values of *alpha if item deleted* were also above the Cronbach's Alpha, and the Cronbach's Alpha values of each variable were all above the  $r_{\text{table}}$  0.31 (Pratiyo, 2005). Data distributions also showed good normality (Budi, 2006; Pratiyo, 2005).

### Descriptive Analysis

The considerations taken in store atmosphere arrangement are based on the sales contribution level of each brand, market conditions, the funds available, store's condition and changes in competitors' strategies. Meanwhile, the considerations taken in arranging merchandise assortments is based on the type of each MDS stores varied by its total annual sales. Furthermore, the products are divided into two types, DP and CV.

The location of MDS stores is determined by the head office authorities and re-evaluated by its sales growth. Matahari outlets are usually at buildings equipped with facilities such as parking lot, air conditioner, elevator and escalator. Those facilities are the main parts that have important roles in creating shopping convenience for the customers.

The degree of visitor's store loyalty to MDS Jakarta is shown by the MCC's (Matahari Club Card) data record. From the analysis on MCC data record, it is concluded that most of MCC MDS Jakarta members have moderate loyalty level. It's shown from the number of members that experienced increased loyalty is smaller than those who experienced decreased loyalty. Product categories gave contribution more than 10% are Men's Shoes, Youth Boy and Youth Girl.



### Test of Hypotheses

To test hypotheses, Structural Equation Modeling (SEM) was employed using LISREL 8.51. The multivariate normality test by PRELIS indicated a non-normality distribution on the data of 200 respondents, which is shown by the Skewness and Kurtosis significant values on the scale of 5% (p-value < 0.05). It also indicated a univariate non-normality which shown by almost all of the variables were violating the univariate assumption, except for 1 manifest variable: LYT21 that had insignificant Skewness and Kurtosis values (p-value 0.051). That's normal, since the respondents were visitors of a department store (in this case is MDS Jakarta), who basically had risks of unexpected psychological conditions (internal), such as in a rush, in a bad mood or unhappy. Such conditions would affect to respondents when they were filling the questionnaires. Just as stated by Schemmlell Engel et al. (2003) that the violation of distribution assumption are common and mostly inevitable in its practices. In spite of it, Maximum Likelihood (ML) estimation was utilized with covariance matrix as input matrix, since ML is strong enough over the normality assumption violation (cf Boomsma & Hoogland, 2001; Chou & Bentler, 1995; Curran, West & Finch, 1996; Muthen & Muthen, 2002; West, Finch, & Curran, 1995). The study had four model modifications. The best model shows that Chi Square value 2061.12 (d.f.= 938) with P-value significant at 0.0 and  $\chi^2/df = 2.197$ . RMSEA and 90% CI were 0.082, 0.077, 0.086, respectively. SRMR was 0.087. The statistics show that the data fit the model well enough to test hypotheses proposed in the study. Moreover, the cross-validation test shows ECVI value 11.98, ECVI for Saturated Model 10.40 and ECVI for Independence Model 19.47. The statistics show that the best model is fit enough and can be replicated on other samples with the same size.



The result shows hypothesis 1-1 is partially supported. It is shown that various indicators or manifest variables of store atmosphere have significant relationship with its latent variable (store atmosphere/ST). More specifically, ST12 (loading=.15), ST13 (loading=.30), ST14 (loading=.24), ST15 (loading=.36), ST16 (loading=.28), ST21 (loading=.30), ST22 (loading=.43), ST23 (loading=.52), ST24 (loading=.33), ST25 (loading=.25), ST26 (loading=.28), ST27 (loading=.32), ST28 (loading=.63), ST29 (loading=.49), ST210 (loading=.56), ST211 (loading=.42), ST31 (loading=.30), ST32 (loading=.53), ST33 (loading=.51), ST34 (loading=.31) have significant relationship with store atmosphere (Bachrudin & Toibing, 2003, p48). But ST11 has no significant relationship with store atmosphere. It is may be happened because the music volume is something that is not very consciously noticed by the respondents. Table 1 summarizes the results of the relationships between indicators and its latent variables.

The results show that hypothesis 2-1, 3-1, 4-1 and 4-2 are supported. All indicators have significant relationship with its latent variable. LT11 (loading=.27), LT12 (loading=.36), LT13 (loading=.17) and LT21 (loading=.30) have significant relationship with visitors' -

Table 1. The Relationships Between Indicators and Its Latent Variables

Parameter	Loadings
LAMBDA-X	
ST11 → ST	0.11
ST12 → ST	0.15
ST13 → ST	0.30
ST14 → ST	0.24



ST15 → ST	0.36*
ST16 → ST	0.28
ST21 → ST	0.30
ST22 → ST	0.43
ST23 → ST	0.52
ST24 → ST	0.33
ST25 → ST	0.25
ST26 → ST	0.28
ST27 → ST	0.32
ST28 → ST	0.63**
ST29 → ST	0.49
ST210 → ST	0.56
ST211 → ST	0.42
ST31 → ST	0.50
ST32 → ST	0.53*
ST33 → ST	0.51
ST34 → ST	0.31
LT11 → LT	0.27
LT12 → LT	0.36**
LT13 → LT	0.17
LT21 → LT	0.30*
VM11 → VM	0.57*
VM12 → VM	0.41
VM13 → VM	0.46

VM14 → VM	0.53
VM21 → VM	0.73**
VM22 → VM	0.68

Parameter	Loadings
<i>LAMBDA</i> -1	LYT11 → 0.15
<i>Y</i>	LYT → 0.25*
	LYT12 → 0.39*
	LYT21 → 0.15
	LYT22 → 0.47
	LYT31 → 0.56
	LYT32 → 0.46
	LYT33 → 0.58**
	LYT34 → 0.48
	LYT35 → 0.40
	LYT36 → 0.65**
	PP13 → PP 0.33
	PP22 → PP 0.29*
	PP23 → PP 0.22

\* The indicator with highest correlation in a dimension  
 \*\* The indicator with highest correlation in a dimension and with its latent variable.

perceptions on store location when related to their store choice and frequency of visits. VM11 (loading=.57), VM12 (loading=.41), VM13 (loading=.46), VM14 (loading=.53), VM21 (loading=.73), VM22 (loading=.68) have significant relationship with visitors' perceptions on merchandise assortments when related to their store choice and their frequency of visits. LYT11 (loading=.15), LYT12 (loading=.25), LYT21 (loading=.39), LYT22 (loading=.15), LYT31 (loading=.47), LYT32 (loading=.56), LYT33 (loading=.46), LYT34 (loading=.58), LYT35 (loading=.48), LYT36 (loading=.40) have significant relationship with store loyalty. PP11 (loading=.65), PP13 (loading=.33), PP22 (loading=.29), PP23 (loading=.22) have significant relationship with visitor's purchase in term of customers' store choice.

The results also show that hypothesis 1 is supported. Store atmosphere has a positive effect on visitor's store loyalty. It is revealed that store atmosphere (loading=.53,  $F=2.08$ ) is statistically significant in affecting store loyalty. The result indicated that if visitors have positive perceptions on store atmosphere, they are more loyal to the store. Table 2 summarizes the results of structural equation.

However, the structural equation results show that hypothesis 2 and 3 are not supported. The estimate values of store location (L1) and merchandise assortments (VM) are -.015 ( $t$ -values= -.43), 0.38 ( $t$ -values= 1.06), respectively. The  $t$ -values

show that both store location and merchandise assortments are statistically not significant in affecting store loyalty.

The result suggests that hypothesis 4 is supported. Store loyalty has a positive effect on visitor's purchase. The estimation value of store loyalty 0.38 with t-values of 1.82 shows that store loyalty is statistically significant, but in the level of 10%, in affecting visitor's purchase. It indicated that if visitors are more loyal to the store, they also increase their purchasing behavior in term of their store choice to the particular store. Additionally, the-

Table 2. Structural Equation.

Parameter	Un-standardized parameter estimates (error)	t-values	
GAMMA	ST → LYT	0.53 (0.26)	2.08**
	LT → LYT	-0.15 (0.35)	-0.43
	VM → LYT	0.38 (0.36)	1.06
BETA	LYT → PP	0.38 (0.21)	1.82*

\* 10%, \*\* 5%

lower significant level may be happened because the level of store loyalty of the MDS target market who are middle and middle-up societies, is not very strong. This

is related to their behaviours, that because of their excessive financial strength, it is easier for them to switch from store to store, especially on fashion and accessories products. While for the middle-below society, they are more loyal to a particular store. It's because they only need reachable store location without having to cost more and it's cheaper.

Moreover, from the standardized correlation matrix of ETA and KSI result, it shows that hypothesis 1-2, 2-2, 3-2 and 4-3 are supported. Store atmosphere has the strongest positive relationship with store loyalty (correlation=0.683). Store location and merchandise assortments, although don't have significant effect on store loyalty, they have strong positive relationship with store loyalty. This situation is due to many other retailers that offer wide ranges of merchandise and even have different variation of certain brands that might only available in a certain store. Like wise for store location, which although strategic and nearer location to the customers should be the perfect choice for them, but with the existence of special offers by other stores or their desires to feel different atmosphere in other places, it will cause the customers to switch store. However, the relationship between merchandise assortments with store loyalty is stronger than store location with store loyalty (correlation VM-L, YL=0.585; correlation LT-L, YL=0.500). And last, store loyalty and visitor's purchase has a quite strong positive relationship, which is 0.384.

**SUMMARY AND IMPLICATIONS**



Based on the preceding discussion, it is concluded that the most important Retailing Mix elements to increase MDS Jakarta potentials due to increasing visitors' store loyalty that will, in turn, implicate on visitor's purchase, in term of MDS Jakarta as the choice of store where the customers will shop at, is Store Atmosphere (ST). Then, in despite of store location and merchandise assortments insignificance effect on store loyalty, both variables were showing very strong significant relationship with visitor's store loyalty. Therefore, it needs to plan better design of those variables by paying attention to its strongest indicators, which are shelf cleanliness, style of a store design, staff appearance, location convenient, put more consideration to the existence of other complementary stores around the MDS located at malls, the numbers of brands available and to make sure that all products are always available.

In concerned with MDS target customers behaviour who are middle and middle-top societies, which is to prioritize product quality, exclusivity and competitive price, while other retailers are also providing all of those, MDS needs to be more creative and provides distinctive differentiation. The style of MDS stores is the main thing that needs to be considered to redesign drastically so that it will increase MDS potentials. The employment of high-end technology in implementing it is also need to be considered. For example, there is a store using technology to identify each of its customers individually (Anonymous3, 2007). The store already has the database of its customers' heights, weights, etc. At the computer, the cloth will be matched with the prospecting buyer, so it wouldn't need to try it on at the dressing room anymore. That kind of technology is deserved to be tried at the MDS, because of not only the Indonesian society likes customized and distinctive things, but also the international society. Moreover, based on the studies by AC Nielsen, one of the emotional needs of customers shopping at modern retails is to "make kids happy". So it is interesting to adapt the concept at a department store, for example providing a special kids products area that specially designed so it will create special experience and persuades the



children to buy products at MDS. Besides, the children have a big role in persuading their parents to buy things. Matahari may outsourcing it to children nursery and education retailer such as Gymboree. It will also much better if Matahari can design different atmosphere, specifically the styles of each "World". In addition, it should sets out convenience and entertainment factors. Furthermore, regarding to one of Hermawan Kartajaya predictions in 2008, which is the proliferation of mass market, Matahari should consider to design store atmosphere showing premium style and intense and unique experience in order to reach more of up class society.

Related to store location, Matahari should reconsider its expansion strategy because of the probability of oil price increasing in 2008, and also with the planning of government rule in 2008 concerned with the obligation of Indonesian society to only use Pertamina as their private car fuels.

While for merchandise assortments, promotion programs by retailers that goals are to build customer loyalty to their stores are eventually resulting in some kind of training program building customers tendency to become not loyal. Because, lots of information about cheap products could make the customers only shop at stores offering promotions. Such tendency is very clear. Customers are averagedly shop at three different retail companies (Iswano, 2007). Meanwhile, the screening data result of the study shows that average customers stated that they visit many different stores in a year. Therefore, this study suggests that to optimize the range of brands available and to make sure products availability are the important things related to merchandise assortments in creating store loyalty. And in term of designing the range of brands to be sold, it needs to pay attention on the "brand minded" behaviour of Indonesian people. They trust brands they already know more than brands they don't know. Meanwhile, private labels will only be chosen when the economy is not in a good



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condition, because it's cheaper, and Indonesians will turn back to the branded products when economics condition recover (Anonymous3, 2007)

#### Limitation and Future Research

This study experienced a non-normality data distribution and the sample is only from the MDS customers in Jakarta. Hence, the findings of this study might not be generalized to all MDS. It is recommended to do further research by using more extensive sample. Meanwhile, the SEM analysis method and findings from this research can be extended to other cross-cultural settings to find more important Retailing Mix variables or elements in a region or even in different countries.

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