

FORMING CUSTOMER SATISFACTION INDEX BASED ON CUSTOMER PERSPECTIVE IN PERFORMANCE MANAGEMENT FOR TUNECCA, A START-UP FASHION ONLINE BUSINESS

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Abstract

This research paper aims to form the customer satisfaction index based on customer perspective in performance management as organizational result for Tunecca. The framework used as basic literature is integrated performance management system (IPMS). This research focuses only on forming customer satisfaction index as organization result from IPMS framework. The satisfaction will be reviewed based on servqual (service of quality) attributes such as tangible, reliability, responsiveness, assurance and empathy. Search on the vision, mission and objectives will help determine the strategy and generate customer satisfaction index suitable for Tunecca. Primary data from an interview shows that Tunecca mainly focuses in reaching their vision to become fashion Muslim trendsetter in Indonesia, concerning themselves with customer satisfaction as their non-financial aspect. In fact, since Tunecca was established (2008), the company did not know how satisfied customers were towards the products. Tunecca needed to measure customer satisfaction index to determine whether the Tunecca product is satisfactory or not for customer. In this research 82 Tunecca customers were used as respondents. Based on result, most of respondent are satisfied with product quality and performance. Then, Tunecca, according to customers, already has a unique product and a trendsetter in the fashion Muslim industry. Finally, Tunecca needs to perform weighting on each of the indicators that will shape customer satisfaction. Weighting of indicators can be carried out by top management levels of Tunecca. This paper presents as an original and novel approach to designing and benchmarking of IPMS for a manufacturing environment.

Keywords: Customer Satisfaction, Customer Perspective, Fashion Online Business, Performance Management, Tunecca

1. Introduction

At this Time, Performance management in start-up Company is needed for managers and employees to plan, monitor and review an employee's work objectives and all contribution to the organization. Performance management is about a continuous process of identifying, measuring, and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goal (Aguinus, 2011). Today, companies are recognizing the important of defining strategic objectives based on current and future market requirements by developing performance measurement system or PMS (Wibisono, 2014).

PMS is not only relate to measuring a company's performance, but also reflects its organization culture and philosophy (Wibisono, 2014). By using PMS, we can describe how great the company performs in financial terms by use of non-financial indicators. PMS also focuses on customer satisfaction, as a company tries hard to keep long life business and competitiveness. Based on the customer satisfaction result, the company will know the product characteristic or services elements necessary to remain competitive. Implementing

PMS that cover internal-external performances, a company can increase their customer satisfaction.

Nowadays, Customer satisfaction is considered by many industries in order to develop, manage and control their business. Customer satisfaction is about the customer's evaluation of a product or service in terms of whether that the product or service has already met their needs and expectations (Zethaml, 2000). The dissatisfaction with a product or service is the result from failure's industry to meet needs and customer's expectations.

Customer satisfaction is very important, not only for big companies, but also for Start-up Company. As a start-up company, the products and services being offered still has many shortcomings. Therefore, customer satisfaction with products and services is needed as the reference companies to continuously improve their product or service quality. It is important to monitor customer satisfaction, and correct any problem areas. Customer satisfaction has high impact with the company profitability. Satisfied customers will have high loyalty, and these customers will increase repeated purchase, so it will impact towards the company's market share.

Many industries especially in the fashion industry try hard to find how much score they have from customer satisfaction index. Customer satisfaction in the fashion industry influenced by fashion model, price, colors, quality of raw material and service quality (Jenefa, 2014). Measuring customer satisfaction index provides an indication of how successful the start-up company to provide products or services to the market place. It is also important for measuring company's integrated focus on the end goal (Wibisono, 2014).

Indonesia fashion industries have grown in the 1990's and has been changed annually according to the mode. However, clothes distribution, which is usually sold in boutiques, outlets or department stores, now distributes online with websites and online stores to display the products. Focusing on visual sensory perception only, online store has to embed with interaction service to satisfy their customer. Marketing communication through online ads and online store appearance sometimes become the key to success on fashion online competition.

Tuneeca is a hijab fashion company with online distribution focusing their store on website. Tuneeca pricing is categorized as premium product with price ranging from 500-1000 K per piece. However, with this premium product, Tuneeca hopes to be able to consistently hold their position as a trendsetter through online distribution. It is seen from their fast sales over a time period on every catalogue launched by Tuneeca. This condition brought Tuneeca as a most awaiting product and the company under PT Bina Fajar Estetika tries to launch upcoming catalogue teasers through Facebook updates status and Youtube video.

2. Research Problem

Tuneeca is a brand that manufactures Muslim Fashion in Indonesia that had modern and ethnic models. Tuneeca was first established into the Indonesian market in 2008. An Interview with a key informant revealed that Tuneeca had large market size either in Indonesia or overseas. To support the growth of the company, Tuneeca started to apply performance management inside the company in an internal process perspective by compensation model in 2009. This performance management is unable to conduct in an internal process based on both resources availability and non-financial organizational result. Primary data from interview shows that Tuneeca mainly focuses in reaching their vision to

become Muslim fashion trendsetters in Indonesia, concerning themselves with customer satisfaction as their non-financial aspect. (Bafagih, 2015)

However, since Tuneeca was established, they did not know how satisfied customers were towards the products. There is a big question on how satisfied customer of Tuneeca The effect might be felt as an excellent progress, but will it last longer and continuously build brand image, as expected by the company. To answer this question, this research will form customer satisfaction index by focusing to identify and to analyze the quality of service consist of TERRA (Tangible, Empathy, Reliability, Responsiveness, and Assurance) and to explore customer satisfaction index at Tuneeca. This study will be able to show satisfaction levels in each indicator, analyze relations of each indicator in forming the company vision (in this case Tuneeca as trendsetter), and perform weighting suggestion for each indicator as customer satisfaction index guideline while conducting customer satisfaction index periodically.

3. Literature Review

At this time, framework of performance management systems has been widely adopted by many companies. Framework that exist today is SMART, Performance Measurement Questionnaire, Performance for World Class Manufacturing, Quantum Performance Measurement Models, the Balance Scorecard, and Performance Prism, and Malcolm Baldrige National Quality Award. All framework does not have a comprehensive performance measurement (Wibisono, 2012). The performance management system that was developed in the western world is not appropriate if applied to companies located in Indonesia. It is because of the differences in government regulations, resources, skills and knowledge workers who need a detailed guide. In this study, the performance management system framework used, Integrated Performance Management System (IPMS) was developed by Prof. Dermawan Wibisono Ph.D.

IPMS can translate company vision into a strategy that is used as an objective for every department of the company's operating level. Thus, the management is able to monitor and control whether the strategy during this run has been able to achieve the company's vision. The impact is the company is now able to compete in the business world. IPMS is suitable to be applied to companies operating in Indonesia, such as manufacturing, services, private industry and government. IPMS concept can be useful to enhance the competitiveness of Indonesia in the international world. IPMS's perspective can be seen in table 1.

Table 1: Perspective of performance management system

Perspective	Aspect
Organisational Result	Financial
	Non financial
Internal Processes	Innovation
	Operations Processes
	Marketing
	After Sales Services
Resources Availability	Human Resource
	Technology Resource
	Organisational Resource

Source: (Wibisono, 2012)

The IPMS concept that was created by Prof. Dermawan has three perspectives measurement: organizational result, internal business processes and resource availability. Every perspective

has different aspects. Organizational result consists of the financial aspect and non-financial aspect. The internal process consist of innovation aspect, operational aspect, marketing aspect, and after sales aspect. And the resource capability consist of human resources aspect, technology resource and infrastructure, and organizational resource aspect. In this research, the authors focus only on organizational result, especially in non-financial aspect.

While non-financial performance variables are of concern for the customer, society and the government are concerned with regards to the interests of each (Wibisono, 2012). Companies must be able to meet the needs and desires of stakeholders, especially customers. The variable performance related to customers can be classified in several aspects including customer satisfaction, customer retention, customer acquisition, customer profitability, market share and account share. Customer satisfaction has been linked to customer retention and new customers will be acquired through the promotion or advertising. Through customer retention, companies can increase the share account. Thus, companies can increase profits.

Customer satisfaction with the service quality of a company can be measured by customer satisfaction surveys. With a customer satisfaction survey it can be seen the extent to which companies provide satisfaction products or services that have been offered to customers. According to Parasuraman et al. (1990,) there are five dimensions of service quality that is known as servqual (service of quality). The fifth dimension of the quality of these services include:

- 1) Reliability, ability to perform service dependably and accurately.
- 2) Responsiveness, reflect a desire to help customers and provide fast and precise.
- 3) Assurance, ability of staff to inspire confidence and trust.
- 4) Empathy, a caring, individualized attention or service for customers.
- 5) Tangible, a form of physical facilities, equipment, staff appearance, etc.

4. Methodology

Qualitative, quantitative survies and key informant interview were used in the customer satisfaction Tuneeca study. An interview with Ibrahim Bafagih, as Tuneeca's director, was conducted to give a picture of customer position in Tuneeca performance. The survey will help to analyze which attributes satisfy most and which attributes contributes least. Analyzed survey result will perform by SPSS to see correlation of each attributes and their contribution in customer satisfaction. Each attributes will also see by how much it drives to bring Tuneeca become contemporary fashion Muslim in Indonesia.

In this study, the author used two types of data to collect information about customer satisfaction against of Tuneeca, primary data and secondary data. Primary data is original data that has been collected for the first time. Primary data has not been published yet and is more reliable, authentic and objective. In this study, the primary data was obtained through questionnaires method. Secondary data is the data has been already collected by and readily available from other sources. It means that secondary data is being reused. Secondary data are more quickly obtainable than the primary data. This secondary data can be obtained from many sources, including literature, study case, journals, books, and university library.

Collecting Data Method

An Online questionnaire was used in this research to collect the primary data. Questionnaire was distributed through email and google spreadsheet to all customer and agent of Tuneeca. The questionnaire consists of 20 questions based on attributes related to customer

satisfaction Tuneeca. This question is driven from servqual context and in this research and the questions focus on which customer satisfaction attributes Tuneeca will achieve.

Total sample filling the questionnaire is 82 respondents, who already made a purchase of Tuneeca products, such as direct consumer and agent. Since it was online questionnaire, respondents came from nationwide.

According to Kasmadi and Sunariah, Likert scale is psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research. When responding to a questionnaire item, the respondent specified their level of agreement or disagreement from series of statements. Thus, the scale capture the intensity of their feeling scale for a series of statements. The author used a Likert scale developed by Rensis Likert to measure the level of customer satisfaction on Tuneeca’s customer performance. Likert scale is a scale used to attitudes, opinions and perceptions of a person or group of persons of a particular phenomenon. This scale is widely used because it is easily made, are free to enter a statement of relevant, high reliability, and applicable in a variety of applications.

However, the likert scales tend to suffer from acquiescence bias when used for satisfaction surveys unless around half of the statements are negatively biased, which tends to be politically unacceptable. In practice, disagreement position tends to be a problem in customer satisfaction index due to some company very reluctant to use strong negative statements for example disagreement for restaurant might means the service was very slow or restaurant was filthy. To reduce this bias, interval scales use numbers should be used to distinguish the points on the scale. They are suitable for most statistical techniques because they do permit valid inferences concerning the distance between the scale points (Nigel Hill, 2007). Questions were measured using a Likert Scale of 1-5 presented using interval scales. As shown in Figure z, respondent will not read each scale meaning and focus on the numerical scale.

Supplementary Material Strength on Products
Zipper/button/belt not easy to break

1	2	3	4	5
Strongly Dissatisfied				Strongly Satisfied

Figure 1: Likert scale presented using interval scales

Likert Scale Calculations

To interpret the value on each Likert scale, number of respondent’s answer divided by total respondents and present in percentage. Satisfaction index of each attributes is then measured from each Likert scale percentage multiplied by Likert scale point and divided by 5 as total Likert scale

The Likert scale point:

- 1 = strongly dissatisfied
- 2 = dissatisfied
- 3 = undecided or neutral
- 4 = satisfied
- 5 = strongly satisfied

The interval satisfaction index:

- 0% - ≤ 20% = strongly dissatisfied
- 20% - ≤ 40% = dissatisfied
- 40% - ≤ 60% = neutral
- 60% - ≤ 80% = satisfied
- 80% - ≤ 100% = strongly satisfied

Validity and Reliability Test

Before conducting analysis, all data must be valid and reliable proven. Validity test are conducted using Person's Product Moment formula. If any of Person formula results in a number under 0.3, the indicators are categorized as invalid indicators and should not be analyzed further. Table 2 shows the validity factor analysis test results which have done with SPSS of each indicator in this questioner and shows that 15 of 20 indicators are valid. The invalid indicators are product design, product variable, ease of getting updated product and delivery timeline. This validity test measured by a software, IBM SPSS Statistic 22.

Table 2. Validity Test

	Component				Component		
	1	2	3		1	2	3
Comfortability	.219	.596	.220	Price compare competitor	-.035	.657	.550
Material strength	.428	.431	-.408	Ease of Payment	.737	.223	.305
Stitched quality	.111	.730	-.021	Payment info clarity	.676	.277	.383
Color quality	-.022	.804	.074	Problem service	.775	.119	.053
Fabric quality	.228	.783	.103	Hospitality service	.904	.104	-.072
Product conformity	.215	.245	.690	Product knowledge	.814	.061	-.025
Ease of Getting Product	.543	.175	.376	Service speed	.865	-.010	.059
Price suit quality	.130	.693	.439				

The reliability of a questionnaire is largely a function or a result of the aforementioned issues. On the other hand, reliability is the extent to which a measure or an entire survey yields the same result on repeated trials, or simply how well the observed satisfaction scores are related to the true satisfaction score. Since in this study, customer satisfaction surveys the true level of satisfaction is unknown, it is not possible to calculate the correlation between the observed and the true scores. Using Cronbach's alpha, reliability is calculated using the variance of individual items and covariance's between the items. It is found that the researcher is reliable for the value of Cronbach's alpha reaching more than 0.6 (Kasmadi, 2014). This validity test measured by a software, IBM SPSS Statistic 22.

Table 3: Reliability Statistic

Cronbach's Alpha	N of Items
0.881	15

1. Data Analysis

After all data has been validated by validity and reliability test, the survey data now could be analyzed. The whole questionnaire is divided into three parts. The first part is the respondent background information. The second part is customer satisfaction based on Servqual attributes which are tangible, reliability, responsiveness, assurance, and empathy. Then, the third part is customer perspective of Tuneeca as a brand and their desired brand image conducted by open question.

Summary of Customer Satisfaction Survey

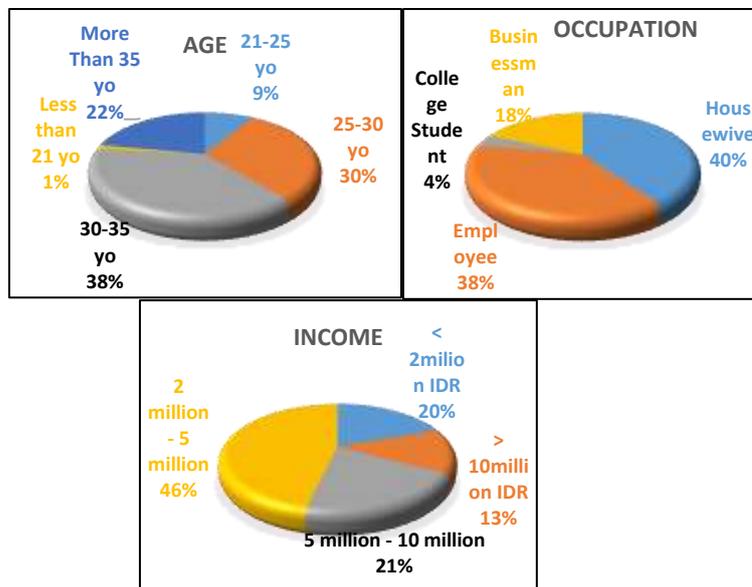


Figure 2: Demographic of Respondents

In total, 82 respondents participate in this customer satisfaction survey. Respondents are dominated with age ranging from 25 years old and above. Whole respondents are women and most occupations are housewives and employees. Meanwhile, the respondent's income dominates between 2 until 5 million rupiahs. Table 4 shows summary Customer satisfaction survey.

Table 4: Summary of Customer Satisfaction Survey

No	Criteria of Servqual	Service Quality Attributes	Strongly Dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly Satisfied	Satisfaction Index
1	Tangible	TA1 Comfortability	1.20%	3.70%	17.10%	43.90%	34.10%	81.22%
2		TA2 Material strength	0.00%	2.40%	14.60%	47.56%	35.40%	83.17%
3		TA3 Stitched quality	0.00%	1.20%	19.50%	42.70%	36.60%	82.93%
4		TA4 Color quality	2.40%	7.30%	41.50%	36.60%	12.20%	69.76%
5		TA5 Fabric quality	1.20%	4%	29.30%	42.70%	23.20%	76.59%
6	Reliability	RA1 Product conformity	0.00%	0.00%	7.30%	52.40%	40.20%	86.59%
7		RA2 Ease of Getting Product	0.00%	6.10%	24.40%	35.40%	34.10%	79.51%
8		RA3 Price suitability	2.40%	9.80%	29.30%	40.20%	18.30%	72.44%
9		RA4 Price compare competitor	1.20%	8.50%	24.40%	47.60%	18.30%	74.63%
10	Responsiveness	RS1 Ease of Payment	0.00%	0.00%	13.40%	35.40%	51.20%	87.56%
11		RS2 Payment info clarity	0.00%	0.00%	13.40%	31.70%	54.90%	88.29%
12		RS3 Problem service	1.20%	1.20%	17.10%	31.70%	48.80%	85.12%
13		RS4 Service speed	0.00%	0.00%	22.00%	28.00%	50.00%	85.61%
14	Assurance	A1 Hospitality service	0.00%	0.00%	15.90%	32.90%	51.20%	87.07%

15		A2	Productknowledge	0.00%	0.00%	13.40%	41.50%	45.10%	86.34%
16	Empathy	E1	Creativity and uniqueness as Trendsetter	0.00%	0.00%	4.90%	18.30%	76.80%	94.39%

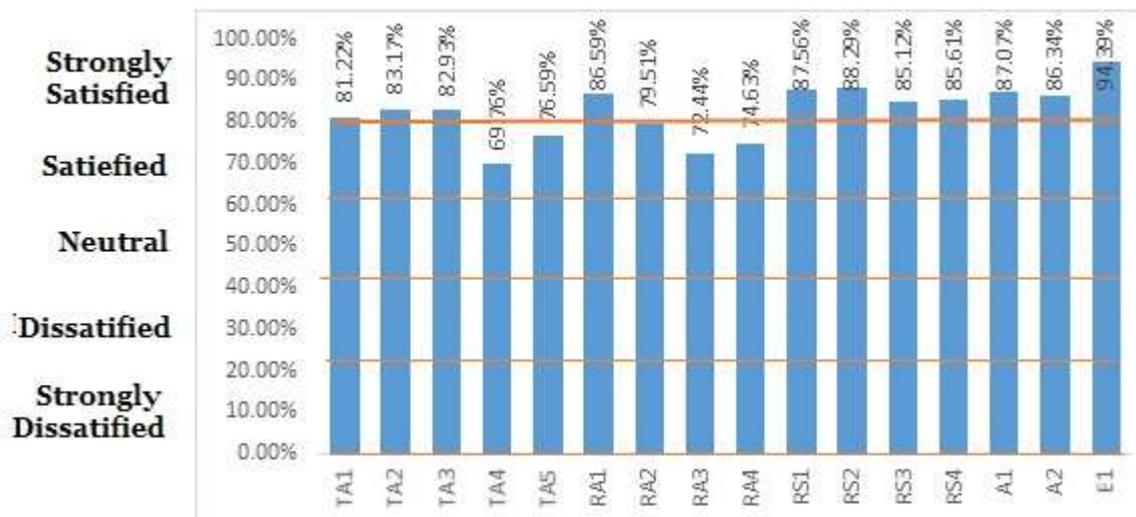


Figure 3: Customer Satisfaction Index in Tuneeca

Summary of Customer's Consideration

At the end of the questionnaire, respondents are asked to fill improvement consideration in open question. Table 5 shows summary of customer suggestion for Tuneeca improvement. Consideration are categorized based on each suggestion topic.

Table 5: Summary of Improvement Consideration from Customer

Topic	N of Respondents	%	Improvement Consideration
Price	25	30.49%	Prices are too expensive
Fabric	23	28.05%	Fabric that is too hot to use, furry clothing material, fade color easily
Design	12	14.63%	Color matching, various design, wudhu friendly arm, simple but elegant design
Size	6	7.32%	Inconsistent size, enlarge bottom stitching fold
Stitched	4	4.88%	Seam less strong, especially in small stitches
Complaint Handling	4	4.88%	Responsiveness in reply complaint
Product Lifecycle	3	3.66%	Time between catalogue launch is very close
Information	2	2.44%	Cutting information, color clustering in website
Public Relation	1	1.22%	Communication between agent and headquarter
Payment Type	1	1.22%	Credit Card payment type
Marketing	1	1.22%	Brand awareness
Total	82	100.00%	

Regression Analysis

In order to understand what variables drive Tuneeca to become fashion Muslim trendsetter in Indonesia, regression analysis was needed to be calculated. Regression analysis will provide relationship between two or more variables by looks at the statistical dependence between a dependent variable and one or more independent variables, and tries to forecast the impact of a change in the independent variables on the dependent variable. (Szwarc, 2005)

Table 6: Model Coefficients

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Betta		
1	(Constant)	4.720	.055	85.999	.000
	SERQUAL 1	.094	.055	1.706	.092
	SERQUAL 2	.207	.055	3.750	.000
	SERQUAL 3	.116	.055	2.106	.038

a. Dependent Variable: Tuneeca

The regression above measured by a software, IBM SPSS Statistic 22. For the model (Table 6), the levels of significance showed that only one variable are not significantly, namely trendsetter influence with the SERQUAL 1 (Sig >0.05). As can be seen in Table 6, trendsetter influence with the SERQUAL 2 had the greatest contribution to the final model (B=0,207) and follow by trendsetter influence with SERQUAL 3 (B=0,116). Thus:

- SERQUAL 1 has no significant impact on Tuneeca trendsetter of fashion muslim
- SERQUAL 2 has significant impact on Tuneeca trendsetter of fashion muslim
- SERQUAL 3 has significant impact on Tuneeca trendsetter of fashion muslim

SERQUAL attributes taken from validity test (Table 2), which SERQUAL categorized by highest score in each attribute. Thus:

Table 7: New Criteria toward Trendsetter Influence

SERVQUAL 1 Service Quality	SERVQUAL 2 ProductQuality	SERVQUAL 3 Performance
<ul style="list-style-type: none"> • Material strength • Ease get product • Ease of payment • Payment info clarity • Problem service • Hospitality service • Product knowledge • Service speed 	<ul style="list-style-type: none"> • Comfortability • Stitched quality • Color quality • Fabric quality • Price suit quality • Price compare competitor 	<ul style="list-style-type: none"> • Product conformity

The result of there was no significant in quality servicewith Tuneecaas fashion Muslim trendsetterbeingvery logically. Additional open question in the questionnaire, namely "what

do you think about Tuneeca products?" showed that the most mentioned had no answers linkage to quality service attributes. It is proven that between open question and interval scales question, they are interconnected. Meanwhile, quality product and performance can be considered by management to improve Tuneeca product to support the vision as fashion Muslim trendsetter in Indonesia.

Customer Satisfaction Variable Weighting using AHP

In order to gain customer satisfaction degree as the final score of customer satisfaction, which will be evaluated periodically, Tuneeca needs to gain weighting of each indicator which formed customer satisfaction. Indicators weighting could be done by interviewing experts for ease of change following market changes but the weighting score will be mentioned subjectively. This subjective result of course will be different if the top level management changes, unstandardized weights will be questionable for company audit later (Marr, Schiuma, & Neely, 2004). Furthermore, if managers get it wrong, weighting as the index would not fully reflect the real indicators of an organization.

This study employed correlation to value the weights of indicators (Szwarc, 2005). As the result of regression, only categories who has significant impact that will be used as customer satisfaction index. Quality service criteria Total 7 indicators are studied to gain the weight in forming Tuneeca customer satisfaction score performed in Figure 4.

Table 8: Inter-item Correlation Matrix

	Comfort ability	stitching Quality	Color quality	Fabric Quality	Price suit quality	Price compare competitor	Product conformity	Tuneeca as trendsetter
Comfortability	1.00							
Stitching Quality	0.37	1.00						
Color quality	0.37	0.43	1.00					
Fabric Quality	0.45	0.55	0.62	1.00				
Price suit quality	0.50	0.43	0.55	0.56	1.00			
Price compare competitor	0.49	0.38	0.52	0.49	0.74	1.00		
Product conformity	0.31	0.29	0.29	0.29	0.32	0.41	1.00	
Tuneeca as trendsetter	0.37	0.21	0.33	0.28	0.31	0.49	0.35	1.00

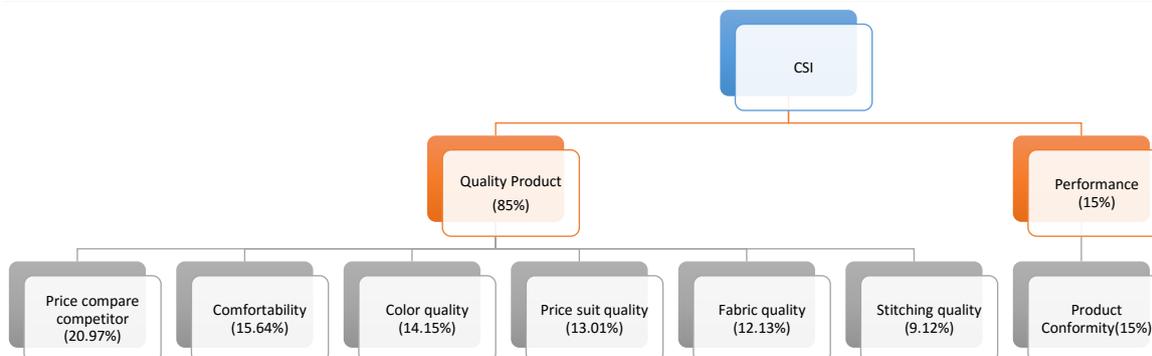


Figure 4 Customer Satisfaction Indicator Weighting

ThTuneeca customer satisfaction degree will be presented in this formulation(Gupta & Srivastava, 2011):

$$CSD = \sum_{i=1}^n W_i X_i \quad (n = 1,2,3,4, \dots)$$

Where: *CSD* - Customer Satisfaction Degree

W_i - weight of indicator *i*

X_i - Average score of variable *I* from customer's evaluation, called as customer satisfaction index in each variables

Conclusion

This research study shows that Tuneeca customer are 38% of women with 30-35 years old, 40% are housewives, and 46% have an income with range of 2-5 million per month. Mostly, Tuneeca customers are satisfied with the product quality, service quality, and clarity of payment information. Based on 30.49% of respondents, price offered by Tuneeca still considered expensive. This is a reference to Tuneecain providing high quality of product and services to consumers at an affordable price. Thus, Tuneeca has the opportunity to become cost leadership in the fashion Muslim onlineshop.

Based on the results of SPSS stated that product quality and performance of the company (product conformity) influence against Tuneeca as a trendsetter of fashion Muslim. These results are very important for Tuneeca to improve the quality of products and produce unique products that can be consistent as a trendsetter fashion Muslim. However, the results of SPSS showed that there was no significance between service quality against Tuneeca as a trendsetter. It could be argued that less Tuneeca provide the best quality service to its customers. This becomes a big task for Tuneeca to improve the quality of service to consumers.

Tuneeca customer satisfaction surveys are to be conducted regularly or periodically to evaluate the overall performance of Tuneeca. So, formation of the indicators in the survey of customer satisfaction is very important to do it correctly. In the establishment of indicators, Tuneeca needs to perform weighting on each of the indicators that will shape customer satisfaction. Weighting of indicators can be carried out by top management level Tuneeca.

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