ANALYSIS OF IMPORTANCE – PERFORMANCE ATTRIBUTES ON THE HOUSING PROJECT OF PT. MITRA CIPTA PROPERTY AS INPUT FOR THE DEVELOPMENT OF CUSTOMER VALUE ORIENTATION HOUSING CONCEPT

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ABSTRACT

This research aims to do descriptive analysis on importance and performance level attributes at De' Royal Kedanyang and Griya Taman Asri housing, analyze the gap between those two attributes, and give input for PT. Mitra Cipta Property in developing housing project with customer value orientation concept. This research uses quantitative descriptive method, and the respondents of this research are consumers who bought house(s) built by PT. Mitra Cipta Property. The number of respondents in this research is 163 respondents – 35 of them are clients of De' Royal Kedanyang housing and 128 of them are clients of Griya Taman Asri housing. Sample size used in this research is 50% from total respondents, rounded up. Analysis technique used in this research is Importance- Performance analysis. Research shows that Importance attribute in housing which includes public facilities, social facilites, location, physical attributes, and price is scored above 4.00 and considered important by the respondents. Similar as Importance attribute, Performance attribute in housing which includes public facilities, social facilites, location, physical attributes, and price is scored above 4.00 and considered important by the respondents. Gap analysis shows that two items have fulfilled customers' needs – location and price, while the other three items have not fulfilled customers' needs – public facilites, social facilities, and physical attributes. Based on the analysis above, the company will make a similar concept as De' Royal Kedanyang and Griya Taman Asri for the development of new housing with the improvement in social facilites attributes while maintaining the physical attributes.
Key words: importance, performance, analysis, attribute, housing

INTRODUCTION

Aside from food and clothing, shelter is one of human basic needs. With the immense growth of human population from year to year, the demand for shelter increases, thus making property industry in Indonesia flourishes. PT. Mitra Cipta Property is one of the new companies in property industry which was established in 2009. There are two housing projects that had been done in Kebomas, Gresik by this company – De' Royal Kedanyang housing in 2010-2011 and Griya Taman Asri housing in 2012, which gave them the edge in property industry in Gresik until 2014. Unfortunately, in 2015 and 2016, a decline in profit

happened because the company did not build any new projects. They were focused on selling all of the houses built in those two previous projects. Partly, the decline in profit was caused by the stagnant state of housing industry. For this reason, the company decided to do a new housing project in order to increase profit and turnover of the company. Therefore, this research aims to analyze various housing attributes which made De' Royal Kedanyang and Griya Taman Asri popular choices among customers of PT. Mitra Cipta Property.

LITERATURE REVIEW
Previous Research
There are several researches that are relevant with this study. First is study done by Oloke, Simon, dan Adesulu (2013) titled "An Examination of the Factors Affecting Residential Property Values in Magodo Neighbourhood, Lagos State". With purpose of finding the accessibility of influence measured from distance, cost environment, property structure and location characteristic to property value in Magodo, Lagos State.232 questionnaires were spread to several groups of respondents who are surveyors, real estate evaluator and residents of Magodo. The result shows that distance and cost did not affect the housing property value, however, factors such as number and size of bedroom size, comfort, surrounding infrastructure are considered significant. Another research called *"Analisis Importance Performance Atribut Lingkungan Hunian Terhadap Persepsi Pembeli Pada Perumahan Riverside Malang"* done by Irianto (2013).With 30 respondents, 18 respondents from Low Class (Sederhana) Housing customers and 12 respondents from middle class house customers, this research uses both cross tabulation analysis and Importance Performance Analysis (IPA) to view which attributes is of importance to the consumers and consequently which attributes needs to be improved to further increase customer's satisfaction. The research shows that transportation infrastructure as well as cleanliness in the neighborhood holds the highest priority for Low Class Housing customers, while the middle class housing prioritize in installation of independent energy installation and the use of recycled material for structural building. Another research that uses IPA and Cross-tabs analytics is *"Analisis Kepuasan Pelanggan Dengan Importance Performance Analysis Di SBU Laboratory Cibitung PT Sucofindo (Persero)"*, done by Ong and Pambudi (2014). The research compares actual performance and customer expectation towards the customer satisfaction through the lenses of marketing elements such as Reliability, Responsiveness, Assurance, Empathy, Tangible, Product Quality, and Price specifically in SBU Laboratory Cibitung PT. Sucofindo. Using 98 consumers as samples for this research, this study uses Importance Performance Analysis as analytical method that includes 35 attributes inside 7 variables. The research concluded that there are three indicators that are considered to be the most important which are: external appearance of PT. Sucofindo employees, Cleanliness of PT. Sucofindo facilities and good service by Sucofindo employees. The last research was titled "Quality in Construction: Identifying the Gaps" by Fischgrund and Omachonu (2014). The purpose is to know the quality gap in construction project which is an improvement from analysis gap declared by Parasuraman in 1985. This is a qualitative research using unstructured interview to 11 users of construction services and 4 construction companies. The result of this research shows that some clients believe that their expectations on construction works will be better if they have some knowledge of the industry. Construction companies also agree that they will improve their works if their clients are more knowledgeable. The gap between what the companies and the clients perceive as important and their perceptions on satisfaction create quality gap. This gap should be treated so that the quality given to the clients will be able to fulfill their expectations and therefore, customer satisfaction will arise.

LITERATURE REVIEW
  Consumer Behavior
Consumer behavior can be defined as mental, emotional, and physical activities of a person in choosing, buying, using, and throwing away products and services to satisfy needs and wants (Durmaz, 2014:194). Sangadji and Sopiah (2013:181) stated that many companies are successful nowadays because they are successful in fulfilling their customers' hopes. Furthermore, Sangadji and Sopiah (2013:190) explained that buyers' decision making process does not stop in the buying stage. They will do evaluation based on the consumption. This is the so-called post-buying alternative process, where the result is only satisfaction of dissatisfaction. Satisfied customers will repeat the consumption, while dissatisfied customers will not buy again. Kotler and Keller (2012:153) stated that the quality of products and services, as well as satisfaction of customers and the profitability of the company are closely related. Higher quality will result in higher satisfaction, and in many occurrences, it will support higher price and lower costs. In a business world, there is the well-known jargon: Customer Value Orientation. It is a business entity trying to create values that can satisfy customers' needs and wants through adjustment in the development of its products and services, and so the creation of customers' values (Jeong, Min, and Yoon, 2014:37).

  Housing Attributes
Positive investment trends as well as the housing need for every person create huge opportunity for developers. Anastasia (2013:144-145) stated that there are several factors need to be taken care of by the developers, such as:

1. Environment
   Environment is everything around us, be it animate or inanimate objects as well as the atmosphere created by the interaction of those objects. Those living in housing area do not only expect for a good house, but also a safe and comfortable living area, complete with many facilities that can give off exclusive aura. Based on 1992 Government Regulation No. 4 Chapter 1 Verse 6, environment is a complete supporting facility consists of public and social facilities functioned as development for economic, social and cultural life. Facility is functioned to fulfill buyers' needs. Public facilities include street, water, electricity, waste management, sport field, green open space; while social facilities include school, prayer site or building, market, graveyard, medical center, and government office.

2. Location
   Location is the whereabouts of the house. Some factors considered in choosing location are:

Accessibility and closeness: distance to work place (-) and public transportation (+)

- Social factor: social economic status (+), external factor caused by social disturbance (-)
- Infrastructure: availability of public and private services (+)
- Physical environment, which is the high (-) or low (+) density level of high rise buildings; or non-physical environment, which is the positive imaging (+), noise and pollution level (-)
- City space: the image of city and government regulation

3. Physical Attribute
   Product attribute is defined as the representative of specific features or physical characteristics that are designed into goods or services. Physical attribute includes:

- Physical Quality
  Generally, it is the quality of materials used in building, such as bricks, ceramic tiles, *meranti* wood windowsills and doors. Special physical quality needs relatively expensive price such as furniture from *jati* wood.

- Physical Design
  Composition and exterior shapes will contribute on the overall feel of the environment, since conformity in sizes, proportions, and physical design of the surrounding buildings will create good atmosphere.

Three important things to fulfill in creating a building are strength, usefulness, and elegance. There are four factors to fulfill in making good building model which are aesthethics, structure, outer layer, and the building's necessities.

4. Price
   Price is the money spent to get a product. Each consumer has different price sensitivity. In marketing, price is set based on the position the company wants in market, representative of its image and value given to customers, volume of sales and profit projected as well as the competitors in that business. Consumers can choose payment method as such:

   - Cash, where consumers pay the price of the house exactly as the total price, so that in the future the customers do not have any liabilities to the developer
   - Housing loan (i.e. KPR – *Kredit Pemilikan Rumah*). Every developer offer different housing loan such as loan from public banks, loan from private banks, and loan from the developer (i.e. in-house loan)

Analysis on Importance – Performance
This technique was first established by Martilla and James in 1977 in an article titled "Importance-Performance Analysis" published in Journal of Marketing. In this technique, respondents are asked to score the importance and performance levels of a company. The mean values of importance and performance levels are analyzed and mapped in Importance-Performance Matrix where x-axis shows perception and y-axis symbolizes expectation. The result can be in one of these four quadrants:

A. Concentrate Here
There are factors perceived as important to customers but the company's performance is not satisfying, thus the company needs to concentrate to allocate resources in increasing their performance.

B. Keep Up the Good Work
   There are factors perceived as important and company's performance is sufficient to support them, thus the company need to keep up the good work.

C. Low Priority
   There are factors perceived as not too important and the company's actual performance is low, thus the company does not need to prioritize or be concerned of these factors.

D. Possibly Overkill

There are factors perceived as not too important and the customers' do not expect much on those. Thus, the company is better to allocate their resources spent for these factors for other high priority factors.

RESEARCH METHODS

This research is a descriptive research done using quantitative descriptive approach. Respondents used in this research project are the buyers of properties built by PT. Mitra Cipta Property. The number of respondents is 163 people in which 35 of them are buyers of De' Royal Kedanyang properties and 128 of them are buyers of Griya Taman Asri properties. Number of samples taken from this research is 50% from the total number of respondents, which in this case is rounded up to 82 respondents. This research uses purposive sampling technique with only one criterion, which is the respondent chosen must have owned and settled in the property bought for at least 1 year. This research was done at De' Royal Kedanyang and Griya Taman Asri housing, Gresik, within September 2016 to December 2016. The type of data used for this research is quantitative. Data collection was done using questionnaire to the buyers as well as library study for literature knowledge.

This research uses several independent variables where each variable is independent of influence from other variables. The definition of operational variables in this research is shown below:

1. Environment (X_1)

   Environment is measured from the availability of public and social facilities. The availability of public facilities includes water, electricity, telephone, waste management, sport field, and green open space. The availability of social facilities includes market, transportation modes, prayer site or building, office, school, recreational facility, hospital, and graveyard.

2. Location (X_2)

   Location is measured with the time spent to go to various locations, such as office, mall or shopping center, transportation mode, police office, medical center, traditional market, school.

3. Physical attribute (X_3)

   Physical attribute of housing consists of the housing model or type, area width, building size, exterior and interior facilities.

4. Price (X_4)

Price consists of payment system, down payment needed, and whether the property is directly livable after payment is done.

This research uses Likert scale with the detail of the scale below: Importance level:

- Very important (SS) with score 5
- Important (S) with score 4
- Neutral (N) with score 3
- Not important (TS) with score 2

- Very not important (STS) with score 1

Performance level – perception (realization):

- Strongly agree (SS) with score 5
- Agree (S) with score 4
- Neutral (N) with score 3
- Disagree (TS) with score 2
- Strongly disagree (STS) with score 1

The data collected will be processed using validity test (i.e. valid when sig. value is less than 5%), reliability test (i.e. reliable when coefficient is greater than 6), and calculation of mean.

RESULT AND DISCUSSION

All the data gathered must first undergo the validity and reliability tests, ensuring that the data processed are solid thus, the results are reliable and applicable as well. For validity test, all items under Environment (X1 – public and social facilities), Location (X2), Physical Attribute (X3), and Price (X4) are all valid with sig. value < 0.05. Moreover, all variables' Cronbach Alpha are greater than 0.6. Therefore, all independent variables are valid and reliable to be processed further.

Calculating the mean of each variable, it is known that public facilities scored 4.063 on importance and 4.030 on perception of performance. Social facilities is scored

4.130 on importance and 4.031 on perception of performance. Location is scored

4.078 on importance and 4.160 on perception of performance. Physical attribute is scored 4.159 on importance and 4.105 on perception of performance. Price is scored

4.073 on importance and 4.119 on perception of performance. Looking at those mean values, it can be said that all variables are scored high both on importance and perception.

Data analysis of this research is through gap analysis to know the gap between the current condition and customers' expectation on housing attributes. The result of gap calculation is presented at Table.1.

Table.1 Gap Analysis

Variables	Expectation (Y)	Perception (X)	Gap (Perception – Expectation)
Public facilities	4.063	4.030	- 0.033
Social facilities	4.130	4.030	- 0.100
Location	4.078	4.160	**0.082**
Physical Attribute	4.159	4.105	- 0.054
Price	4.073	4.119	**0.046**
Average	**4.101**	**4.089**	**- 0.012**

Looking closer on Table.1, public facilities, social facilities, and physical attribute are three variables where the customers rated importance higher than their perception on the company's performance. It means the company needs to give more effort to satisfy the customers. Meanwhile, for location and price, the company's performance is more than what the customers' perceive on the importance of these variables. On average, the gap of [-0.012] shows that the company's performance is still below the expectation of customers.

Next, a Cartesian diagram about housing attributes were created as shown in Figure.1 below.
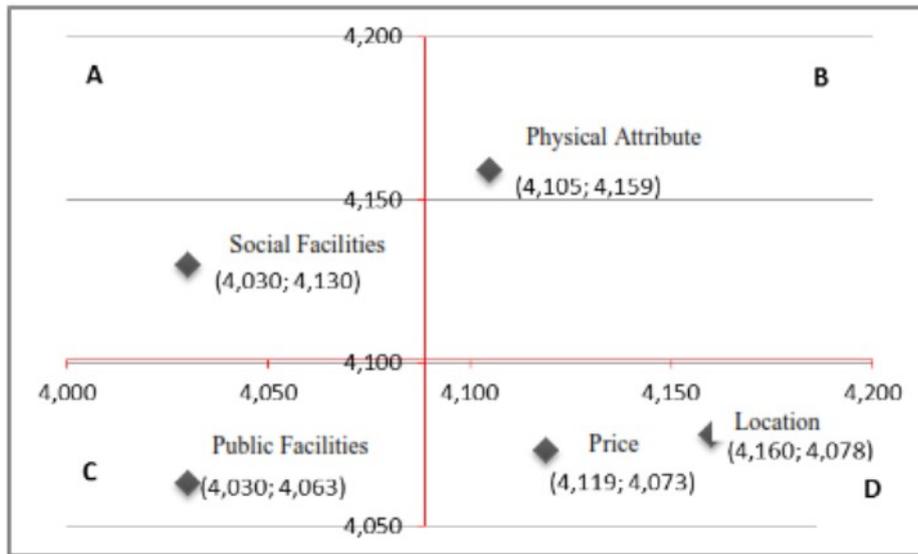
Figure.1 Cartesian Diagram

Social facilities is at Quadrant A, where it is perceived as important yet company's performance is still not up to par. Thus, social facilities need to be prioritized to be improved by the company. Physical attribute is at Quadrant B. It can be said that the existence of physical attribute is of concern to be maintained since it is perceived as important and the company's performance can already fulfill the expectation. Price and Location is at Quadrant D. This condition shows that both variables can meet or even above customers' expectation. Public facility is at Quadrant C which means that this variable is perceived as not too important and the company's current performance cannot fulfill customers' expectation yet. Since it is low both on expectation and performance, no improvement is urgently needed for this variable. For more detailed analysis on each variable, a Cartesian diagram is made for each so that it can be known which item falls into which quadrant as shown in Table.2 and Table.3.

Table 2. Cartesian Diagram Result for Location and Price

	Quadrant A	Quadrant B	Quadrant C	Quadrant D
Location	• Distance to office	• Distance to shopping center • Distance to police office • Distance to medical center	• Distance to transportation modes • Distance to traditional market	• Distance to school
Price	• Down payment in installment	• Down payment max. 15% • House in livable within 3 months of finishing down payment	• Housing loan for > 10 years	-

Table 3. Cartesian Diagram Result for Public Facility, Social Facility, and Physical Attribute

	Quadrant A	Quadrant B	Quadrant C	Quadrant D
Public Facilities		• Electricity min. 1300 KWh • PT.Telkom for landline • Sport field	• PDAM water source • Waste management • Green open space	
Social Facilities	• School	• Public transportation modes • Public graveyard	• Office building	• Market place • Prayer sites • Recreational facilities • Hospital
Physical Attribute		• Area width min. 60 m^2 • Building size min. 36 m^2 • Exterior facility e.g.: gate	• Up-to-date house model • Interior facility e.g. kitchen	

Based on the Cartesian diagrams, some managerial changes are due to take place, expecially for the three variables where the company's performance has not met customers' expectation. Some of the applicable managerial changes are:

- Social Facilities
  - ✓ For housing development with many units (i.e. more than 250 units), the company needs to consider building schools (i.e. *PAUD* for babies and kindergartens) especially if the majority of clients are newlywed couples. For schools above those two levels, the clients are advised to find schools outside of the housing complex. For housing with less units, a survey is needed to make sure whether there are schools – *PAUD,* kindergarten, elementary schools, in vicinity.
  - ✓ In building housing complex, the company should make access way easily accessible by public transportation modes. Moreover, the company can spare sufficient area in front of the complex so that public transportation can stop and take passengers there.
  - ✓ In big-scale housing complex (i.e. over 500 units), the company can allocate sufficient area for graveyard. However, if the units are relatively not many, then the company should forge good relationship with graveyard people near the complex so that it is possible to use that graveyard for people living in the housing complex.
- Physical Attribute
  - ✓ When the company is ready to develop new housing project, it is of importance to note that the minimum area width is 60 square meters with the minimum building size of 36 square meters. Furthermore, it is important to take note of the exterior facility such as building a gate.

CONCLUSION

Based on the above result and discussion, there are some conclusions that can be taken as listed below:

Importance attribute of housing used in this research includes public facilities, social facilities, location, physical attribute, and price. The score given is above

4.00 and thus, it can be said that those items are considered important by the respondents

2. Performance attribute of housing used in this research includes public facilities, social facilities, location, physical attribute, and price. The score given is above 4.00 and thus, it can be said that the performance of those items are greater than the consumers' perceptions.

3. Gap analysis result shows that two variables from housing attributes which are location and price have met consumers' standard, while the other three attributes which are public facilities, social facilities, and physical attribute have not met consumers' standard.

4. The company must consider to develop a new housing project similar to the existing one such as De' Royal Kedanyang and Griya Taman Asri housing. Yet, it is better if there are enhancements in social facilities attribute while maintaining the physical facilities attribute.

RECOMMENDATION

Based on the above conclusion, there are some suggestions that can be given:

1. The company can utilize this research result as reference in decision – making in developing new housing project. Social facilities and physical attributes need more attention than the other three attributes.

2. Other researchers can do a wider research with various property companies' consumers as respondents so that the result can represent wider range of consumers in property industry.

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