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Building Competitive Advantage from the Perspective of Store Atmosphere, Service Quality, and E-WOM

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Abstract

The fashion business in the city of Semarang has very intense competition, so the uniqueness and excellence of the products offered to consumers becomes a challenge. This requires creativity, innovation, and the courage to try new products. The purpose of this study is to measure the effect of Store Atmosphere, Service Quality, and E-WOM (Electronic Word of Mouth) on Competitive Advantage. The problem of this research is "Building Competitive Advantage from the Perspective of Store Atmosphere, Service Quality, and E-WOM in UMKM fashion in Semarang City" after the COVID-19 pandemic. The population of this study was fashion MSMEs in Semarang City, with the number of samples used being 100 samples from the respondent population. The sampling technique used the purposive sampling method. This research technique uses two approaches: 1) Confirmatory Factor Analysis, on Structural Equation Modeling (SEM); and 2) Regression Weight on Structural Equation Modeling (SEM). The output of this study can make a positive contribution to UMKM fashion in an effort to be able to realize their business continuity, both in the form of managerial implication suggestions and formulation of scientific articles and measurement instruments. Managerial advice is aimed at the local government in formulating program policies to maintain the existence of entrepreneurs after the COVID-19 pandemic.

Keywords: Store Atmosphere, Service Quality, E-WOM, Competitive Advantage

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INTRODUCTION

The fashion business is a business sector whose existence still survives and tends to increase even after the COVID-19 pandemic. This existence is influenced by the rapid development of today's interest in dressing, thus causing intense competition among fellow fashion business to provide consumer needs. The uniqueness of the taste and excellence of the products offered to consumers is a challenge for fashion business. This also requires creativity and innovation as well as the courage to try new products to be enjoyed by consumers who are thirsty for taste (Majerova and Kliestik, 2015). Fashion businesses that still exist today are required to be able to compete healthily. The competition referred to in this case is competition to be the best of other competitors. Excellence seen in competition between fellow fashion businesses can be shown through several factors. Through this research, these factors become the variables to be studied, including Store Atmosphere, Service Quality, and E-WOM. These variables will be examined for their impact on the competitive advantage of a fashion business.

The research conducted also supports that the variables in this study have a significant impact on the competitive advantage variable. The research includes: 1) Research by Suryaningrat et al (2015) with research findings stating that the role of Store Atmosphere has a positive and significant effect on competitive advantage 2) Research by Liua (2012) with findings stating that the role of Store Atmosphere has a positive and insignificant effect on competitive advantage (Competitive Advantage) 3) Research by Chen et al (2012) and Zavareh et al (2012) with findings stating that Service Quality has a positive and significant effect on competitive advantage (Competitive Advantage) 4) Research by Purnasari and Yuliando (2015) with findings stating that E-WOM has a positive and significant effect on competitive advantage. Thus, this research was carried out based on the research gap found in previous similar studies and the phenomenon of problems where there are several fashion UMKM's that have closed their outlets after the COVID-19 pandemic in the Semarang City area so that the competitive advantage of fashion UMKM's needs to be studied so that it can be known what consumers want.

LITERATURE REVIEW

Store Atmosphere

Store Atmosphere is a design to attract the attention of potential customers to buy products offered by a business through visual communication, lighting, color, music, and

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fragrances (Valaskova, Kramarova, and Bartosova, 2015). The indicators studied in this variable include:

1) Interior
2) Exterior
3) Store layout
4) Interior displays (Berman and Evan, 2014)

Store Atmosphere is one of the important factors for building a business because the atmosphere in a cool and comfortable place makes consumers feel at home in the place business because the atmosphere in a cool and comfortable place makes consumers feel at home in the place for a long time. A pleasant atmosphere can create satisfaction in the minds of consumers so that consumers will be interested in the products in that place. Likewise, choosing the right and strategic location will be more profitable for building a business (Liua, 2012). The company must also be good at choosing a location as a place where the company carries out all its activities because a strategic and convenient location will be more profitable for the company (Suryaningrat, Amilia, & Choiron, 2015). Furthermore, according to Chhetri, Corbitt, Lau, Cheong, and Kame (2012) Store Atmosphere is created from an environment that has three factors that compose it, namely atmosphere, design, and social. Atmosphere factors include temperature, lighting, music, noise, and aroma. Design factors are things that consumers feel about color, decoration, layout, product layout (display), and signs (product instructions, prices, and discount signs). Social factors refer to employees, including employee appearance, employee behavior, number of employees, and employee professionalism.

Service Quality

Service Quality or service quality is a form of measurement from a company/business of the services provided to consumers in meeting the needs and desires according to consumer expectations. The indicators of service quality are as follows:

1) Direct Evidence
2) Reliability
3) Responsiveness
4) Guarantee
5) Empathy (Zavareh et al., 2012)

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According to Chen, Chiou, Yeh, & Lai (2012), service is an action that is not formed and does not take ownership carried out by someone to another person. Furthermore, service quality is the level of excellence expected and control over that level of excellence to fulfill customer desires (Danjum and Rasli, 2012). Another opinion says service quality is a reflection of consumers' evaluative perceptions of the services received at a certain time. Thus, it can be understood that there are two main factors that affect service quality, namely the service expected by consumers and the service received or felt by consumers or perceived results. Service quality can be known by comparing consumers' perceptions of the real services received or obtained with the actual services expected and desired for the service attributes of a company. If the service received or felt is as expected, then the service quality is perceived as good and satisfying, if the service received exceeds consumer expectations, then the service quality is perceived as very good and quality. Conversely, if the service received is lower than expected, then the service quality is perceived as poor. Service can be understood as any action or activity that can be offered by a party to another party, which is basically intangible and does not result in any ownership (Jusoh, Zakuan, Bahari, Ariff, and Hayat, 2012).

Electronic Word of Mouth

Word of mouth is a type of word of mouth communication between prospective buyers and buyers of a product, brand and service. This buyer tells potential buyers about his experience after buying the products, brands and services he has bought, so that indirectly this buyer promotes the products, brands and services he has bought without any element of coercion or bonuses from the company (Purnasari and Yuliando, 2015). The indicators set in this variable are:

1) Source credibility
2) Quality of argument
3) Type of review
4) Recommendation framing (valence)
5) Recommendation sidedness
6) Review volume
7) Disconfirming information
8) Strength of argument

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9) Consistency of recommendations
10) Recommendation rating
11) Length of review
12) Visual cue
13) Dispersion (Utami, Tanujaya, Jokom, 2015)

According to Chung, Jhan, Liou, Li, and Hou (2012) WOM is a personal influence, which is closely related to expensive and risky products. Expectations of possible risks to be accepted are reduced by asking or asking for recommendations from friends. WOM is also an opinion and recommendation made by consumers about service experiences, which has a strong influence on consumer decisions or purchasing behavior (Amin et al., 2012). This shows that people trust information from friends more than advertisements or salespeople. Furthermore, based on Purnasari and Yuliando's (2015) research, it is found that word of mouth can be a strong source of information in influencing purchasing decisions where word of mouth strategies have proven to be very useful because they are identified as a strong factor in purchasing the service industry.

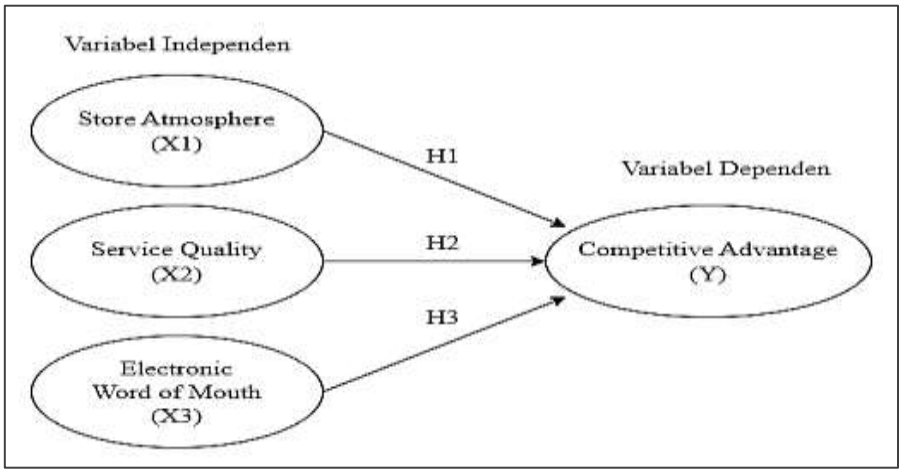
Competitive Advantage

The advantage is the company's ability to provide more value or more than competitors provide which is considered important by customers (Danjum and Rasli, 2012). Competitive advantage has widespread acceptance as the main concept of a strategy (Farida and Setiawan, 2022). Every company strives to identify and create a competitive advantage. Competitive advantage grows fundamentally by releasing more value from the company so that the company is able to create more buyers/consumers at a cost that is incurred according to the company's ability, of course, has thousands of strengths and weaknesses compared to competitors (Skoludova and Brodsky, 2015). Skoludova and Brodsky (2015) explain that the company's advantage can be generated from the company's ability to utilize its various resources and capabilities as strategic assets. The successful management of these strategic assets will determine the distinctive advantages of the company that are able to create a differential position compared to competitors. The indicators in this variable are:

1) Cost (cost)
2) Flexibility
3) Delivery

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4) Quality (Dranov and White on Diab, 2014)



RESEARCH METHODS

The picture above is the research framework used in this study. This research uses quantitative approach with survey methods to test research hypotheses. This study aims to analyze the influence given from the independent variables independent variables, namely Store Atmosphere (X1), Service Quality (X2), and Electronic Word of Mouth (X3) on the dependent variable, namely Competitive Advantage (Y). This research ran for 6 (six) months and was conducted on a population of fashion UMKM's in 5 (five) parts of Semarang city, namely Central Semarang, East Semarang, South Semarang, West Semarang, and North Semarang. The data obtained in this study is primary data taken from 100 samples of respondents from the existing population. The sample was determined using purposive sampling method with the requirements of fashion UMKM's in Semarang city that run their business both offline and online and are willing to fill out the questionnaire provided. The questionnaire given was made using a scale of 1-5 to obtain interval data and was given a score or value.

The research data that has been obtained will be analyzed using 2 (two) approaches, namely:

1) Confirmatory Factor Analysis on Structural Equation Modeling (SEM) using the AMOS 24.0 computerized package. This analysis approach functions to confirm the most dominant factors in one group of variables.

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2) Regression Weight in Structural Equation Modeling (SEM) which is used to examine how much the relationship between variables is. (Oktavian and Febrianti, 2018)

RESULTS AND DISCUSSION

This research is conducted by testing the data that has been obtained through a survey using a questionnaire on 100 samples of Fashion UMKM's in Semarang city. The data was tested for validity and reliability in Table 1 below.

Table 1. Validity Test Result

Store Atmosphere (X1)	Correlation	P Value	Keterangan
X1-1	0,807	0,000	VALID
X1-2	0,753	0,000	VALID
X1-3	0,852	0,000	VALID
X1-4	0,798	0,000	VALID
Service Quality (X2)	Correlation	P Value	Keterangan
X2-1	0,825	0,000	VALID
X2-2	0,803	0,000	VALID
X2-3	0,729	0,000	VALID
X2-4	0,799	0,000	VALID
X2-5	0,798	0,000	VALID
Electronic Word of Mouth (X3)	Correlation	P Value	Keterangan
X3-1	0,756	0,000	VALID
X3-2	0,780	0,000	VALID
X3-3	0,783	0,000	VALID
X3-4	0,819	0,000	VALID
X3-5	0,815	0,000	VALID
X3-6	0,806	0,000	VALID

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X3-7	0,780	0,000	VALID
X3-8	0,758	0,000	VALID
X3-9	0,807	0,000	VALID
X3-10	0,730	0,000	VALID
X3-11	0,793	0,000	VALID
X3-12	0,796	0,000	VALID
X3-13	0,787	0,000	VALID
Competitive Advantage (Y)	Correlation	P Value	Keterangan
Y-1	0,824	0,000	VALID
Y-2	0,743	0,000	VALID
Y-3	0,811	0,000	VALID
Y-4	0,797	0,000	VALID

Based on Table above, it can be seen that the results of the validity test of the question items that have been given to respondents show valid results because they meet the basis for decision making where the p value on each question items have a value smaller than 0.05 so it can be said that the question items on this questionnaire are valid. Furthermore, this question item will be tested for reliability, the results of which are described in Table below.

Table 2. Reliability Test Result

Variabel	N of item	Nilai Alpha Cronbach	Keterangan
Store Atmosphere (X1)	4	0,816	RELIABEL
Service Quality (X2)	5	0,850	RELIABEL
Electronic Word of Mouth (X3)	13	0,948	RELIABEL
Competitive Advantage (Y)	4	0,805	RELIABEL

Based on Table above, it can be seen that the results of the reliability test on each variable show reliable results because the Cronbach Alpha value on each variable has a value greater than 0.7 so it can be seen that each variable in this study is reliable. Furthermore, the data in this study will be tested for normality using the One-Sample Kolmogorov-Smirnov Test, the results

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of which are described in Table below.

Table 3 Normality Test Result

Test Statistic	Asymp. Sig. (2-tailed)	N
0,603	0,860	100

Based on Table above, it can be seen that the results of the normality test using the One-Sample Kolmogorov-Smirnov Test show 0.603 with an asymp. Sig. (2-tailed) in the regression model in this study of 0.860 is greater than 0.05, so it can be stated that the data tested is normally distributed. Furthermore, the data in this study will be tested for multicollinearity, the results of which are described in Table below.

Table 4. Multicollinearity Test Result

Variabel Independen	Tolerance	VIF
Store Atmosphere (X1)	0.182	5,493
Service Quality (X2)	0.188	5,308
Electronic Word of Mouth (X3)	0,273	3,666

Based on Table above, it can be seen that the multicollinearity test results show that all independent variables have a tolerance value of more than 0.01 and a Variance Inflation Factor (VIF) value of less than 10. Thus it can be concluded that there are no multicollinearity symptoms in the regression model used in this study. Furthermore, the data in this study will be tested for heteroscedasticity, the results of which are described in Table below.

Table 5. Heterocedasticity Test Result

Model	t	Sig.
Store Atmosphere (X1)	-0,234	0,809
Service Quality (X2)	-0,427	0,670
Electronic Word of Mouth (X3)	-0,017	0,987

Based on Table above, it can be seen that the results of the heteroscedasticity test show

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that the significance value of each independent variable is greater than 0.05, so there is no heteroscedasticity in the regression model in this study. Furthermore, this research data will be subjected to multiple linear regression tests whose results are described in Table below.

Table 6. Multiple Linear Regression Test Result

Model	B	t	Sig.
Constant	-0,052	-0,228	0,820
Store Atmosphere (X1)	0,213	6,100	0,000
Service Quality (X2)	0,662	24,069	0,000
Electronic Word of Mouth (X3)	-0,009	-0,876	0,383

Based on Table above, it can be seen that the results of multiple linear regression tests show that there is a relationship between the independent variable (X) and the dependent variable (Y) partially. The hypothesis used in this study is H^o = independent variable (X) has no effect on the dependent variable (Y) and H^1 = independent variable (X) affects the dependent variable (Y). Based on this hypothesis, the basis for decision making can be taken if:

1. Sig value. > α then H^o is accepted and H^1 is rejected (α = 0.05)
2. Sig value. < α then H^o is rejected and H^1 is accepted (α = 0.05)

The results of multiple linear regression tests on the Store Atmosphere variable (X1) show the regression coefficient value (B) of 0.213 with a significance value of 0.000 < 0.05. This shows that H^o is rejected and H^1 is accepted. The Store Atmosphere variable has a positive and significant effect on Competitive Advantage (Y). These results are in accordance with previous research by Suryaningrat et al (2015) which shows that Store Atmosphere has an effect on Competitive Advantage. The shop atmosphere is comfortable and in such a way that the arrangement of product arrangements in a shop that is built in serving consumers is directly proven to have an effect on the advantages that a business has, because it is in line with the opinion of Farida & Setiawan (2022) that consumer mood can have a big impact on purchasing decisions.

The results of multiple linear regression tests on the Service Quality (X2) show the regression coefficient value (B) of 0.662 with a significance value of 0.000 < 0.05. This shows that H^o is rejected and H^1 is accepted. The Service Quality variable has a positive and significant effect

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on Competitive Advantage (Y). This is in accordance with previous research by Chen et al (2012) and Zavareh et al (2012) which show that Service Quality affects Competitive Advantage. Satisfactory service provided to consumers by directing consumers to be able to buy products without feeling forced can make consumers feel that they are getting the goods they want. It also gives a good impression on a business so that business excellence can be better and more developed. In line with the opinion of Danjum & Rasli (2012) that service quality as the level of excellence expected and control over the level of excellence is functioned to fulfill customer desires.

The results of multiple linear regression tests on the Electronic Word of Mouth (X3) show a regression coefficient value (B) of -0.009 with a significance value of 0.383 > 0.05. This shows that H^o is accepted and H^1 is rejected. Electronic Word of Mouth variables have no effect on Competitive Advantage (Y). This creates a difference in research results (research gap) with Purnasari & Yuliando's research (2015) which states that Electronic Word of Mouth has an effect on Competitive Advantage. Based on the results of this study, it shows that product information or a business provided online from one person to another does not have a significant effect on how a business is considered superior to other businesses.

Based on Table above, it can also be seen that the regression equation obtained is as follows:

$$Y = -0.052 + 0.213\ X1 + 0.662\ X2 + e$$

The constant value is obtained -0.052, which means that any change in the independent variables Store Atmosphere (X1), store quality (X2), and Electronic Word of Mouth (X3). Electronic Word of Mouth (X3) is 0 then the dependent variable Competitive Advantage (Y) is worth -0.052. The coefficient value of the Store Atmosphere (X1) variable is 0.213, which means that if the Store Atmosphere (X1) variable increases by 1% assuming the Service Quality (X2) variable is 0 (zero), then the competitive advantage or Competitive Advantage increases by 0.213. The coefficient value of the Service Quality (X2) variable is 0.622, which means that if the Service Quality (X2) variable increases by 1% assuming the Store Atmosphere (X1) variable is 0 (zero), then the competitive advantage or Competitive Advantage increases by 0.622. Thus the Electronic Word of Mouth (X3) variable has no effect on the dependent variable Competitive Advantage (Y) so it is not included in the resulting regression equation.

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CONSLUSION

The results of the research have help to make the conclusions of this entire study. The conclusion can be drawn that Store Atmosphere significantly has a positive effect on the store's competitive advantage from other stores. Store Atmosphere in a fashion store also includes how fashion products such as clothes, pants, shirts, dresses, skirts, and so on can be arranged or displayed properly to attract customers' views. The selection of store atmosphere such as wall paint colors, ornaments, furniture, wall hangings that are adjusted to the way a fashion store should be, as well as cleanliness and comfort in a shop become a carrying capacity to be superior to competitors of Fashion UMKM's in Semarang City. Furthermore, Service Quality significantly has a positive effect on the competitive advantage of a fashion business compared to other businesses. The services provided by Fashion UMKM to its customers, greatly influence the decision to buy products from the Fashion UMKM. This also proves that the services expected by customers and those provided by Fashion UMKM's must be the same. The same service as expected by customers can make customers feel like well served. However, if the services provided by Fashion UMKM's are less than what customers expect, then customers can feel dissatisfied to shop at these Fashion UMKM's. Similarly, Electronic Word of Mouth or simply known as information provided from one person to another online has no effect on how a Fashion UMKM can be superior to other. This means, if information about Fashion UMKM's, both products and services, is not proven to have an effect on the competitive advantage of Fashion UMKM's

Based on the results of this researh, it explains that Fashion UMKMs in Semarang City can be superior to other Fashion UMKMs if they can provide a shop atmosphere and improve the best service to customers. The theoretical implication of this research is to be a supporting material in subsequent studies that can be conducted with a wider sample and population. The results of this research can also be learning material for related material science in class. Suggestions that can be given to fashion UMKM's related to this research are as a consideration and useful input to be able to survive and hopefully develop from the intense competition of fashion UMKMs in Semarang City. The local government can also formulate appropriate policies for fashion UMKM's in Semarang City so that they can continue to exist amidst the intense competition in the fashion business.

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