

The Survival Strategy of Indonesian Retailers in A Pandemic

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ABSTRACT

Transmart, a retail business network in Indonesia, has adopted new survival strategies during the Covid-19 pandemic. This research analyzes whether the health protocol service quality and advertising affect consumers' intention and decision to shop at Transmart during the pandemic directly and indirectly. A primary data set of 112 samples was analyzed using path analysis with the convenience sampling method. The findings show that the health protocol service quality and advertising directly affect consumers' intention and decision to shop at Transmart during the pandemic and that consumers' intention is an intervening variable that mediates both indirect effects.

SARI PATI

Transmart, salah satu jaringan bisnis ritel di Indonesia, telah mengadopsi strategi baru guna bertahan di tengah pandemi Covid-19. Penelitian ini menganalisis apakah strategi protokol kesehatan yang diterapkan di gerai serta iklan Transmart efektif mempengaruhi minat dan keputusan pelanggan untuk tetap berbelanja di gerai Transmart saat pandemi, baik secara langsung maupun tidak langsung. Sebanyak 112 data primer dianalisa menggunakan analisis jalur dengan metode pengumpulan data convenience sampling. Hasilnya menunjukkan bahwa strategi protokol kesehatan dan iklan Transmart berpengaruh langsung terhadap minat dan keputusan pelanggan berbelanja ke gerai Transmart saat pandemi. Minat merupakan variabel intervening yang mampu memediasi kedua pengaruh tidak langsung strategi protokol kesehatan dan iklan terhadap keputusan berbelanja ke gerai Transmart saat pandemi.

INTRODUCTION

The Covid-19 pandemic has impacted various aspects of people's lives globally. To reduce the spread of the Covid-19 virus, the Indonesian government issued a social distancing policy or a set of Large-Scale Social Restrictions (PSBB) in April 2020 (Wijaya, 2020). These were followed by the Implementation of Community Activity Restrictions (PPKM) in July 2021 (Sri, 2021) until it was officially lifted on 30 December 2022 (Rokom, 2022; Aminah, 2022; Farisa, 2022). During the PSBB and PPKM, Indonesia implemented health protocol procedures and restrictions on operational opening hours in various areas, including public facilities. On 31st March 2020, the Chairman of the Indonesian Retail Entrepreneurs Association (APRINDO) in CNBC Indonesia, Roy Nicholas Mandey, explained that the implementation of policies limiting operating hours in malls and shopping centers like mini markets, supermarkets, hypermarkets, and wholesalers to anticipate the pandemic is very burdensome for retailers in Indonesia (Sandi, 2020).

Research performed by Moka, one of the startup companies providing digital cashier services for more than 30 thousand merchants in Indonesia, shows that the food and beverage industry is the most affected by Covid-19, followed by the service and retail industries. Seven of the 17 cities surveyed had significant decreases in daily income. Compared to other industries, the retail industry experienced the highest decline in daily revenue, namely in West Jakarta, reaching 32% per outlet, followed by South Tangerang, Depok, Central Jakarta, and Bandung (Pernando, 2020; Santia, 2020). From 2020 to 2021, APRINDO noted that 1,300 retail outlets closed, averaging 2 to 3 retail outlets per day, due to the economic squeeze experienced by the Indonesian people (CNNIndonesia.com, 2021).

In order to maintain business operations, a company must find and retain consumers under any conditions (Lemon, 2016; Permata et al., 2018). Business communities addressed PSBB and PPKM

policies by adopting new strategies. Transmart, a retailer owned by PT. Trans Retail Indonesia, kept all of its outlets open during the pandemic, implementing health protocol strategies to maintain the consumers' and employees' health (Putri, 2020). Transmart also developed a video advertisement themed "Transmart Remains Open" on social media and television to promote the health protocol implementation in all Transmart outlets that remain open during the pandemic to consumers (Transmart, 2020).

Service quality describes consumer assessments of marketers' consistency in meeting or exceeding consumers' expectations after experiencing the service (Lovelock et al., 2011). This research used the Servqual model of Parasuraman et al. (1991) to measure the health protocol service quality of Transmart during the pandemic. It consists of 5 dimensions, represented by the acronym TERRA: 1) Tangibles, or completeness of equipment and physical infrastructure that can support the implementation of health protocols at Transmart outlets during the pandemic. 2) Empathy is the ability of employees to empathize by establishing good and personal relationships and communication with consumers. 3) Reliability represents employees' ability to serve consumers as promised. 4) Responsiveness refers to the reaction of employees to help consumers. 5) Assurance is the guarantee of consumer safety when shopping at outlets during a pandemic. Marketer services are considered high quality if they meet consumer needs and expectations (Aisyah, 2018; Aisyah & Umiyati, 2018; Lovelock et al., 2011; Parasuraman et al., 1991; Rahmat et al., 2021; Raut et al., 2022; Yulia et al., 2023).

Mass media advertising is one of the most effective communication strategies (Morissan, 2010). In advertising, a message offers a product or service to the public through mass media (Kasali, 1995). In order to communicate messages to consumers about the implementation of health protocol strategies at its outlets, Transmart utilizes advertisements in the form of videos with

the theme “Transmart Remains Open,” which have been aired on social media and television (Transmart, 2020). This research uses the EPIC model to measure the Transmart advertising effectiveness, which consists of the following indicators: 1) Empathy involves consumer affection and cognition. Affection is measured based on emotions, special feelings, positive or negative ratings, evaluations, or consumers’ moods after seeing an ad. Cognition refers to the mental process of consumers responding to advertisements watched. 2) Persuasion includes changes in consumers’ attitudes, beliefs, and desires to purchase or behave after seeing an advertisement. 3) Impact is the ability of advertising to attract consumer intention, as seen from consumer knowledge about the message content of the product advertised. 4) Communication represents the ability of consumers to remember and understand the message conveyed and how strongly consumers are impressed by the advertisements delivered (Enjelina, 2022; Hastuti, 2013; Indah & Maulida, 2017; Meliala & Malik, 2022). The message or engaging content in advertising is effective if it aligns with the consumers’ perspective, which encourages them to shop (Aisyah, 2023; Ellitan et al., 2022; Hayes et al., 2021; Leite & Baptista, 2022; Shimp, 2014).

Intention is a psychological force that exists in a person, which impacts the desire to engage in an actual behavior (Schiffman & Kanuk, 2017). It relates to the consumer’s plan to purchase or use a certain product or service during a certain period (Aisyah & Silvia, 2023; Howard, 1994). Analyzing consumer intention is important for marketers to predict consumer demand (Aisyah & Silvia, 2023; Hossain et al., 2023; Nekmahmud & Fekete-Farkas, 2020). Consumer intention to shop at Transmart outlets during the pandemic is measured by three indicators (Rosalina & Subagio, 2016; Till & Busler, 2000): likely, probably, and definitely. Intention to purchase has been considered the basis of consumer purchasing study (Khan et al., 2023; Peña-García et al., 2020; Singh et al., 2023). The higher the intention, the higher the consumer’s

decision to make an actual purchase, like shopping at Transmart outlets during the pandemic (Al Hafizi & Ali, 2021; Klein & Sharma, 2022).

A decision is an actual behavior resulting from the intention to perform a specific behavior based on available information or influence from others (Aisyah & Silvia, 2023; Ajzen, 2018; Fishbein & Ajzen, 1975; Yang et al., 2023). Shopping decision occurs after consumers consider purchasing products or services to fulfill their needs (Kotler & Armstrong, 2018; Kotler & Keller, 2016). Consumers’ decision to shop at Transmart outlets during the pandemic is measured using the 5-stage purchase decision-making process model. Before consumers finally decide to shop, the process has three stages. The first stage is identifying the need. In this stage, consumers seeking daily necessities during the pandemic consider going to Transmart outlets. The second stage is searching for information. Here consumers find information about which outlets to visit by considering several alternatives from various sources such as social media, television advertisements, recommendations from friends, and family. The third stage is evaluating the alternatives. Consumers in this stage evaluate several alternative options to finally enter the fourth stage by shopping at a Transmart outlet. The last or the fifth stage is post-purchase behavior, which describes consumer responses after shopping at Transmart, whether as expected, exceeding expectations, or not as expected (Alhamad et al., 2023; Kotler & Keller, 2016; Kusno et al., 2023).

Even though the restrictions related to the COVID-19 pandemic have ended, the effects have caused a dramatic change in consumer behavior (Briedis et al., 2020). Most people were stuck at home, which forced consumers to change how they shop (Morgan, 2020). Some were afraid to go to stores and get infected. As consumers avoided queuing at stores during the pandemic, online shopping soared (Tymkiw, 2022). To meet consumers’ needs, retailers had to adapt quickly to organize and implement new strategies. Thus, this research remains relevant as a topic for discussion

for other retailers to learn how to survive a crisis. By using path analysis, this research analyzes the direct and indirect effects of health protocol implementation or service quality and advertising on consumers' intention and decision to shop at Transmart outlets as business survival strategies during the pandemic.

METHODS

This research used non-probability sampling with the convenience sampling method. The researchers distributed 125 questionnaires online on Google Forms via WhatsApp. Only 112 samples were eligible for further analysis. The respondents are consumers who have shopped at Transmart outlets from the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, Bekasi) during the pandemic from January 2021 to December 2022 that implemented the Transmart outlet's health protocol services and have seen "Transmart Remains Open" advertisements on social media or television. The data were analyzed using path analysis with the IBM SPSS Statistics 23 application.

This research divided the direct effects into two structures (Figure 1). There are three hypotheses in the first structure: (H1) The health protocol service quality and advertisements simultaneously affect intention to shop at Transmart, (H2) The health protocol service quality affects consumers' intention to shop, and (H3) Advertising affects consumers' intention to shop at Transmart during the pandemic. The second structure consists of

four hypotheses: (H4) The health protocol service quality, advertising, and consumers' intention simultaneously affect consumers' shopping decisions at Transmart, (H5) The health protocol service quality affects consumers' shopping decisions at Transmart, (H6) Advertising affects consumers' shopping decisions at Transmart, and (H7) Intention affects consumers' shopping decisions at Transmart during the pandemic. Two hypotheses address the indirect effects: (H8) Intention mediates the indirect effect of health protocol service quality on consumers' shopping decisions at Transmart, and (H9) Intention mediates the indirect effect of advertising on consumers' shopping decisions at Transmart during the pandemic.

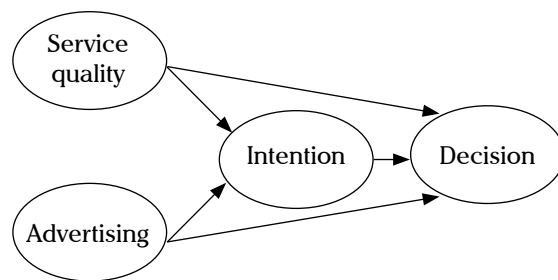


Figure 1. Path analysis model

RESULTS AND DISCUSSION

Table 1 shows that women (69%) and Gen Z (58%) dominate the respondents. Gen Z accesses the internet more than 7 hours daily, while Millennials access it 4 to 6 hours daily (Ali et al., 2022). The respondents' monthly expenses do not exceed the amount of their income.

Table 1. Respondent Characteristics

	Characteristic	Quantity	(%)
Gender	Male	35	31%
	Female	77	69%
Age	18 - 25	65	58%
	>25 - 41	47	42%
Revenue/month	< IDR 2,6 million	46	41%
	IDR 2.6 to 5,2 million	53	47%
	> IDR 5,2 to 7,8 million	13	12%
Expenses/month	< IDR 2,6 million	51	46%
	IDR 2.6 to 5,2 million	54	48%
	> IDR 5,2 to 7,8 million	7	6%

Before analyzing the hypothesis, the validity test of the Pearson correlation, the reliability test of Cronbach alpha, and the normality test of Kolmogorov Smirnov need to be carried out. The results showed that all question items are valid with significance below 0.05, and all variables are reliable, with a Cronbach alpha above 0.7. The data distribution is normal, with the value of Kolmogorov Smirnov greater than 0.05. All variables strongly correlate with coefficients between 0.61 to 0.80, except the intention (Y) and decision (Z), which very strongly correlate with the coefficients between 0.81 to 1 (Ghozali, 2016).

shopping decision is 72.5%. Other factors outside the model contributed to the remaining 27.5%. The F-test result shows that Hypothesis 4 is significant (sig 0.000), where the three variables simultaneously affect the shopping decision by 87.85%. The t-test results for Hypotheses 5, 6, and 7 are also significant, which show the direct effect of the health protocol service quality (sig 0.001), advertising (sig 0.025), and intention (sig 0.000) on the shopping decision partially, where intention ($t = 5.325$) is the most dominant, followed by the health protocol service quality ($t = 3.476$) and advertising ($t = 2.275$).

Table 2. Direct Effect: Path Analysis Results

Direct Effect	t-stat	p-value	Result
Service quality- Intention	5.582	0.000	Significant
Advertisement- Intention	4.414	0.000	Significant
Service quality- Decision	3.476	0.001	Significant
Advertisement- Decision	2.275	0.025	Significant
Intention- Decision	5.325	0.000	Significant

Source: Data processed, 2022

The coefficient of determination of structure 1 shows that the contribution of the health protocol service quality and advertising on shopping intention is 62.3%. Other factors outside the model contributed to the remaining 37.7%. The F-test result shows that Hypothesis 1 is significant (sig 0.000), where both variables simultaneously affect the shopping intention by 82.92%. The t-test results for Hypotheses 2 and 3 are also significant, which show the direct effect of the health protocol service quality (sig. 0.000) and advertisements (sig. 0.000) on shopping intention partially, where health protocol service quality ($t = 5.582$) is more dominant than advertising ($t = 4.414$) in effecting the intention to shop at Transmart outlets during the pandemic.

The coefficient of determination of structure 2 shows that the contribution of the health protocol service quality, advertising, and intention on the

The results of Hypotheses 2 and 5 imply that the service quality or the implementation of the health protocol strategy at the Transmart outlet is good enough for consumers to feel safe and shop conveniently during the pandemic. The result of Hypothesis 2 aligns with previous studies by Ismanto and Susanti (2019), Maharsi et al. (2021), Setiawan and Suparto (2020), Wulandari (2016), and Yoestini and Rahma (2017). Hypothesis 5 aligns with Ali et al. (2022), Noro and Sitio (2019), Ramdayani (2017), and Yoestini and Rahma (2017). During the pandemic, Transmart outlets implemented a health protocol, which includes limiting the number of consumers who enter, checking consumers' body temperature, providing disinfectant liquid near the entrance and at the registers, requiring the use of masks by consumers and employees, requiring employees to use plastic gloves while serving consumers, adjusting the distance between consumers at the cashier line,

installing plastic barriers at the cashier, limiting fast-moving products to keep the shelves stocked, and offering cashless payments (Lova, 2020; Putri, 2020). The better the health protocol service quality, the higher the consumers' intention and decision to shop at Transmart during the pandemic.

The results of Hypotheses 3 and 6 imply that the Transmart Covid-19 advertising is effective enough to encourage consumers to shop at Transmart outlets during the pandemic. The result of Hypothesis 3 is in line with other research by Charoenserechai et al. (2022), Chen et al. (2022), and Haerani (2015). Hypothesis 6 is in line with Helmi et al. (2022), Khrisnakumar and Radha (2015), Masikah and Alwie (2016), and Ramdayani (2017). Hypothesis 7 implies that the higher the intention, the higher the decision to shop at Transmart during the pandemic, which aligns with Al Hafizi and Ali (2021) and Klein and Sharma (2022). Advertising is effective if consumers can remember the message conveyed, understand the content, be influenced by it, and eventually purchase the products or use the services (Enjelina, 2022; Hastuti, 2013; Laskey et al., 1995). The more effective the advertisement, the higher the consumer intention and decisions to shop at Transmart outlets during the pandemic.

and advertising on consumers' decision to shop at Transmart outlets during the pandemic.

No one wants a crisis. Nevertheless, in many cases, a crisis can come unnoticed at any time. It can arise internally and externally, which makes any business vulnerable to a crisis. Delaying or letting a crisis linger can harm the business. This research revealed the consistent role of health protocol strategy on consumers' intention and decision to shop at Transmart, which is more dominant than advertising, indicating that the health protocol shopping experience at Transmart significantly encourages consumers to shop again at Transmart outlets.

Transmart devoted efforts to quickly communicate the health protocol implementation at their outlets on television and social media advertising on 29 March 2020, which is the same month the government announced the Covid-19 pandemic. This announcement effectively sparked consumer interest to patronize Transmart outlets, even when the pandemic had just started. Telecommunications technology has enabled news to spread faster worldwide, making crisis management easier and quicker. In dealing with a crisis, it is necessary to have a fast and precise survival plan to respond

Table 3. Indirect Effect: Sobel Test Results

Indirect Effect	t-score > r-table	Result
Service quality-Intention-Decision	78.1 > 1.98	Significant
Advertisement-Intention-Decision	112.9 > 1.98	Significant

Source: Data processed, 2022

The Sobel test results (Table 2) show that intention mediates the indirect effect of health protocol service quality (Hypothesis 8) and advertising (Hypothesis 9) on consumers' decision to shop at Transmart during the pandemic. Thus, intention is an intervening variable for both indirect effects. This aligns with Nekmahmud and Fekete-Farkas (2020) and Satriawan and Setiawan (2020). The higher the intention mediation, the higher the indirect effect of health protocol service quality

to and overcome any possible scenario that may arise due to a crisis. Based on the findings, this research confirmed that reliable new services and fast communication strategies can save a business and neutralize public uncertainty when dealing with a crisis.

MANAGERIAL IMPLICATION

Based on the news on 8 February 2023, twelve Transmart outlets were closed, mostly in Jakarta

and Batam (Melani, 2023). This closure took place to ease the company's work with unsatisfactory store performance due to the Covid-19 pandemic. Many companies, not just Transmart, experienced the need for this action. Another retail network, Giant, closed all of its outlets in Indonesia in July 2021. Due to the economic squeeze amid the COVID-19 pandemic, 1,300 retail outlets closed from 2020 to 2021 (CNNIndonesia.com, 2021). According to the Vice President of Corporate Communication of Transmart Carrefour, Satria Hamid, the practice of closing modern retail outlets is prevalent in the retail industry and was also experienced in the restaurant and hotel industry during the pandemic. Indonesian people have become more comfortable shopping online during this time, so after this pandemic, retailers struggled to attract them back into their outlet stores (Darmawan, 2023; Melani, 2023).

To lure consumers back to the physical stores, retailers must recognize their loyal consumers by personalizing services and increasing the average value, such as offering special discounts or loyalty programs. Positive experiences among loyal consumers result in word-of-mouth marketing. To attract new shoppers, retailers could offer in-store coupons and gifts, cash back, and other incentives which promote more spending. Outlets must also provide quick and easy checkout with well-trained employees and machinery to minimize long waits. Retailers could also provide a pay-later program, offer product samples, increase store hours, and expand their retail technologies to increase consumer satisfaction and reduce loss (Intelligence et al., 2022).

CONCLUSION

Transmart survival strategy amid the pandemic is quite effective with the implementation of the health protocol so consumers feel safe and comfortable shopping at Transmart outlets. Transmart advertising has also generated consumer intention and decisions to continue shopping at Transmart outlets. However, this research has limitations due to the primary data

collection time, which drew on data only from January 2021 to December 2022 or while PPKM in Indonesia took place, so it cannot predict the sustainability of Transmart's retail business in the future or after PPKM officially ended in Indonesia on 30 December 2022 (Rokom, 2022) (Aminah, 2022) (Farisa, 2022).

Therefore, further research needs to be carried out with more samples, a wider research area, and broader business scopes on the effectiveness of Transmart's strategies compared to other retailers to maintain its business sustainability. Such studies could analyze other variables such as people's purchasing power, consumer online shopping behavior, impulse buying, switching behavior, e-satisfaction, e-loyalty, e-branding, electronic word of mouth (e-WoM), more current social media advertisements, digital promotional mix, online service qualities, and other relevant variables to the current post-pandemic conditions and evolving digital business.

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