# Analysis of Consumers' Level of Interest and Satisfaction on the Attributes of the Mitsubishi Pajero Sport

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**Abstract**
This study aimed to analyze the consumers' levels of importance, performance, and satisfaction on 23 attributes of the Mitsubishi Pajero Sport car. There were 120 Mitsubishi Pajero Sport consumers from the Mitsubishi Pajero Sport club members as the research respondents filling out the online questionnaire. The attributes are: body design with impressive performance; up-to-date or stylish interior design; good voice control; tougher and more luxurious exterior design; easy-to-reach audio layout design; good audio quality; Mitsubishi's flagship SUV product; good quality safety equipment; good soundproofing from outside; comfortable seating position; no vibration when driving at high speed; easy steering control; good maneuverability when cornering; passenger comfort; fuel-efficient; easy spare parts availability; cheap spare part prices; good after-sales service from dealers; low cost of service; low price; technological features; masculine impression of off-road style, and; powerful engine. Based on the importance level, the five important attributes are: up-to-date or stylish interior design; masculine impression of off-road style; body design with impressive performance; powerful engine, and; good soundproofing from the outside. According to the respondents, the top five attributes performed well, with the average scores as follows: the masculine impression of off-road style attribute at 4.78; the powerful engine attribute at 4.74; the easy steering control attribute at 4.69; the body design with impressive performance attribute at 4.68, and; the tougher and more luxurious exterior design attribute at 4.47. Based on the regression results using the importance-performance matrix, the attributes that were considered important by the respondents, yet had not been able to satisfy the respondents, are: up-to-date or stylish interior design; cheap spare part prices; good quality safety equipment; passenger comfort, and; fuel-efficient.

**Keywords:** Product, Expectancy Theory, Attributes, Mitsubishi Pajero Sport, Disconfirmation Theory

## INTRODUCTION

Public transportation facilities in Indonesia prepared by the government are still very far from the general public's expectations, making the need for two-wheeled or four-wheeled vehicles increase from year to year. This can be seen from the increasing density of vehicles on the streets in big cities, which usually cause congestion and the number of vehicles that have been sold over the past few years. In 2010, there were 677,181 reference units, which means a growth of 12% or 70,030 units, compared to 2009, with sales of 607,151. Four types of four-wheeled vehicles (cars) in Indonesia are sport utility vehicles (SUV), multi-purpose vehicles (MPV), hatchbacks, and city cars.

The various levels of interest and backgrounds of people buying cars do not escape the attention of the automotive industry players. Many types of cars are offered to consumers with various attributes to choose offers that are more in line with their desires and needs. These various attributes are designed and combined to provide a competitive product that the market can accept; one of them is the market's desire for simple products that follow existing limitations. Mitsubishi Pajero Sport Dakar won the 2011 Indonesian Car of the Year (ICOTY 2011) as the *Best Diesel SUV* for the *All-Round Family SUV*.

The dimensions of the Mitsubishi Pajero are 4785-mm length, 1815-mm width, and 1805-mm height, with a ground clearance of 218 mm and a wheelbase of 2800 mm. It is equipped with an additional feature unavailable in other cars of its class: the *Voice Command*, whereas this feature is

only available in the luxury sedan class such as the Toyota Camry. The highest variant of the Mitsubishi Pajero Sport is the Dakar Ultimate A/T 4x4. The Pajero Sport car did not appear as the first product for the SUV class. Several products have previously dominated the market in its class, such as the Toyota Fortuner, Nissan Terra, and Isuzu Mu-X. The Mitsubishi Pajero is the best-selling SUV in Indonesia of the four models. Pajero Sport achieved various achievements in Indonesia, including the Mitsubishi New Pajero Sport, which won the "Best All-Rounder" award at the 2021 Carvaganza Editor's Choice Awards (CECA) was held virtually on August 5, 2021. Pajero Sport has received popularity and positive acceptance since its launch in Indonesia in 2009.

The market potential of SUVs (Sport Utility Vehicles) is growing along with the need for cars with large bodies, dashing, sporty, and with tough and powerful engines, full and sophisticated features, tough in all fields certainly fuel-efficient, especially in big cities. This also motivates automotive manufacturers to compete to provide the best combination of attributes to meet consumer desires for their satisfaction ultimately.

On July 29, 2020, the television station CNBC Indonesia reported that the Mitsubishi Pajero Factory in Japan would be closed. This news certainly disappointed automotive lovers, especially SUVs (Sport Utility Vehicles). Therefore, it became one of the reasons the author researched the Pajero Sport. However, Mitsubishi ensured that Indonesia would not be affected. The closing of the Pajero Manufacturing Co., Ltd. factory was caused by falling demand and operating losses due to the CoVid-19 that hit Mitsubishi Motors Corp.

Subsequently, an analysis of consumers' levels of interest and satisfaction with the attributes of the Mitsubishi Pajero Sport is expected to contribute to anticipating the closing of the Pajero Sport factory, avoiding a decline in demand, and increasing the selling value of the Pajero Sport.

## LITERATURE REVIEW

### A. Product

Kotler (2008) defines that the product includes more than just tangible goods. In a broad sense, products include physical objects, services, events, people, places, organizations, ideas, or these entities. Kotler also said that the product has a level that distinguishes one product from another. Marketers must show this in marketing their products. This product level is divided into three: Core Product, Actual Product, and Augmented Product.

A product attribute is a component that is a product characteristic that ensures that the product can meet the needs and desires that the buyer applies. Product attributes consist of quality, features, style, and design. The attributes in cars greatly influence consumers to prefer cars with certain brands because each brand favors certain attributes.

Consumers do several stages before deciding to buy a product or service. Consumers have five stages in making decisions (Schiffman & Kanuk, 2004): awareness, interest, evaluation, trial, and adoption.

### B. Consumer Motivation

Motivation is a process within an individual to act according to the individual's wishes (Solomon, 2010). The strength and weaknesses of individual motivation are influenced by the expectations and desires that come from the individual. Consumer motivation is influenced by their desire to realize something in real life. According to Maslow, there are five stages of the hierarchy of needs of an individual, namely psychological needs, security, belonging and togetherness, the need for status and personal ego, and the need for self-actualization.

### C. Perception

According to Solomon (2010), perception is how people select, organize, and interpret sensations. Each individual interprets the stimulus they receive for themselves; in other words, each individual can have their perception of the stimulus they receive depending on their needs and

experiences. There are three stages to form perception: exposure, attention, and interpretation. Meanwhile, according to Porter (2008), perception is how people select, organize, and interpret information to form a meaningful picture of the world. People can form different perceptions of the same stimulus because of three perceptual processes (related to sensory stimuli): selective attention, selective distortion, and selective retention.

**D. Customer Satisfaction**

Customer satisfaction is undeniable and is indispensable in increasing sales, in other words, improving financial performance (Matzler et al., 2003). It is said that satisfaction can lead to increased loyalty, lower price elasticity, increased cross-buying and positive worth of mouth. Several studies confirm a positive relationship between customer satisfaction and profitability (Anderson, Fornel, & Lehmann, 1994). Denove and Power (2007) divide customers into three groups: advocate, apathetic, and assassin.

**E. Expectancy Theory**

Expectancy theory, better known as motivation theory, was first introduced by Vroom (1964). Several things can lead to customer expectations: personal needs, previous experience, word of mouth communications, and explicit or implicit service communications.

Disconfirmation in the expectation paradigm is widely used in research to measure customer satisfaction (Oliver, 1980, 1997). Based on this model, satisfaction is formed by comparing cognitive and perceived performance with expectations before making a purchase. Suppose the perceived performance is more than expectations. In that case, it will result in positive disconfirmation (satisfaction). If the perceived performance is lower than expectations, it will result in negative disconfirmation (dissatisfaction). Suppose the perceived performance is the same as expected. In that case, it will result in a moderate level of satisfaction or even lead to abandonment.

**Conceptual Model**

Figure 1. Conceptual Model
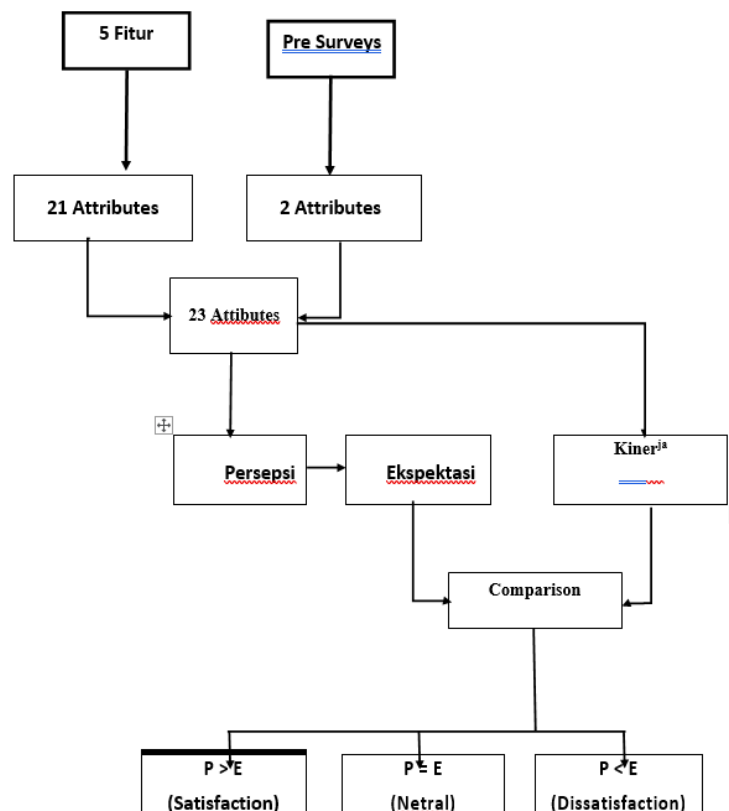
## RESEARCH METHOD

Mitsubishi Pajero Sport attributes on customer satisfaction were tested using regression analysis. The stepwise method was used to get the attributes with a significant effect. This method would be found attributes with a significant effect on customer satisfaction. Based on the processing results using SPSS software, the attributes with a significant effect on customer satisfaction were obtained.

### Research Design

Exploratory research was conducted to explore what attributes were in the car in general, especially for the Mitsubishi Pajero Sport and whether these attributes were the basis for respondents to buy the Mitsubishi Pajero Sport. The attributes obtained from MMKSI (Brand Holder Sole Agent), in this case, were FMI (Pajero Motor Indonesia), journals and preliminary surveys, with ten consumers of Mitsubishi Pajero Sport would be used as variables for further research, namely research with the method questionnaire.

The survey was conducted to determine which attributes were most important for consumers to buy Mitsubishi Pajero Sport and which attributes were considered the most satisfying for consumers after buying Mitsubishi Pajero Sport. Questionnaires distributed to respondents were prepared to refer to the exploratory research findings.

### Population or Sample

In this study, the target population was those who had purchased Mitsubishi Pajero Sport. A sampling frame was a list of population members used to obtain samples. That way, the sampling frames in this study were those who had purchased Mitsubishi Pajero Sport.

The sampling in this study was by sampling method. It belonged to probability sampling because all those included in the customer database had the same opportunity to be samples of this study. The distribution of the questionnaires was carried out using an online method due to conditions in the last two-three years which limited direct surveys to several areas or places due to the consideration of pandemic conditions. Hence, the researcher took advantage of technology by making formulas on the Google Form. The link was informed to respondents via WhatsApp to be distributed to Mitsubishi Pajero Sport owners groups.

### Data Collection Method

In this study, the technique used in data collection was the descriptive research technique, which is a research technique that aims to answer research questions in more depth. Descriptive research describes a market, consumer, phenomenon, or experience.

In descriptive research, the type of data collected is quantitative data, including data collection from samples. The processed data will be represented by numbers, tables, graphs, and charts.

## RESEARCH RESULT

Presurvey was conducted on 10 Mitsubishi Pajero Sport customers. Presurvey was conducted to obtain information about attributes not included in the 21 previously determined attributes. There were two attributes that, according to consumers, were attributes that they also considered buying a Mitsubishi Pajero Sport, namely the masculine impression of off-road style and the powerful engine. Overall, 23 attributes will measure the customers' levels of importance, performance, and satisfaction for Mitsubishi Pajero Sport, namely:

1. Body design with impressive performance
2. Up-to-date (stylish) interior design
3. Good voice control
4. Tougher and more luxurious exterior design
5. Easy-to-reach audio layout design

| | |
|---|---|
| 6 | Good audio quality |
| 7 | Mitsubishi's flagship SUV product |
| 8 | Good quality safety equipment |
| 9 | Good soundproofing from outside |
| 10 | Comfortable seating position |
| 11 | No vibration when driving at high speed |
| 12 | Easy steering control |
| 13 | Good maneuverability when cornering |
| 14 | Passenger comfort |
| 15 | Fuel-efficient |
| 16 | Easy spare parts availability |
| 17 | Cheap spare part prices |
| 18 | Good after-sales service from dealers |
| 19 | Low cost of service |
| 20 | Low price |
| 21 | Technological features |
| 22 | Masculine impression of off-road style |
| 23 | Powerful engine |

The results of the presurvey in the form of 23 attributes on the Pajero Sport were composed in the preparation of a questionnaire.

## RESEARCH RESULT

The level of customer interest in the attributes contained in the Mitsubishi Pajero Sport was assessed based on the respondent's assessment of these attributes. According to H. A. Sturges (1962), the formula for determining the number of classes is as follows:

$k = 1 + 3.322 \log n$

whereas:
$k$ = the number of classes
$n$ = the number of observation values

The formula is the Kriterium Sturges, then to calculate the number of classes in determining the customers' interest level in this study are as follows:

$k = 1 + 3.322 \log n$

$$= 1 + 3.322 \log 23$$
$$= 1 + 3.322 (1.3617)$$
$$= 1 + 4.5266$$
$$= 5.5266$$

So, the number of classes is five; while the class length is as follows:

Class length = $92 \div 5 = 18.4$

Therefore, the criteria for customer interest in all attributes of the Mitsubishi Pajero Sport are set as follows:

| Interval Class | Criteria |
|---|---|
| 23 - ≤ 41.4 | Very Unnecessary |
| 41.4 - ≤ 59.8 | Unnecessary |
| 59.8 - ≤ 78.2 | Quite Necessary |
| 78.2 - ≤ 96.6 | Necessary |
| 96.6 – 115 | Very Necessary |

Through these criteria, this study obtained an overview of the respondents' interest level in all the attributes contained in the Mitsubishi Pajero Sport as follows.

Figure 2. Distribution of Respondents Based on the Importance Level
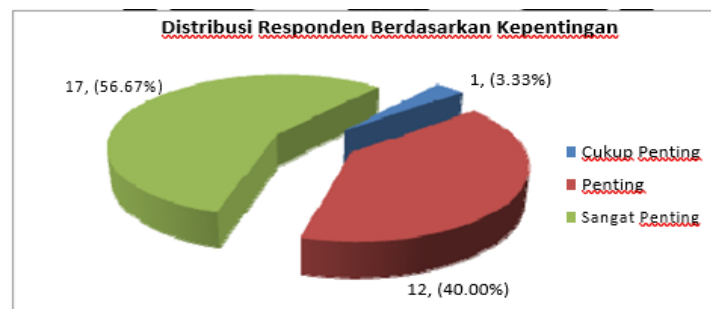


*3.33% = Quite Necessary; 40.00% = Necessary; 56.67% = Very Necessary*

Here obtained an overview of the respondents' interest level. 56.67% of respondents stated that all attributes in this study were very necessary, 40% said they were necessary, and only 3.33% said they were quite necessary.

Figure 3. Distribution of Respondents Based on the Satisfaction Level
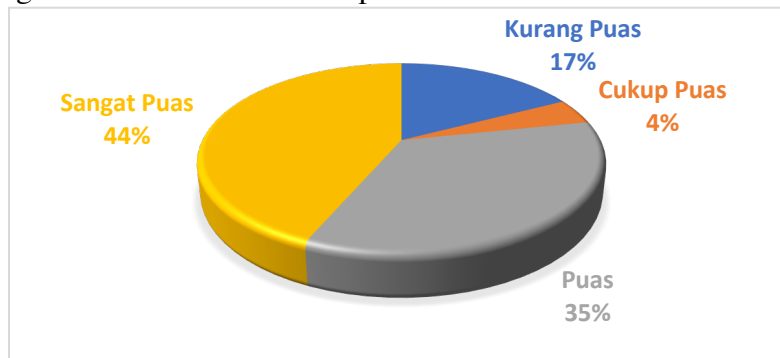


*44% = Very Satisfied; 35% = Satisfied; 17% = Less Satisfied; 4% = Fairly Satisfied*

While the satisfaction level is calculated by comparing the average performance assessment of Mitsubishi Pajero Sport's attributes to the average customer interest. Through these criteria, a description of the respondent's satisfaction level with all the attributes contained in the Mitsubishi Pajero Sport is obtained based on the picture above; namely, 44% of respondents are very satisfied, 35% are satisfied, 17% are less satisfied, and 4% are quite satisfied.

The mapping of the mean level of importance and the average respondent's performance on the attributes of the Mitsubishi Pajero Sport can be described in the importance-performance matrix. This mapping is carried out to identify areas where effective improvements can be made. In other words, the improvements that most affect customer satisfaction. In this mapping, the X-axis represents the level of satisfaction, and the Y-axis represents the level of importance. The point of intersection

of the X and Y axes is at 3.97, 3.50, which is the average of the mean values for each axis. The mapping results are given in the graph below.

Figure 4. Cartesian Diagram: Importance and Performance of Mitsubishi Pajero Sport
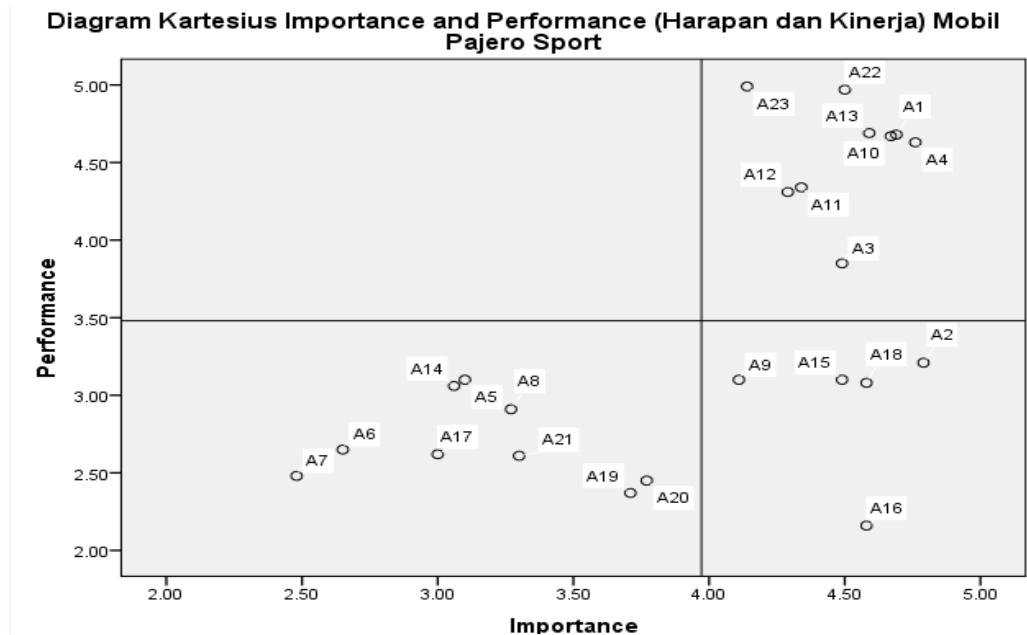


**Performance Analysis**
The details of the Mitsubishi Pajero Sport's attributes position can be seen based on the graph above, as follows:

Table 1. Distribution of 23 Attributes based on the IPA

| No | | Atribut | High Importance, High Performance | Low Importance, Low Performance | High Importance, Low Performance |
|---|---|---|---|---|---|
| 1 | A1 | Desain *Body* yang memberikan performa yang mengesankan | 2 | | |
| 2 | A10 | Kekedapan suara dari luar mobil yang baik | 2 | | |
| 3 | A11 | Posisi tempat duduk yang nyaman | 2 | | |
| 4 | A12 | Mobil tidak bergetar saat dikendarai pada kecepatan tinggi | 2 | | |
| 5 | A13 | Pengendalian kemudi yang mudah | 2 | | |
| 6 | A22 | Kesan maskulin bergaya off-road | 2 | | |
| 7 | A23 | Mesin bertenaga | 2 | | |
| 8 | A3 | Desain ekterior dari mobil SUV yang lebih tangguh dan mewah | 2 | | |
| 9 | A4 | Desain tata letak audio mudah dijangkau | 2 | | |
| 10 | A5 | Kualitas audio bagus | | 3 | |
| 11 | A6 | Mobil SUV produk unggulan Mitsubisi | | 3 | |
| 12 | A7 | Voice Control yang bagus | | 3 | |
| 13 | A8 | Harga mobil yang murah | | 3 | |
| 14 | A14 | Mobil dapat bermanuver dengan baik pada saat menikung | | 3 | |
| 15 | A17 | Spare part mobil yang mudah didapat | | 3 | |
| 16 | A19 | Layanan purna jual yang bagus dari dealer | | 3 | |
| 17 | A20 | Biaya service mobil yang murah | | 3 | |
| 18 | A21 | Fitur teknology | | 3 | |
| 19 | A2 | Desain interior yang up to date (stylish) | | | 4 |
| 20 | A9 | *Kualitas alat safety yang baik* | | | 4 |
| 21 | A15 | Kenyaman penumpang | | | 4 |
| 22 | A16 | Mobil yang hemat bahan bakar | | | 4 |
| 23 | A18 | Harga spare part yang murah | | | 4 |

Based on the table above, it can be seen that the Pajero Sport found attributes that need improvement. In other words, Pajero Sport's attributes have not been able to satisfy consumers. In other words, these attributes have performance below the expectations of consumers. The attributes are up-to-date (stylish) interior design, good quality safety equipment, passenger comfort, fuel-efficient, and cheap spare part prices.

## DISCUSSION

Mitsubishi Motors vehicles have been present in Indonesia for more than 40 years. As of April 1, 2017, PT. Krama Yudha Tiga Berlian Motors (KTB) restructured its business. They transferred the distribution business of passenger and light commercial vehicles under the Mitsubishi Motors brand in Indonesia to PT. Mitsubishi Motors Krama Yudha Sales Indonesia (MMKSI).

The Mitsubishi New Pajero Sport 2021 is a facelifted 7-seater SUV from the previous model. Equipped with various advanced technological features, this vehicle has been eagerly awaited for its presence for a long time. In addition, the appearance is made fiercer with the application of the Dynamic Shield design language on the fascia. The first-generation Pajero debuted as a concept car at the 1979 Tokyo Motor Show. Three years later, a 3-door short-body metal and canvas variant was introduced. A long-body variant was added in July 1983. The line was followed by a model using Mitsubishi's automatic transmission in 1985. V6 petrol and inter-cooled turbo diesel engine were added in 1988.

The second-generation (1991) of the Mitsubishi Pajero was launched in January 1991, after a full model change in nine years. The Pajero is offered in four body types: metal roof, center roof, kick-up roof and J-top, to accommodate a wide range of user needs and provide significant improvements in performance, comfort and safety. The car is equipped with a 3.0L V6 and 2.5L inter-cooled turbo diesel engine mated to a 5-speed manual transmission or a 4-speed automatic transmission.

In a full model change, the third generation (1999), the Pajero underwent a significant evolutionary change when it metamorphosed into a third-generation manifestation in September 1999. A major change occurred with replacing the previously separate frame and body construction with monocoque construction, where the frame is an integral part of the bodyshell. The overall length, width and wheelbase are also increased. The reduced weight and increased rigidity result in excellent control and stability, and ride comfort. A 3.5L V6 GDI and a new 3.2L Di-D direct-injection diesel engine are added.

Fourth Generation (2006) MMC launched the fourth generation Mitsubishi Pajero in 2006. At that time, the population of this 4WD car had sold more than 2.5 million units in more than 170 countries in the world. In development, the fourth-generation Pajero underwent a series of test programs, including simulation of compatibility of 2,500 meters altitude in the European Alps, temperatures of minus 40 degrees in Northern Europe, including off-road driving in the deserts of Africa and the Australian outback. The fourth-generation Pajero retains the all-independent suspension and Super Select 4WD-II (SS4-II) driveline introduced in the 3rd generation model to give it unrivaled all-terrain capability. New technologies that distinguish the 4th generation PAJERO include an enhanced Active Stability & Traction Control (ASTC) system, which allows accommodating the installation of a new rear differential lock.

## CONCLUSION

Of the 23 attributes that are used as questions in the questionnaire, the five attributes that are considered the most important by Mitsubishi Pajero Sport customers with the top score are:

X2    Up-to-date (stylish) interior design (575)

X22    Masculine impression of off-road style (572)

X1    Body design with impressive performance (563)

X23    Powerful engine (562)

X10    Good soundproofing from outside (560)

Meanwhile, of the 23 attributes with 120 respondents, 62 respondents or 51.7% thought it had a good performance, and 58 respondents or 48.3% said it was quite good. The top five attributes that the respondents felt that their performance was good according to the respondents with an average score were: masculine impression of off-road style (4.78), powerful engine (4.74), easy steering control (4.69), body design with impressive performance (4.68), and the exterior design of a tougher and more and luxurious SUV (4.47).

Based on the satisfaction level of 23 Attributes, 17.4% of respondents felt they were still less satisfied with the attributes in the Mitsubishi Pajero Sport, 4.3% felt quite satisfied, 34.8% felt satisfied, and 43.5% said they were very satisfied with the existing attributes.

Based on Importance Performance Analysis, it was found that:

a. MMKSI must maintain the attributes contained in quadrant two because, in this quadrant, the attributes are considered important by the respondents and have been able to satisfy the respondents, which consist of:
- a.1 Masculine impression of odd-road style (A22)
- a.2 Powerful engine (A23)
- a.3 Body design with impressive performance (A1)
- a.4 Easy steering control (A13)
- a.5 Good soundproofing from outside (A10)
- a.6 Easy-to-reach audio layout design (A4)
- a.7 No vibration when driving at high speed (A12)
- a.8 Comfortable seating position (A11)
- a.9 Tougher and more luxurious exterior design (A3)

b. The attributes contained in quadrant three are attributes that are considered important by respondents but have not been able to satisfy respondents, namely:
- b.1 Up-to-date (stylish) interior design (stylish) (A2)
- b.2 Cheap spare part prices (A18)
- b.3 Good quality safety equipment (A9)
- b.4 Passenger comfort (A15)
- b.5 Fuel-efficient (A16)

c. The attributes that are the main priority and must be implemented following the respondent's expectations, in this case, is in the quadrant four, are:
- c.1 Good maneuverability when cornering (A14)
- c.2 Low price (A8)
- c.3 Good audio quality (A5)
- c.4 Mitsubishi's flagship SUV product (A6)
- c.5 Easy spare parts availability (A17)
- c.6 Technological features (A21)
- c.7 Technological features (A7)
- c.8 Good after-sales service from dealers (A19)
- c.9 Low cost of service (A20)

MMKSI must improve services at the point of contact with customers, such as the quality of salespeople, and must continue to innovate in its marketing communications for both its products and services so that it can continue to increase user satisfaction for Mitsubishi Pajero Sport, for example,

continuously introducing existing features so that consumers are more familiar with these features, considering that the Pajero Sport is a global product. In other words, there is no adjustment of features in the destination countries of the sale of the Mitsubishi Pajero Sport. One of them is by embracing the community created by Mitsubishi Pajero Sport buyers and continuing to communicate. It is hoped that this will reduce the gap between what is expected and perceived by consumers. MMKSI can also increase the consumer's sense of closeness to the Pajero Sport car, for example, by providing match-matching services, what type of car will be purchased via the web from Pajero Sport before consumers finally decide to buy the car so that this can improve the consumer experience in buying Mitsubishi. Pajero Sport.

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