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SCRUTINIZING SHOPPER AND RETAILER PERCEPTION ON SHOPPING DESTINATION IMAGE

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ABSTRACT

This paper examines the shopping destination image model incorporating three image dimensions, cognitive, affective, and conative, with regards to shoppers and frontline retail employees. The results verify the relevance of the shopping destination image model to shopper and retail employee sample. The cognitive image and affective image components are important drivers of conative with respect to both shoppers and retail employees. Furthermore, this study shows that the differences between shoppers and retail employees on the associations among the image dimensions are insignificant. The conceptual and managerial implications of these findings are reviewed.

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INTRODUCTION

The importance of having a unique and favorable image for a destination is well documented in the literature (Correia et al., 2017; Tosun et al., 2007). The image of a destination is important due to its effects on consumer behavior in their selection of destination, in their comparison of expectations with experience related to the destination, and when they revisit and recommend the destination (Pike, 2002; Suhartanto, 2017; Zhang et al., 2014). As a result, the destination image is thoroughly explored in the field of marketing (Fu et al., 2016; Stylidis et al., 2017). Although the need for having a unique image is important for a destination, most studies focus on tourism destinations, while studies that focus on shopping destinations are quite rare (Choi et al., 1999; Makkonen, 2016; Suhartanto et al., 2016). Although a shopping destination could also be a tourist destination, a shopper's purpose (both tourist and resident) in visiting a destination is different from that of a tourist's, who may be interested in beaches or museums. Accordingly, the results of a tourism destination study cannot be generalized in the shopping destination context. For this reason, the need to explore the shopping destination image is apparent.

Literature shows that most studies on destination image focus mainly on the customers (i.e. tourists and residents) and pay little attention to other stakeholders (Agapito et al., 2010; Byrd et al., 2009; Fu et al., 2016). Because of the image effect on a person's behavior, the image that the stakeholders have on the destination needs to be considered as they can shape the image of the destination and influence their behavior toward the destination (Byrd et al., 2009). Furthermore, how an image affects stakeholder behavior and the strength of its effect differs amongst stakeholders (Agapito et al., 2010; Stylidis et al., 2015). Thus, scholars (Puczkó & Rátz, 2000; Stylidis et al., 2017) suggest the necessity to further assess destination image by integrating stakeholders other than customers. In a tourism destination context, besides customers, frontline employees who have a dyadic relationship with the customer are important stakeholders because of their role in providing service to the customer and recommending the destination (Kubín, 2015). Although frontline retail employees have an important role in the shopping destination (Suhartanto, 2017), past studies have neglected to examine this issue. Thus, examining the configuration of shopping destination image from the perspective of both retail customers and frontline retail employees is important.

Driven by these research gaps, this paper assesses the formation of a shopping destination image mindful of shoppers and frontline retail employees. Specifically, this study seeks to not only inspect the model of shopping destination image incorporating cognitive, affective, and conative image dimensions, but also to compare the shopping destination model as it relates to shoppers and frontline retail employees. Testing a shopping destination image model affecting shoppers and frontline retail employees will deepen our understanding of shopping destination marketing by offering first-hand evidence on the differences and similarities that these stakeholders have on a shopping destination image. Practically, the study could deliver valuable information to local authorities and retail managers in their attempt to improve their shopping destination image.

THEORETICAL BACKGROUND AND HYPOTHESES

The Concept of Destination Image

Literature indicates that a destination image is a multifaceted concept, defined differently among scholars. Earlier scholars have suggested that image refers to a person's traits or qualities and the overall impression of an object on a person's mind (Echtner & Ritchie, 1991). Gartner (1994) maintains that a destination image is the manifestation of all preconceptions, impressions, imaginations, and ideas an individual might possess of a certain destination. Recent studies specify destination image as a sum of viewpoints, impressions, and thoughts an individual has of the destination (Agapito et al., 2010; Stylidis et al., 2017). These definitions indicate the complexity of a destination image and the necessity to believe that the concept is multi-dimensional, as opposed to being one-dimensional.

Gartner (1994) suggests that destination image is multi-dimensional and consists of cognitive, affective and conative images. Based on this contention, destination image encompasses what a person understands and thinks about something (cognitive element), how a person senses it (affective component), and how a person behaves using the information about it (conative element). Past studies have examined and reinforced the existence of the destination image dimension consisting of the cognitive, affective, and conative elements (Pike, 2002; Yuksel et al., 2010). However, recent researches suggest that destination image comprises not three but two dimensions, i.e. cognitive and affective only (Wang & Hsu, 2010;

Zhang et al., 2014). In this recent study, the destination image is shaped based on people's views of the cognitive and affective attributes of the destination. Furthermore, this bi-dimensional image model proposes that the cognitive component is the determinant of the affective component (Lin et al., 2007) and both affect behavioral intentions. Although the terms are different, comparing the definition and operationalization of behavioral intention and conative component, they are similar. Both terms refer to a person's propensity related to the future destination (Agapito et al., 2013; Stylidis et al., 2017). Thus, although the terms used to identify image dimensions differ, in essence, there is no difference between these two points of view. This study adopts the earlier approach because it has a strong theoretical background with respect to image formation and is commonly used (Agapito et al., 2013; Stylidis et al., 2017; Yuksel et al., 2010).

The cognitive dimension of an image informs one's comprehension and belief about the attributes of a destination, which concurrently develops a mental depiction of the destination (Pike, 2002). The cognitive image contains knowledge and belief about a destination, primarily concentrating on the tangible attributes of the destination (Lin et al., 2007). Other scholars argue that a cognitive image consists of a set of features corresponding to the resources of a destination (Zhang et al., 2014). In the shopping destination context, those attributes cover, among others, the retail employees' aspects related to the product, process, service, and promotion as well as the shopping environment (Choi et al., 2016; LeHew & Wesley, 2007; Suhartanto et al., 2016). All of these factors can induce shoppers (both tourist and resident) to shop at a specific destination (Choi et al., 2016; Suhartanto et al., 2016).

Affective image signifies one's emotional responses to a destination (Baloglu & McCleary, 1999; Whang et al., 2016). According to Gartner (1994), an affective image occurs in the evaluation and selection of the destination. The view that the cognitive and affective components should be assessed independently is backed by a number of studies in various contexts, including in tourism studies (Dobni & Zinkhan, 1990; Stylidis et al., 2017). However, Yuksel et al. (2010) report that in the tourism context, both the cognitive component and the affective component need to be integrated. The affective image is the initial stage of response to a destination and this response influences the subsequent behavior toward the destination (Whang et al., 2016).

Rollero and De Piccoli (2010), in an environmental psychology context, confirms a positive association among levels of affection on cognitive evaluations of a destination's attributes. However, the majority of studies reveal that the evaluation of the affective response to a destination is the consequences of the comprehension of the destination (Baloglu & McCleary, 1999; Wang & Hsu, 2010). There are many different scales used to capture the affective image and the most commonly used are semantic differential scales such as distressing-relaxing, sleepy-arousing, gloomy-exciting, and unpleasant-pleasant (Baloglu & McCleary, 1999; Stylidis et al., 2017).

A conative image is reflected in a customer's propensity toward a product, which is commonly evidenced in the intention to revisit or re-buy and to be involve in word-of-mouth communication (Zhang et al., 2014). A conative image is a sign of a person's intention to cement his or her relationship with a destination. Further, it is an important information source for future possible behavior (Yoon & Uysal, 2005). Wang and Hsu (2010) maintain that future behavior intention is a fundamental measurement to assess the success of a destination in the future. Literature has effectively presented the connection between the cognitive, affective, and conative components of a destination image (Stylidis et al., 2017; Zhang et al., 2014). However, there is no consensus regarding the direction of the relationships between these variables. Li and colleagues (2010) report that both cognitive and affective image directly impact revisiting intentions and word-of-mouth communication. Other scholars (Castro et al., 2007) reveal direct and indirect consequences of cognitive and affective images on travelers' willingness to revisit and recommend the destination. Studies report that the cognitive component as well as affective component significantly affect tourists' intention to revisit, to recommend, and to report positively about a destination (Agapito et al., 2013; Chi, 2011). In addition, a study conducted by Qu et al. (2011) exhibited a positive influence of both the cognitive component and affective component on the destination image in general, which, subsequently, has a positive impact on behavioral intention. In the context of tourism, Chew and Jahari (2014) reinforce the belief that both image dimensions directly influence the conative image. These inconsistent relationships among the destination image components merit further examination.

Hypotheses Development

A retail employee whose store is located at a destination arguably has an attachment toward that destination. This attachment creates consciousness of being part of the destination and this subsequently sparks emotional and cognitive bonds with the destination, as a result of direct or indirect experiences with the destination (Yuksel et al., 2010). With this experience, the shopping destination attributes will create a cognitive image as far as the retail employee's perception is concerned. As in the case of a shopper, a retail employee's perception on the attributes of a shopping destination will create a cognitive image in his or her mind. This perception then influences the knowledge of the shopping destination to create an employee's feeling of fondness towards the shopping destination (affective). While shoppers who are satisfied with their shopping experience will intent to revisit and re-shop, the employees who perceive that the shopping destination is pleasant will likely exhibit different behavior.

Many theories have been developed to examine employee behavior. Among others, the Social Exchange Theory, arguably, is a suitable theory that can be used as a basis to assess the linkage between the cognitive, affective and conative components of a destination image. This theory is concerned with the resource exchanges between people and groups in an interrelationship situation. The Social Exchange Theory postulates that a person assesses or exchanges based on the benefit and costs acquired from the exchange (Byrd et al., 2009). In the employee retail context, when a shopping destination presents a favorable image, it will attract a large number of shoppers and will eventually improve the retail business performance at the destination. This favorable business performance will impact employees, in terms of enhanced rewards and this will motivate them to work harder. As a result of the benefits they receive, the retail employee, in return, will work harder for the destination. Consider the frontline retail employees as retail service providers, there are two things which can be expected from frontline employees who favorably perceive their destination. First, they will serve the customer better, and second, relating to the image effect on a person's behavioral intentions, the positive image of the shopping destination will encourage frontline employees to recommend the destination (Li et al., 2010; Zhang et al., 2014).

Agrusa et al. (2012) study a similar perception between long-haul travelers and local service providers towards Tahiti as a tourist

destination. Their study reveals there is a substantial perception similarity between travelers and employees. They suggest that the similarity inclines to influence the travelers' satisfaction toward the destination as well as with the employees of their tourism service providers. Using the reference on the association between the three destination image dimensions (Agapito et al., 2013; Yuksel et al., 2010) and the study of Agrusa et al. (2012), it is reasonable to assume that customers (shoppers) and service providers (frontline retail employees) are equal in their perception of the shopping destination. Thus, it is expected that the shopping image formation between shoppers and retail employees will not be significantly different. Therefore, the following hypotheses on the relationships between image components (cognitive, affective, and conative) on both shoppers and retail employees are formulated as follows:

H1: The cognitive image has a positive and significant influence on the affective image for both shopper and retail employee.

H2: The cognitive image has a positive and significant influence on the conative image for both shopper and retail employee.

H3: The affective image has a positive and significant influence on the conative image for both shopper and retail employee.

To summarize, the cognitive image affects the affective image, and both cognitive and affective images are determinants of the conative image for the shoppers and retail employees sample (Fig. 1).

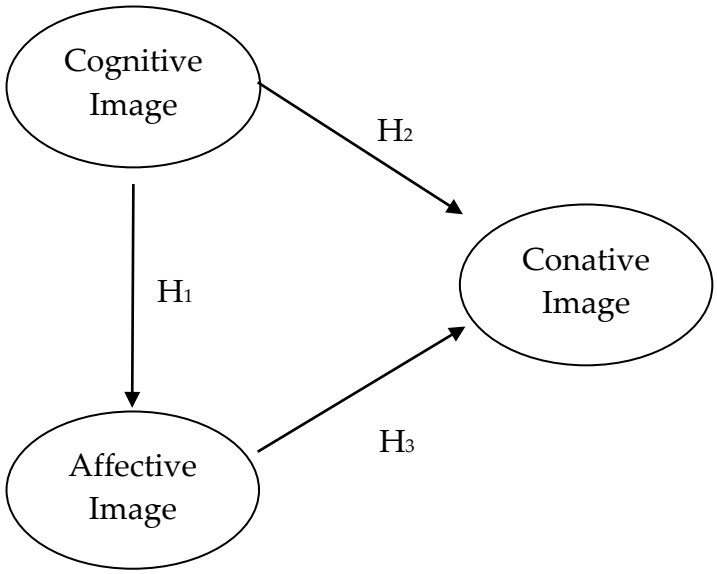

Figure 1: *The Cognitive-Affective-Conative Model of Shopping Destination*

RESEARCH METHOD

The literature has examined the constructs used in this study, thus, the measurement scale of the variables used relates to the existing literature. The measurement of the cognitive dimension of the shopping destination image was established based on the attributes recognized in the shopping literature.

Table 1. *Cognitive Shopping Image Measurement Scale*

Attributes	**Sources**
Offering competitive price	(Suhartanto et al., 2016; Tosun et al., 2007; Yeung et al., 2004)
Interesting store display	(Choi et al., 1999; LeHew & Wesley, 2007; Yeung et al., 2004)
Attractive sale	(Suhartanto et al., 2016; Yeung et al., 2004)
Excellent staff services	(Choi et al., 1999; Suhartanto et al., 2016; Wong & Wan, 2013)
Excellent shopping location	(Choi et al., 2016; Choi et al., 1999; Tosun et al., 2007)
Convenience shopping centers	(LeHew & Wesley, 2007; Yeung et al., 2004)
Offering good quality product	(Tosun et al., 2007; Yeung et al., 2004)
Offering vary brand	(Suhartanto et al., 2016; Wong & Wan, 2013)
Interesting packaging	(Choi et al., 1999; Tosun et al., 2007)
Traffic	(Choi et al., 1999; Yeung et al., 2004)

As the cognitive attributes of a shopping destination image were developed for a different purpose of study and applied in another study setting, an adjustment of the attributes to make it suitable for this study is necessary. For this purpose, interviews with some shoppers and frontline retail employees were performed to evaluate the suitability of the attributes. Additionally, the few experts on shopping academics were asked about their opinions on the identified scales. Based on this process, nine items (see Table 3), reflecting shopping destination elements were used as measurement scales of the cognitive dimension of the shopping destination image. The conative image was assessed by three items: the intention to purchase (for shoppers), service (for employees), and recommend (for shoppers and employees) (Agapito et al., 2013; Agrusa et al., 2012; Zhang et al., 2014). All indicators of the cognitive image and conative image were anchored with a 5-point Likert scale, 5 (strongly agree) and 1 (strongly disagree). The affective component of the image was evaluated with: boring-exciting, distressing-relaxing, sleepy-lively,

and unpleasant-pleasant (San Martín & Rodríguez del Bosque, 2008), and anchored with a 5-point.

The proposed model of shopping destination image was tested on shoppers and frontline retail employees in the Indonesian city of Bandung, which was chosen for several reasons. First, the study on shopping destinations in a developing country is limited, and Bandung is an important shopping destination in the region. Second, Bandung experiences frequent repeat visits from travelers. Thus, an understanding of shoppers' images as well as those of retail employees on Bandung as a shopping destination, was imperative to maintain a high frequency of visits. Finally, as a shopping tourism destination, the city confronts tough competitors such as Jakarta, Kuala Lumpur, and Surabaya. Therefore, scrutinizing how the consumers and retail employees' images is shaped and planned, is significant in developing the competitive position of the shopping destination.

This study focuses on an analysis of two key shopping destination stakeholders, namely shoppers and frontline retail employees. The questionnaires were distributed to the shoppers (both tourists and residents) who had just finished shopping and to frontline retail staff from various shopping areas in Bandung. The data was collected during the period of April-May in 2017. In collecting the data, the selected shoppers and retail employees were invited to respond to the questionnaire. Of 670 distributed questionnaires, 600 were deemed useful for analysis. With this sample size, the minimum sample requirements for using multivariate analysis (e.g. 10 times the number of survey indicator) as suggested by Hair et al (2017) is satisfied.

To investigate the construct validity and reliability we applied Partial Least Squares (PLS)-based SEM. This technique was also used to verify the proposed shopping destination image model. The arguments of using PLS was that this technique enabled a researcher to assess the latent constructs using a small and medium sample and non-normality distributed data (Chin et al., 2008). Additionally, SEM-PLS is a well acknowledged technique to estimate the coefficient path in structural models (Hair et al., 2017).

RESULTS

Of 600 respondents collected, 400 were shoppers and 200 frontline retail employees. Table 2 depicts the description of the respondents' characteristics.

Table 2. *The Respondent Demographic Characteristics*

Variable	Description	Retail employee		Shopper	
		Frequency	%	Frequency	%
Gender	Male	86	43%	166	42%
	Female	114	57%	234	59%
Age	17-25 years	3	2%	4	1%
	26-35 years	28	14%	49	12%
	36-45 years	77	39%	160	40%
	>45 years	90	45%	178	45%
Highest education level	<high School	25	13%	49	12%
	High School	79	40%	165	41%
	Bachelor/Diploma	93	47%	181	45%
	Post Graduate	2	1%	3	1%
Shopper type	Tourist	-	-	200	50%
	Resident	-	-	200	50%
Job Position	Staff	146	73%	-	-
	Supervisor	54	27%	-	-

Measurement Model

To assess the proposed model, this study used two stages of examination. The first stage examined the measurement model by evaluating the average variance extracted (AVE), the outer loading, and the composite reliability (CR) to examine both the discriminant and convergent validity and the construct reliability. The convergent validity test (Table 3) revealed that the prerequisite for validity is fulfilled as the AVE is greater than 0.5 and factor loadings exceed 0.6 (Hair et al., 2010). Furthermore, the loading value of each item on its variable construct was bigger than the loading factor to other variable constructs. This result satisfied the requirement of discriminant validity of the construct variables.

Table 3. *Measurement Model Indicators*

	Shopper				Retail employee			
	Loading[1]	α	CR	AVE	Loading[1]	α	CR	AVE
Cognitive Image		0.843	0.876	0.536		0.823	0.862	0.511
- Competitive price	0.664				0.657			
- Interesting store display	0.588				0.612			
- Attractive sale	0.671				0.683			
- Excellent staff services	0.758				0.735			
- Excellent shopping location	0.649				0.589			
- Convenience shopping centers	0.617				0.621			
- Offering good quality product	0.638				0.679			
- Offering vary brand	0.656				0.573			
- Good traffic	0.688				0.606			
Affective Image		0.837	0.891	0.673		0.824	0.883	0.655
- Distressing-relaxing	0.767				0.748			
- Unpleasant-pleasant	0.805				0.822			
- Boring-exciting	0.858				0.793			
- Sleepy-lively	0.847				0.869			
Conative image		0.842	0.905	0.76		0.824	0.895	0.739
- Intention to purchase/serve	0.864				0.826			
- Intention to recommend	0.891				0.899			
- Intention to inform a good thing	0.86				0.853			

[1]*Significant at p<0.01*

Henseler et al. (2015) recommend the Heterotrait-Monotrait Ratio (HTMT) to check construct discriminant validity. HTMT result indicated that the requirement of discriminant validity among the constructs are satisfied as none of the values of HTMT was greater than 0.9 (Henseler et al., 2015). The reliability test specified that the constructs were consistent with the values of the composite reliability and the Cronbach Alpha were over the advocated level of 0.7 (Hair et al., 2010).

Structural Model

The hypotheses stated were examined by using SmartPLS 3.0. In testing the structural model this study used the procedure of bootstrapping with 5000 repetitions to assess the significance of indicators and the coefficient of the path (Chin et al., 2008). The R2, as well as the average geometric mean, were applied to assess the model fit. Table 4 shows that the

goodness of fit (GoF) index of the model has a value of 0.409 (shopper) and 0.472 (retail employee) indicating that the model for shoppers and retail employees are satisfactory, being above the suggested level of 0.36 (Tenenhaus et al., 2005). Further, to check the approximate fit indices, a standardized root mean square residual (SRMR) and normal fit index (NFI) were applied. The result show that SRMR has value of 0.069 (lower than the recommended value of 0.8) and NFI has value of 0.901 (larger that the recommended cut off level of 0.9) indicating that the model has a satisfactory fit (Hair et al., 2017).

Table 4. *Goodness of Fit (GoF) index*

Variable	Shopper			Retailer employee		
	AVE	R^2	Q^2	AVE	R^2	Q^2
Cognitive Image	0.536			0.511		
Affective Image	0.673	0.232	0.137	0.655	0.259	0.156
Conative image	0.760	0.277	0.307	0.739	0.442	0.298
Average score	0.656	0.255		0.635	0.351	
AVE x R^2		0.167			0.223	
GoF = √(AVE x R^2)		0.409			0.472	

R^2 indicates the explanatory power of the exogenous variables on the endogenous variable. The cognitive explains the affective as 23% (shopper) and 26% (retail employee). Both cognitive and affective components of the image explain 28% (shopper) and 44% (retail employee) of conative image. With reference to Chin et al.'s (2008) classification, it can be concluded that the R^2 of shopper and retailer was relatively moderate. Q^2 indicates whether or not the data can be empirically restructured by means of the model and the parameters of PLS. Table 5 specifies that the Q^2 of all variables assessed were over the recommended level and had a positive value (Chin et al., 2008). Thus, all of the constructs have an acceptable predictive relevance. The result of the hypothesis being tested is depicted in Table 5.

Table 5. *Structural Estimates and Multi-Group Analysis*

Hypothesis/Path	Shopper		Retail employee		Multi-Group Analysis	
	β	t-values	β	t-values	β Differences	p-value
H_1: Cognitive image => Affective image	0.469	10.993*	0.509	9.799*	0.040	0.713
H_2: Cognitive => Conative image	0.461	10.815*	0.343	5.629*	0.118	0.056
H_3: Affective => Conative image	0.224	6.387*	0.323	4.623*	0.099	0.865

**Significant at p<0.01*

Table 5 exhibits the relationships between the tested variables performing as hypothesized. The results show that among the relationships tested, all of the relationships between the variables tested are significant at $p<0.01$ for both shopper and retailer employee. These findings suggest that there is support for the positive association of the cognitive, affective, and conative components of an image for shoppers and retail employees. Thus, there is support for H1, H2, and H3. To assess the differences between the path of the relationships between the construct of the two samples, a multi-group analysis test was conducted following the recommendation of Henseler et al. (2015). The results (Table 5) showed that β differences between the path across samples were too small and not significant ($p>0.05$). The result demonstrated no significant variations in the relationships tested across shoppers and retail employees.

DISCUSSION

The purpose of this study was to scrutinize the shopping destination image (cognitive, affective, and conative image) across shoppers and frontline retail employees. The findings of this study offer a new understanding because only a few studies have explored shopping destination image. This is particularly true in terms of the perspective of both shoppers as well as retail employees. Importantly, the result of this study revealed that the proposed model of shopping destination image can be used for the shopper as consumers as well as for the retail employee samples. The cognitive and affective images are imperative drivers of the conative image of both shopper and employee. Furthermore, this study shows that the differences between shoppers and retail employees with regards to the destination image model are insignificant.

First, this study revealed that the shopping destination image model is a fit across the sample of shopper and retail employee. The association between the variable constructs of the shopping destination is consistent across shopper as well as across retail employee. This finding suggests that the shopping destination image model contains of cognitive, affective, and conative component that can be utilized not only for the customer (shopper) but also for the frontline retail employee. The results of this study are consistent with past studies on destination image from a customer perspective (Agapito et al., 2013; Pike, 2002; Yuksel et al., 2010). The proposed model extends our understanding of the process of how cognitive and affective components predict future behavior (conative component) not only of customers but also of frontline retail employees. This finding is important to the retail industry since frontline employees play a significant strategic role in satisfying shoppers and increasing the competitiveness of the shopping destination (Suhartanto, 2017).

Second, the positive impact of the cognitive dimension on the affective and conative dimension for both shoppers and retail employees is noteworthy. In terms of the shopper sample, these findings corroborate with past studies, identifying a positive association between the cognitive, affective, and conative images (Li et al., 2010; Qu et al., 2011; Wang & Hsu, 2010). These results corroborate past studies on tourists reporting a significant influence of affective and conative image on conative image (Baloglu & McCleary, 1999; Qu et al., 2011). From a frontline retail employee perspective, this study offers a new understanding as no previous study has assessed this issue. Since cognitive image relates to the physical aspect of a destination, this finding suggests that the development of the physical aspect of a shopping destination is important not only for customers but also for frontline retail employees. The attractiveness of the shopping destination will cause the frontline retail employees to enjoy the destination more, and in turn, sway them to improve customer service and spread the destination's popularity.

Third, the multi-group analysis suggests that, besides the direction and significance of the relationships between the customers and employees sample, the similarities and differences in the association between the variable constructs are also not substantial. This finding assists researchers in their recognition of how comprehensive image on shopping destination and future conative image are formed across consumer and frontline retail employees. The similarity of the model between these two samples provides support for the buyer-seller perception similarity between destination visitors and destination service

providers (Agrusa et al., 2012). This finding implies that a shopping destination, which is perceived as an excellent destination, will affect customer satisfaction and future behavior related to the shopping destination. A similar effect occurs with frontline retail employees whose perception of the shopping destination will impact their admiration for the destination and their future behavioral intention relating to the destination. As a result, retail managers should seriously consider investing in marketing programs to educate their shoppers as well as their frontline retail employees about the strengths of their shopping destination.

Last, by validating the proposed shopping destination image model as a result of the shopper and frontline retail employee sample, this study strengthens our understanding on image formation by providing empirical evidence of the three dimensions of the image in shopping destination context, something which has not been addressed in previous studies. For both shopper and frontline retail employee, this study confirms the importance of cognitive and affective images as determinants of the conative image. These findings provide support for the existence of the cognitive-affective-conative destination model (Agapito et al., 2013; Zhang et al., 2014) and for the postulation of Echtner and Ritchie (1991), where the cognitive and affective images should be taken into consideration when capturing destination images and determining future intentions. Additionally, this study also confirms that the Social Exchange Theory is a suitable theory that can be used as a basis to assess the linkage between cognitive, affective and conative images for the frontline retail employee.

Managerial Implications

This study reveals that both cognitive and affective components are pivotal in determining the future intentions of shoppers and frontline employees. However, further analysis shows that the most important antecedent of future shopper and retail employee behavior is the cognitive component. This finding suggests that managers of shopping destination organizations and retail businesses should focus on the cognitive components when developing their shopping destinations. To develop the cognitive component of the shopping destination, they need to focus on the tangible elements. Specifically, they should allocate their main attention to providing excellent shopping facilities, excellent value of products and services, and an attractive and safe shopping environment.

Besides developing the tangible aspects of the destination, providing information about the destination should not only be targeted at the shoppers but also at the frontline retail employees. While information to shoppers is generally well dispersed, the information of the destination for employees tends to be overlooked. This study provides venue that retail managers need to pay special attention in dispersing information on the destination to their employees. The provision of information and promotional materials is not only important for shoppers but also for the frontline retail employees. The employee who has a good understanding of the shopping destination will be better equipped to effectively persuade customers to shop, visit, and most importantly provide better service.

Limitations and Future Research

First, this study suffers limitations related to the Bandung sample used in the study. Both shoppers and frontline retail employees' behavior is largely influenced by culture. Therefore, the result of this study has the limitation regarding its generalizability. Thus, a further study can re-examine the proposed shopping destination image model across shoppers and frontline retail employees at other shopping destinations, regions, or countries. Second, the literature indicates that there are many determinants and consequences of destination image. To obtain a better comprehension of the shopping destination image, future studies should incorporate these variables into the model. The inclusion of these variables can assist in understanding the drivers and effects of destination image for both shoppers and employees. Last, this study focuses on two shopping destination stakeholders, consumers and retail employees. Besides these stakeholders, there are numerous other stakeholders, such as entrepreneurs and local authorities who have interests in the shopping destination. To acquire an inclusive comprehension of shopping destination image, the testing of a comprehensive model including all of these destination stakeholders is recommended. Understanding the model across these stakeholders will help the consolidation of a comprehensive strategy that includes all stakeholders, thus, strengthening the development of the shopping destination.

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