

# The Effect of Customer Experience on Customer Satisfaction by Creating Sustainable Profit

Nerissa Arviana<sup>1</sup>, Tantri Yanuar Rahmat Syah<sup>2</sup>

<sup>1,2</sup>Faculty of Social Sciences, Universitas Esa Unggul, Indonesia

[Nerissa.nerissaarviana.arviana@student.esaunggul.ac.id](mailto:Nerissa.nerissaarviana.arviana@student.esaunggul.ac.id)

## Abstract

*This research has examined the relationship between customer satisfaction and experience with staff services. The purpose of this study is to determine the effect of customer satisfaction on service staff. The object of this research is customers who like to shop offline through physical stores or malls and online through market places such as Tokopedia, Shopee and Lazada. This study uses a quantitative approach using a questionnaire measuring instrument with a sample of 200 respondents using convenience sampling technique. In analyzing the data used univariate cell-mean test and multiple linear regression test. The results of this study concluded that staff does not affect the customer experience. In this research it can be concluded that service staff will have a positive influence on consumers in shopping back to good staff.*

## Keywords

customer experience; customer satisfaction; experience with staff services



## I. Introduction

Looking at the development of the needs needed by customers today, customer satisfaction is a form or description of the product or service obtained by consumers, which also has a relationship with happy or not a consumer (HA, 2017). The company must continue to improve the quality of service in order to attract as many customers as possible to increase the company's sales. Companies are also required to consider price with product quality in order to compete with competitors (Kotler & Keller, 2015).

Meeting consumer needs is not only an important survival factor, but can also increase the company's competitive advantage. Consumers who are happy with a product or service tend to buy and reuse the product or service when the same need arises in the future. This means that customer satisfaction is an important factor in repeat purchases which is a big thing in company sales (Rahmawati, 2017).

In addition to Customer Satisfaction, Customer Experience also affects customer loyalty, so that it can provide input and an overview of improvements for the company in the future (Vivie et al. 2013). Customer experience will affect customer interest in the brand, paying attention to the customer's desire to interact (Smith & Hanover, 2016). Customer Experience will stimulate customer motivation so that the value of products and services will increase (Febrian et al. 2021).

In a previous study (Pei et al. 2020) the research method that was widely used was SEM (Structural Equation Modeling), however, in this study, we will use the cell-mean test method which can clearly see the difference in the average responder variables in each experience. customers (Agung, 2006). SEM (Structural Equation Modeling) analysis is an analysis to identify relevant sources that are highly cross-sectional, linear, and complex (Fernandez-Rio et al. 2022).

The purpose of this study is to explore the effect of customer satisfaction on the shopping situation, staff service and differences in perspectives ranging from age, monthly income, and educational background that can affect shopping activities both in physical stores and online.

## II. Review of Literature

### 2.1 Customer Experience

Customer experience is a customer who receives a sensation or knowledge that arises from interaction with the various elements created by service events. The feelings and knowledge obtained are automatically stored in the customer's memory (Nasermoadeli et al., 2012). According to Chen & Lin (2014), customer experience is like a cognitive perception or perception that motivates customers, this awareness can add value to our products and services. customer experience is the result of physical and emotional interactions with consumer companies. The consequences of this interaction can leave a mark on consumers' minds and affect the company's consumer reputation (Chen & Lin, 2014).

Pennington (2016) states that customer experience is a brilliant consolidation of the key steps needed to gather and leverage customer intelligence for competitive advantage. customer experience will be a positive thing that can encourage the creation of an emotional connection between the brand and the customer. The key to the formation of customer experience is sense, feel, think, act and relation (Febrian et al., 2021).

From the description above, we can conclude that customer experience really needs to be considered about the ease of access provided to access products, the ease of customers in asking for help or experiencing difficulties, feeling comfortable in shopping, and the time given by the seller in serving the seller. The factors above will be one of the important assessments for the seller or company that provides the product or service.

### 2.2 Customer satisfaction

According to Rahman et al. (2012) customer satisfaction is used as a source of information for measuring internal performance and compensation of human resources, monitoring performance and allocation of funds, measuring external customer satisfaction, and all stakeholders (customers, public policies made by competitors and investors). Customer satisfaction is one level of customer satisfaction that a company wants to achieve when standardization is needed to measure and evaluate customer satisfaction (Yet 2012).

Customer satisfaction is closely related to value and customer loyalty, because all these factors are closely related. Value (value) is related to the value perceived by the customer (customer perceived value). Companies currently face consumers who demand a variety of alternative choices, consumers buy products because they need solutions to the problems they face, then the products that have the greatest value will they choose (Rahmawati 2017)

The key to customer satisfaction will be influenced by identifying customer needs and satisfying customers' hearts. Good service will increase customer satisfaction (Karani et al., 2019). The products sold, the sales process and the service from the store will be an assessment of customer satisfaction. All divisions in a company will be the determinant for customer satisfaction. Customer satisfaction will have an impact on customer loyalty (Harzaviona & Syah, 2020). Customer satisfaction is like a term that is the level of satisfaction experienced by customers when using a product that causes customers to return to using the product as well as they feel satisfied who have used the product before (Pranata et al., 2020).

The target in implementing customer satisfaction is to be able to attract customers from other customers because they can recommend it, can make customers come back to shop (Indrawati et al., 2020). Determination of price and quality in accordance with the price paid will be a determinant in customer satisfaction. The perception of the performance of the selected products and services meeting or exceeding expectations before buying is customer satisfaction which is formulated as a post-purchase evaluation (Shinta et al., 2020). Customer satisfaction is the level of needs, desires and expectations of customers to meet their needs which can occur repeatedly (Ronitawati & Simangunsong, 2016).

Customer satisfaction too have a positive relationship that affects customer loyalty, because it can create good customer loyalty will be an important determinant (Syahfudin & Ruswanti, 2015). Customer satisfaction can be a comparison between customer perceptions of reality or expectations after consuming a product or service, the determining factor in increasing customer satisfaction is the price with the product that has the best quality as well (Maulana 2016).

From the description above, it can be concluded that customer satisfaction will be influenced by product quality, quality service, relevant prices, and the convenience provided. These factors will be important factors so that consumers become regular customers, they must be able to maintain and improve the quality of the products they provide to consumers, facilitating communication between sellers and customers can be one of the factors that contribute to customer satisfaction.

### **2.3 Relationship between Variables**

#### **a. The relationship between Customer Experience and Service Staff and Customer Satisfaction**

Judd (2003) shows that the seller is obliged to create quality and provide quality service to customers. Wu et al. (2020) stated that the quality of sales service will affect customer satisfaction through various factors Ying et al. (2021) said that the quality of sales service will be a driver in influencing customer satisfaction. Sales staff will be an important key in representing the company in serving customers and the product is also the main key in serving customers. Young et al. (2009) stated that many companies rely heavily on the performance of their employees in designing their products and providing the best service. Dabholkar & Abston (2008) proposed that customer satisfaction will be the main key in customer willingness to make repeat purchases. In addition, Soelton et al. (2019) stated that because retailers often face disputes between company targets or requests and customer needs. Companies must be able to coordinate disputes that occur between companies, staff and customers. On the other hand, when employees fail to have control rights, employees will take some bureaucratic actions to gain it. As a result, according to Weatherly & Tansik (1992) and Ku (2019), this will simultaneously reduce or even ignore consumer control rights, thereby reducing customer satisfaction. From the description above, the following hypothesis is proposed:

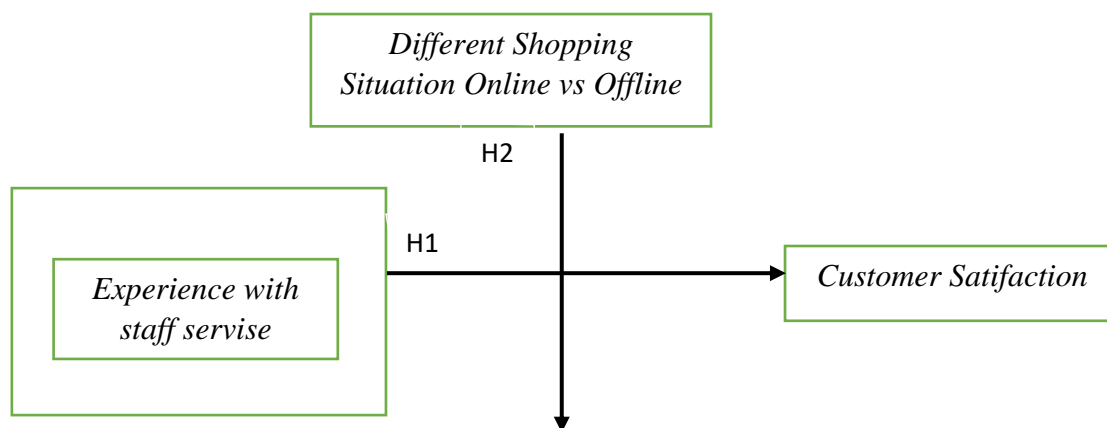
**H1: Customer Experience will have a very positive effect on Customer Satisfaction and Service Staff during shopping.**

#### **b. The relationship between Different Shopping Situations with the environment and Customer Satisfaction on the Shopping Environment**

A good shopping environment will be a big influence for consumers to choose where to shop (Webb et al, 2020). According to research from several researchers such as Turley & Milliman (2000), shopping centers also affect the level of customer expectations and satisfaction. Meanwhile, Chebat & Michon (2003) argue that the excitement and mood of

consumers will be affected because of the environment and atmosphere created in the shopping center. After that, according to Wright et al. (2006) show that a pleasant shopping center environment or atmosphere will make consumers spend their time and spend more money on shopping. According to Yoo & Kim (2014) the environment varies from color or arrangement, comfort when using it will affect the consumer experience when shopping online. Web displays and products offered online not only attract consumers to click on the website to shop but will encourage consumer decisions to buy products. Purchase intention is one of the most accurate of customer behavior in making purchases in any shopping environment (Lee et al, 2022). The atmosphere in the store will be the customer's first impression and affect their feelings (Syah & Olivia, 2022). From the description above, the following hypothesis is proposed:

**H2: Different Shopping Situations affect the relationship between Customer Experience and Shopping Situations. Where physical stores such as retail in malls will have more relationships between Customer Experience about the environmental situation and Customer Satisfaction.**



**Figure 1. Research Model**

### III. Research Method

In collecting research data, we used an online questionnaire survey method as a data collection technique using a *Likert* from 1 - 5. This study focused on the experience of customers who shopped in *Market place* (Tokopedia, Shope and Lazada) and physical stores ( mall ), this questionnaire also takes samples to find out gender, age, educational background and monthly income. The service quality scale is defined which is divided into 1 dimension, namely *Experience with service staff*. Measurements made by Kenyon & Sen (2015) which measure *customer experience* in direct shopping are 3 questions and *customer experience* in online shopping which consists of 3 statements. Furthermore, the measurement of *customer experience* in *customer satisfaction* which consists of 5 questions is taken from measurements (Bae et al. (2020); Demirci Orel & Kara (2014); Krystallis & Chrysochou (2014); Olivia Park et al. (2020); Publications (2019) & Oliver et al. (1997))

This study uses a quantitative approach with data collection carried out in May 2020 for 30 days by distributing questionnaires to respondents to fill out the questionnaire via google form and taking samples with *convenience sampling*, due to the limited sampling of the population and the impossible reach (Brakel 2010). In this study we took respondents aged 18 to 55 years in buying clothes online and shopping centers in Greater Jakarta. The population in this study were customers who shopped at *Market places* (Shopee, Tokopedia, and Lazada) and physical stores or malls in Greater Jakarta. We have

conducted a pre-test which has been distributed to 30 respondents, which will be analyzed for factors and tested for validity using SPSS software with cell-average test analysis to determine the relationship between 1 dimension consisting of *Experience with staff service*.

The instrument used to measure *customer experience* in one dimension consists of *Experience with staff service* which includes 4 questions (Kenyon & Sen, 2015). Before being used for actual research, the research questionnaire instrument will be tested first. The trial was carried out in order to find out whether the questions were in accordance with the value of validity and reliability which could show the good and bad of the instrument. So that the questions can be known whether or not they are appropriate for distribution to respondents who shop at physical stores (malls) or *market places* (Tokopedia, Shopee and Lazada) in the Greater Jakarta area. The results of the validity and reliability test for 8 questions and all of them are valid with *Kaiser-Meyer-Olkin* (KMO) > 0.500 and *Cronbach's Alpha* > 0.600 (Appendix 3)

**Table 1.** Number of Split Median Distribution of

Variable	Code	Value Table	N
<i>Customer Experience</i>	0	Low	90
	1	High	90
<i>Customer Satisfaction</i>	0	Low	90
	1	Height	90
<i>Different Shopping Situations</i>	0	<i>Physical Store</i>	90
	1	<i>Online Shopping</i>	90

Based on the table above, it can be seen that Agung (2006) suggested that the sample size used is the total number of average cells multiplied by 30 (minimum) where the number of cells is six so that  $6 \times 30 = 180$  respondents, currently using 180 total respondents with 3 variables. namely the variable which is *customer experience*, the variable of *customer satisfaction* which is divided into low and high. Variable *Different shopping situations* which are divided into *physical store* and *online shopping*. In this study, classification was carried out by factoring and median split for each variable, the median split score above from factoring was high and the median split score below from factoring was low. The testing phase of this research is divided into 2 methods, namely; Univariate cell-mean test on the moderating variable group (Agung, 2006); And multiple linear regression test involving more than one variable assisted by the SPSS program (Grégoire, 2014).

#### IV. Result and Discussion

The results of the study taken from 180 customer respondents who shopped at physical stores (malls) or *Market places* (Tokopedia, Shopee and Lazada) in Greater Jakarta showed the majority of female respondents were 52.78% aged between 18 -25 years by 47%. , with the latest education Bachelor (S1) amounting to 47.8% who have an income of Rp. 3,500,001 - Rp. 5,000,000 by 42.5%. This shows that customers who shop are from a



young age with a fairly high last education Bachelor (S1) with an income of Rp. 3,500,001 - Rp. 5,000,000.

The first analysis using multiple linear regression test results of hypothesis testing can meet the requirements with a significant value is  $<0.05$  Grégoire (2015). In this study, all influential variables consisting of *Product experience*, *Experience with service staff*, *Experience with shopping environment* and *Experience with shopping procedures* which have a significant value  $<0.05$ . Thus, the results of the analysis can be concluded that *Experience with staff service* has an influence on *customer satisfaction*.

The value of the multiple correlation coefficient of the multiple regression equation is 15.4% which means that there is an effect of the *Experience with staff service* on *Customer Satisfaction*. The R Square value of the multiple regression equation is 2.4%, meaning that the *Customer Satisfaction* influenced by *Experience with service staff*, while the remaining 97.6% is influenced by other variables not examined from this study. Other variables that may not be examined in this research are *Product experience*, *Experience with shopping environment* and *Experience with shopping procedure*.

The second analysis using the cell mean test of hypothesis testing can meet the requirements with a significant value of  $<0.05$  (Agung 2006). In this study, from hypothesis 2 to see *Customer Satisfaction* formed from *Market places* such as Tokopedia, Shopee and Lazada (DSS = 1) and physical stores or malls (DSS = 0), *Experience with high service staff* (PLS = 1) and *Experience with service staff* (PLS = 0). The results of the analysis do not support hypothesis 2a, especially for the *market place* such as Tokopedia, Shopee and Lazada and the group of respondents who have high *experience with staff service* will result in better *customer satisfaction* compared to the group of respondents *experience with service staff* with a significant value (B2) 0.570 ( $>0.05$ ). Thus the results of the analysis do not support hypothesis 2b, especially for groups of respondents who have high *experience with service staff*, the respondent group shopping at physical stores or malls has *customer satisfaction* than the respondent group by shopping at *market places* such as Tokopedia, Shopee and Lazada with significant value (B3) 0.991 ( $>0.05$ ).

#### 4.1 Parameter Estimates

**Table 1.** Dependent Variable: FCS

Parameter	B	Std. Error	t	Sig.
Intercept = B0	-,	010,118	-,086	,931
[CODE_FPLS=0] * [DSS=0] =	,	193,794	,	428
[CODE_FPLS=0] * [DSS=1] = B2	-,111	,195	-,569	,570
[CODE_FPLS=1] * [DSS=0] =	B3,002	,193	,011	,991
[CODE_FPLS=1] * [DSS=1]	0 <sup>a</sup>	.	.	.

This parameter is set to zero because it is redundant.

Computed using alpha = .05<sub>b</sub>

**Table 2.** Average Results

	DSS = 1	DSS = 0	
PLS = 1	B0	B0 + B3	(-B3)
PLS = 0	B0 - B2	B0 + B1	(-B2 - B1 )
	B2	B3 - B1	

Based on the table of average results above, it can be seen from *Parameter Estimates*, which shows Beta 1 which consists of PLS = 1 x DSS = 0, Beta 2 PLS = 0 x DSS = 1, Beta 3 PLS = 1 x DSS = 0 and Beta 4 PLS = 1 x DSS=1. Which if seen the results B3 = 0.002 with a significant value of 0.991 and B2 = -0.111 with a significant value of 0.570.

Based on the overall results of the hypotheses described previously, hypothesis testing can be presented with the following table:

**Table 3.** Hypothesis Research Test Results

Hypothesis	Statement Hypothesis Statement	Significant Value	Explanation
H1	<i>Customer Experience with Service Staff and Customer Satisfaction</i>	0.045 (Negative coefficient)	Data does not support hypothesis
H2a	Especially for <i>market place</i> such as Tokopedia, Shope and Lazada and groups of respondents who have high <i>experience with service staff</i> , it will result in better <i>customer satisfaction</i> compared to the group of respondents <i>experience with service staff</i> low	0.570	Data does not support the hypothesis
Hypothesis	Statement Hypothesis	Significant Value	Explanation
H2b	Especially for groups of respondents who have high <i>experience with service staff</i> , the respondent group shopping at physical stores or malls has <i>customer satisfaction</i> than the respondent group by shopping at <i>market places</i> such as Tokopedia, Shope and Lazada	0.991 The	data does not support the hypothesis

## 4.2 Discussion

This study aims to determine the effect of *customer experience* on *customer satisfaction*. In *customer satisfaction*, which is dominated by gender, age, monthly income and last education. This test has proven that *Customer Experience* has a negative effect on *Staff Service* and *Customer Satisfaction* (H1). Which means there is an increase in employee performance which does not affect *customer satisfaction*. This is stated by

Febrian *et al.* (2021) that the key to improving *customer experience* is a good relationship between employees and customers. It is also said by Judd (2003) that the seller will create good quality and provide the best service for every customer. A service carried out by *staff* that has an influence on customer satisfaction (Sari & Sukawati, 2020). Sales staff will be an important key in representing the company in serving customers and the product is also the main key in serving customers (Ying *et al.*, 2021). After-sales service provided by a salesperson to customers is a big thing for companies to increase the competitiveness of competitors (Shokouhyar *et al.*, 2020).

In conducting this research, it is also specifically for *market place* such as Tokopedia, Shopee and Lazada and groups of respondents who have high *experience with staff* service will result in better *customer satisfaction* compared to the group of *experience with staff service* (H2a) is rejected in terms of This is according to Chebat & Michon (2003) which states that the joy and mood of consumers are influenced by the service of the staff. Meanwhile, specifically for the group of respondents who have *experience with high service staff*, the respondent group shopping at physical stores or malls has *customer satisfaction* compared to the respondent group by shopping at *market places* such as Tokopedia, Shopee and Lazada (H2b) which are rejected. It can also be seen from Webb *et al.* (2020) which states that a shopping environment like in a mall will make consumers feel more service from the staff directly.

From the results we get in this research, it is inversely proportional to what is in the hypothesis, which reads that if *customer experience* increases, *customer satisfaction* also increases. Which is where the tests that have been carried out show that *customer satisfaction* actually decreases due to the decreased *customer experience* of *staff*, making *customers* tend to doubt the ability of *staff* to serve every *customer* who comes directly to physical stores or *online* such as *market places* (Tokopedia, Shoppe and Lazada). The service *staff* needed *customers* today is to serve every question asked by consumers, provide information that consumers want from the desired product. Generally, *staff* is a matter to maintain or increase sales of a product being sold. *Customer satisfaction* closely related to *customer experience* which is the foundation in every product purchase. If seen from this research, *customer* does not really care about the service of his staff because if the product being sold is not owned by another store, it will make the customer think again about making a purchase even though the *staff* is not good. Purchases will be based on the satisfaction of customers who are satisfied when shopping at a store, both *online* and *offline*.

*Customer experience* is the most important indicator to see how much *customer satisfaction* with the purchase of a product (Ray *et al.*, 2020). Every company will prioritize *customer satisfaction* over *customers experience* even though both are quite important to improve the quality of store service which is highlighted in every store quality capability. service *Staff* is not always the main core in every *customer experience* and *customer satisfaction*, many factors affect the increase in clothing sales at each store. The use of customer experience is part of *customer experience*, where *customer experience* is everything that happens at every stage in the customer cycle from before the purchase to after the purchase and may include interactions that go beyond the product itself (Senjaya *et al.*, 2013).

Making changes to the service quality of poor staff will take quite a long time and require a way to control *staff* in following learning well. The service of *staff* is the key in every customer's heart to determine his choice in buying a product. If the company can make changes to each of its staff, there will be *customers* promotions *word of mouth* which can be a business strategy that doesn't need to cost more, only needs to do special training for each staff who will serve *customers* every *customer* makes a purchase so that it can be realized the promotion (PHAM, 2020).



In the next research, it is necessary to conduct research on customer feelings from the perspective of *customer satisfaction* in determining *customer experience*. Currently it can be said that *staff* that is not good will make *customers* feel that they are not appreciated in doing shopping, for example in physical stores or malls where *staff* is not good even though the product is quite good will make *customers* feel less suitable to buy products at the store the. If it happens in the *market place* (Tokopedia, Shopee and Lazada) service *staff* who respond poorly will feel that the store is not worthy to be the right store to buy a desired product.

## V. Conclusion

Based on the results of this study, it can be concluded that Product experience, Experience with service staff, Experience with shopping environment and Experience with shopping procedures have an effect on Customer Satisfaction. The moderating demographic factors consist of gender, age, last education and monthly income. From this research it is stated that most respondents choose to shop online through Marketplaces such as Tokopedia, Shope and Lazada at the age of 18-25 years who have an income of Rp. 3,500,001 - Rp. 5,000,000.

The implications of this research are expected to be useful for sellers or entrepreneurs in running a clothing business that can be used as a picture of customers who will shop at physical stores or malls, because in this study it is seen that the shopping experience with staff services will affect consumers in shopping, and can improving services to services that are sufficient to make consumers confident in buying a clothing product accompanied by product training so that staff can understand the materials used to convince consumers to buy. The implication that further researchers need to do is the need to use different variables and be able to use more samples. The purpose of this is to improve the quality of professionalism and service staff skills to improve customer satisfaction and customer experience and to increase the accuracy of the data generated.

Limitations in this study can be one of the considerations for further research. Research can use existing questionnaires as a measuring tool, but this questionnaire has limitations in filling out questions. Limitations in distributing this questionnaire can only be distributed in the Greater Jakarta area, besides that there are some respondents who may not answer the questionnaire in real terms. It is hoped that further researchers can expand the area of questionnaire distribution and change the source of the business under study in order to find out more varied results.

## References

- Agung, IGN (2006). Statistical Application of Multivariate Cell-Mean Model and Econometric Model with SPSS. In Jakarta: Sad Satria Bhakti Foundation.
- Artusi, F., Bellini, E., Dell'Era, C., & Verganti, R. (2020). Designing an Omni-Experience to Save Retailing. *Research-Technology Management*, 63(3), 24–32. <https://doi.org/10.1080/08956308.2020.1733886>
- Bae, S., Jung, TH, Moorhouse, N., Suh, M., & Kwon, O. (2020). The Influence of Mixed Reality on Satisfaction and Brand Loyalty in Cultural Heritage Attractions: A Brand Equity Perspective. *Sustainability*, 12(7), 2956. <https://doi.org/10.3390/su12072956>
- Brakel, J. van den. (2010). Sampling and estimation techniques for the implementation of new classification systems. *Statistics Netherlands*, 4(2), 1–32.
- Chebat, J.-C., & Michon, R. (2003). Impact of ambient odors on mall shoppers' emotions,

- cognition, and spending. *Journal of Business Research*, 56(7), 529–539. [https://doi.org/10.1016/S0148-2963\(01\)00247-8](https://doi.org/10.1016/S0148-2963(01)00247-8)
- Chen, R., Lee, Y.-D., & Wang, C.-H. (2018). Total quality management and sustainable competitive advantage: serial mediation of transformational leadership and executive ability. *Total Quality Management & Business Excellence*, 31, 1–15. <https://doi.org/10.1080/14783363.2018.1476132>
- Chen, S.-C., & Lin, C.-P. (2014). The impact of customer experience and perceived value on sustainable social relationship in blogs: An empirical study. *Technological Forecasting and Social Change*, 96, 1–9. <https://doi.org/10.1016/j.techfore.2014.11.011>
- Dabholkar, PA, & Abston, KA (2008). The role of customer contact employees as external customers: A conceptual framework for marketing strategy and future research. *Journal of Business Research*, 61(9), 959–967. <https://doi.org/10.1016/j.jbusres.2007.10.004>
- Demirci Orel, F., & Kara, A. (2014). Supermarket self-checkout service quality, customer satisfaction, and loyalty: Empirical evidence from an emerging market. *Journal of Retailing and Consumer Services*, 21(2), 1–12. <https://doi.org/10.1016/j.jretconser.2013.07.002>
- Denizci Guillet, B., Mattila, A., & Gao, L. (2020). The effects of choice set size and information filtering mechanisms on online hotel booking. *International Journal of Hospitality Management*, 87(3), 1–8. <https://doi.org/10.1016/j.ijhm.2019.102379>
- Febrian, D., Simanjuntak, M., & Hasanah, N. (2021). The Effect of Benefits Offered and Customer Experience on Re-use Intention of Mobile Banking through Customer Satisfaction and Trust. *Jurnal Keuangan Dan Perbankan*, 25(3), 551–569. <https://doi.org/10.26905/jkdp.v25i3.5879>
- Fernandez-Rio, J., Cecchini, JA, Morgan, K., Mendez-Gimenez, A., & Lloyd, R. (2022). Validation of the Cooperative Learning Scale and Cooperation Global Factor Using Bifactor Structural Equation Modelling. *Psicología Educativa*, 28(2), 91–97. <https://doi.org/10.5093/psed2021a2>
- Grégoire, G. (2014). Multiple Linear Regression. *Regression Methods for Astrophysics*, 66, 45–72. <https://doi.org/10.1051/eas/1466005>
- HA, M.-T. (2017). The Impact of Customer Value on Customer Satisfaction and Customer Loyalty in Hotel Firms. *Tourism Research*, 42(3), 141–158. <https://doi.org/10.32780/ktidoi.2017.42.3.141>
- Hair, JF, Black, Jr, WC, Babin, BJ, & Anderson, RE (2010). *Basic Stats: A Supplement to Multivariate Data Analysis*. Multivariate Data Analysis, Person Prentice Hall Publishing, 816, 1–55.
- Harzaviona, Y., & Syah, TYR (2020). Effect of Customer Satisfaction on Customer Loyalty and Marketing Organization Performance in B2B Market Over Heavy Equipment Company. *Journal of Multidisciplinary Academic*, 4(4), 243–249.
- Indrawati, R., Elizar, C., & Syah, TYR (2020). Service Quality, Customer Satisfaction, Customer Trust, and Customer Loyalty in the Service of Pediatric Polyclinic Over Private H Hospital of East Jakarta, Indonesia. *Journal of Multidisciplinary Academic*, 4(2), 105–111.
- Judd, VC (2003). Achieving a customer orientation using “people-power,” the “5th P.” *European Journal of Marketing*, 37(10), 1301–1313. <https://doi.org/10.1108/03090560310487112>
- Karani, LM, Syah, TYR, & Anindita, R. (2019). Influence of Service Quality and Customer Satisfaction on Customer Loyalty In Restaurants of the Tangerang Area.

- Russian Journal of Agricultural and Socio-Economic Sciences, 92(8), 142–147. <https://doi.org/10.18551/rjoas.2019-08.15>
- Kenyon, GN, & Sen, KC (2015). The Perception of Quality. In *The Perception of Quality: Mapping Product and Service Quality to Consumer Perceptions*. Springer London. <https://doi.org/10.1007/978-1-4471-6627-6>
- Kotler, P., & Keller, KL (2015). *Manajemen Pemasaran edisi 13 jilid 1 dan 2, Alih Bahasa: Bob Sabran*. In Jakarta: Erlangga.
- Krystallis, A., & Chrysochou, P. (2014). The effects of service brand dimensions on brand loyalty. *Journal of Retailing and Consumer Services*, 21(2), 139–147. <https://doi.org/10.1016/j.jretconser.2013.07.009>
- Ku, H.-H. (2019). Consumer affects when making undesirable purchases to meet the minimum purchase requirement: Decision-related variables as moderators. *Journal of Consumer Behaviour*, 18(1), 53–62. <https://doi.org/10.1002/cb.1745>
- Lee, V., Park, S., & Lee, D. (2022). The Effect of E-commerce Service Quality Factors on Customer Satisfaction, Purchase Intention, and Actual Purchase in Uzbekistan. *GLOBAL BUSINESS FINANCE REVIEW*, 27(3), 56–74. <https://doi.org/10.17549/gbfr.2022.27.3.56>
- Lou, C., & Xie, Q. (2020). Something social, something entertaining? How digital content marketing augments consumer experience and brand loyalty. *International Journal of Advertising*, 40(3), 1–27. <https://doi.org/10.1080/02650487.2020.1788311>
- Maulana, AS (2016). Pengaruh Kuliatas Pelayanan dan Harga terhadap Kepuasan Pelanggan PT. TOI. *Jurnal Riset Manajemen Dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, 7(2), 113–125. <https://doi.org/10.36226/jrmb.v4i1.240>
- Nasermoadeli, A., Ling, KC, & Maghnati, F. (2013). Evaluating the Impacts of Customer Experience on Purchase Intention. *International Journal of Business and Management*, 8(6), 128–138. <https://doi.org/10.5539/ijbm.v8n6p128>
- Oliver, R. I, Rust, RT, & Varki, S. (1997). Customer Deli&t: Foundations, Findings, and Managerial Ir&ght. In New Zealand. *Journal of Retailing* (Vol. 73, Issue 3).
- Park, E. (Olivia), Chae, B. (Kevin), Kwon, J., & Kim, W.-H. (2020). The Effects of Green Restaurant Attributes on Customer Satisfaction Using the Structural Topic Model on Online Customer Reviews. *Sustainability*, 12(7), 2843. <https://doi.org/10.3390/su12072843>
- Pei, XL, Guo, JN, Wu, TJ, Zhou, WX, & Yeh, SP (2020). Does the effect of customer experience on customer satisfaction create a sustainable competitive advantage? A comparative study of different shopping situations. *Sustainability (Switzerland)*, 12(18). <https://doi.org/10.3390/SU12187436>
- Pennington, A. (2016). How to design, measure and improve customer experience in your business. [papers3://publication/uuid/ADDECB31-05B3-4D2D-A1E1-BD9AE14F0A39](https://papers3://publication/uuid/ADDECB31-05B3-4D2D-A1E1-BD9AE14F0A39)
- PHAM, CH (2020). Review consensus effects on e-wom and consumer goods e-purchase satisfaction: Evidence from Vietnam. *Journal of Advanced Research in Law and Economics*, 11(2), 321–333. [https://doi.org/10.14505/jarle.v11.2\(48\).05](https://doi.org/10.14505/jarle.v11.2(48).05)
- Pranata, A., Syah, TYR, & Anindita, R. (2020). Interpersonal Trust Impact on Moderate Customer Satisfaction by Product Quality and Brand Image. *Journal of Multidisciplinary Academic*, 4(1).
- Publications, S. (2019). Determinants of Long-Term Orientation in Buyer-Seller Relationships. *Journal of Marketing*, 58(2), 1–19.
- Puccinelli, NM (2006). Putting your best face forward: The impact of customer mood on salesperson evaluation. *Journal of Consumer Psychology*, 16(2), 156–162.

[https://doi.org/10.1207/s15327663jcp1602\\_6](https://doi.org/10.1207/s15327663jcp1602_6)

- Rahman, MS, Khan, AH, & Mahmudul Haque, M. (2012). A conceptual study on the relationship between service quality towards customer satisfaction: Servqual and Gronroos's service quality model perspective. *Asian Social Science*, 8(13), 201–210. <https://doi.org/10.5539/ass.v8n13p201>
- Rahmawati. (2017). *Manajemen Pemasaran*. In University Mulawarman.
- Ray, EL, Artha, INW, & Dewi, EK (2020). Analisis pengaruh customer experience terhadap loyalitas pelanggan (Studi Kasus Pada Pelanggan Restoran Hokben ). *Prosiding Seminar Nasional Manajemen Industri Dan Rantai Pasok*, 1, 13–20.
- Ronitawati, P., & Simangunsong, DWT (2016). Analisis Kualitas Makanan dan Kualitas Pelayanan Terhadap Tingkat Kepuasan Konsumen Pada Penyelenggaraan Makanan di Kantin Universitas Esa Unggul. *Nutrire Diaita*, 8(2), 65–70.
- Sari, AAAM, & Sukawati, TGR (2020). Pengaruh Customer Delight terhadap customer loyalty dengan service quality sebagai variabel moderasi. *E-Jurnal Manajemen Universitas Udayana*, 9(1), 278. <https://doi.org/10.24843/EJMUNUD.2020.v09.i01.p15>
- Senjaya, V., Samuel, H., & Dharmayanti, D. (2013). Pengaruh Customer Experience Quality terhadap Customer Satisfaction & Customer Loyalty Di Kafe Excelso Tunjungan Plaza Surabaya; Perspektif B2C. *Jurnal Strategi Pemasaran*, 1(1), 1–15.
- Šerić, M., Ozretić-Došen, Đ., & Škare, V. (2020). How can perceived consistency in marketing communications influence customer–brand relationship outcomes? *European Management Journal*, 38(2), 335–343. <https://doi.org/10.1016/j.emj.2019.08.011>
- Shinta, S., Syah, TYR and, & Negoro, DA (2020). Determinants of Customer Satisfaction and Customer Loyalty Over City Market Citra Raya. *Journal of Multidisciplinary Academic*, 4(2), 94–98. <https://www.kemalapublisher.com/index.php/JoMA/article/view/438/440>
- Shokouhyar, S., Shokoohyar, S., & Safari, S. (2020). Research on the influence of after-sales service quality factors on customer satisfaction. *Journal of Retailing and Consumer Services*, 56(May), 102139. <https://doi.org/10.1016/j.jretconser.2020.102139>
- Smith, K., & Hanover, D. (2016). *Experiential Marketing*. In Wiley (pp. 1–227).
- Soelton, M., Saratian, ETP, Arief, H., Syah, TYR, & Yunita, R. (2019). Kepemimpinan Transformasional sebagai Stimuli Penting Kinerja Karyawan pada Pegawai Sekretaris Jenderal MPR Republik Indonesia. *INOBISS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 3(1), 52–64. <https://doi.org/10.31842/jurnal-inobis.v3i1.120>
- Syah, TYR, & Olivia, D. (2022). Enhancing Patronage Intention on Online Fashion Industry in Indonesia: The Role of Value Co-Creation, Brand Image, and E-Service Quality. *Cogent Business & Management*, 9(1). <https://doi.org/10.1080/23311975.2022.2065790>
- Syahfudin, E., & Ruswanti, E. (2015). The Impact of Service Quality and Brand Image on Customer Loyalty Mediated by Customer Satisfaction: in Indonesia Banking Industry. *Journal Faculty of Economic, Esa Unggul University, Jakarta*.
- Turley, LW, & Milliman, RE (2000). Atmospheric effects on shopping behavior: A review of the experimental evidence. *Journal of Business Research*, 49(2), 193–211. [https://doi.org/10.1016/S0148-2963\(99\)00010-7](https://doi.org/10.1016/S0148-2963(99)00010-7)
- Weatherly, KA, & Tansik, DA (1992). Tactics Used by Customer contact Workers : Effects of Role Stress, Boundary Spanning and Control (pp. 4–17).
- Webb, P., Davidson, G., Edge, R., Falls, D., Keenan, F., Kelly, B., McLaughlin, A.,

- Montgomery, L., Mulvenna, C., Norris, B., Owens, A., & Shea Irvine, R. (2020). Service users' experiences and views of support for decision-making. *Health and Social Care in the Community*, 28(4), 1282–1291. <https://doi.org/10.1111/hsc.12961>
- Wright, LT, Newman, A., & Dennis, C. (2006). Enhancing consumer empowerment. *European Journal of Marketing*, 40(9–10), 925–935. <https://doi.org/10.1108/03090560610680934>
- Wu, TJ, Gao, JY, Wang, LY, & Yuan, KS (2020). Exploring links between polychronicity and job performance from the person–environment fit perspective—the mediating role of well-being. *International Journal of Environmental Research and Public Health*, 17(10). <https://doi.org/10.3390/ijerph17103711>
- Wu, TJ, Xu, T., Li, LQ, & Yuan, KS (2020). “Touching with heart, reasoning by truth!” The impact of brand cues on mini-film advertising effect. *International Journal of Advertising*, 39(8), 1322–1350. <https://doi.org/10.1080/02650487.2020.1755184>
- Yet, S. (2012). Star Marketing. *STIE Mikroskil*, 2(2), 118.
- Ying, S., Sindakis, S., Aggarwal, S., Chen, C., & Su, J. (2021). Managing big data in the retail industry of Singapore: Examining the impact on customer satisfaction and organizational performance. *European Management Journal*, 39(3), 390–400. <https://doi.org/10.1016/j.emj.2020.04.001>
- Yoo, J., & Kim, M. (2014). The effects of online product presentation on consumer responses: A mental imagery perspective. *Journal of Business Research*, 67(11), 2464–2472. <https://doi.org/10.1016/j.jbusres.2014.03.006>
- Yoon, HJ, & Lee, YJ (2019). Gender differences in arousal priming effects on humor advertising. *International Journal of Advertising*, 38(3), 383–404. <https://doi.org/10.1080/02650487.2018.1500243>
- Young, GJ, Meterko, MM, Mohr, D., Shwartz, M., & Lin, H. (2009). Congruence in the assessment of service quality between employees and customers: A study of a public health care delivery system. *Journal of Business Research*, 62(11), 1127–1135. <https://doi.org/10.1016/j.jbusres.2008.08.004>
- Zarantonello, L., & Schmitt, BH (2010). Using the brand experience scale to profile consumers and predict consumer behaviour. *Journal of Brand Management*, 17(7), 532–540. <https://doi.org/10.1057/bm.2010.4>