

ROLE OF SERVICE RECOVERY IN MEDIATING THE EFFECTS OF COMPLAINT ON UNIVERSITY STUDENT SATISFACTION AND LOYALTY AT PRIVATE HIGH EDUCATION IN KENDARI CITY

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Abstract— This research aims to test and analyze empirically the role of service recovery in mediating the effects of complaint on university student satisfaction and loyalty at Private High Education in Kendari City. Results of the research show that: (1) Complaint directly gives positive and significant effects on service recovery in university student at Private High Education in Kendari City. (2) Complaint directly gives positive and significant effects on university student satisfaction at Private High Education in Kendari City. (3) Complaint directly gives positive and significant effects on university student loyalty at Private High Education in Kendari City. (4) Service recovery gives positive and significant effects on university student satisfaction at Private High Education in Kendari City. (5) Service recovery gives positive and significant effects on university student loyalty at Private High Education in Kendari City. (6) University student satisfaction gives positive and insignificant effects on university student loyalty at Private High Education in Kendari City. (7) Service recovery cannot mediate the effects of complaint on university student satisfaction in Private High Education in Kendari City. (8) Service recovery cannot mediate the effects of complaint on university student loyalty in Private High Education in Kendari City.

Index Terms— Complaint, Service Recovery, University Student Satisfaction and Loyalty.

1 INTRODUCTION

In marketing context, concept of loyalty serves as a very important study. According to Hennig-Thurau, et al. (2001) customer loyalty is broadly acceptable as a main factor in assisting a company to achieve long term success. A company will have future investment in maintaining customer loyalty by education tasks, maintaining communication and developing trust; loyalty will be destroyed rapidly when customers think that the organization gives no attention to them (Day, 2008). Thus, in the context of marketing, customer loyalty is the main expectation to be achieved by the company.

In relationship marketing theory, customer loyalty is influenced by a number of factors, among others are complaint, service recovery, customer satisfaction, and customer loyalty (Yap B W, et. al. 2012; Ndubisi, 2010, Wirtz dan Mattila, 2004, Li-Wei Wu, 2011; Hsin-Chang & Hsin-Wei, 2011, Tracey & Timothy, 2010; Sheng & Liu, 2010; Norizan & Asiah, 2010; Ilias & Trivellas, 2010). Customer loyalty is a result of customer assessment after purchase of goods and service so it is greatly influenced by complaint, service recovery and satisfaction.

The first factor giving effects on loyalty is complaint. It is very important for service provider to obtain feedback from their customers. This is important particularly if a customer has felt disadvantage service. One of the ways to obtain feedback from this customer is to encourage and facilitate customer complaint process.

Subsequent factor giving effects on loyalty is service recovery (Armstrong & Seng, 2000; Blomer & Schroder, 2007; Kantsperger & Kunz, 2010, Oryza Dian, 2011). Service recovery is one of the significant determinants of customer satisfaction and loyalty. Customer satisfaction is a feeling of one happy-

ness or disappointment after comparing performance or product result and expected performance or result. If the performance is below the expectation, then there will be dissatisfied customers. If the performance meets expectation, then there will be satisfied customers. If the performance exceeds the expectation, then the customers will be extremely satisfied or happy. So, service recovery is an action, thinking, plan and process to improve the service if there are any mistakes or customer disappointment by compensating the disappointment or mistakes. Service recovery is not only handling on complaint and interaction between service provider and customer, the service recovery aims to meet customer satisfaction and loyalty.

Complaint handling and solving problem serve as an important activity in order to maintain customers, achieve customer satisfaction which the final target is to prevent customer to conduct any negative *word-of-mouth*, which can dishonor company good image, and lead to transfer to other service provider and cancel intention of new customers to use our service (Peelen et. al., 2005). Moreover, the cost to obtain one new customer is greater than maintaining existing customers.

Boshof and Allen (2000) were sure that success of a service recovery program depends on effectiveness of frontline officers when accepting customer complaints. They consider them as an important component of customer service quality and company good image depends on them. It is necessary for the frontline officers to obtain special attention to maintain their work performance. The work performance of this division staff determines effectiveness of customer complaint handling. Maximum work performance will result in this division effective-

tiveness and implies to customer satisfaction.

Subsequent factor giving effects on loyalty is satisfaction (Li-Wei Wu, 2011; Hsin-Chang & Hsin-Wei, 2011, Tracey & Timothy, 2010; Sheng & Liu, 2010; Norizan & Asiah, 2010; Ilias & Trivellas, 2010). Satisfied university student will lead to student loyalty to trust the higher education since private higher education's in Kendary city has ability to handle student complaints based or more than the expectation meanwhile dissatisfied student will cause disloyal student to the company in realizing expected service. Dissatisfied student in Higher education will easily transfer to other higher education which can give the values based or more than their expectation (Osarenkhoe, 2012, Abu-ELSamenet al., (2011).

Customer satisfaction is a level in which the needs, desires and expectations of customers can be met which will result in repeated purchases or continued loyalty. The most important factor to create customer satisfaction is performance of the agent which is usually interpreted by the quality of the agent (Mowen, 1995: 56). Quality service product serves an important role to create customer satisfaction (Kotler and Armstrong, 1997: 44). More quality of the products and services provided will lead to higher satisfaction felt by the customers.

This research aims to test and explain empirically the effects of complaints on student satisfaction and loyalty. Besides, it also tests and explains empirically the indirect effects of student complaints on satisfaction and loyalty mediated by service recovery.

2 LITERATURE STUDY

2.1 Concept of Complaint

Customer Complaint is defined as dissatisfied customer behavior to the accepted brand or level of service given by service provider (see Yang et al., 2003). Customers will complain for their dissatisfaction. They will complain for unfulfilled expectation. Dissatisfied customers will make an action of complaining in the forms of switching service, informing friends or family, giving complaints to consumer agent, returning products even extremely filling a lawsuit to the company through a lawyer. Dissatisfied person on a product in general will tell the story to ten persons. Meanwhile satisfied person in general will tell it to three people about his or her experiences on a product. Complaint is actually a respond following customer dissatisfaction, if customers are satisfied, then there will be low level of complaint. Cost of obtaining one new customer is generally five times until seven times greater than cost of maintaining existing customers.

Customer Complaint is an action or attitude arising from consumers because they feel disappointment about the products they use so they will try to satisfy their hurt feelings in various ways such as asking for compensation to the company for the losses they suffer and dropping the company's image concerned by telling other consumers about the company's weaknesses and shortcomings.

The measurement indicators for complaints in this study is measured using 4 indicators adopted from Norwel (2005: 27) namely mechanical complaints, attitudinal complaints, service

related and unusual complaints..

2.2 Concept of Service Recovery

Armistead et al., (1995:5) in Lewis (2001) defined "*Service recovery* as a specific action carried out to ensure that customers obtain a proper level of service after there are any problems in normal service". Zemke and Bell (1990:43) in Lewis (2001) mentioned that "*Service recovery* is a result of thinking, planning, and process in compensate customer disappointment into satisfaction to the organization after the service given faces problems (failure)". Bua, Hasanuddin (2009:92) stated that recovery is all the efforts made by the company to listen, respond and solve customer complaints satisfactorily. From some of the above meanings, service recovery can be interpreted as actions, thoughts, plans, and processes to improve service in the event of a customer error or disappointment by compensating the errors or disappointment, so that the customer will be satisfied.

Service recovery measurement indicators in this study refer to the indicators proposed by Ah & Wan (2006), namely distributive justice, procedural justice, and interactional justice.

2.3 Concept of Satisfaction

The word of satisfaction serves an important role in the concept of marketing and generally it is related to a motto of satisfying needs and desires of customers. The use of satisfaction term in this modern era currently tends to widespread and relates to the words of satisfactory (conformity) and satisfy (making enjoying). The term of customer satisfaction in marketing management has a very specific definition. Riadh (2009) stated that customer satisfaction is customer respond to fulfillment of needs. This means that there is an assessment as a form of excellence of the goods or service; it gives a level of convenience related to fulfillment of needs including the expected needs or fulfillment of needs below customer expectation.

Indicators of satisfaction measurement in this study refer to the indicators put forward by Albert Caruana and Msida Malta, (2000) and Jamal and Naser (2002, modified) namely a feeling of satisfaction from performance, conformity of service performance with expectations on the basis of information, amazing service performance and service performance satisfaction.

2.4 Concept of Loyalty

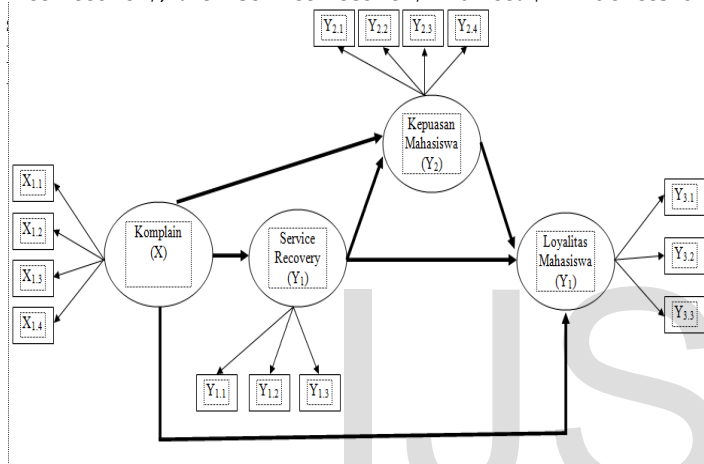
Concept of business development nowadays is directed to create and maintain customer loyalty. "the basic reason for loyal customer is to maintain company competitiveness and company profitability, in another aspect, customers will be ensured on risk of goods or service quality and procurement of goods as well as reduce costs of searching necessary goods/service" (Kennedy et al., 2001). On another way, disloyal customers or switching customers are caused by disappointment by product quality and service quality, then they will tell it to others or influence others not to buy the goods/service produced by the company so that it can impact on the level of profit achieved by the company in long term.

Indicators of measuring loyalty in this study refer to the indicators proposed by Baloglu (2002), namely trust, psychological (emotion) commitment, switching cost, word of mouth and cooperation.

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Referring to theoretical and empirical studies, the conceptual framework in this study after explaining the measurement of the studied variables, then it will then examine the relationship of four variables, namely the complaint (X), service recovery (Y1), student satisfaction (Y2) and student loyalty variables (Y3). In this research, it assumes that the complaint variable indirectly influences on student satisfaction through service recovery, then service recovery indirectly influences on



Scheme 3.2. Research Conceptual Framework

The conceptual framework used in this study is an in-depth study based on relationship of marketing theory and consumer behavior as well as an empirical study of the relationship between complaints, service recovery, satisfaction and loyalty.

3.2 Research Hypotheses

Based on the conceptual framework, the hypotheses in this study are as the following:

H1: Student complaints have positive and significant effects on service recovery at Private higher Education (PTS) in Kendari City.

H2: Student complaints have positive and significant effects on student satisfaction at Private higher Education (PTS) in Kendari City.

H3: Student complaints have positive and significant effects on student loyalty to Private higher Education (PTS) in Kendari City.

H4: Service recovery has positive and significant effects on student satisfaction at Private higher Education (PTS) in Kendari City.

H5: Service recovery has positive and significant effects on student loyalty to Private higher Education (PTS) in Kendari City.

H6: Student satisfaction has positive and significant effects on student loyalty to Private Univer higher Educations (PTS) in Kendari City.

H7: Student complaints have positive and significant effects on student satisfaction mediated by service recovery at Private higher Education (PTS) in Kendari City.

H8: Student complaints have positive and significant effects on student loyalty mediated by service recovery at Private Universities (PTS) in Kendari City

4 RESEARCH METHOD

The object of this research is Private Higher Education (PTS) in Kendari City. The selection of research objects at Private Higher Education (PTS) in Kendari City is based on several considerations, namely: Mastery of the field, ease of obtaining valid data in order to examine the role of service recovery in mediating the effects of complaints on student satisfaction and loyalty at Private Higher education (PTS) in Kendari City.

The population in this study are all students at Private Higher Education (PTS) in Kendari City who have given complaints in 2018 namely there are 538 students. While 229 students as the sample are determined using Slovin formula with an error rate of 5%. While the method of data collection is carried out through questionnaire circulation, interview and documentation.

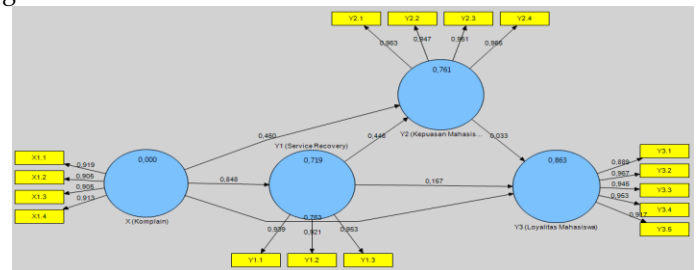
The data analysis method uses two kinds of analysis, descriptive statistical analysis and inferential statistical analysis on the data obtained in the field. Descriptive analysis is used to describe to determine the strengths of the effects of independent variables with the dependent variable, namely by analyzing the data that has been given a score in accordance with the measurement scale that has been determined through PLS analysis using Microsoft Excel, SPSS software and SmartPLS

5 RESULTS OF RESEARCH AND DISCUSSION

5.1 Testing of Path Coefficient and Hypotheses Testing

Testing of the hypothesis and path coefficient is carried out on the direct effects of the complaints, service recovery, student satisfaction and student loyalty variables. The results of testing on the effects between variables can be seen from the path coefficient and the critical point (t-statistics) presented in the path diagram in Scheme 5.1.

Scheme 5.1. Path Coefficient and Hypothesis Testing Diagrams :



Processed primary data of 2020

Testing results in Scheme 5.1. and table 5.13 are obtained

from six direct effects which are tested and there are not all positive and significant effects, namely: (1) complaints have positive and significant effects on service recovery, (2) complaints have positive and significant effects on student satisfaction, (3) complaints have positive and significant effects on student loyalty, (4) service recovery has positive and significant effects on student satisfaction, (5) service recovery has positive but insignificant effects on student loyalty, (6) student satisfaction has positive but insignificant effects on student loyalty, (7) service recovery can mediate the effects of complaints on student satisfaction, (8) work recovery service can mediate the effects of complaints on student loyalty. The complete list can be presented in Table 5.13

5.2 Discussion

Based on the results of research, then there will be a discussion on the analysis. The discussion is carried out by looking at the causality relationship as proofing on the hypothesis taken in this study. Theories or the results of empirical research that have been carried out previously will be used in discussing research results, whether the theory or the results of this study support the results of hypothesis testing carried out in this study. A more detailed description on the effects of the latent variables designed in this study is as follows:

5.2.1 Effects of Complaint on Service Recovery

Testing results of complaint effects on service recovery can be proved to have estimate value of path coefficient on perception data by 0,847 with positive direction. This means that there is positive path coefficient and significant effect. So, it can be concluded that complaints have positive and significant effects on service recovery. Meaning, changes in increased student complaints will improve service recovery at Private Higher Education in Kendary City. The underlying logic of thought is that complaints given by university students at Private Higher Education in Kendary City are positive complaints in which students wants better changes in the private Higher Education in Kendary City in term of service given to the students.

Thus, the attempt to maintain relationship with dissatisfied students through complaint management is the main focus taken by most of student retention strategies. Basically, complaint management is an action to solve any problems caused by failure of product delivery and to maintain customer's goodwill. There will be greater dissatisfaction when complaining customers feel that their complaints are not resolved properly. Such condition can cause them to be prejudiced and hurt. The most important thing for students is that the Private Higher Education (PTS) in Kendari City must show their at-

tention, concern and regret towards employees (especially front-line employees who deal directly with students) and it is necessary to train and empower them in order to make decisions in handling such situations.

Furthermore, the Private Higher Education (PTS) in Kendari City form a representative team in handling student complaints so that the handling of complaints can be carried out quickly and effectively. In addition, it is necessary to carry out development of a complaint database in order to identify the factors of failure in service delivery so that ultimately it can minimize the failure of service delivery in the future.

5.2.2 Effects of Complaints on Student Satisfaction

Testing results of complaint effects on student satisfaction can be proved to have estimate value of path coefficient on perception data by 0, 839 with positive direction. This means that there is positive path coefficient and significant effect. So, it can be concluded that complaints have positive and significant effects on student satisfaction. Meaning, changes in increased student complaints will improve student satisfaction at Private Higher Education in Kendary City. The underlying logic of thought is that complaints given by university students at Private Higher Education in Kendary City are positive complaints in which students wants better changes in the private Higher Education in Kendary City in term of service given to the students.

This is caused by Private Higher Education (PTS) in Kendari City are responsive, friendly, polite, responsible, cooperative, expressing apologies and admitting mistakes, handling complaints quickly and directly, providing facility improvements, and providing an explanation on cause of problems and offeringselectable solutions by the students. In addition, students also feel satisfaction only if they can submit complaints to Private Higher Education (PTS) in Kendaricity even though complaints are not handled or responded to. In addition, students are also satisfied even though the complaint handling at Private Higher Education (PTS) in Kendari City is quite long. These are caused by the respondents feel that Private Higher Education (PTS) in Kendari City are fair in handling complaints and giving appropriate feedback to any arising problems.

5.2.3 Effects of Complaints on Student Loyalty

Testing results of complaint effects on student loyalty can be proved to have estimate value of path coefficient on perception data by 0, 924 with positive direction. This means that there is positive path coefficient and significant effect. So, it can be concluded that complaints have positive and significant effects on student loyalty. Meaning, changes in increased student complaints will improve student loyalty at Private Higher Education in Kendary City. The underlying logic of thought is that complaints given by university students at Private Higher Education in Kendary City are positive complaints in which students wants better changes in the private Higher Education in Kendary City in term of service given to the students.

Better student complaints will increase customer loyalty. The underlying logic of thought is that students who are truly

satisfied with the ability of Private Higher Education (PTS) in Kendari City in handling complaints will remain loyal to Private Higher Education (PTS) in Kendari City, which is shown by the pattern of telling the goodness and excellence of Private Higher Education (PTS) in Kendari City to others, provide recommendations to others and will take advantage of new necessary services.

5.2.4 Effects of Service Recovery on Student Loyalty

Testing results of service recovery effects on student satisfaction can be proved to have estimate value of path coefficient on perception data by 0,447 with positive direction. This means that there is positive path coefficient and significant effect. So, it can be concluded that service recovery have positive and significant effects on student satisfaction. The underlying logic of thought is that service recovery given by Private Higher Education in Kendari City to the student can create student satisfaction. Service recovery in accordance with student expectations is supported by the actions of employees to help students when needed, employees do not feel too busy to respond to student requests, employee alertness in responding to student requests and employees' quick actions to help students. In addition, the ability of employees to communicate with students, as well as good service from employees to students, result in increased student satisfaction.

5.2.5 Effects of Service Recovery on Student Loyalty

Testing results of service recovery effects on student loyalty can be proved to have estimate value of path coefficient on perception data by 0,171 with positive direction. This means that there is positive path coefficient and insignificant effect. So, it can be concluded that service recovery have positive and insignificant effects on student loyalty.

The results of this study can be concluded that changes in service recovery are in line with positively but significantly to increased student loyalty. This means that the better service recovery provided to students insignificantly influences on student loyalty.

Based on discussion result above, then both theoretically and empirically, it is proven that service recovery influences positively but insignificantly on student loyalty in Private Higher Education in Kendari City. Thus, if the management of Private Higher Education in Kendari City in Kendari City aims to improve student loyalty then from the view of student, it is necessary to improve the complaints and student satisfaction continuously and maintain reliability consistency of meeting promises given to customers, improve and maintain consistency of rapid, proper and satisfying, improve and maintain consistency of honesty and transparency in giving necessary information by customers as well as improve and maintain consistence of service system accuracy given by the company so there will be no mistakes.

5.2.6 Effects of Student Satisfaction on Student Loyalty

Testing results of student satisfaction effects on student loyalty can be proved to have estimate value of path coefficient on perception data by 0,033 with positive direction. This means

that there is positive path coefficient and insignificant effect. So, it can be concluded that student satisfaction has positive and insignificant effects on student loyalty. This proves that satisfaction felt by the students can form student loyalty.

The results of this study refuse the theory proposed by Barnes (2001) in Tjiptono (2005) which states that there will be long-term loyalty if students have a high level of satisfaction with the products offered by the company / organization. The results of this study also refuse the theory put forward by Barnes (2003) which states that one of the key factors influencing on loyalty is satisfaction. The results of this study also refuse the results of previous studies conducted by Caruana et., Al (2002), Rahma&Kamarulzaman (2012), Kiyani, Mahmood (2012), Richard, Cinamoma (2013), supporting that satisfaction is a strong predictor of loyalty business customers because customers feeling high satisfaction will be more willing to show repeated purchase. However, different studies conducted by Zahara (2007), Ouyang (2010), Madjid, Rahmat., (2012), Muthalib, DzulfikriAzis et., Al (2018) confirm that satisfaction serves as insignificant factor to loyalty.

5.2.7 Effects of Complaints on Satisfaction Mediated by Service Recovery

Based on calculation results of online Sobeltest, it is obtained t-statistic (t arithmetic) with value of 0,725 < from t-critic of 1,96. Meanwhile, probability value (p-value) is obtained by 0,233 > (a) 0,05. Based on this analysis result, it can be described that service recovery cannot mediate the effects of complaints on student satisfaction at Private Higher Education (PTS) in Kota Kendari.

Results of this study are not in line with Dewit et al. (2007), Lewis and McCan (2004), Zeithaml et al. (1996) expressing that the effects given by complaints on satisfaction can be mediated by service recovery. This argument shows that service recovery is able to strengthen the effects given by complaints on student satisfaction. Meaning, student complaints about the services provided by the management of Private Higher Education (PTS) in Kendari City can be interpreted as a form of student concern for the quality of Private Higher Education (PTS) in Kendari City. Thus, following up student complaints can be done with service recovery. The service recovery strategy carried out by the management of Private Higher Education (PTS) in Kendari City can be seen as a form of management commitment to the promises given to students regarding service quality. The service recovery strategy that has been carried out has proven to be effective in increasing student satisfaction at Private Higher Education (PTS) in Kendari City.

5.2.8 Effects of Complaints On Loyalty Mediated by Service Recovery

Based on calculation results of online Sobeltest, it is obtained t-statistic (t arithmetic) with value of 0,870 < from t-critic of 1,96. Meanwhile, probability value (p-value) is obtained by 0,870 > (a) 0,05. Based on this analysis result, it can be described that service recovery cannot mediate the effects of complaints on student loyalty at Private Higher Education (PTS) in Kota Kendari.

Results of this research are not in line with Rusbult, Farrell, Rogers and Mainous (1988), Ndubisi (2007), Ball, Coelho, Macha (2004) expressing that effects given by the complaints on student loyalty can be mediated by service recovery. Such argument states that complaints strengthen student loyalty which can be mediated by service recovery. Meaning, complaints given by the student to the management of private higher education in Kendari City can be seen as one of the forms of student loyalty to the campus. Behavior of complaining shown by the students is basically caused by student love to the education institution; this can be concluded that complaints given by the student are such a positive value for progress and improvement on service quality. Thus, management of the Private Higher Education in Kendari city responses each complaint given by the student by giving service recovery with the purpose to create and improve student loyalty.

6 CONCLUSION AND RECOMMENDATION

6.1 Conclusion

Based on the research findings, problem formulation, research objectives, research hypotheses, results of data analysis and discussion of research results, the conclusions of this study can be summarized as follows :

1. Complaints directly have positive and significant effects on service recovery. Changes in the increased complaints are in line with positively and significantly on increased service recovery at Private Higher Education (PTS) in Kendari City.
2. Complaints directly have positive and significant effects on student satisfaction. Changes in the increased complaints are in line with positive and significant effects on increased student satisfaction at Private Higher Education (PTS) in Kendari City.
3. Complaints directly have positive and significant effects on student loyalty. Changes in the increased complaints are in line with positive and significant effects on increased student loyalty at Private Higher Education (PTS) in Kendari City.
4. Service recovery directly has positive and significant effects on student satisfaction. Changes in the increased service recovery are in line with positive and significant effects on increased student satisfaction at Private Higher Education (PTS) in Kendari City.
5. Service recovery directly has positive but insignificant effects on student loyalty. This means that the better service recovery provided to students does not significantly influence on student loyalty.
6. Student satisfaction directly has positive but insignificant effects on student loyalty. This means that the better student satisfaction does not significantly influence on student loyalty.
7. Service recovery cannot mediate the effects of complaints on student satisfaction at Private Higher Education (PTS) in Kendari City. This means that service recovery has ability to strengthen the effects given by complaints on student satisfaction

8. Service recovery cannot mediate the effects of complaints on student loyalty at Private Higher education (PTS) in Kendari City. This means that service recovery has ability to strengthen the effects given by complaints on student loyalty

6.2 Recommendation

Based on the results of data analysis, discussion and conclusions of this study, recommendations that can be put forward are:

1. For the management of Private Higher Education (PTS) in Kendari City, it is suggested that developing and maintaining student loyalty can be carried out by a strategy to improve complaints, service recovery and student satisfaction. Students will be loyal if students are satisfied with the complaints given, there is good service recovery and students have high satisfaction to maintain a long-term relationship that is beneficial to the Private Universities (PTS) in Kendari City.
2. Any further researchers are expected to be able to utilize and develop the results of this study by using different variables or indicators used on each variable which it is necessary to be developed. For example, there are additional variables of institutional image and institutional performance. Future researchers are also advised to use more appropriate data analysis methods.
3. For other researchers with quantitative paradigms but aiming at understanding contextual, subjective and informal objects, this research method can be refined by better methodological integration. It is still necessary to refine the development of contextual theory with a quantitative approach so that the fundamental elements of the objects can be better understood so that research instruments within the framework of the quantitative approach can be well developed.

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