

BUILDING CUSTOMER LOYALTY THROUGH POLIMART CUSTOMER SATISFACTION AT MANADO STATE POLYTECHNIC

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ARTICLE INFO	ABSTRACT
<p>Keywords: Customer Satisfaction, Loyalty Customer Regression Analysis, Polimart, Accidental Sampling</p>	<p><i>This study aims to test and explain the effect of customer satisfaction on customer loyalty. The research sample consisted of 100 respondents who were Polimart customers at the Manado State Polytechnic, with a sampling technique using the accidental sampling method. The data collected was analyzed through a series of statistical tests, including instrument validity and reliability tests, linearity tests, simple regression analysis, and hypothesis tests (t-tests). The results of the analysis show that customer satisfaction has an insignificant negative influence on customer loyalty. This indicates that while customer satisfaction is important, other factors may be more dominant in influencing customer loyalty. These findings provide insight that the relationship between satisfaction and loyalty is not always linear or direct, especially in the context of Polimart. This research suggests that Polimart re-evaluate the factors that can increase customer loyalty more effectively. For example, paying attention to aspects of the overall customer experience, offering attractive loyalty programs, or creating a strong emotional connection between customers and brands. Thus, managers can design more comprehensive marketing strategies to increase customer loyalty, regardless of the level of satisfaction felt. These findings also open up further research opportunities to explore other factors that may be more significant in influencing customer loyalty in educational retail environments such as Polimart.</i></p>

INTRODUCTION

Customer satisfaction must be the main concern for retail businesses. The higher the level of customer satisfaction, the higher the customer loyalty to the retailer (Simi and Hrishika, 2016). The higher the customer satisfaction, the higher the customer loyalty to the retail (Roostika, 2011). Oliver (1997) said that satisfaction is a post-evaluation attitude regarding certain purchase decisions. Customer satisfaction is defined as a feeling of pleasure or disappointment that arises from comparing the perceived performance of a product or the expected result. If the performance fails to meet expectations, then the customer will not be satisfied. Conversely, if the performance matches expectations, then the customer will be satisfied and if the performance exceeds expectations, the customer is very satisfied or happy (Kotler and Armstrong, 2012; Kotler and Keller, 2014). Feelings of satisfaction are experienced after realizing that the performance of the product is equal to or exceeds customer expectations, while dissatisfaction occurs when the performance is far from customer expectations.

Customer satisfaction with the company can arise because there is experience in transacting with the company so that it gives a positive reaction from customers (Kurniasari and Ernawati, 2012 in Supertini *et al*, 2020). Customer satisfaction will affect the attitude of the next customer after using or experiencing the products and services offered, therefore customers who are satisfied will repeat using the services offered (Muktono, 2014). This is in line with Tjiptono's theory in Supertini *et al*, 2020 which states that satisfaction is the level of a person's feelings after comparing the performance of a product or perceived result with what is expected.

Customer loyalty is defined as the customer's commitment to buy a product in a continuous way in the future. When customers buy products or services repeatedly, customers also judge positively about the goods and services, so that the customer is said to be loyal (Liu, 2007). Many service organizations have developed customer loyalty programs as part of their relationship development activities. Nalendra (2018) research states that customer satisfaction has a positive and significant effect on customer loyalty. The results of previous research by Ekasaputri, et al. (2018) stated that customer satisfaction has a significant effect on customer loyalty. However, it is different from the results of the research presented by Islahulhair and Muhajirin, (2022) which stated that the

customer satisfaction variable has a positive and significant effect on customer loyalty. From the above background presentation, a problem formulation in the form of questions (1) Is there an effect of satisfaction on Polimart customer loyalty at the Manado State Polytechnic? Based on the description of the problem formulation above, the purpose of the research to be achieved is to test the effect of satisfaction on Polimart customer loyalty at the Manado State Polytechnic.

METHOD

The research was carried out at the Manado State Polytechnic Polimart with the target of existing Polimart customers. The population in this study is all Polimart customers at the Manado Polytechnic, the number of which is unknown. Hair *et al.* (2010) suggested that the formula taken to determine the number of unknown population for a study is 5 times the number of question *items* used in the study. The number of question *items* in this study is 20, so when multiplied by 5, the total population is 100 respondents. This is considered to have met the assumption of sample size in order to obtain accurate estimation results.

A random sampling method where each element of the population has the same chance to be selected as a member of the sample in the population. This method is done because the members of the population are considered homogeneous or uniform. The operationalization of the concept is based on existing theories and then derived in the form of dimensions and indicators/question items according to conditions in the field. For the measurement of variables, the Likert Scale is used using a scale of strongly disagreeing (weight 1) to strongly agreeing (weight 5). (Riduwan, 2003). Satisfaction is a positive affective state resulting from an assessment of all aspects of a party's working relationship with another. Customer satisfaction can be seen from three different dimensions, namely:

1. Satisfaction with experiences. Satisfaction with the results of measuring transactions that have been made, satisfaction with security guarantees, and so on;
2. satisfaction with *process*. Satisfaction with the process measures customer satisfaction during the service process: accuracy, speed, friendliness, courtesy, and so on;
3. total satisfaction. Total satisfaction measures customer satisfaction with all systems and good service facilities.

The Customer Satisfaction variable (X1) is measured by three indicators, and each indicator is measured through *a statement item* describing the aspects of Customer Satisfaction (X1), as follows: Satisfaction with the outcome (X1.1), measured by *the item*: The customer is very satisfied with the service received because it lives up to the promise (X1.1.1); and the customer is very satisfied because the service received is in line with expectations (X1.1.2). Satisfaction with the process (X1.2), measured by *the item*: The service delivery process is very efficient and systematic (X1.2.1); The service delivery process is very standard and simple (X1.2.2) and the service delivery process is problem-free (X1.2.3). Total satisfaction (X1.3), measured by *items*: The system of services provided is very satisfactory (X1.3.1); The service procedures provided are very satisfactory (X1.3.2), and the facilities and support of HR in providing services are very satisfactory (X1.3.3).

Customer Loyalty is defined as the customer's commitment to purchase a product in a continuous manner in the future. The Customer Loyalty Dimension is: Customer loyalty is considered an attitude structure. This means that customers show an attitude of actively shopping and are loyal in buying the products offered as well as suggesting or offering services to other customers. Finally, in addition to the behavioral and attitude approach, another approach to customer loyalty, called the cognitive approach. This approach refers to the first product or service that comes to a person's mind, when making a decision for a purchase. In addition, customers are given a very important role for the company. The Customer Loyalty Indicators (Y) used in this study include: Attitude (Y1.1) measured by items: Customers actively shop at supermarkets (Y1.1.1), Be loyal to the products offered (Y1.1.2), Invite others to shop at supermarkets (Y1.1.3). Cognitive (Y1.2) is measured by the following items: Thinking to stay loyal to the supermarket (Y1.2.1), Customers have the intention to shop at the supermarket intensively (repeat purchases) (Y1.2.2), Supermarket makes customers feel that they have an important role (Y1.2.3).

The main source of data for this study is Primary data, which is core data related to the problem of the research object/subject, and obtained directly from respondents through the distribution of questionnaires and interviews. Primary data was obtained directly from respondents related to: (a) Customer Satisfaction and (b) Customer Loyalty. The use of questionnaires is intended to meet two purposes, namely obtaining descriptive data and data to test hypotheses. Based on the purpose of this study, some relevant data and information are needed using the data collection method, namely Questionnaire. Questionnaire, which is a list of questions that contain

several things to be learned based on the purpose of this research aimed at selected respondents to confirm the perception of supermarket customers in Manado City regarding the variables studied. The validity test of the research instrument was carried out to determine the ability of each indicator to explain the variables, while the reliability test was carried out to determine the consistency of the indicators in indicating the variables. The validity and reliability test of the instrument in this study was carried out on 30 respondents of Polimart customers at the Manado State Polytechnic.

The validity test is useful to find out if there are questions in the questionnaire that must be discarded/replaced because they are considered irrelevant (Umar, 2010). The test was carried out by correlating the score of each indicator with the corrected total score of each variable with Pearson correlation. If the value of r is calculated ≥ 0.30 , then the indicator of the question is valid. Reliability testing is an index that shows how reliable a measuring device is. Instruments called reliable when used several times to measure the same object, will produce the same data (Umar, 2010). The method used in this study is to look at the correlation coefficient of *Cronbach Alpha*. An instrument is said to be reliable if the reliability coefficient ≥ 0.360 . In research, data has the highest position, because data is a depiction of the variables being studied, and functions as a tool to prove hypotheses. In this study, the data analysis techniques used are as follows: Linearity Test, Multiple Regression Analysis, and Hypothesis Testing. According to Sugiyono (2015), "To provide an overview of the relationship between two variables, before knowing whether they are linear or not, plotting should be carried out on the pairs of X and Y values. The result of this plot is called a scatter diagram".

The linearity test in this study was carried out using *SPSS V.20.0 for windows software*, provided that the results of the linearity calculation were less than 0.05. The calculation results can be seen in the Anova table, namely in the significance column >0.05 . And to find out if there is a linear relationship, the following examination can be done: Seen through the direction of the points on a straight line. If there is a symptom that the location of the data points spreads around a straight line, then there is a linear relationship between the two variables, then the regression test can be continued. On the other hand, if the data points are not around a straight line, then there is no linear relationship between the two variables, so the regression test cannot be continued. To find out how the three variables are affected, the researcher used the Multiple Regression Analysis technique. Multiple regression analysis is used to determine the changes that occur in the dependent variable (variable Y), the value of the dependent variable based on the known independent values (variables X1 and X2). Partially of Customer Satisfaction (variable X1) as an independent variable with Customer Loyalty (variable Y) as a bound variable. To test the hypothesis, the data obtained was analyzed with the t-test formula (partially).

RESULTS AND DISCUSSION

Respondent Description

The age of the respondent is one of the indicators of physical, mental, and experience maturity that can affect a person's way of thinking, especially in terms of decision-making and responsibility in buying goods. The age of the respondents is related to efforts to build Customer Loyalty, thus affecting Customer Satisfaction. Distribution of respondents by age, as shown in Table 5.1.

Based on the results of the analysis on 100 respondents, as shown in Table 5.1, the most respondents who have an age range of 32 years to 36 years are 59 people (25.7%). The number of customers who shop at Polimart at the Manado State Polytechnic which has an age range of 32 years to 36 years shows that customers who have a young age prefer to shop in modern markets such as supermarkets. Supermarkets as a modern market offer more varied and complete products, and present a lot of entertainment that is popular with young people. Respondents who have an age range of 17 years to 21 years old are 21 people (21%), where at that age they do not have their own income, so the shopping decision still depends on parents. Respondents who have an age range of 22 years to 26 years are 22 people (22%). Respondents who had an age range of 27 years to 31 years amounted to 8 people (8%), respondents who had an age range of 37 years to 41 years amounted to 27 people (27%). Respondents who had an age range of 42 years to 46 years amounted to 6 people (6%), and respondents who had an age range of 47 years to 51 years amounted to 4 people (4%).

Table 1. Distribution of 100 respondents by age

Age	f	%
17 - 21 years old	21	21
22 - 26 years old	22	22
27 - 31 years old	8	8

32 – 36 years old	12	12
37 – 41 years old	27	27
42 – 46 years old	6	6
47 – 51 years old	4	4
Sum	100	100

Source : Primary data processed in 2024 (Appendix 2)

Gender of Respondents

The gender of the respondents needs to be stated in this study assuming that gender also determines the decision to shop at Polimart at the Manado State Polytechnic. Factors that influence decision-making include gender. Gender has to do with responsibility in determining Customer Satisfaction, Customer Trust, and Customer Loyalty. Women usually understand the routine needs in the family better, so they are responsible for shopping for their family's needs. Distribution of 100 respondents by gender, as shown in Table 5.2.

Table 2. Distribution of 100 respondents by gender

Gender	f	%
Man	47	47
Woman	53	53
Sum	100	100

Source : Primary data processed in 2024 (Appendix 2)

In Table 2, it is shown that the number of female respondents is 53 people (53%), while the male gender is 47 people (47%).

Respondent's Education Level

The level of education of respondents is one of the indicators of maturity in terms of knowledge, skills, experience and mental and emotional which can affect a person's way of thinking, especially in terms of decision-making and responsibility. The level of education of respondents is related to the level of rational thinking ability in building Customer Loyalty through Customer Satisfaction. Distribution of respondents by level of education, as shown in Table 3.

Table 3. Distribution of 100 respondents according to the last education

Last Education	f	%
High School	32	32
D4 and S1	48	48
S2 and S3	20	20
Sum	100	100

Source : Primary data processed in 2024 (Appendix 2)

Based on the results of the analysis on 100 respondents, as shown in Table 5.3, the respondents who have a high school education level are 32 people (32%); Respondents who have D4 and S1 education levels amounted to 48 people (48%); Respondents who have a Postgraduate education level (S2 and S3) amounted to 20 people (20%).

Number of Frequency of Purchases Made by Respondents in Supermarkets

The number of purchase frequencies made by respondents as customers at Polimart at the Manado State Polytechnic, indicates that Customer Loyalty driven by Customer Satisfaction is getting higher. Customers get products and services that meet their expectations and needs. If customers feel satisfied and trust, then customers will be loyal, so they continue to make repeated purchases at the same supermarket. In addition, customers give recommendations to family and other people to shop at the supermarket. The distribution of respondents according to the frequency of purchases made at Polimart at the Manado State Polytechnic, as shown in Table 4.

Table 4. Distribution of 100 Respondents by Frequency of Purchases Made at Supermarkets in the Last Two Months

Time to Become a Supermarket Customer	Frequency	Percentage (%)
2 to 3 times	45	30
4 to 5 times	30	45
≥ 6 times	25	25
Sum	100	100

Source : Primary data processed in 2024 (Appendix 2)

In Table 4, it is shown that the frequency of purchase of respondents in shopping at supermarkets 2 to 3 times is 45 respondents (45%), which is the highest. The frequency of purchase of respondents in shopping at supermarkets 4 to 5 times was 30 respondents (30%), while the frequency of purchase of respondents in shopping at Polimart at Manado State Polytechnic ≥ 6 times was the lowest, as many as 25 respondents (25%).

Respondent Description By Purchase Amount

The number of purchases made by respondents as customers of supermarkets in Manado City. The number of purchases is one of the indicators that illustrates the extent of the level of Customer Satisfaction and Loyalty to Polimart at the Manado State Polytechnic where products are purchased. Distribution of respondents by the number of purchases per transaction, as shown in Table 5.5.

Table 5. Distribution of 100 Respondents by Purchase Amount per Transaction

One-time Transaction (Rp.)	Frequency	Percentage (%)
Less than 300,000	43	43
300,000 to 500,000	37	37
Above 500,000	20	20
Total	100	100

Source: Primary data processed in 2024 (Appendix 2)

In Table 5.5, it is shown that the number of respondents' purchases in each transaction at the supermarket is less than Rp.300,000 as many as 43 respondents (43%), which is the highest. The number of respondents' purchases in each transaction at Polimart at Manado State Polytechnic was Rp.300,000 to Rp.500,000 as many as 27 respondents (27%), while the number of respondents' purchases in each transaction at Polimart at Manado State Polytechnic was above from Rp.500,000 as many as 20 respondents (20%), which was the lowest.

Inferential Analysis Classical Assumption Test

Linearity Test

The linearity test aims to find out whether the two variables have a significant linear relationship or not. This test is usually used as a prerequisite in analyzing the path model, where a good model is when the relationship between the two variables is linear. The test criteria were using *Test for Linearity* at a significance level of 0.05. The two variables are said to have a linear relationship when the significance (*linearity*) < 0.05 (5%).

Table 7. Linearity Test of Exogenous Variables with Endogenous Variables

Case Processing Summary						
	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
CUSTOMER LOYALTY * CUSTOMER SATISFACTION	100	100.0%	0	.0%	100	100.0%

Source: Primary data processed, 2024

Table 7 shows that all relationships between exogenous variables to endogenous variables result in a *level of significance* value $< 5\%$. Based on the results of the analysis, it can be explained that the relationship between endogenous and exogenous variables is linear. Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	BRIGHT
	1 (Constant)	1.844	.460				4.013	.000		
CUSTOMER SATISFACTION	-.088	.061	-.129	-1.436	.154	.047	-.135	-.121	.872	1.147
CUSTOMER TRUST	.638	.117	.492	5.461	.000	.446	.460	.460	.872	1.147

a. Dependent Variable: CUSTOMER LOYALTY

Source: Primary data processed, 2024

The results of the analysis in table 5.8 show that the *condition index* values are 14.378 and 29.072 (below 30) (both X1 and X2 = 0.872) and VIF values < 10 (both X1 and X2 = 1.147). The results of the correlation analysis showed that each correlation value < 0.8 means that there is no multicollinearity relationship in the model so the model is considered good or feasible.

Table 9. Correlation Test

		CUSTOMER LOYALTY	CUSTOMER SATISFACTION
Pearson Correlation	CUSTOMER LOYALTY	1.000	.047
	CUSTOMER SATISFACTION	.047	1.000

Source: Primary data processed, 2024.

Simple Regression Equation Test

Table 10. Simple Regression Test Equations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
(Constant)	1.844	.460		4.013	.000
CUSTOMER SATISFACTION	-.088	.061	-.129	-1.436	.154

a. Dependent Variable: CUSTOMER LOYALTY

Source: Primary data processed, 2024.

Based on table 5.10 above, it can be found that the simple linear regression equation is as follows: Customer Loyalty = 1,844 + (-0.088) Customer Satisfaction The meaning of the simple linear regression equation above is as follows: *Constant* = 1.844 indicates a negative number, which means that if the independent variable has a constant value, then the loyalty of Polimart customers at the Manado State Polytechnic is 1.844 times.

Test t (Partial Effect)

Table 11. t-test (Partial Effect)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
1 (Constant)	1.844	.460		4.013	.000
CUSTOMER SATISFACTION	-.088	.061	-.129	1.436	.154

a. Dependent Variable: CUSTOMER LOYALTY

Source: Primary data processed, 2024

Hypothesis Testing 1, Customer Satisfaction has an effect on Customer Loyalty. Based on table 5.11, it can be seen that the variable X1 Customer Satisfaction, has a significance value of 0.154 (tcal). The value > 0.05 (ttable), if the tcount > ttable, the hypothesis is rejected. So it can be said that the Customer Satisfaction variable has no effect on Customer Loyalty. So the first hypothesis that stated that Customer Satisfaction had an effect on Polimart Customer Loyalty at the Manado State Polytechnic was rejected.

DISCUSSION

The Effect of Customer Satisfaction on Customer Loyalty

Based on the results of regression analysis, multiple regression equations were obtained: Customer Loyalty (Y) = 1,844 + (-0,088) Customer Satisfaction This means that Customer Satisfaction (X1) has a negative value (-0.088) towards Customer Loyalty (Y). The results of the Hypothesis Test were partially obtained that the X1 variable Customer Satisfaction had a significance value of 0.154 (tcal). The value > 0.05 (ttable), if the tcount >

ttable, the hypothesis is rejected. So it can be said that the Customer Satisfaction variable has no effect on Customer Loyalty.

Because dissatisfaction eliminates customer loyalty to the company and its products. Loss of customer loyalty leads to an antipathy towards the company and its products. This research based on hypothesis testing found that Customer Satisfaction has a non-significant effect on Customer Loyalty. This is possible because supermarkets are included in the type of Perfect Competition Market, where there are many sellers and also many customers and the goods sold are homogeneous. So customers generally like to shop not only at one supermarket, but at several supermarkets even though customers feel satisfied after shopping at the supermarket.

The market is a system and the system has a structure. A well-functioning market structure is determined by the theory of perfect competition. This impacts demand by tracing the needs and wants of potential customers now. Positive perceptions from the customer side come through products and services that create value for them and provide them with satisfaction, so that the organization gains a major advantage over its competitors (Kotler, 2011).

So the causes of customer satisfaction have a negative effect on customer loyalty are: first, the characteristics of the respondents used, namely customers who have shopped at Polimart at least twice in the last two months. This means that the shopping experience of these customers can affect the results of the study, because customers can also shop at other supermarkets. Supermarket customers are often looking for new experiences rather than repeating experiences that happened in the past, even if they feel satisfied shopping at the same supermarket. So satisfaction has a negative effect on customer loyalty, it turns out that there are other determining factors that affect loyalty so that it is not only a satisfaction factor.

Second, most of them are customers aged 17-26 years, namely as many as 43 customers as respondents, have the last education is high school, the frequency of shopping twice in the last two months and the purchase amount of Rp 300,000 each time shopping. The description of the respondents shows that they are millennials. Customers who have such a background, that even though they are satisfied with the purchases that have been made before, they can get bored and switch to shopping at other supermarkets to look for variety. So that customer satisfaction has a insignificant effect on customer loyalty.

So supermarkets that do not provide recreational facilities even though the products needed by customers are fully available, can have an impact on customers visiting other supermarkets that have these recreational facilities. Third, if you pay attention, the object of this research is Polimart. Supermarkets are homogeneous so customers tend to move to other or different supermarkets. Customers can return to shopping at the same supermarket, if there is a new innovation in the supermarket. The empirical condition of the scientific community at the Manado State Polytechnic is that there are still those who choose to shop around supermarkets, for example in terms of food rather than the food offered at Polimart. For millennials, they prefer online *shopping* rather than *offline shopping*. This also shows that even though Polimart customers are satisfied, followed by loyal or loyal Polimart customers.

Data from *Social Research* and Social Monitoring, Kadin, Ministry of Communication and Information, *Accenture* in 2015 that the number of *online shoppers* in 2015 was 7.4 million people and predicted in 2016 to be 8.7 million. Data from *the e-commerce* market in Indonesia is 8 billion USD in 2013, 12 billion USD in 2014 and predicted in 2015 of 18 billion USD, 2016 of 25 billion USD and 2020 of 130 billion USD. (Harahap and Amanah, 2018). This study does not support the research of Islahulkhair and Muhajirin, (2022) and Supertini et al. (2020), where the research findings include: customer satisfaction has a positive and significant influence on customer loyalty.

CONCLUSION

This study concludes that partially the variable of customer satisfaction has a negative effect on customer loyalty. This finding is expected to make a practical contribution to companies or organizations, especially Polimart Politeknik Negeri Manado, as a valuable input in decision-making or policy making in the field of marketing by considering aspects of customer satisfaction and loyalty. Companies need to focus on aspects of customer satisfaction, including processes, outcomes, and total satisfaction that customers receive. In addition, companies must evaluate customer loyalty levels by paying attention to customer attitudes and perceptions towards products and services to identify the problems faced and find solutions. For researchers in the field of marketing, these findings can be a reference for future research by adding other variables, such as online or digital marketing, to create a more comprehensive research model. The sustainability of this research is highly expected so that companies, especially Polimart, can implement strategies to increase customer satisfaction so as to encourage higher customer loyalty.

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