

The Influence of Customer Experience towards Customer Satisfaction and Loyalty on Plaza Telkom

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Abstract. *The objective of this research is to test customer experience on Plaza Telkom. This research tests 11 customer experience factors and identifies its influence on customer satisfaction and loyalty intention. Factor which influences customer experience and its influence on their satisfaction and loyalty undergo confirmatory factor analysis on PLS-SEM. This particular research only measure the customer experience on Plaza Telkom, hence, other service sector needs to be widened. With the factors gotten from this research, the manager of Plaza Telkom will be able to identify customer's demand and make strategic and effective ways to satisfy them and increase their loyalty. Based on the researcher's opinion, this particular research is a newest one in measuring customer experience on Plaza Telkom.*

Keywords. *customer experience; customer satisfaction; loyalty intention.*

I. INTRODUCTION

In the middle of industrial rivalry which is gone tighter and more difficult, only long term competitive advantage could make a company survive. Many experts suggest the way on how to be a company with competitive advantage is to focus on the customers by fulfilling and satisfying their needs better and faster compare to the competitors (Douglas and Craig, 2000; Farinet and Ploncher, 2002; Kotler and Keller, 2016).

Satisfied customers tend to give a positive feedback and will make the company as a reference to be told to other people, to come over and over, to extend their contract or to increase other product purchases (Tjiptono, 2005). On the other way around, if the customers are not satisfied, they will return the product, complain and tell their bad experiences to the company, propose a gugatan against the company or even the worst is not doing anything but quietly move to the other competitors. Therefore, customers who deliver their complainings to the company are like gifts for the company itself (Barlow, 2000 cited from Tjiptono, 2005). Customers who are complaining can change into loyal customers if the company could handle their complaining properly (Cannie, 1994). Thus, in this 21st century, the company provides many kinds of media that can be used to deliver the customers' complaining or all of their demands.

The successfulness of each company depends on the efforts that each company takes to keep the customers' satisfaction with the product or service it offered (Goodman, 2009:18-20). The company gives unlimited spare cost to create brand, increase operating process and technology. Yet, it saves their efforts on customers' service. Meanwhile, poor service given by the customer service could ruin all of the company efforts to satisfy, keep and increase customer basis (Dresner, 2012; Payne, 1991; Jahanshani, 2014). Hence, strategic view is needed to see the customer service as catalyst in every function and process linked with the customers and it turns to be a vital tool in customer experience end-to-end.

Researches on the customer experience that have been well published either within or outside the country all of this time mostly discuss things for the tourism industry, hospitality, consumer goods and banking (Garg, Rahman and Qureshi, 2014; Walter et al, 2010; Otto and Ritchie, 1996; Noval et al, 2000; Grace and O'Cass, 2004; nutson et al, 2007; Oh et al, 2007; Brakus et al, 2009; Ponsignon, Klaus and Maull,2014;). Nevertheless, there are no

published research discuss things for telecommunication industry especially Plaza Telkom as the customer service from the Telkom itself.

Within the research development, the researcher have created any measurement for customer experience specifically for the industry. Grace and O'Cass (2004) are the example of who measure customer service in bank industry and identify the influence of the core service, employee service and servicescape factors. Knutson et al (2007) formed 7 factors (environment, benefits, accessibility, convenience, utility, incentive and trust) to measure experience on hospitality industry. Hosani and Gilbert (2009) created measurement instruments for cruising industry.

Therefore, a necessity to invent comprehensive customer experience factors in telecommunication industry is obviously needed. Hence, this research will be conducted in 2 steps, which the first step will explore the customer experience factors in Plaza Telkom and the second step will see the influence of customer experience on their satisfaction and loyalty. Based on the introduction above, hence, the researches arises the title of "The Influence of Customer Experience towards Their Satisfaction and Loyalty on Plaza Telkom".

II. PROBLEM STATEMENT

In accordance with literature review result and field study regarding customer experience, the research questions proposed are as follows:

1. How influencing do customer interaction, presence of other customers, employees, servicescape, convenience, customization, value addition, speed, core service, service process, and mix marketing towards customers' experience of Plaza Telkom?
2. How influencing does customer experience towards customers' satisfaction?
3. How influencing does customer experience towards customers' loyalty intention?
4. How influencing does customer satisfaction towards customers' loyalty intention?
5. How influencing does customer experience along with customer satisfaction towards customers' loyalty intention simultaneously?

III. RESEARCH FRAMEWORK

A. Customer Experience

Experience is a different economic bargain that has not approved and studied all of this time. Pine and Gilmore (1999) stated that there is a clear economic distinction between experience and commodity as well as between product and service.

The definition from customer experience has been presented in Table 3.1. The main ideas of all those definition is that customer experience is an emotional connection between customers and the organization and whole fully internal for the customers. Some previous studies argue that customer experience is not only created by aspects controlled by the company such as interface service, display and advertisement, but also by the factors outside the company's control such as interactions among customers and purchase objective (Meyer and Schwager, 2007; Verhoef et al., 2009). Therefore, the company better designs and manage qualification and stimulation which are possible to make the customers getting their desired experience rather than creating the experience itself (Gupta and Vajic, 2000).

Table 1. Definition of Customer Service

| References | CE Definitions |
|---------------------------------|---|
| Otto and Ritchie (1996) | In the service process, experience can be defined as a subjective mental condition that is felt by the participants. |
| Pine II and Gilmore (2002) | CE occurs every time a company uses service as a medium and product as a tool to interact with an individual in a business that basically personal. |
| Gentile et al (2007) | CE is an interaction between the customers and the product, the company or the part of the organization causes reaction. This particular experience is truly personal and it shows customers involvement in a different level (rational, emotional, sensoric, physical and spiritual). The evaluation of this experience depends on the comparison of expectation and stimulation come from the interaction with the company in a different correspondency during contact or touch point. |
| Verhoef et al. (2009) | CE is a natural holistic and involves customers' responses cognitively, affectively, emotionally, socially and physically towards the organization. This particular experience is not only in a form that can be controlled by the organization (for example, service interface, atmosphere, price, etc), but also in a form that cannot be controlled by the organization (for example, the influence of other customers and purchase objective). |
| Walter et al. (2010) | CE is defined as direct and indirect experience that is felt by the customers in the service process, organization, facility and how the customers interact with the employees of the organization and other customers. This particular experience creates cognitive, emotional and behavioral response and leaves the customers with the memory of the experience. |
| Garg, Rahman and Qureshi (2014) | CE is an emotional connection between the customers and the company which has internal characteristics for the particular customers and it is very dependable on the moment of customers-company interaction. |

B. Customer Satisfaction

The word satisfaction comes from latin of “satis” which means quite good or sufficient and “facio” which means to create or to do. Merriam-Webster Dictionary (2016) describes satisfaction as the act of providing what is needed or desired”; “the act of satisfying a need or desire”; “a result that deals with a problem or complaint in an acceptable way” and so on. Kotler (2016:153) stated that satisfaction is a feeling of happiness or disappointment appears after comparing perception with product performance. Although this description looks simple, once it is linked with consumers' behaviors, hence, this particular description becomes complex. Oliver (1997) stated that many people understand what satisfaction is, but they cannot define it.

According to Giese & Cote (2000) cited from Tjiptono and Chandra (2016:204), there are three main components in every description of customer satisfaction which are customers'

satisfaction is emotional and cognitive responses; the particular responses include certain focus such as expectation, product, experience, and so on; and the response occurs in certain times, after consumption, after product/service selection, based on cumulative experiences and so on).

C. Loyalty Intention

The understanding of the concept of loyalty is not separated from customer satisfaction. Lovelock (2012) stated that the basis of true loyalty is customer satisfaction and service quality which are the keys in service. Therefore, customer satisfaction and loyalty cannot be separated even though currently, there is a phenomenon when the customers are not satisfied and sometimes show no loyal behavior.

Oliver (1999) cited from Tjiptono and Chandra (2016:63) introduce four phases of loyalty model which are Cognitive loyalty, Affective loyalty, Conative Loyalty, and Action Loyalty. From the explanation above, it can be concluded that loyalty intention includes the customers who perform long term purchases, repeated purchases and who have positive experience in resulting loyalty.

D. Framework of Thinking

The researcher expects customer experience is the main determiner of customers' satisfaction and loyalty (for example, Caruana, 2002; Mascarenhas, 2006; Klaus and Maklan, 2013; Senjaya, 2013). According to Slatten et al (2009:727), interaction between the customer and the service provider occurs during the service period. Bitner (1992) stated that in all organization, customers interact not only with the employees, but also with every part of the company such as product/service, physical environment, other customers and so on.

The existence of other customers has been acknowledged as an important component in service encounter. Hui and Bateson (1991) found that the crowd of customers has an influence to others' emotional and behavioral response towards the provided service. Furthermore, Bitner, Booms and Tetreault (1990) found that customer evaluation towards the service can be influenced by how the employees react towards a situation when other customers cause commotion.

Service provided by the employees is expected to play an important part in service performance evaluation (Broderick, 1999). Crosby et al, 1990:68) argued that lack of concreteness from many services increase an individual's responsibility in the delivery process of the particular service. Hence, the service provided by the employees is expected to have an influence towards customers' satisfaction (Gwinner et al, 1998) and loyalty (Pugh, 2001).

According to Bitner (1992:62), service setting can influence emotional, cognitive and psychological responses which eventually will influence the customers' assessment and behaviors. Many kinds of service settings are found to give certain influence towards customers' responses. One of the example is Hutton and Richardson (1995) found that physical environment in medical industry have a significant influence towards customers' satisfaction, service quality and patronage. Meanwhile, according to Lee (2013), for intangible and utilitarian service, servicescape functions as endorser or supporter.

Convenience is a company skill to reduce non financial budget (such as time, energy and effort) when purchasing or using the product (Berry et al, 2002; Seider et al, 2007). Convenience also acts as an important component in creating customers' experience. Bell (1999) found that proximity, parking and easiness in finding the location are attributes of convenience. Berry et al (2002) found comprehensive and multidimensional convenience model in forms of decision convenience, access convenience, transaction convenience, benefit convenience and post-benefit convenience.

Customization according to Addis and Holbrook (2001) is an adjustment towards the service given to the customers. This is a customers' requirement based on what is given to them by the company.

Core service is a basic service given by the company and based on how the company positions themselves in the market (Grace and o'Cass, 2004). McDougal and Levesque (2000) found that core service in dental, auto service, restaurant, and hairstylist industries have a direct effect to the customers' satisfaction.

According to Kotler (2016:47) promotion and price are factors that influence the customers in making purchase decision. The customers will compare the price that has to be paid with the advantage they will get from the product. Service process is a combination of a series of activities, flow and interface between those activities and resources needed to produce and deliver the service result (Bigne et al, 2008).

In order to be able to explain the factors that influence customers' experience in telecommunication industry, especially Plaza Telkom, hence, this research will conduct an analysis towards the factors. Therefore, specific factors of customers' experience for the telecommunication industry will be gained.

Hunt (1977) cited from Senjaya (2013:4) stated that the whole customers' satisfaction is a result from the process that emphasizes perceptual, evaluative and psychological processes resulted from 'experience usage'. This particular experience usage is part of the customer experience in which the customers' experience is an emotional connection between customers and the company with internal characteristics for the particular customers and it is very dependable to the moment of customers-company interaction (Garg, Rahman and Qureshi, 2014).

Hypothesis: Customer experience has a significant influence towards customer satisfaction

Hollyake (2009) conclude that good customer experience is gained from the understanding of customer expectation, precise product delivery all the time, and many other factors which cause loyalty. With the tighter rivalry, customer experience is the best way as a distinction from the competitor.

Hypothesis: Customer experience has a significant influence towards loyalty intention

Satisfaction and loyalty has a close connection and inseparable (Yi & La, 2004). However, the state of high satisfaction in customers does not always guarantee to make them a loyal one (McDougall & Levesque 2000). Hence, this particular research will explore further the influence of customer experience towards customer satisfaction and loyalty intention independently.

Hypothesis: Customer satisfaction has a significant influence towards loyalty intention

The researcher also expects that experience will cause satisfaction which later will cause loyalty as well (Shankar et al, 2003). Oliver (1999) cited from Senjaya (2013:4) found that experience behavior has a strong and significant influence towards customer loyalty.

Hypothesis: Customer Experience along with customer satisfaction has a significant influence towards loyalty intention simultaneously

The researcher expects the influence of customer experience along with customer satisfaction will give a bigger impact compare to each variable of loyalty intention.

Based on the framework of thinking above, hence, the research model for this paper is

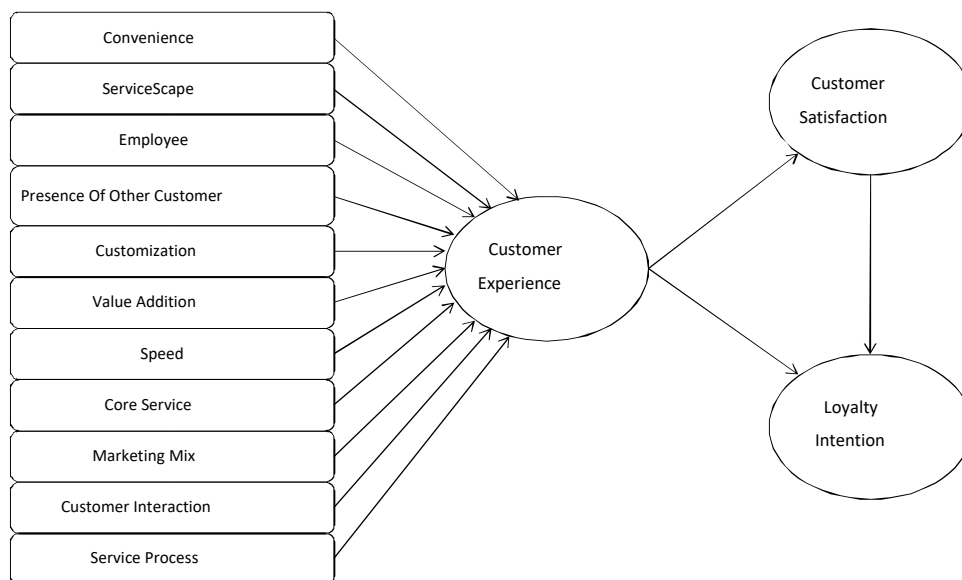


Fig. 1. Research Model

IV. DATA PROCESSING AND DISCUSSION

This research uses qualitative method and associative research. Questionnaire is made using interval scale by sorting or ranking the characteristics quality, with the Likert order scale starting from (1) strongly disagree; (2) disagree; (3) neutral; (4) agree; and (5) strongly agree. Demography information is also questioned such as: gender, age, occupation, educational level assessed in ordinal scale.

Sampling method in this research is done with purposive sampling method which is selecting member of certain sample intended by the researcher since only that particular sample which represents or could give information to answer the research problems (Indrawati, 2015). This method is chosen since what is researched is the opinions of Plaza Telkom customers towards the company itself. Hence, the chosen sample is customers who visit Plaza Telkom or the customers who get the service from the company or to do transaction in the company.

The population of this research is the whole customers of Telkom who visited Plaza Telkom (Telkom Annual Report 2015:41). In measuring the influence of customer experience towards their satisfaction and loyalty, Slovin method will be used. Hence, with population N which is the amount of the customers who visited Plaza Telkom in a month is as many as 250.000 customers and the significance level of α is as much as 5%, hence the amount of sample n gained turns to be 399,36 which is rounded into 400 respondents.

A. Main Data Collection

The questionnaire is spread within the period of July - August 2016 via outbound call TAM147 Surabaya. Respondents are gotten from the Simetrical application data which is Sitem Manajemen Antrian in Plaza Telkom.

From the outbound call result, it is found that 652 respondents agree to pick the agent call and become the respondents of this research. The respondents who answered visit Plaza Telkom this month are 478 respondents or 73%. From the 478 respondents, the ones who are responsible with the telecommunication facility in their house/office are 342 respondents or 72%, the ones who are parent/children are 32 respondents or 7%, spouse 26 respondents or

5% and the rest id part/other field as much as 78 respondent or 16%. The respondents' answer on the ones who are visit Plaza Telkom this month and who are responsible with the telecommunication facility in their houses are the respondents themselves or the parents/children, spouses and so on which later are used ad the media in this research with the whole amount of 400 respondents.

B. Outer Model Result

In first and second running of CFA using PLS-SEM 2.0, 7 item were deleted because outer loading value $< 0,50$. This item were POC3, POC4, VA2, VA4, MM3, CS4, CS5. Thus we have 42 item remaining.

Table 2. Convergent Validity Result

| Variabel | Indikator | Outer Loading | AVE | Communality | Status |
|---------------------------|-----------|---------------|-------|-------------|--------|
| Convenience | CON1 | 0,609 | 0,512 | 0,512 | Valid |
| | CON2 | 0,734 | | | Valid |
| | CON3 | 0,766 | | | Valid |
| | CON4 | 0,741 | | | Valid |
| Core Service | CORE1 | 0,850 | 0,543 | 0,543 | Valid |
| | CORE2 | 0,516 | | | Valid |
| | CORE3 | 0,799 | | | Valid |
| Customer Interaction | CI1 | 0,859 | 0,756 | 0,756 | Valid |
| | CI2 | 0,879 | | | Valid |
| Customer Satisfaction | CS1 | 0,748 | 0,734 | 0,734 | Valid |
| | CS2 | 0,893 | | | Valid |
| | CS3 | 0,919 | | | Valid |
| Customization | CUS1 | 0,852 | 0,663 | 0,663 | Valid |
| | CUS2 | 0,774 | | | Valid |
| | CUS3 | 0,815 | | | Valid |
| Employee | EMP1 | 0,807 | 0,613 | 0,613 | Valid |
| | EMP2 | 0,672 | | | Valid |
| | EMP3 | 0,845 | | | Valid |
| | EMP4 | 0,792 | | | Valid |
| | EMP5 | 0,787 | | | Valid |
| Loyalty Intention | LI1 | 0,751 | 0,581 | 0,581 | Valid |
| | LI2 | 0,869 | | | Valid |
| | LI3 | 0,611 | | | Valid |
| | LI4 | 0,759 | | | Valid |
| | LI5 | 0,796 | | | Valid |
| Marketing Mix | MM1 | 0,595 | 0,658 | 0,658 | Valid |
| | MM2 | 0,980 | | | Valid |
| Present Of Other Customer | POC1 | 0,888 | 0,673 | 0,673 | Valid |
| | POC4 | 0,746 | | | Valid |
| Service Process | SP1 | 0,595 | | | Valid |
| | SP2 | 0,842 | | | Valid |
| | SP3 | 0,885 | | | Valid |
| Servicescape | SS1 | 0,605 | 0,510 | 0,510 | Valid |
| | SS2 | 0,744 | | | Valid |
| | SS3 | 0,757 | | | Valid |
| | SS4 | 0,731 | | | Valid |
| | SS5 | 0,724 | | | Valid |
| Speed | SPE1 | 0,613 | 0,616 | 0,616 | Valid |

| | | | | | |
|-------------|------|-------|-------|-------|-------|
| | SPE2 | 0,873 | | | Valid |
| | SPE3 | 0,749 | | | Valid |
| Value Added | VA1 | 0,604 | 0,503 | 0,503 | Valid |
| | VA3 | 0,801 | | | Valid |

Based on Table II The Convergent Validity Test Result can be seen that outer loading value of the whole questions' items > 0,50 and Average Variance Extracted (AVE) value of the whole variables > 0,50 hence, it can be concluded that all indicators and variable fulfill the convergent validity test.

C. Construct Validity Test

Discriminant validity test is assessed based on cross loading indicator measurement with its construction. Cross loading value of the test result can be seen in Table 4.10 Discriminant Test Result (Cross Loading Value) as follows:

Table 3. Construct Validity Result

| | Composite Reliability | Cronbachs Alpha | Status |
|---------------------------|------------------------------|------------------------|---------------|
| Customer Experience | 0.919504 | 0.908969 | Reliabel |
| Customer Interaction | 0.919504 | 0.676936 | Reliabel |
| Convenience | 0.805490 | 0.686503 | Reliabel |
| Core Process | 0.774288 | 0.589479 | Reliabel |
| Customer Satisfaction | 0.891339 | 0.817480 | Reliabel |
| Customization | 0.854940 | 0.744917 | Reliabel |
| Employee | 0.887250 | 0.840699 | Reliabel |
| Loyalty Intention | 0.872334 | 0.815294 | Reliabel |
| Marketing Mix | 0.790327 | 0.596172 | Reliabel |
| Present Of Other Customer | 0.803373 | 0.525473 | Reliabel |
| Service Process | 0.823838 | 0.673979 | Reliabel |
| Speed | 0.793447 | 0.616442 | Reliabel |
| Servicescape | 0.838177 | 0.759012 | Reliabel |
| Value Added | 0.664989 | 0.011410 | Reliabel |

According to reliability test result, it can be seen on Table III that composite reliability value for Value Addition <0,7 which is 0,66; Hair et al (2008) in Jogiyanto (2015:196) stated that composite reliability as much as 0,6 still can be accepted. Hence, it can be concluded that Value Addition fulfill reliability test.

Salisbury, Chin, Gopal & Newstead (2002) cited from Jogiyanto (2015:196) stated that composite reliability is better assessed in estimating internal consistency of a construction rather than Cronbach Alpha. Therefore, it can be concluded that all construction indicators are reliable or fulfill the reliability test.

and Speed as much as 48%, meanwhile, the rest 52% is influenced by other variables outside of this research. Klaus and Maklan models can also predict the loyalty intention through customer experience with the variables of Customer Interaction, Convenience, Core service, Customization, Employee, Servicescape, Value Addition, Presence of Other Customer, Service Process, and Speed as much as 67,5%, meanwhile, the rest 32,5% is influenced by other variables outside of this research.

D. Hypothesis Test Results

Table 4.T-Value Test Result

| | <i>Original Sample (O)</i> | <i>Sample Mean (M)</i> | <i>Standard Deviation (STDEV)</i> | <i>Standard Error (STERR)</i> | <i>T Statistics (O/STERR)</i> |
|--|------------------------------------|--------------------------------|---|---------------------------------------|-----------------------------------|
| <i>Customer Experience --> Customer Satisfaction</i> | 0,693 | 0,696 | 0,026 | 0,026 | 27,078 |
| <i>Customer Experience -> Loyalty Intention</i> | 0,592 | 0,598 | 0,042 | 0,042 | 13,998 |
| <i>Customer Satisfaction -> Loyalty Intention</i> | 0,292 | 0,287 | 0,048 | 0,048 | 6,072 |
| <i>Customer Experience & Satisfaction -> Loyalty Intention</i> | 0,709 | 0,709 | 0,027 | 0,027461 | 25,804 |
| <i>Customer Interaction--> Customer Experience</i> | 0,071 | 0,071 | 0,010 | 0,010 | 7,310 |
| <i>Customer Experience & Customer Satisfaction -> Loyalty Intention</i> | 0,709 | 0,709 | 0,027 | 0,027 | 25,804 |
| <i>Convenience --> Customer Experience</i> | 0,123 | 0,122 | 0,011 | 0,011 | 11,356 |
| <i>Core Process --> Customer Experience</i> | 0,140 | 0,139 | 0,014 | 0,014 | 10,123 |
| <i>Customization --> Customer Experience</i> | 0,144 | 0,143 | 0,012 | 0,012 | 12,042 |
| <i>Employee --> Customer Experience</i> | 0,279 | 0,277 | 0,021 | 0,021 | 13,556 |
| <i>Marketing Mix --> Customer Experience</i> | 0,019 | 0,019 | 0,010 | 0,010 | 1,942 |
| <i>Present of Other Customer --> Customer Experience</i> | 0,066 | 0,066 | 0,009 | 0,009 | 7,574 |
| <i>Service Process --> Customer Experience</i> | 0,168 | 0,168 | 0,012 | 0,012 | 13,986 |
| <i>Speed --> Customer Experience</i> | 0,163 | 0,163 | 0,011 | 0,011 | 14,307 |
| <i>Servicescape -> Customer Experience</i> | 0,158 | 0,156 | 0,015 | 0,015 | 10,586 |
| <i>Value Added -> Customer Experience</i> | 0,078 | 0,077 | 0,006 | 0,006 | 12,862 |

While the results of arithmetic R - Square to find out is as follows :

Table 5. R-Square Test Result

| Variabel Dependen | Nilai R-Square |
|--------------------------|-----------------------|
| Customer Satisfaction | 0,47983 |
| Loyalty Intention | 0,67473 |

V. CONCLUSION AND SUGGESTION

A. Conclusion

- Based on a descriptive analysis, it can be found that customers who visited Plaza Telkom give high assessment towards the variables of Customer Interaction (72%), Convenience (74,5%), Core service (69,8%), Customization (76,4%), Employee (73%), Servicescape (75%), and Value Addition (69%). Variabel Mix Marketing (59,9%), Presence Of Other Customer (63,3%), Service Process (66,4%), Speed (67%) include in moderate category.
- Based on the hypothesis test result, influencing variables towards customer experience in Plaza Telkom are Customer Interaction, Convenience, Core service, Customization, Employee, Servicescape, Value Addition, Presence of Other Customer, Service Process, and Speed. Employee becomes the most influencing variable with highest path coefficient value which is 0,279, hence, the next highest influence are Service Process (0,168), Speed (0,163), Servicescape (0,158), Customization (0,144), Core service (0,139), Convenience (0,123), Value Addition (0,078), Customer Interaction (0,071), and Presence of Other Customer (0,066) with smallest influence.
- Model in this research uses Klaus and Maklan models (2013). The R-Square value for customer satisfaction is 0,480 and for loyalty intention is 0,675 include in moderate category. It can be understood since Plaza Telkom provides a supportive service as a telecommunication company. With the particular R-square value hence Klaus and Maklan models can predict the customer satisfaction through customer experience with the variables of Customer Interaction, Convenience, Core service, Customization, Employee, Servicescape, Value Addition, Presence of Other Customer, Service Process,

B. Suggestion

- Based on the descriptive analysis results and the statistics test result, from the eleven independent variables, there are 10 variables proven to be influencing towards customer experience in Plaza Telkom and 7 of it included in high assessment. Some respondents do not believe that Mix Marketing, Presence of Other Customer, Service Process, Speed have influence towards the experience that they got in Plaza Telkom.
- Employee is the most influencing factor towards customer experience in Plaza Telkom. The customers come to Plaza Telkom with an intention to directly meet the representative of Telkom to deliver their complaining and demand. Hence, customer assessment towards Telkom is highly influenced by the moment of truth when the customers meet the employee of Plaza Telkom directly. Speed and Service Process which have big influence after the employee, is still in one series with the employee. The employees of Plaza Telkom need to be supported by user friendly IT Tools, clear, simple and standard procedure which could give the description of the telecommunication facility condition of the customers' quickly and help solving the customers' demand precisely and fast. These particular procedure and IT Tools must be supported by all involving parties in the process.
- The customers also agree that Plaza Telkom has the ability to do customization or product and service changing which can help fulfilling the customers' needs specifically. The customers also agree that Plaza Telkom could give innovative and advantageous additional service.
- First, this research is conducted for specific telecommunication industry within the developing country. Hence, validation is needed to check whether the same results are also found if the same

research is conducted in developed country. Second, indicators and variables are validated for the telecommunication consumers. Therefore, further research is needed to be conducted for the customers from other sectors. Third, in this research, there is no negative or positive experience encountered by the customers. Hence, future exploration is needed to be conducted regarding negative or positive experience and its influence towards customer satisfaction. The last but not least, this research only considers customer satisfaction and loyalty, hence, other variables such as value, profitability and so on can be added into the model in order to get more concrete results.

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