

Measuring E-Customer Loyalty as an Implementation of Netflix's Marketing Strategy

Kim Gwi-Gon¹, Ida Ayu Iswari Pidada², I Putu Yogi Aryana³ 

¹Departement of Business Administration, Kumoh National Institute of Technology, South Korea

^{2,3}Faculty of Economics and Business, Universitas Pendidikan Nasional, Denpasar, Indonesia

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ABSTRACT

This study examines Netflix's performance in Indonesia, where it lags behind competitors and faces persistent negative feedback. Focusing on Netflix users in Denpasar, the research investigates how e-service quality and perceived value influence e-customer loyalty, with e-customer satisfaction as a mediating variable. Data were collected via a 17-item questionnaire and analyzed using Partial Least Squares (PLS). The results reveal that both e-service quality and perceived value significantly enhance e-customer satisfaction. However, only perceived value has a direct and indirect (mediated by satisfaction) impact on loyalty, whereas e-service quality shows no significant effect on loyalty, either directly or through mediation. These findings underscore the critical role of perceived value—such as cost-benefit trade-offs and content relevance—in fostering customer retention, while suggesting that service quality alone is insufficient to drive loyalty in this context. This study contributes to digital marketing strategy by emphasizing the need for platforms like Netflix to prioritize value perception over mere service efficiency in competitive markets. Future research could expand on these insights by exploring additional factors like e-recovery service quality, e-CRM, and e-trust, or by applying alternative theoretical frameworks in different regional or industry contexts.

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1. INTRODUCTION

The Watching movies or videos that can be accessed online is currently developing into a digital industry that is in great demand by Internet users (Agustina, 2019). Video on demand (VoD) is a business that provides services that include a variety of TV service content, movies, dramas of various genres, and television series that can only be accessed via a computer or cellphone connected to internet services (Yanda, 2017).

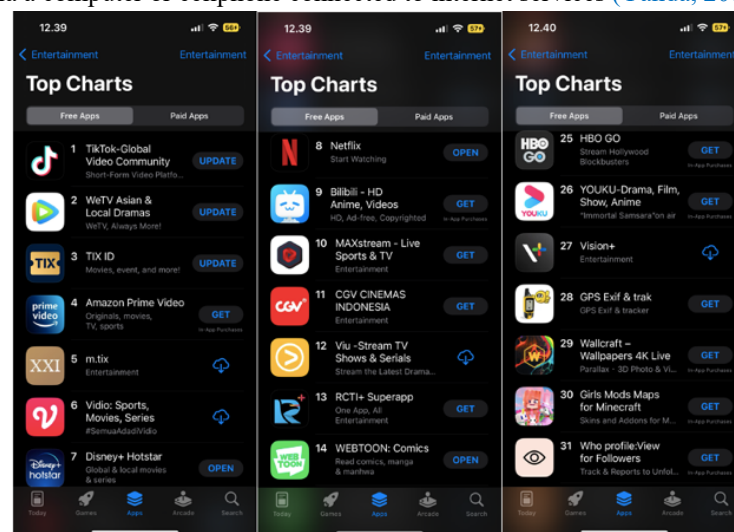


Figure 1. Top Charts Entertainment Apps

Table 1. Netflix application user complaints on the App Store

List of complaints
Complaints About Difficulty and Failure to Pay
Complaints regarding login errors
Complaints about pending issues when reporting to the call center
complaints related to video quality after subscribing do not match what is offered

Due to the widespread internet penetration in Indonesia, video-on-demand services present significant digital business opportunities. Internet users in Indonesia number 202.6 million or 73.7 percent of Indonesia's 274.9 million population, according to the international survey agency we are social (2021).

Based on Figure 1. WeTV is the second-ranked video streaming service on the App Store, followed by Amazon Prime Video in fourth place, Video in sixth place, and Disney+ Hotstar in seventh place. Netflix is eighth, Viu is 12th, and HBO Go is 25th. Disney+ Hotstar, a new video streaming service in Indonesia, has not lost market share due to tough competition from other streaming services. Nevertheless, it was able to maintain a high market share. Business actors are encouraged to build loyalty due to the phenomenon of high competition in the film streaming application industry. Loyalty, as defined by [Anderson & Srinivasan \(2003\)](#), is a business commitment to repurchase goods or services and recommend them to other customers.

Table 1 shows that Netflix consumer complaints reflect their displeasure. According to [Kotler \(2000\)](#), customers who are happy with the goods or services they receive show the following characteristics: (1) Brand loyalty; (2) Positive word of mouth advertising; and (3) The company is the main factor that must be taken into account when buying other brands. Netflix users' negative reviews and complaints do not accurately reflect the level of satisfaction they should have experienced nor serve as an indication of their dissatisfaction.

One of the keys to the success of companies that use mobile applications as their business media is good quality

E-Service [Tjiptono \(2014\)](#) confirms that the premise underlying service quality is that customers evaluate the performance of service attributes compared to ideal or perfect criteria. If the attribute performance is above the standard, then the overall perception of service quality will increase; if the performance of the attribute is below par, the perception of overall service quality will drop. [Lasyakka \(2015\)](#) defines e-service quality as a standard for electronic media services. Service providers are required to offer the best service as it gives them a competitive advantage.

Perceived value is one of the keys to loyalty, according to [Park & Kim \(2016\)](#). Perceived value, according to [Lai \(2004\)](#), is a general customer evaluation of the advantages offered by a product. Consumers can define value in many ways, such as low price, whatever the customer wants from a product, price, and value is what one gets for what is given.

[Riza & Sutopo \(2017\)](#), [Tambusa I et al \(2019\)](#), and [Ndoen & Kusumad Ewi, \(2019\)](#). [Ikhsan, I., & Lestari, R. \(2021\)](#) found no evidence of a substantial negative impact of electronic service quality on electronic loyalty, in contrast to [Mardatill a, et al. \(2017\)](#) who found no effect of service quality on satisfaction. Researchers also found variations in the findings of [Ndoen & Kusumad Ewi's 2019](#) study, which found that perceived value has a beneficial and significant impact on customer loyalty. This finding is different from the research of [Ikhsan, I., and Lestari \(2021\)](#), who found that perceived value does not have a significant negative effect on customer loyalty.

Given the above-mentioned research occurrences and gaps, the researcher deems it important to study service quality, perceived customer value, consumer happiness, and their effect on consumer loyalty to the Netflix streaming service. The title of the research is Effect of E-Service Quality and Perceived Value on E-Customer Loyalty with E-Customer Satisfaction as a Mediation Variable for Netflix Streaming Service Users.

Literature Review

E-Service Quality

E-Service Quality is part of service quality or service quality. [Zeithaml, et al. \(2002\)](#) defines e-service quality as a capability possessed by websites to facilitate shopping, purchasing, and efficient and effective delivery of products and services.

E-Service Quality is a service provided on the internet network as an extension of the ability of a site to facilitate shopping, purchasing and distribution activities effectively and efficiently ([Wu, 2014](#)).

E-service quality indicators that can be used to measure customer satisfaction according to [Ladhari \(2010\)](#) are as follows:

- 1) Reliability, one of the dimensions that refers to the performance of e-retailer services that promise services in a timely and accurate manner for customers.

- 2) Responsiveness refers to the willingness to help consumers, such as answering questions or solving problems faced by consumers, as well as the availability of alternative communication channels.
- 3) Privacy or Security (privacy or security) refers to the protection of personal and financial information and the degree to which the site is considered safe from interference.
- 4) Information quality or benefits, this dimension is the adequacy and accuracy of the information.
- 5) Ease of use or usability, referring to the ease of use for users in finding information, such as ease of access to available information, this is an important reason for consumers choosing to buy via the internet.
- 6) Web design (site design) features and content on the website must have the aesthetics and structure of the online catalog, website design similar to the physical store environment will influence customer perceptions of online service providers and subsequent behavioral intentions.

Perceived Value

Perceived value is an important concept for companies because customer value is the fundamental basis for all marketing activities (Yang & Peterson, 2004).

Further explanation regarding perceived value according to Parasuraman, et al (1988) is the consumer's overall assessment of the usefulness of a product based on perceptions of what is received and what is given. Perceived value received will direct consumer buying behavior so that there is value and experience that consumers receive when using these services (Bettman, et al, 2013).

- 1) The indicators of perceived value include (Sweeney & Soutar (2001), namely:
- 2) Emotional value is the benefit obtained from positive feelings or emotions that come after consuming the product.
- 3) Social value is the utility that consumers get after using a product or service, and consumers feel the consumer's social self-concept increases.
- 4) Quality or performance value is the benefit derived from the expected quality and performance of the product or service.
- 5) Price value of money is a situation where consumers get efficient costs.

E-Customer Satisfaction

Anderson, et al, (2003) explained e-satisfaction as a psychological condition in which the results that appear when consumers open a website are in accordance with their expectations. From his point of view, satisfaction is best described as an ongoing evaluation of the surprises inherent in product acquisition and consumption experiences.

According to Barnes (2003) e-satisfaction is a psychological state that results when a customer is satisfied where he is no longer looking for other alternatives than the website he is using at that time. When the customer is not satisfied. Then he will look for other alternatives and will be an opportunity for competitors to take advantage of this situation.

The indicators for measuring e-customer satisfaction put forward by (Ribbink, et al, 2004), as follow:

- 1) Consumers are happy with the services provided.
- 2) Consumers are satisfied with the company's services.
- 3) Consumers are happy to make purchases through the website.
- 4) Consumers are satisfied with purchasing decisions through online.
- 5) Consumers feel the decision to buy online is a wise decision.

E-Customer Loyalty

Loyalty is defined as an attitude of commitment to repurchase a company's products or services, as well as provide recommendations to other consumers regarding the company's products or services (Anderson & Srinivasan, 2003). However, the explanation is not much different regarding e-customer loyalty or electronic consumer loyalty, namely, the consumer's commitment to revisit online shopping sites, be it through the company's website or mobile application to repurchase products or services on these sites consistently, because shopping on these sites preferred compared to other sites (Chi, et al, 2015).

Customers can be said to be loyal when they repurchase a preferred product or service in the future and consumers have no effect on competing products. In other words, loyal customers will make repeat purchases continuously (Setiawan, 2014). The indicators used to measure e-customer loyalty, according to (Anderson & Srinivasan, 2003) are:

- 1) Consumers don't mind switching to other online sites.
- 2) Consumers try to use online sites when there is a desire to make a purchase.
- 3) When consumers want to place an order, this online site is the first choice.
- 4) Consumers love using these online sites.
- 5) For consumers this online site is the best.

Previous Study and Hypothesis

E-Service Quality and E-customer Satisfaction

According to the research results of [Ting, et al \(2016\)](#) e-service quality has a positive and significant relationship with e-customer satisfaction. And the results of research by [Dino & Suryadi \(2021\)](#) show that there is a positive and significant effect of e-service quality on customer satisfaction. From the description above, the hypothesis that can be developed is:

H1: Implementation of the e-service quality has a positive significant effect on e-customer satisfaction.

Perceived Value and E-customer Satisfaction

According to the research results of [Widiaputri, et al \(2018\)](#), it is known that perceived value has a positive and significant effect on e-customer satisfaction. And [Islamic research \(2021\)](#) Perceived value has a direct effect on e-customer satisfaction. From the description above, the hypothesis that can be developed is:

H2: Implementation of the Perceived Value has a positive significant effect on E-customer satisfaction.

E-service Quality and E-customer Loyalty.

According to the research results of [Hsin Hsin Chang, et al \(2009\)](#) it is known that the e-service quality variable has a positive and significant relationship to e-customer loyalty. And [Islamic research \(2021\)](#) E-service quality has a direct effect on e-customer loyalty. From the description above, the hypothesis that can be developed is:

H3: Implementation of the E-service Quality has a positive significant effect on E-customer Loyalty.

Perceived Value and E-customer Loyalty

According to the research results of [Ndoen & Kusumadewi \(2019\)](#), it is known that perceived value has a positive and significant relationship to e-customer loyalty. And [Islamic research \(2021\)](#) Perceived value has a direct effect on e-customer loyalty. From the description above, the hypothesis that can be developed is:

H4: Implementation of the Perceived Value has a positive significant effect on E-customer Loyalty.

E-customer Satisfaction and E-customer Loyalty

According to the research results of [Altino, et al \(2018\)](#), it is known that e-customer loyalty has a positive and significant relationship to e-customer satisfaction. And [Islamic research \(2021\)](#). E-customer satisfaction has a direct effect on e-customer loyalty. From the description above, the hypothesis that can be developed is:

H5: Implementation of E-customer satisfaction has a positive significant effect on E-customer Loyalty.

The role of Mediation

In the online business environment, e-customer satisfaction is widely recognized as a crucial mediating factor that links e-service quality and perceived value to e-customer loyalty ([Anderson & Srinivasan, 2003](#); [Parasuraman, Zeithaml, & Malhotra, 2005](#)). Prior research suggests that high-quality online services and strong perceived value enhance customer satisfaction, which in turn fosters long-term customer loyalty in e-commerce settings ([Yen & Lu, 2008](#); [Raza et al., 2020](#)). Therefore, the hypothesis we posit as follow:

H6: E-customer Satisfaction mediates the relation between E-service Quality and E-customer Loyalty.

H7: E-customer Satisfaction mediates the relation between Perceived Value and E-customer Loyalty.

2. METHOD

This quantitative research was carried out to determine the factors affecting E- Customer loyalty by measuring E-Service Quality, Perceived Value, and E-customer Satisfaction. This research uses SEM-PLS by SmartPLS version 3.0 application so that the relationship between the structural model and the measurement model can be tested. Netflix users in Denpasar City are the subject of this research. The purposive sampling technique where the sample is selected according to several criteria ([Sugiyono, 2015](#)) is used in this study. This process is

used to facilitate research. Non-probability sampling is used in the sampling method. There are two steps required to gather data, which are:

- 1) Finding the Netflix user who meets certain criteria, such as the customer is a Netflix streaming service subscriber for at least 1 month and domiciled in Denpasar.
- 2) Customer fills in the questionnaires, including their profile and the questions regarding this study.

Finding out the number of representative samples is related to the number of indicators multiplied by five to ten (Hair et al., 2019), so the number of samples is known as 102.

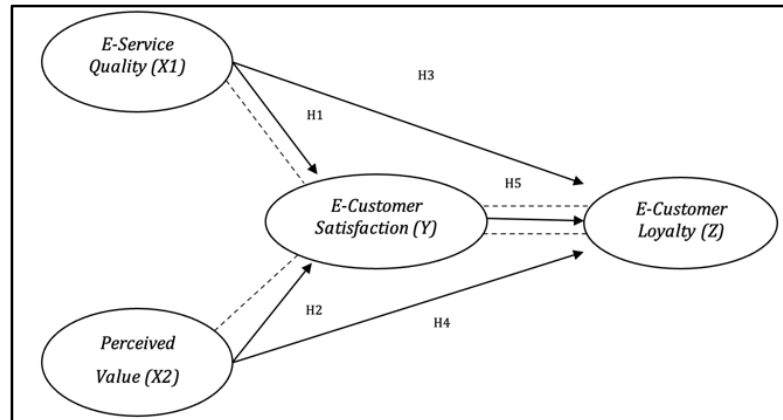


Figure 2. Conceptual framework

The research instrument used in the survey method was a questionnaire made from the indicators of each variable. However, each indicator is further broken down into questions with five answer choices in the form of a Likert scale, namely Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. Furthermore, each respondent needs to answer all questions by selecting only one answer from the options.

3. RESULT AND DISCUSSION

The results of data processing and hypothetical, based on gender can be concluded in this study that Netflix users in Denpasar are dominated by men. This is because the Netflix service focuses more on films or series from Western countries and takes film genres that are preferred by men, while Netflix's competitors such as Viu, WeTv, and Disney focus more on drama films and romance genres which are preferred by women.

On the demographics of respondents based on age, it can be concluded in this study that Netflix users are dominated by the younger generation or millennials. This is because it is easy for children to use the internet and have more free time than parents who are busier at work so they don't have time to watch movies.

For respondents based on their field of work, it can be concluded in this study that it is known that Netflix users are dominated by students where students have more free time than working people so they spend more time watching movies.

Evaluation of the Measurement Model (Outer Model)

Convergent validity

Table 2. Outer Loading Value

Variable	Indicator	Outer Loading Value	Remark
E-Service Quality	X1.1	0.877	Valid
	X1.2	0.881	Valid
	X1.3	0.869	Valid
	X1.4	0.863	Valid
Perceive Value	X2.1	0.885	Valid

	X2.2	0.879	Valid
	X2.3	0.874	Valid
	X2.4	0.856	Valid
E-customer Satisfaction	Y.1	0.899	Valid
	Y.2	0.888	Valid
	Y.3	0.914	Valid
	Y.4	0.845	Valid
E-customer Loyalty	Z.1	0.847	Valid
	Z.2	0.869	Valid
	Z.3	0.716	Valid

Source: processing Data, 2024

Each indicator has an outer loading value greater than 0.7 based on the data mentioned above. This shows that each indicator used to measure the variables in the study is reliable so that it allows researchers to move on to the next stage.

Discriminant Validity

Table 4. Discriminant Validity

AVE	Corelation					
	AVE	$\sqrt{\text{AVE}}$	X1	X2	Y1	Z1
X1	0.761	0.873		0.310	0.288	0.364
X2	0.764	0.874	0.310		0.821	0.720
Y1	0.661	0.813	0.288	0.821		0.745
Z1	0.786	0.887	0.364	0.720	0.745	

Source: processing Data, 2024

Based on Table 4, it can be seen that the four variables used in this research have a magnitude of $\text{AVE} > 0.50$ and the size of the AVE root of each variable is greater than the correlation coefficient, therefore it can be concluded that the data in this research meet the validity requirements the good one.

Composite Reliability

Table 5. Composite Reliability

Variable	Composite Reliability
E-Service Quality	0.927
Preceive Value	0.928
E-customer Satisfaction	0.853
E-customer Loyalty	0.936

Source: processing Data, 2024

Table 5 shows that all variables are reliable as a whole because their value is higher than the recommended level, which is more than 0.7 which meets the reliability requirements.

Structural Model Evaluation (Inner Model)

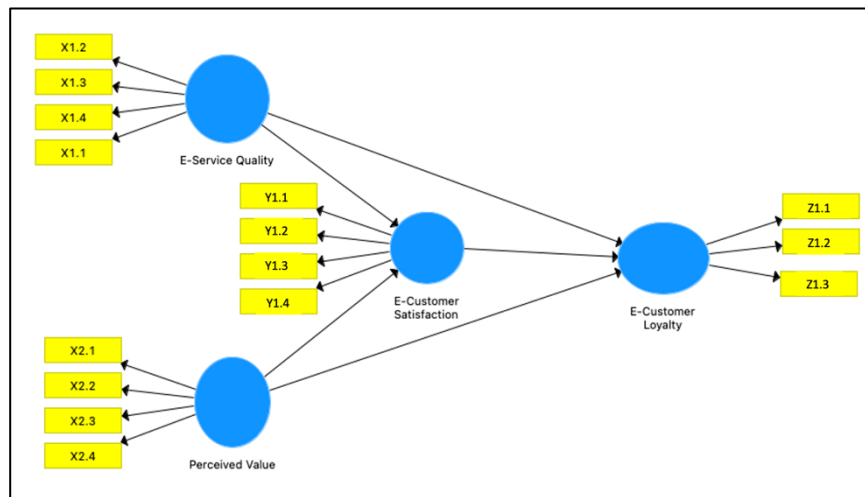


Figure 2. Results of the SEM-PLS Algorithm

Based on Figure 2, proving an ellipse with many arrows pointing from the unidimensional construct to its marker or indicator proves that the potential construct influences or reflects the variation of the unidimensional construct on the covariance indicator measurement. According to this model, the possible indicators are affected by the modification of latent components. In this model, two exogenous variables are the quality or quality of electronic services and the perceived value, while the two endogenous variables are electronic customer satisfaction and electronic customer loyalty. The evaluation of the PLS model is based on the R-square for each dependent or dependent variable. Substitution of the magnitude of R-square can be used to calculate the actual impact of latent exogenous variables on endogenous latent variables.

Table 6. R-Square Value

Variable	R-Square
E-Customer Satisfaction	0.723
E-Customer Loyalty	0.541

Table 6 shows the R-square value of the Y1 variable of 0.723 and the Z1 R-square value of 0.541. The better the structural equation, the more exogenous variables can be clarified or explained by endogenous variables, which are indicated by the R-square value.

Q-Square predictive relevance for structural models, which measures how well the monitoring figures obtained by the model, and parameter estimates are used to measure the goodness of model fit other than R-square. Performing calculations on Q-Square is as follows:

$$\begin{aligned}
 Q2 &= 1 - (1 - R1^2)(1 - R2^2) \\
 &= 1 - (1 - 0.723)(1 - 0.541) \\
 &= 1 - (0.277)(0.459) \\
 &0.88 = 88\%
 \end{aligned}
 \tag{1}$$

With a value of 0.88 for the calculation of Q Square Predictive Relevance (Q2), the model makes good observations. 88% of the correlation in the variables can be explained by the model, and 12% more is an aspect of the error or other factors that are not taken into account by the research model. Deep model measurements show that the construct-based model is included in the very good model category.

Hypothesis Test**Table 7.** Results of the Direct Effect Hypothesis Test

	PATH COEFFICIENT BOOTSRRAPPING	T- STATISTICS	P-VALUE	CONCLUSION
E-Service Quality -> E-Customer Satisfaction	0,156	2.278	0.023	H1 : Accepted
Perceived Value -> E-customer Satisfaction	0,672	6.698	0.000	H2 : Accepted
E-service Quality -> E-customer Loyalty	-0.013	0,198	0,843	H3 : Rejected
Perceived Value -> E-customer Loyalty	0,591	6.470	0.000	H4 : Accepted
E-customer Satisfaction -> E-customer Loyalty	0,324	3.271	0.001	H5 : Accepted

Source: processing Data, 2024

Table 8. Indirect Influence Test Results

	PATH COEFFICIENT BOOTSRRAPPING	T- STATISTICS	P-VALUE	CONCLUSION
E-Service Quality ->E-Customer Satisfaction -> E-customer Loyalty	0.051	1.957	0.052	H6 : Rejected
Perceived Value -> E-customer Satisfaction -> E-customer Loyalty	0.218	2.482	0.013	H7 : Accepted

4. CONCLUSION

Based on the research results obtained, it can be concluded that: (1) E-service quality has a positive and important influence on e-customer satisfaction for consumers of the Netflix streaming service. (2) Perceived value has a positive and important influence on e-customer satisfaction for consumers of the Netflix streaming service. (3) E-service quality has no effect on e-customer loyalty to consumers of the Netflix streaming service. (4) Perceived value has a positive and important influence on e-customer loyalty to consumers of the Netflix streaming service. (5) E-customer satisfaction has a positive and important effect on e-customer loyalty to consumers of the Netflix streaming service. (6) E-service quality does not affect e-customer loyalty through e-customer satisfaction for consumers of the Netflix streaming service. (7) Perceived value has a positive and important influence on e-customer loyalty through e-customer satisfaction for consumers of the Netflix streaming service.

The limitations of this study are related to respondents who are only limited in the Denpasar area due to limited research time. For academics, it is hoped that future research can use this research as a reference for further research that has the same theme but is still in the digital realm, such as e-recovery service quality, e-CRM, e-trust and so on. Because it is known that the lack of loyalty and the many competitors make it easy for customers to subscribe to many other platforms. In addition, if further research wants to use the same variables, it is advisable to use newer dimensions and indicators, so that they can support new theories.

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