

1. Effect of Service Outcome Quality on Customer Experience Quality

The first hypothesis states that service outcome quality positively affects customer experience quality. According to path coefficient analysis, the result indicates that there is a positive effect between service outcome quality and customer experience quality with the original sample estimate value of 0.378; t-statistic value of 4.430 ($4.430 > 1.96$); and p-value of 0.000 ($0.000 < 0.05$). As a result, this research indicates that there is a positive and significant effect, hence **hypothesis 1 (H1) is accepted.**

2. Effect of Customer-Customer Interaction Quality on Customer Experience Quality

The second hypothesis states that customer-customer interaction quality positively affects customer experience quality. According to path coefficient analysis, the result indicates that there is a positive effect between customer-customer interaction quality and customer experience quality with the original sample estimate value of 0.254; t-statistic value of 3.115 ($3.115 > 1.96$); and p-value of 0.002 ($0.000 < 0.05$). As a result, this research indicates that there is a positive and significant effect, hence **hypothesis 2 (H2) is accepted.**

3. Effect of Customer-Employee Interaction Quality on Customer Experience Quality

The third hypothesis states that customer-employee interaction quality positively affects customer experience quality. According to path coefficient analysis, the result indicates that there is a positive effect between customer-employee interaction quality and customer experience quality states with the original sample estimate value of 0.250; t-statistic value is 2.902 ($2.902 < 1.96$) and p-value is 0.004 ($0.004 < 0.05$). As a result, this research indicates that there is a positive but insignificant effect, hence **hypothesis 3 (H3) is accepted.**

4. Effect of Customer Experience Quality on Customer Loyalty

The fourth hypothesis states that customer experience quality positively affects customer loyalty. According to path coefficient analysis, the result indicates that there is a positive effect between customer experience quality and customer loyalty with the original sample estimate value of 0.657; t-statistic value of 10.375

(10.375 > 1.96); and p-value of 0.000 (0.000 < 0.05). As a result, this research indicates that there is a positive and significant effect, hence **hypothesis 4 (H4) is accepted**.

4.3 Discussion

4.3.1 Effect of Customer Experience Quality on Customer Loyalty

According to the result of the first hypothesis, it is stated that there is a positive and significant influence on variable customer experience quality towards customer loyalty. It is concluded that the more a company provides high customer experience, the higher chances for the customer to enhance repeat or repurchase intentions. In accordance with the findings of the previous research of Eskiler & Safak (2022), customers who become loyal customers attribute high-quality experience. It is supported by Srivastava and Kaul (2016) that find that customer loyalty to the service provider can be improved by customer experience. The research by Fernandes & Pinto (2019) shows that relationship quality is a powerful mediator between customer experience and loyalty-related outcomes. Therefore, customer experience quality is one of the variables that influence customer loyalty.

4.3.2 Effect of Customer-Customer Interaction Quality on Customer Experience Quality

According to the result of the second hypothesis, it is stated that there is a positive and significant influence on variable customer-customer interaction quality towards customer experience quality. It is concluded that if the higher customer to customer interaction, then the higher chances for the customer to get a high customer experience quality. In accordance with the findings of the previous research of Eskiler & Safak (2022), customers who perceive a high-quality experience are attributable to high customer-customer interaction quality. This finding was supported by Heinonen et al. (2018) that identified the drivers that motivate customers to interact with others, types of customer-customer interactions

and the outcome of customer-customer interactions, suggesting that customer-customer interaction plays a pivotal role in customer experience. Therefore, customer-customer interaction quality is one of the variables that influence customer experience quality.

4.3.3 Effect of Customer-Employee Interaction Quality on Customer Experience Quality

According to the result of the third hypothesis, it is stated that there is a positive and significant influence on variable customer-employee interaction quality towards customer experience quality. It is concluded that if the higher customer to employee interaction, then the higher chances for the customer to get a high customer experience quality. In accordance with the findings of the previous research of Eskiler & Safak (2022), customers who perceive a high-quality experience are attributable to high customer-employee interaction quality. It is supported by Chinchilla et al., (2019) that mentioned customer experience are interactions in which attitudes and fulfillment of needs dynamically intermingle between the customer and the employee, affecting the satisfaction of both parties, and that important conditions between the customer and the employee trust. Therefore, customer-employee interaction quality is one of the variables that influence customer experience quality.

4.3.4 Effect of Service Outcome Quality on Customer Experience Quality

According to the result of the fourth hypothesis, it is stated that there is a positive and significant influence on variable service outcome quality towards customer experience quality. It is concluded that if the service outcome quality is higher, then the higher chances for the customer to get a high customer experience quality. In accordance with the findings of the previous research of Eskiler & Safak

(2022), showed that by improving the service outcome quality creates a high customer experience quality. It is supported by Frago & Epinoza (2017) that mentioned service quality continues to have a strong impact on customer experience. The research Makayeza & Chikaze (2017) also stated service quality has a significant and positive effect on customer loyalty. Therefore, service outcome quality is one of the variables that influence customer experience quality.

4.4 Summary of Hypothesis

Based on the result of hypothesis testing from PLS-SEM using SmartPLS, the summary of the overall results as follow:

Table 4.15
Summary of Hypothesis

Hypothesis	Description	Result
H1	Customer experience quality positively affects customer loyalty in DF Fit Club	Accepted
H2	Customer-customer experience quality positively affects customer experience quality in DF Fit Club	Accepted
H3	Customer-employee interaction quality positively affects customer experience quality in DF Fit Club	Accepted
H4	Service outcome quality positively affects customer experience quality in DF Fit Club	Accepted

Source: Primary Data (2023)

CHAPTER V

CLOSING AND CONCLUSION

5.1 Conclusion

The results of this study show that the research variables have helpful correlations with one another. According to the research, clients who believe they have received a high-quality service due to high interaction quality between customer to customer during service delivery, such as by informing each other of the service instructions or assisting with the provision of the service will likely to receive a high customer experience quality. Moreover, the higher the interaction quality between customer and employee which is considered important so that the customers feel satisfied and make recurrent purchases, may also result in the customers to stick around as a result of the rise in service outcome quality. Therefore, improving the service outcome quality creates a high customer experience quality, since the customer experience remains a key success factor, and service quality continues to have a strong impact on that experience. The more a company provides high customer experience, the higher chances for the customer to enhance repeat or repurchase intentions. Furthermore, the findings may help in the development and enhancement of marketing plans for enhancing customer experience and also have ramifications for DF Fit Club leaders or marketing managers who want to boost customer loyalty (member loyalty).

5.2 Managerial Implications

1. In this research, customer experience quality influences customer loyalty. Every business places the customer experience at the top of its list of priorities. Customer experience is a crucial component of marketing management competitive advantage, particularly for service-oriented businesses. Through a great workout experience and customer experience,

it is essential to encourage and grow consumer engagement. Additionally, If the quality of service offered by DF Fit Club meets expectations, consumers will be satisfied and loyal; conversely, if the quality of service offered by DF Fit Club falls short of the expectations of the customers, the client will experience disappointment or dissatisfaction. Therefore, DF Fit Club wants to keep their customers by capturing their attention and offering an outstanding service experience.

2. In this research, service outcome quality influences customer experience quality. The quality of the service outcome continues to have a significant influence on the customer experience at DF Fit Club and is a critical success element. Customer satisfaction is crucial to the success of DF Fit Club services because a poor user experience can harm the image of the service and cause users to stop using it, which therefore reduces income. Since both new and current members can access the same services (such as group purchases and program access). Additionally, DF Fit Club could keep up the quality of the physical environment because it indicates the presence of specific physical features that will boost the preference of a person for using the facility. This covers aspects like ambience, symbolism, and sign language, as well as spatial design and usability. Furthermore, given the significance of group programs in fitness clubs, DF Fit Club could enhance the quality of the program. Customers are drawn in by the variety of programming and the originality of the content. The efficiency and popularity of fitness clubs are thus related to the quality-of-service programs.
3. In this research, both customer-customer interaction quality and customer-employee interaction quality influence customer experience quality. Due to the improvement in service outcome quality, clients who perceive a high-quality encounter that is attributed to high customer-customer interaction quality may also be more likely to become devoted patrons. Additionally,

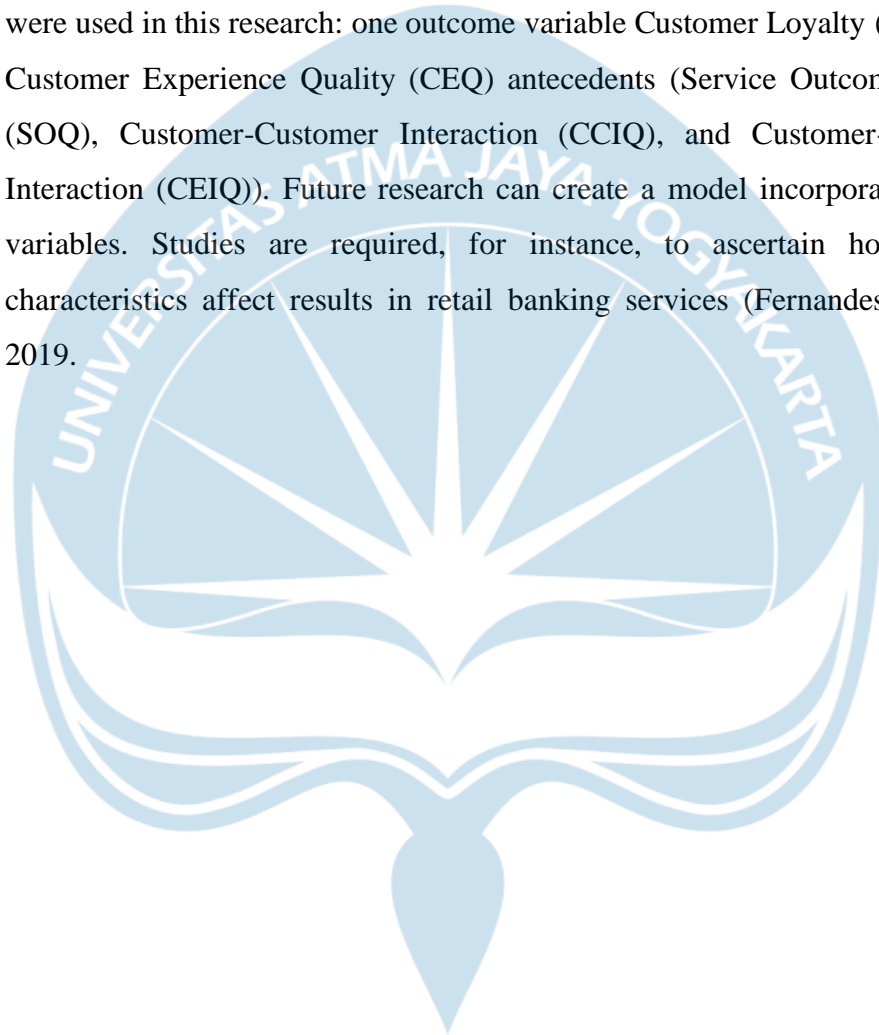
in a service setting, clients frequently converse with one another to exchange information. For instance, they can ask a fellow customer for assistance in locating a particular element within the service area or for counsel regarding the acceptability of a particular element. Service encounters, on the other hand, are engagements in which the customer and the attitude of their employee and requirements are met in a dynamic way, affecting both parties' satisfaction and crucially establishing trust between them. As a result, DF Fit Club must show their appreciation to their clients in order to keep such ties strong. Try to find ways to show a customer that you truly appreciate them whenever you connect with them. For instance, the staff at DF Fit Club can express gratitude for their tolerance or dedication to the business. Next, staff members at DF Fit Club might make an effort to be sympathetic toward every customer with whom they come into contact, especially those who are struggling with a problem or difficulty in using the equipment or reaching their goals. This can apply to both current and potential customers who require assistance troubleshooting a particular product.

5.3 Research Limitation

The limitation or weakness in this research lies in the research process, the researcher realizes that in a study there must be a lack and a lot of weaknesses. The limitations in this study were this study only uses local fitness club (DF Fit Club) as the object under study, so it could not generalize to the overall fitness clubs. Furthermore, the factors that influence Customer Experience Quality in this study consist of only three variables, namely Service Outcome Quality, Customer-Customer Interaction Quality, and Customer-Employee Interaction Quality while there are many other factors that influence Customer Experience Quality.

5.4 Future Research Suggestions

Other fitness club could be use as the research object such as celebrity fitness, so that it can show the phenomena of broader customer loyalty so it could represent the overall fitness brand. Furthermore, five variables altogether were used in this research: one outcome variable Customer Loyalty (CL), three Customer Experience Quality (CEQ) antecedents (Service Outcome Quality (SOQ), Customer-Customer Interaction (CCIQ), and Customer-Employee Interaction (CEIQ)). Future research can create a model incorporating many variables. Studies are required, for instance, to ascertain how quality characteristics affect results in retail banking services (Fernandes & Pinto, 2019).



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ATTACHMENT

Appendix 1 Draft of Questionnaire

Surat Pengantar

Responden yang terhormat,

Perkenalkan saya Brian dengan NPM (191224790), mahasiswa Program Studi Manajemen Internasional, Fakultas Bisnis dan Ekonomika, Universitas Atma Jaya Yogyakarta. Saat ini, saya sedang menempuh tugas akhir sebagai syarat untuk menyelesaikan skripsi jenjang S1 dengan melakukan penelitian mengenai “ THE EFFECT OF CUSTOMER EXPERIENCE QUALITY ON LOYALTY IN DF FIT CLUB”.

Dengan demikian, saya mohon kesediaan Bapak/Ibu/Saudara(i) untuk berpartisipasi dalam survei ini. Semua informasi yang diberikan akan diperlakukan secara rahasia dan digunakan secara eksklusif untuk tujuan penelitian. Terima kasih atas waktu dan kesediaan Bapak/Ibu/Saudara(i).

Apabila terdapat pertanyaan yang berkaitan dengan kuesioner ini, silahkan hubungi contact person melalui *e-mail* dibawah ini:

brian11.yohanes@gmail.com

Continue Filter Question

Filter Question 1

Apakah anda berusia 17 tahun keatas dan pernah mengikuti latihan di DF Fit Club minimal 1 kali dalam 1 tahun terakhir? *

- Ya
- Tidak

Filter Question 2

Pertanyaan Filter 2

Deskripsi (opsional)

Apakah anda pernah menjadi member DF Fit Club dalam 1 tahun terakhir? *

- Ya
- Tidak

Demographic Question 1

Profil Responden

Silahkan isi pertanyaan di bawah ini sesuai diri Saudara/i

Jenis Kelamin *

- Pria
- Wanita

Demographic Question 2

Berapa lama sudah menjadi member di DF Fit Club? *

≤ 6 bulan

> 6 bulan

Demographic Question 3

Usia *

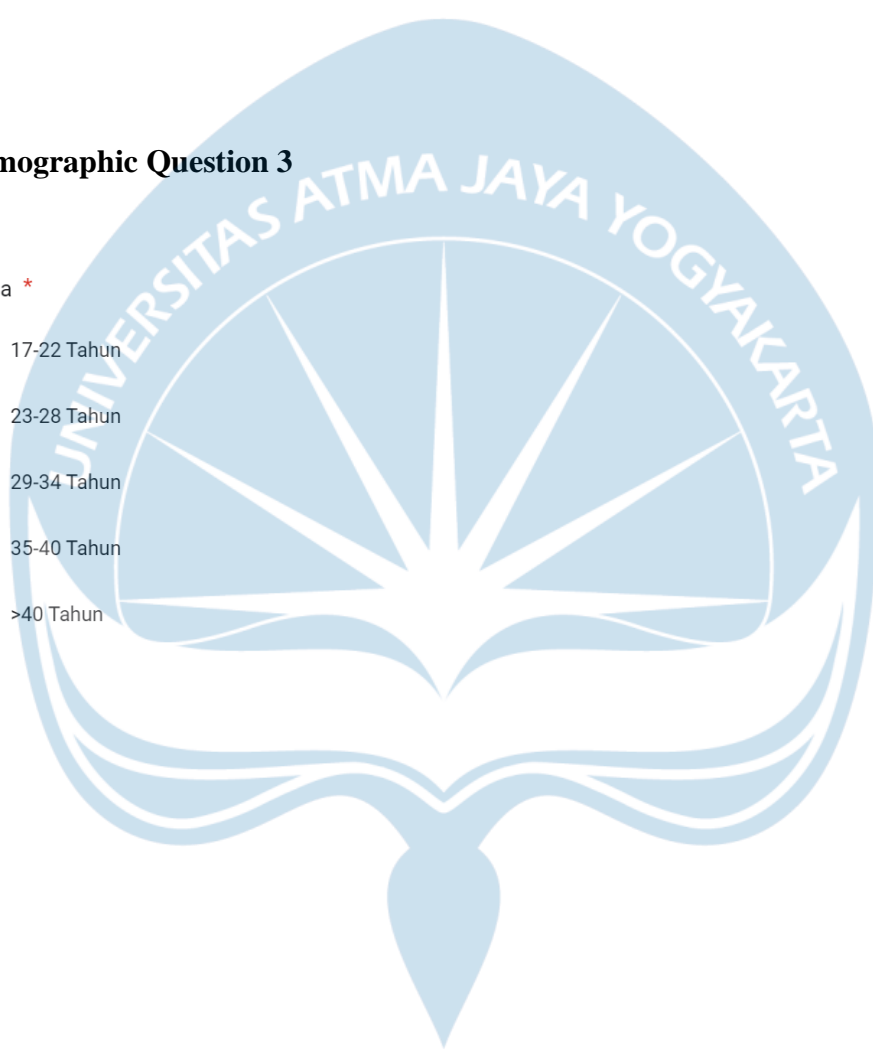
17-22 Tahun

23-28 Tahun

29-34 Tahun

35-40 Tahun

>40 Tahun



15 Statistical Questions

Kuesioner Indikator



Silahkan isi pertanyaan di bawah ini sesuai dengan pendapat Saudara/i, dengan memilih salah satu dari pilihan yang tertera. Keterangan:

5 = Sangat Setuju (SS)

4 = Setuju

3 = Netral

2 = Tidak Setuju

1 = Sangat Tidak Setuju (STS)

1. Menurut saya, DF Fit Club memberikan hasil yang diharapkan kepada pelanggannya. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

2. Saya percaya bahwa DF Fit Club menawarkan hasil yang terbaik kepada pelanggannya. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

3. Saya merasa senang dengan apa yang DF Fit Club berikan kepada pelanggannya. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

⋮

4. Menurut saya, interaksi antar pelanggan di DF Fit Club sangat baik. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

5. Saya percaya bahwa saya mendapatkan interaksi yang unggul dengan pelanggan lain di DF Fit Club. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

6. Kualitas interaksi saya dengan pelanggan lain di DF Fit Club sangat baik. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

7. Saya percaya bahwa DF Fit Club dan karyawannya menunjukkan kepedulian yang baik kepada pelanggannya. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

8. DF Fit Club dan karyawannya menunjukkan ketertarikan pada pelanggannya. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

9. Kualitas interaksi saya dengan DF Fit Club dan karyawannya sangat baik. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

10. Saya percaya bahwa pengalaman keseluruhan yang didapatkan di DF Fit Club sangat luar biasa. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

11. Saya mendapatkan pengalaman yang luar biasa di DF Fit Club. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

12. Saya akan mengatakan bahwa pengalaman di DF Fit Club luar biasa. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

13. DF Fit Club adalah pilihan pertama saya sebagai sarana fitness. *

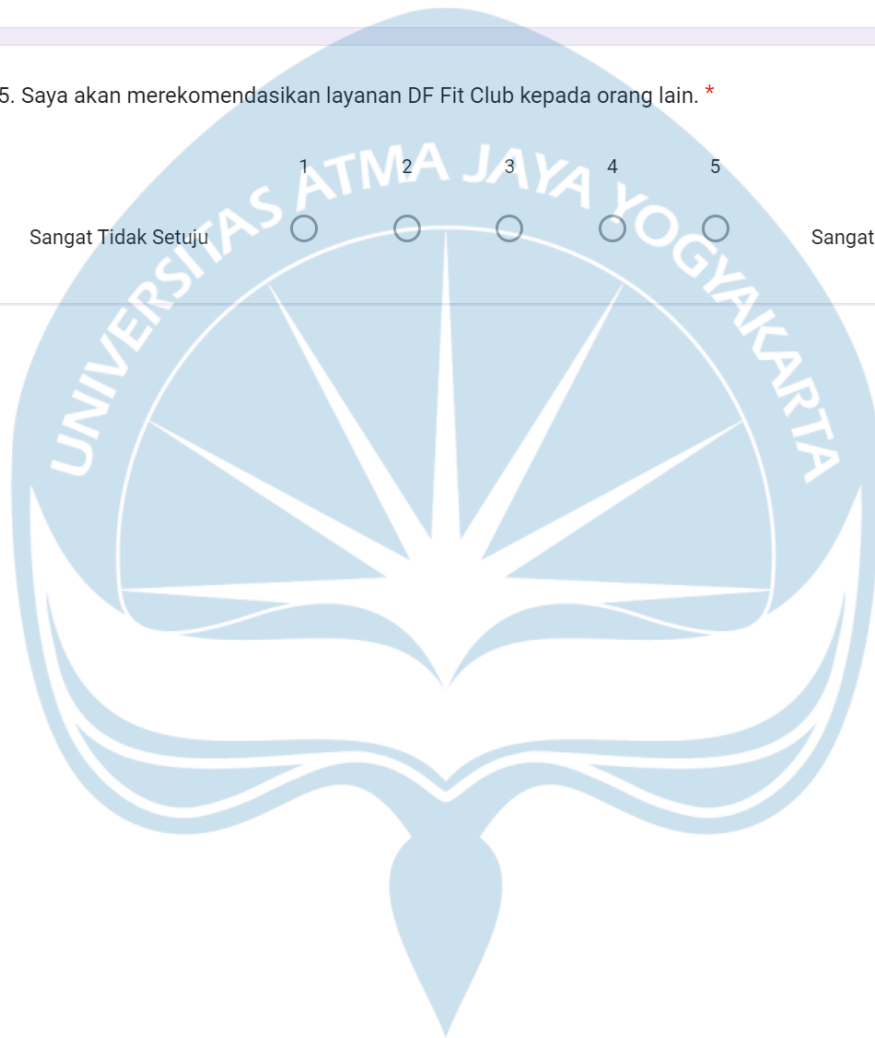
	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

14. Saya akan terus mengunjungi DF Fit Club dalam beberapa tahun mendatang. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

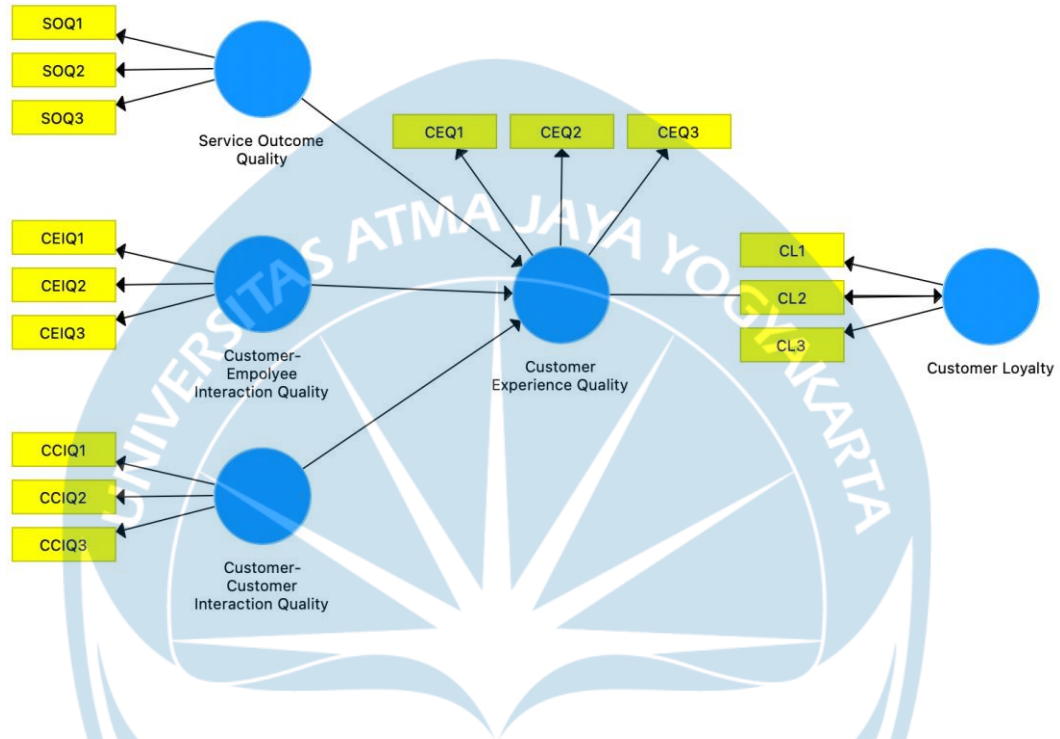
15. Saya akan merekomendasikan layanan DF Fit Club kepada orang lain. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

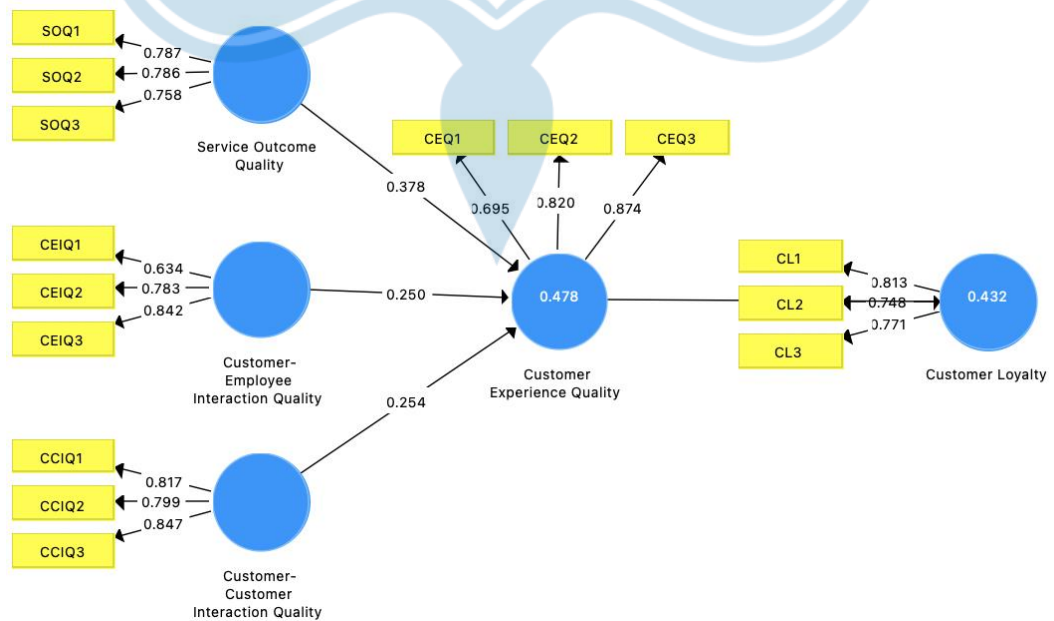


Appendix 2 SmartPLS 3.2.9 (Data Processing)

Structural Model



Construct Model



Outer Model

Outer Loadings

	Customer Experience Quality	Customer Loyalty	Customer-Customer Interaction Quality	Customer-Employee Interaction Quality	Service Outcome Quality
CCIQ1				0.817	
CCIQ2				0.799	
CCIQ3				0.847	
CEIQ1					0.634
CEIQ2					0.783
CEIQ3					0.842
CEQ1	0.695				
CEQ2	0.820				
CEQ3	0.874				
CL1		0.813			
CL2		0.748			
CL3		0.771			
SOQ1					0.787
SOQ2					0.786
SOQ3					0.758

Average Variance Extracted

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Customer Experience Quality	0.711	0.719	0.840	0.639
Customer Loyalty	0.676	0.682	0.821	0.604
Customer-Customer Interaction Quality	0.763	0.783	0.861	0.675
Customer-Employee Interaction Quality	0.630	0.670	0.800	0.574
Service Outcome Quality	0.672	0.672	0.821	0.604

Fornell Larcker Criterion

	Customer Experience Quality	Customer Loyalty	Customer-Customer Interaction Quality	Customer-Employee Interaction Quality	Service Outcome Quality
Customer Exper...	0.799				
Customer Loyalty	0.657	0.777			
Customer-Cust...	0.539	0.480	0.821		
Customer-Empo...	0.496	0.388	0.473	0.758	
Service Outcom...	0.573	0.531	0.441	0.332	0.777

Cross Loadings

	Customer Experience Quality	Customer Loyalty	Customer-Customer Interaction Quality	Customer-Employee Interaction Quality	Service Outcome Quality
CCIQ1	0.417	0.341	0.817	0.352	0.321
CCIQ2	0.366	0.428	0.799	0.383	0.333
CCIQ3	0.522	0.417	0.847	0.425	0.419
CEIQ1	0.289	0.241	0.312	0.634	0.268
CEIQ2	0.356	0.290	0.219	0.783	0.276
CEIQ3	0.459	0.340	0.508	0.842	0.230
CEQ1	0.695	0.451	0.615	0.302	0.456
CEQ2	0.820	0.548	0.286	0.415	0.403
CEQ3	0.874	0.571	0.394	0.464	0.508
CL1	0.512	0.813	0.439	0.289	0.308
CL2	0.423	0.748	0.326	0.336	0.387
CL3	0.576	0.771	0.351	0.288	0.526
SOQ1	0.431	0.407	0.208	0.169	0.787
SOQ2	0.453	0.450	0.362	0.278	0.786
SOQ3	0.451	0.381	0.451	0.321	0.758

Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Customer Experience Quality	0.711	0.719	0.840	0.639
Customer Loyalty	0.676	0.682	0.821	0.604
Customer-Customer Interaction Quality	0.783	0.783	0.861	0.675
Customer-Employee Interaction Quality	0.630	0.670	0.800	0.574
Service Outcome Quality	0.672	0.672	0.821	0.604

Inner Model

R-Square

	R Square	R Square Adjusted
Customer Exper...	0.478	0.465
Customer Loyalty	0.432	0.428

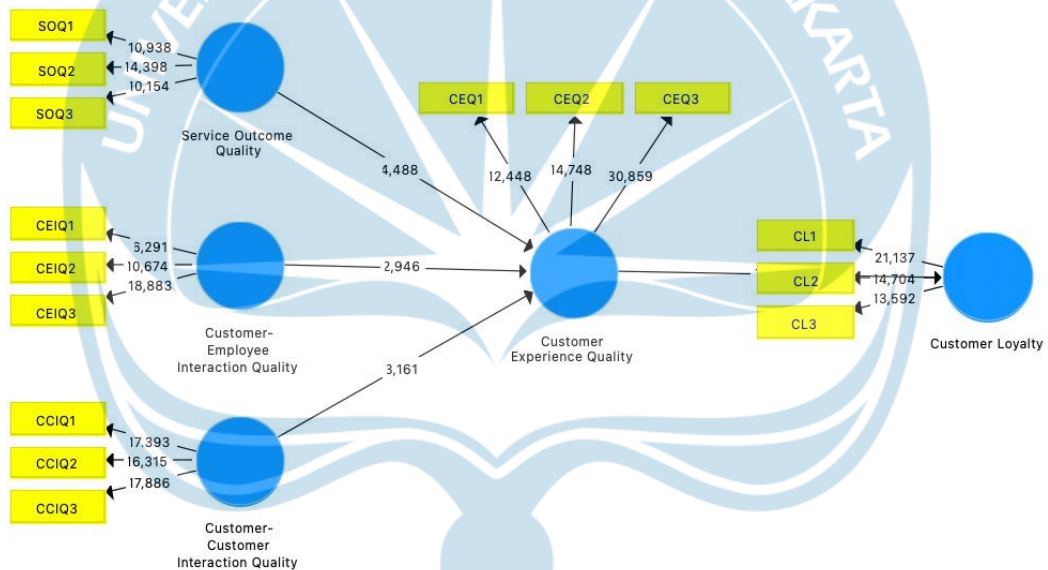
f-Square

	Customer Experier	Customer Loyalty	Customer-Custom	Customer-Emplye	Service Outcome (
Customer Experience Quality		0.761			
Customer Loyalty					
Customer-Customer Interaction Quality	0.085				
Customer-Employee Interaction Quality	0.091				
Service Outcome Quality		0.215			

Q-Square

	SSO	SSE	Q² (=1-SSE/SSO)
Customer Exper...	384.000	273.621	0.287
Customer Loyalty	384.000	290.457	0.244
Customer-Cust...	384.000	384.000	
Customer-Empo...	384.000	384.000	
Service Outcom...	384.000	384.000	

Bootstrapping Testing Method



Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Service Outcome Quality -> Customer Experience Quality	0,378	0,381	0,084	4,488	0,000
Customer-Employee Interaction Quality -> Customer Experience Quality	0,250	0,260	0,085	2,946	0,003
Customer-Customer Interaction Quality -> Customer Experience Quality	0,254	0,248	0,081	3,161	0,002
Customer Experience Quality -> Customer Loyalty	0,657	0,663	0,064	10,282	0,000

Appendix 3 Prove of Submissions

