RESEARCH ARTICLE

BOOST CUSTOMER LOYALTY DURING PANDEMIC COVID 19 THROUGH PHYSICAL ENVIRONMENT AND INTERACTION WITH STAFF AND CUSTOMER IN LOCAL AMUSEMENT PARK MALANG INDONESIA

Erric Tatimu[1], Ronald[2] and Amelia[2]
1. Pelita Harapan University, Lippo Village Campus.
2. Pelita Harapan University, Surabaya Campus.

…….....

Manuscript Info	*Abstract*
…………………..	…………………………………………………
	According to Undang-Undang (UU) No. 25 of 1992, a Tourism continues to develop not only in developed countries, but also in developing countries like Indonesia. Indonesia itself has many tourist cities, one of which is famous and even recognized for its beauty by foreigners is the city of Malang. One of the attractions in the city of Malang is Malang Night Paradise. Malang Night Paradise has a lantern park rides that will have an atmosphere like being in a fairyland with extraordinary beauty at night. In the midst of increasingly fierce tourist attractions in Malang and surrounding areas, it is important for Malang Night Paradise to always increase customer loyalty from Malang Night Paradise customers. In this study respondents collected were 200 visitors Malang Night Paradise in Surabaya according to the characteristics of respondents using snowball technique. Based on data analysis is that from nine proposed hypotheses, eight hypotheses are supported and one hypothesis is rejected.

…….....

Introduction:-

Tourism continues to develop not only in developed countries, but also in developing countries like Indonesia. The tourism sector has an impact on a country's economic growth, even the tourism sector itself has contributed 10.4% of revenue to the world's Gross Domestic Product. Indonesia itself has improved the tourism sector well, this is evidenced by the fact that in 2017, Indonesia ranked ninth in terms of the growth of the tourism sector in the world with a growth rate of 22%.

Indonesia itself has many tourist cities, one of which is famous and even recognized for its beauty by foreigners is the city of Malang. One of the attractions in the city of Malang is Malang Night Paradise. Night Night Paradise has a lantern park rides that will have an atmosphere like being in a fairyland with extraordinary beauty at night. In addition there is also a Dinosaur Park that displays a variety of dinosaur replicas. In addition there are various children's play facilities and spots for selfies in Malang Night Paradise.

In the midst of increasingly fierce tourist attractions in Malang and surrounding areas, it is important for Malang Night Paradise to always increase customer loyalty from Malang Night Paradise customers, so this research will focus on examining the effect of physical environment, interaction with customers, and interaction with staff on

Corresponding Author:- Erric Tatimu
Address:- Pelita Harapan University, Lippo Village Campusand Pelita Harapan University, Surabaya Campus.

customers delight, customer satisfaction and ultimately customer loyalty Malang Night Paradise visitors in Surabaya.

Literature Review:-
Physical Environment:-
Physical environment is a particular environmental design feature, such as color contrast, high-intensity lighting, room size, and noise (Chaudhury, et al, 2013). Physical environment is the environment in which consumers interact with physical facilities and other tangible elements in the service environment (Bitner, 1990).The physical environment arrangement consists of various elements, including design and environmental factors such as color, air, aroma, lighting, facilities and layout (Lin et al., 2011). These factors are interrelated, and they work together to influence the excitement and behavior of consumers (Bitner, 1992). Gallarza and Gil-Saura (2006) add that the high value of customer experience directly affects customer pleasure and excellent service and the furniture environment determines the value of customer experience.Previous research shows empirically that the physical environment can cause emotions and positive or negative satisfaction from customers (Ladhari, 2009). Previous studies in the retail and hotel industries have found that the physical environment cognitively and emotionally affects customers (Kim, et al, 2018). Because theme parks provide hedonic services, physical arrangements become more important in shaping guest evaluations (Dong & Siu, 2012). Thus, we tested the following hypotheses:

H_1: Physical Environment has a positive significant effect on Customer Delight
H_2: Physical Environmenthas a positive significant effect on Customer Satisfaction

Interaction With Other Customers:-
Tombs and McColl-Kennedy (2013) say interaction with other customers is a time when emotions displayed by other customers in the service environment automatically evoke the same emotions to the reference customer. Interaction with other customers is a time when customer behavior affects other customers. This is because customers have a high level of contact with each other (Walls et al., 2011).The presence of other customers in the service environment can affect the nature of results or service processes (Grove et al., 1998). Wirtz and Bateson (1999) suggested that interaction with other customers is one of the significant influences on the customer's affective state. Huang and Hsu (2010) also explain that customer interactions with each other can influence their excitement and improve their overall experience.Cetin and Dincer (2014) also confirm the impact of significant interactions with other customers on customer satisfaction. Walls et al. (2011) tested and confirmed the significant impact of customer interactions with each other about emotions, including pleasure and satisfaction in the context of the tourism and hospitality industry.From these statements, we can make hypotheses that:

H_3: Interaction With Other Customershas a positive significant effect on Customer Delight
H_4: Interaction With Other Customershas a positive significant effect on Customer Satisfaction

Interaction With Staff:-
Interaction with staff is customer interaction with employees based on attitudes, behavior, friendliness and timeliness of employees (Ryu et al., 2012). Arnould and Price (1993) describe interaction with staff as emotional results related to extraordinary experiences embedded in the relationship between consumers and service providers.Walls et al. (2011) propose that guest interactions with other customers and staff can influence their emotions and satisfaction. Slatten et al. (2011), in their study of winter amusement parks, also discussed how interactions with staff affect customer emotions. Arnould and Price (1993) conducted a similar study in the context of the rafting experience. They also confirm interactions with staff affect overall customer satisfaction and emotions.Xu and Chan (2010) confirmed the effect of interactions with staff on customer satisfaction in the context of tour package participants. Zeithaml et al. (2006), the service environment facilitates interactions between customers and staff members: therefore small details, such as smiles, pleasant voices, clear empathy and a customer-friendly approach can influence customer emotions and satisfaction (Slatten et al., 2011). From these statements, we can conclude hypotheses as follows:

H_5:Interaction With Staff has a positive significant effect on Customer Delight
H_6: Interaction With Staff has a positive significant effect on Customer Satisfaction

Customer Delight:-
Finn (2005) defines customer delight as an emotional response that results from a surprising and positive level of performance. Kumar et al. (2001) say that Customer Delight consists of feelings of joy, sensation, and excitement. Patterson (1997) says that customer delight is where the experience exceeds expectations and involves a pleasant experience for guests.Customer delight can be defined as the reaction customers have when they experience a

product or service that has an impact on satisfaction and unexpected value (Chandler 1989). Lin and Liang (2011) investigate the extent to which emotions affect customer satisfaction and loyalty. They stated that positive emotions, such as delight and happiness, significantly affected customer satisfaction and customer loyalty.Researchers have emphasized the importance of happy customers in developing customer satisfaction and loyalty (Torres & Kline, 2006). Kim et al. (2013) have also observed that delight can affect customer satisfaction and customer loyalty in the hospitality industry. Several studies have discussed the importance of excitement in developing customer satisfaction and loyalty in amusement parks (Loureiro, 2010). Thus, the following hypothesis is proposed:*H3: Compatibility has a positive significant effect on Perceived Value.*

H7: Customer Delighthas a positive significant effect on Customer Satisfaction.
H8: Customer Delighthas a positive significant effect on Customer Loyalty

Customer Satisfaction:-
Customer satisfaction is defined as customer satisfaction at the level of cognitive or affective evaluation in the purchase and use of products or services (Edvardsson et al., 2000). Olsen and Johnson (2003) define customer satisfaction as an evaluation of customers from their purchasing experience and consumption to date with product or service providers. Cronin and Taylor (1992) explain if customers are satisfied with the services provided, they can continue to buy back and are more willing to recommend this service to others. Kao et al. (2008) also tested and confirmed the significant impact of Customer Satisfaction on Customer Loyalty in amusement parks.Thus, the following hypothesis is proposed:

*H9: Customer Satisfaction has a positive significant effect on Customer Loyalty.*

Customer Loyalty:-
Customer loyalty is defined as the tendency of consumers to repurchase, which is expressed through measured behavior and directly influences the sale of the product or service (Hammond, East, & Ehrenberg, 1996). Customer loyalty is defined as a commitment that is held firm to buy back selected products or services consistently in the future, even though there are influences and marketing efforts that have the potential to cause switching behavior (Oliver, 1997). Rai and Srivastava (2013) define customer loyalty as a psychological character formed by ongoing customer satisfaction coupled with an emotional bond formed with service providers that leads to a willingness and consistently be in a relationship.

Research Issue and Methodology:-
The type of approach used in this study is a quantitative approach. The population used is all visitors of Malang Night Paradise in Surabaya. The sampling technique used is non-probability sampling using a questionnaire as a tool major in data collection. In this study, researchers will use snowball sampling techniques, where researchers choose respondents who will help researchers to distribute and fill out questionnaires. In this study respondents collected were 200 visitors Malang Night Paradise in Surabaya according to the characteristics of respondents. Research model can be seen below.

Figure 1:- Research model analysis, 2021.
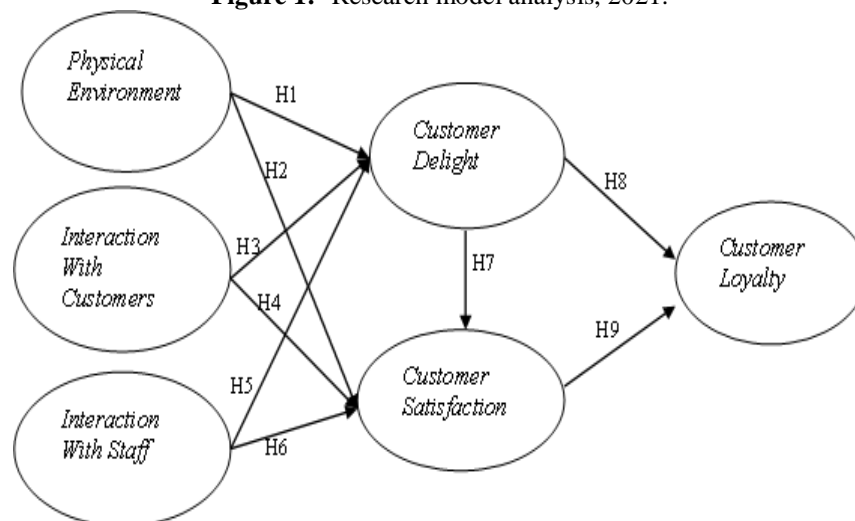
Findings and Discussion:-
Findings:-
This study used Multiple Regression in testing between the variables. Statistical analysis tool used to answer the problem formulation of this research is SPSS 22.0. Once the questionnaires were returned, the next step that must be conducted is descriptive statistic-analysis.Based on the results from data processing in table 1, it shows that all average score of the mean for overall indicator is above 3.61 means that all indicators of variables can be perceived agree by all respondents. Also, the standard deviation is under 2.0 means that the answers given by respondents are homogeneous. The highest mean average is interaction with customer is 4.3775. This may indicate that respondents are agree with indicators of interaction with customer than other variables. Customer loyalty has the highest score for standard deviation, that is 0.73743. This may indicate that the respondents give answers for Customer loyalty least homogeneous compared with other variables.

Table 1:- Descriptive statistic.

Variable	Mean	Standard deviation
PE	4.1350	.64287
IC	4.3775	.40178
IS	4.2263	.56577
CD	4.3133	.64680
CS	4.24502	.60748
CL	4.16166	.73743

Source: Data, compiled by researcher (2021)

Before going for *Simple and Multiple Regression* testing, first steps that must be conducted is the testing of the validity and reliability to prove that the data from the questionnaire is valid, reliable, and able to be used for the next analysis.

Validity test
The criteria is if the value of the factor loading is higher than 0.160, then the statement is considered valid. Based on the test of the data validity, all indicators used to estimate each variable are valid, because the factor loading for every indicators are more than 0.160.

Table 2:- Validity test result.

Indicator	FL	Indicator	FL	Indicator	FL	Indicator	FL	Indicator	FL	Indicator	FL
Physical Environment		Interaction with Customers		Interaction with Staff		Customer Delight		Customer Satisfaction		Customer Loyalty	
PE1	.509	IC1	.637	IS1	.681	CD1	.704	CS1	.718	CL1	.621
PE2	.484	IC2	.565	IS2	.714	CD2	.593	CS2	.615	CL2	.729
PE3	.583	IC3	.572	IS3	.715	CD3	.687	CS3	.798	CL3	.657
		IC4	.691								

Source: Data, compiled by researcher (2021)

Reliability test
The results of reliability test are as follows:

Table 3:- Reliability test result.

Variable	Cronbach's Alpha Based on Standardized Items
Physical Environment	.705
Interaction with Customers	.720
Interaction with Staff	.838
Customer Delight	.813
Customer Satisfaction	.844
Customer Loyalty	.817

Source: Data, compiled by researcher (2021)

From the table 3, it is proven that the variable of Physical Environment, Interaction with Customers, Interaction with Staff, Customer Delight, Customer Satisfaction, Customer Loyalty having the Cronbach alpha value higher than

0.60. So, it can be concluded that the statements develop the variables can be said to be consistent/reliable and can be used for further analysis.

Results of Multiple Regression
Physical Environment, Interaction with Customers, Interaction with Staff to Customer Delight
The results of multiple regression are as follows:
Table 4:- Coefisien Regression Model 1.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.145	.387		.376	.708
	PE	.288	.061	.286	4.700	.000
	IC	.120	.080	.074	1.507	.133
	IS	.580	.070	.508	8.352	.000
a. Dependent Variable: CD						

From table 4, the regression equation can be written as follows:
$$CD = b1PE + b_2IC + b_3IS$$
$$CD = 0.288\ PE + 0.120\ IC + 0.580\ IS$$

Based on table 4, all the independent variables have positively influence towards customer delight. Interaction with staff has the greatest regression coefficient compare to other variables, that is 0.580. Therefore, Interaction with staff is the most influence to customer delight. In the other side, interaction with customers has the smallest effect on customer delight, that is 0.120.

Physical Environment, Interaction with Customers, Interaction with Staff, Customer Delight to Customer Satisfaction
The results of multiple regression are as follows:

Table 5:- Coefisien Regression Model2.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.312	.261		-1.196	.233
	PE	.089	.043	.094	2.054	.041
	IC	.129	.054	.085	2.389	.018
	IS	.372	.054	.347	6.840	.000
	CD	.475	.048	.506	9.894	.000
a. Dependent Variable: CS						

Based on table 5, independent variables have positively influence towards customer satisfaction. Customer delight has highest regression coefficient compare to the others that is 0.475.
From table 5, the regression equation can be written as follows:
$$CS = b4PE + b5\ IC + b6\ IS + b7\ CD$$
$$CS = 0.089\ PE + 0.129IC + 0.372IS + 0.475CD$$

Customer Delight and Customer Satisfaction to Customer Loyalty
The results of multiple regression are as follows:

Table 6:- Coefisien Regression Model3.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.230	.212		-1.087	.278
	CS	.606	.085	.499	7.158	.000

	CD	.422	.080	.370	5.304	.000
a. Dependent Variable: CL						

Based on table 6, independent variables have positively influence towards customer loyalty. Customer Satisfaction has regression coefficient compare others that is 0.606.

From table 6, the regression equation can be written as follows:

CL = b8 CS + b9 CD

CL = 0.606CS + 0.422CD

T-test

The t test used to determine whether the independent variables of Physical Environment, Interaction with Customers, Interaction with Staffpartially (independently) have significant influence on Customer Delight. But, Interaction with Customers does not significantly influence to Customer Delight. If the value of t test is below 0.05, then it can be stated that the variable is significantly influenced by partially. From table 6, it can be seen that in Physical Environment and Interaction with Staff partially (independently) have significant influence on Customer Delight.

The t test used to determine whether the independent variables of Physical Environment, Interaction with Customers, Interaction with Staff, Customer Delightpartially (independently) have significant influence on Customer Satisfaction. If the value of t test is below 0.05, then it can be stated that all variable is significantly influenced by partially. From table 7, it can be seen that Physical Environment, Interaction with Customers, Interaction with Staff, Customer Delighthave significant influence on Customer Satisfaction.

The t test used to determine whether the independent variables Customer Delight and Customer Satisfactionpartially (independently) have significant influence on Customer Loyalty. If the value of t test is below 0.05, then it can be stated that the variable is significantly influenced partially. From table 8, it can be seen that Customer Delight and Customer Satisfaction have significant influence on Customer Loyalty.

Table 7:- Result of *t-test.*

Regression	Sig.	Note
PE, → CD	.000	Significant
PE→ CS	.041	Significant
IC → CD	.133	Significant
IC → CS	.018	Significant
IS → CD	.000	Significant
IS → CS	.000	Significant
CD → CS	.000	Significant
CD → CL	.000	Significant
CS → CL	.000	Significant

Source: Data, compiled by researcher (2021)

Discussion:-

The results of this study shows that the variables which Physical Environment, Interaction with Customers, Interaction with Staffhave positive and significant effects onCustomer Delight. Also, Customer Delightand Customer Satisfactionhave positive and significant effect on Customer Loyalty. So, the conclusion is that from nine proposed hypotheses all hypothesesis supported.The first hypothesis stating that Physical Environment has a positive significant effect on Customer Delight is supported. The first hypothesis stating that Physical Environment has a positive effect on Customer Delight is supported because the t test value is 0.000, below 0.05. This shows the consistency results of this study with Gallarza and Gil-Saura (2006) that states that Physical Environment have a significant positive effect on Customer Delight.

The second hypothesis stating that Physical Environment has a positive significant effect on Customer Satisfactionis supported. The third hypothesis stating that Physical Environment has a positive effect on Customer Satisfactionis supported because the t test value is 0.041, below 0.05. This shows the consistency results of this study with Ladhari (2009) that states that Physical Environment have a significant positive effect on Customer Satisfaction.The third hypothesis stating that Interaction with Customers has a positive significant effect on Customer Delight is rejected.

The third hypothesis stating that Interaction with Customers has a positive effect on Customer Delight is rejected because the t test value is 0.133, greater than 0.05. This research result is contradictive with the statement stated by Huang and Hsu (2010) which he proposed that Interaction with Customers can significantly influence to Customer Delight. Upon this discussion, can be concluded that Interaction with Customers does not significantly influences Customer Delight which means that the third hypothesis is rejected.

The fourth hypothesis stating that Interaction with Customers has a positive significant effect on Customer Satisfactionis supported. The fifth hypothesis stating that Interaction with Customers has a positive effect on Customer Satisfactionis supported because the t test value is 0.018, below 0.05. This shows the consistency results of this study with Walls et al. (2011) that states that Interaction with Customers have a significant positive effect on Customer Satisfaction.The fifth hypothesis stating that Interaction with Staffhas a positive significant effect on Customer Delight is supported. The fifth hypothesis stating that Interaction with Staffhas a positive effect on Customer Delight is supported because the t test value is 0.000, below 0.05. This shows the consistency results of this study with Arnould and Price (1993) that states that Interaction with Staffhave a significant positive effect on Customer Delight.

The sixth hypothesis stating that Interaction with Staffhas a positive significant effect on Customer Satisfaction is supported. The sixth hypothesis stating that Interaction with Staffhas a positive effect on Customer Satisfaction is supported because the t test value is 0.000, below 0.05. This shows the consistency results of this study with Xu and Chan that states that Interaction with Staffhave a significant positive effect on Customer Satisfaction.The seventh hypothesis stating that Customer Delight has a positive significant effect on Customer Satisfaction is supported. The seventh hypothesis stating that Customer Delight has a positive effect on Customer Satisfaction is supported because the t test value is 0.000, below 0.05. This shows the consistency results of this study with Lin and Liang (2011) that states that Customer Delight have a significant positive effect on Customer Satisfaction.

The eighth hypothesis stating that Customer Delight has a positive significant effect on Customer Loyalty is supported. The eighth hypothesis stating that Customer Delight has a positive effect on Customer Loyalty is supported because the t test value is 0.000, below 0.05. This shows the consistency results of this study with Loureiro (2010) that states that Customer Delight have a significant positive effect on Customer Loyalty.The ninth hypothesis stating that Customer Satisfaction has a positive significant effect on Customer Loyalty is supported. The ninth hypothesis stating that Customer Satisfaction has a positive effect on Customer Loyalty is supported because the t test value is 0.000, below 0.05. This shows the consistency results of this study with Kao et al. (2008) that states that Customer Satisfaction have a significant positive effect on Customer Loyalty

Conclusion, Limitation and Research Extention:-
Conclusion:-
This model was developed in order to research Customer Loyalty for Malang Night Paradise in Surabaya. This research model formed an influence relationship between Physical Environment, Interaction with Customers, Interaction with Staffhave positive and significant effects onCustomer Delight. Also, Customer Delightand Customer Satisfactionhave positive and significant effect on Customer Loyalty. So, the conclusion is that from nine proposed hypotheses,eight hypotheses are supported and one hypothesis is rejected.As derived from the research outcomes, variables such as Physical Environment, Interaction with Customers, Interaction with Staff have been the factors that are important to note as those variables have critical influence toward Customer Loyalty on visitor at Malang Night Paradise in Surabaya. Therefore, the managerial implication must be concentrated upon those variables. The managerial implications of these findings can be based on the theories that have been developed as follows.

First, Customer Satisfaction is one of the important variables that affects the level of customer loyalty (Customer Loyalty). Good customer satisfaction will be seen from visitors who have a pleasant experience while visiting Malang Night Paradise. Loyalty of visitors can also be seen from the desire or even real evidence of returning to visit Malang Night Paradise. One of the forming indicators of Customer Satisfaction is satisfaction with the services of amusement park employees, where this indicator gets the lowest results among other indicators. For this reason, Malang Night Paradise employees need to be given training on how to serve customers and guide the way to ride a vehicle properly so that customer safety is guaranteed and without being asked, employees are responsive to serve. Customer loyalty will automatically increase with increasingly satisfied customers.

Second, Customer Delight is the second influential variable to increase Customer Loyalty and the first variable that is most influential to increase Customer Satisfaction Malang Night Paradise customers. Customer Delight can be seen through the excitement of visitors, the more happy the visitors will further increase visitor satisfaction and loyalty. One indicator of Customer Delight is feeling the stress level can be overcome while in an amusement park, where this indicator gets the lowest results among other indicators, so it is important for Malang Night Paradise to pay attention to this. The way to improve these indicators is by Malang Night Paradise also need to provide information about clearly written security such as vehicles that have passed SNI (Indonesian National Standards) and ISO or even international certification so that customers who play in Malang Night Paradise can feel calm and safe without fear of any time the vehicle can be damaged.

Third, the Interaction With Staff Variable is the variable that most influences the Customer Satisfaction and Customer Delight variables. The amusement park is one of the places of entertainment where visitors must be served by employees such as running a vehicle and pairing security equipment with visitors, therefore interaction between employees and visitors is very important and affects the pleasure and satisfaction of visitors. One indicator of Interaction With Staff is reliable employees, where this indicator gets the lowest results among other indicators, so it is important for Malang Night Paradise to pay attention to this. For this reason Malang Night Paradise needs to evaluate employees and give specific directions on how to treat customers well.

Fourth, the Interaction With Other Customers variable is the second variable that most influences the Customer Satisfaction variable. In addition, the Interaction With Other Customers variable also affects Customer Delight as the third most influential variable. Interaction With Other Customers is not the most influential variable, but the quality of interaction with other customers is still important for the overall satisfaction of the visitor's experience, for example visitors who see all other visitors around him laugh out loud will be affected. One indicator of Interaction With Other Customers is that other visitors at Malang Night Paradise behave well, where this indicator gets the lowest results among other indicators, so it is very important for Malang Night Paradise to improve the indicator. One of the things that can affect the mindset of visitors is by continuously showing videos spread in Malang Night Paradise about people who gather and have fun in Malang Night Paradise. Although visitors actually know that the video is not natural or set by Malang Night Paradise, visitors who are repeatedly exposed will be affected.

Fifth, Physical Environment is the third variable that most influences the Customer variable. In addition, Physical Environment variables affect Customer Delight with the second highest coefficient. The physical environment is the first impression for visitors who come, but even so the physical environment such as vehicles similar / similar between one entertainment place with another, therefore the physical environment is not the first variable that is most influential. Although not the first, but the quality of the physical environment remains important, Malang Night Paradise is an amusement park that operates on even days, so lighting is very important for the overall visitor experience. One indicator that forms the Physical Environment is the environment of a clean amusement park. This indicator gets the lowest results among the other indicators, so Malang Night Paradise should pay more attention to this. One way to maintain the cleanliness of Malang Night Paradise is by dividing a team of cleaning employees per area so that it can be handled quickly.

Limitation and Research Extention:-
This study has limitation which is only examining in Indonesia. Future study can conduct on other countries where there are geographical differences that can be additional research attractiveness. Specifically, we take respondents residing in Surabaya only. Future research can develop for other areas. Also, this research only uses Malang Night Paradise as research object. Using other object can produce different results.

Acknowledgements:-

References:-
1. Arnould, E. J., & Price, L. L. (1993). River magic: Extraordinary experience and the extended service encounter. Journal of consumer Research, 20(1), 24-45.
2. Bitner, M.J., 1990. Evaluating service encounters: the effects of physical surroundings and employee response. Journal of Marketing 54 (2), 69–82.

3. Bitner, M. (1992). Servicescapes: The impact of the physical surroundings on customers and employees. Journal of Marketing, 56(2), 57–71

4. Chandler, C. H. (1989). Quality: Beyond customer satisfaction. Quality Progress, 22 (February), 30–32.

5. Chaudhury, H., Hung, L., & Badger, M. (2013). The role of physical environment in supporting person-centered dining in long-term care: A review of the literature. American Journal of Alzheimer's Disease & Other Dementias, 28(5), 491–500.

6. Edvardsson, B., Johnson, M.D., Gustafsson, A., Strandvik, T., 2000. The effects of satisfaction and loyalty on profits and growth: products versus services. Total Qual. Manag. 11, 917–927

7. Finn, A. (2005). Reassessing the foundations of customer delight. Journal of Service Research, 8, 103–116.

8. Hammond, K., East, R. L., & Ehrenberg, A. (1996). Buying more and buying longer: Concepts and measures of consumer loyalty. London, England: London Business School

9. Kim, M. G., Yang, H., & Mattila, A. S. (2018). The Impact of Customer Loyalty and Restaurant Sanitation Grades on Revisit Intention and the Importance of Narrative Information: The Case of New York Restaurant Sanitation Grading System. Cornell Hospitality Quarterly, 59(3), 275-284.

10. Kumar, A., &Iyer, R. (2001). Role of interpersonal factors in delighting customers. Marketing Management Journal, 11, 49–57

11. Oliver, R. L. (1997). Satisfaction: A behavioral perspective on the consumer. New York, NY: McGraw-Hill

12. Olsen, Svein Ottar (2002), "Comparative Evaluation and the Relationship between Quality, Satisfaction and Repurchase Loyalty", Journal of the Academy of

13. Marketing Science, 30 (3), 240-249

14. Patterson, K., 1997. Delighted clients are loyal clients. Rough Notes 140 (3), 221 234

15. Rai, A.K. & Srivastava, M. (2013). The Antecedents of Customer Loyalty: An Empirical Investigation in Life Insurance Context. Journal of Competitiveness, 5(2), pp. 139-163

16. Ryu, k, Lee, H., & Kim, W. (2012). The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. International Journal of Contemporary Hospitality Management, 24(2), 200–223

17. Tombs, A. G., & McColl-Kennedy, J. R. (2013). Third party customers infecting other customers for better or for worse. Psychology and Marketing, 30(3), 277–292

18. Torres, E. N., Fu, X., &Lehto, X. (2014). Examining key drivers of customer delight in a hotel experience: A cross-cultural perspective. International Journal of Hospitality Management, 36, 255-262.

19. Walls, A., Okumus, F., Wang, Y., & Kwun, D. J. W. (2011). Understanding the consumer experience: An exploratory study of luxury hotels. Journal of Hospitality Marketing and Management, 20(2), 166–197.