Model of Customer Satisfaction and Loyalty based on the Adaptation of the American Customer Satisfaction Index Case Study: Sporting Good Retail in Indonesia

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Abstract:- **This study purpose was to analyze customer loyalty and satisfaction model based on American Customer Satisfaction Index. There are several factor that influence customer loyalty of Indonesian Retail Sporting Goods customer. The study involved 251 respondents who are Sporting Goods Retail Store customer. PLS (Partial Least Square) was utilized by the researchers to examine data and structural models. According to the results of this study, customer satisfaction and trust have a good and considerable impact on customer loyalty. Perceived Quality and Customer Expectations have a significant positive impact on customer satisfaction, while Perceived Value is not significant. Perceived Quality and Customer Expectations have a significant and positive impact on perceived value. Finally, Customer Expectations have a significant and positive impact on Perceived Quality. Theoretical and practical implications, researchers need to test impact of Brand Loyalty compare to Customer Loyalty especially in Retail Sector and marketers should increase customer service to increase customer satisfaction that at the end increase customer loyalty of Retail Sporting Goods Customer.**

Keywords:- Customer Satisfaction, Customer Loyalty, Customer Trust, Perceived Value, Customer Expectation, Perceived Quality, Retail Sector, American Customer Satisfaction Index, Offline Retail.

I. INTRODUCTION

Retail industry in Indonesia, are one of the biggest contributor to gross domestic product, 10,41% of GDP. Indonesia ranked 5th in the 2019 Global Retail Development, this signifies Indonesia's stability and readiness to face tight retail competitdion in emerging markets. [1].

The growth potential of the retail industry in Indonesia suffered a significant setback with the emergence of the COVID19 epidemic in December 2019 in Wuhan, which has now reached the whole world. Indonesia itself was confirmed to have COVID-19 patients in March 2020 and forced Indonesia to immediately implement local lockdown to several impactful regions to reduce COVID-19 spreadness.

The restrictions have a broad impact on the production, distribution, and other operational activities that ultimately led to a contraction in Indonesia's economic growth in 2020 by 2.07 percent compared to 2019 as a result of a decrease in sales of more than 25% experienced by more than 50% of companies doing business in Indonesia [2]. The restrictions are also one of the factors of sharp decline in the retail sector due to the reduced rate of public visits to shopping centers.

One of the retail companies that experienced the impact of the decline was the retail stores engaged in sports equipment and sporting goods which had store across Indonesia. Sales drop almost 42% compare to industry standard which around 39%, although already been sold in marketplace, online shop own platform, offline store. Other issue is One of the factors that causes this is the occurrence of anomalies that occur at this sporting goods where there is a shift in customer loyalty measured from the number of unique customers who shop from the total members owned in a period. Since the peak of the pandemic, has been unable to restore penetration levels before the pandemic where before the peak of the pandemic member penetration is always above 70%, in line with Hanaysha (2018) statement that customer retention is important for customer loyalty because it will affect purchases made by consumers in the store. Such conditions invite various questions and make researchers to make a study on the condition and problems.

Some of the symptoms that researchers found above raise management decision problems, namely how to restore and increase turnover and level of unique customer (Member) spending on this store, and researchers found that the marketing research problem involved is what factors change customer loyalty behavior after the peak of the COVID-19 pandemic and how much influence it has on these behavior changes. To further explore the symptoms, researchers interviewed 25 customers from the store in Jakarta who purchased sports equipment elsewhere since the start of the pandemic in April 2020. Jakarta was chosen by the author because it is the epicentrum of the spread of COVID-19 and based on internal data the highest decline is in Jakarta.

From the results of the interview, it is known that some things that are considered by customers in deciding to move to other places to shop for sports equipment needs after the COVID-19 pandemic. The results of interviews with respondents stated that one of the causes of the move to other places to shop for sports equipment needs is the price offered by competitors more affordable with the same brand in accordance with the results of a McKinsey (2021) stated that 92% of Indonesian customers have tried a new shopping method (New Shopping Behavior), with 32% of customers

have switched brands used while 31% stated that trying other channels, Such as new stores, new retailers, new websites with the majority stating that the main cause of brand movement and shopping channels is a more attractive value in line with the statement [5] which states that the price of a product depends on the channel used, especially for price sensitive market can shift customer loyalty. This problem is a big challenge for marketing because the promotional programs carried out and discounts carried out have no effect on customer contradictions with the statement [6] that promotions carried out by companies and brands encourage increased customer loyalty.

Through the interview, researchers also found that respondents felt that the current focus on shopping for sports equipment needs is the fulfillment of functional aspects of a product compared to the technology and lifestyle used. Thus the difference between brands becomes biased, because quality is one of the differentiating factors between products and customers lowering the perception of quality [7], while customer evaluation through previous consumption becomes a measure of customer perception [8].

In addition, customers feel that the difference in shopping satisfaction cannot make up for the cost difference in the case of tight economic conditions. The difference in shopping satisfaction cannot make up for the cost difference, which is a factor that leads to a decline in customer perceived value. Perceived value is the evaluation of customers comparing the results received with the costs incurred [9].

Thus customers are always looking for the best alternative to satisfy their needs [10] contrary with the statement Pecot et al. (2018) that customer loyalty is a factor that decreases the level of customer sensitivity to prices which means that customers who have been loyal to a brand, then the loyalty will reduce the potential for brand transfer due to the influence of prices that occur.

Another phenomenon that researchers found during interviews is that customers do not make the previous shopping experience on this stores a reason to keep shopping especially after the pandemic occurred, but customers also said that it may change and shop back on if economic conditions improve and improve because they think the service and shopping experience on sports stores remains better. This is inversely proportional to the statement Bose & Rao (2011) that customers will remain loyal if customers feel the company provides better service compared to competitors.

Customers also believe in the credibility of stores in their products and services. According to Sirdeshmukh et al., (2002) consumer confidence in the credibility of the store on the quality of service, products and can be relied on to meet what is promised is customer trust customer to the store. Thus the difference of opinion encourages researchers to want to conduct further research studies.

In further interviews, information from respondents that satisfaction, shopping experience, available brand choices, trust in stores is also the reason customers recommend this store before emigrants, but customers state that it is quite difficult to recommend in the current era and prefer to recommend to a place that offers more affordable price options.

Declining turnover during the pandemic, this store customer spending levels, rankings in sports equipment stores and interview results that stated about changes in consumer behavior, customer experience and customer satisfaction are phenomena that the authors found from interviews with customers and are factors related to customer loyalty. It is therefore important for researchers to measure the level of loyalty that customers have. Therefore, the author conducted the study and poured it into a research report in the form of this thesis with the title: Customer Satisfaction and Loyalty Model based on adaptation of American Customer satisfaction index (ACSI) case on Sporting Goods Store in Jakarta.

II. LITERATURE REVIEW

A. American Customer Satisfaction Index (ACSI)

The ACSI is a calculation that compares customer satisfaction with a company's market offers to a person's satisfaction with a specific transaction. According to the concept, customer satisfaction produces three variables: perceived quality, perceived value, and customer expectation; customer loyalty produces customer loyalty, and customer dissatisfaction produces customer complaint. [14].

The ACSI model shows that customer complaints and customer loyalty are the main influencing factors of customer satisfaction, and are the result of customer expectations and perceived value produced by perceived quality. The ACSI model places customer loyalty as a direct consequence of customer satisfaction.[8].

Researchers choose to use the ACSI model method because the methodology of this model can be used in various industrial fields by companies to find out the customer satisfaction they have, because it has a tested, reliable and appropriate approach. Based on that, there have been various previous studies in the field of retail using this MODEL ACSI methodology.[8], [15] However, there has been no research into the retail field using the ACSI Model method in Jakarta.
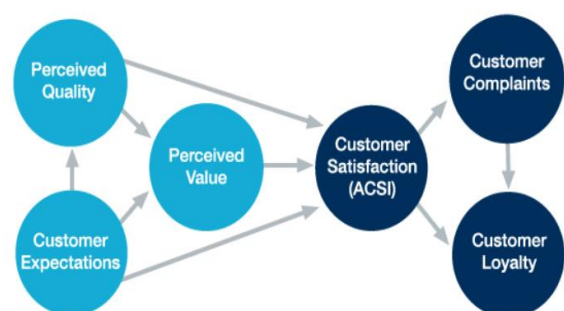
➤ American Customer Satisfaction Index Model

Fig 1

B. Customer Loyalty

Customer loyalty is a customer's firm willingness to repurchase or re-synchronize the required services/products in the future, which results in repeat purchases of the same product or brand and may change behavior due to the influence contextual and marketing efforts. [16]. Loyalty has been described as a strong desire to buy back or recommend a favorite service or product in the future, taking into account the possibility of situational pressures and marketing strategies causing behavior to switch. [9]. This statement is supported by some previous research that customer loyalty is defined as evidence of repeat purchases and recommendations to other customers [17] and as a consistent preference for one brand over another. [18]. Customer loyalty has the potential to be one of the biggest performance indicators in any company [19]. Based on the above understanding, it can be concluded that customer loyalty is the behavior of customers consistently making repeat purchases on the same brand, which is driven by service/product satisfaction.

Dimension related to customer loyalty seperti [20], [21] are:

Repurchase Intention
Consumer desire to re-transaction by utilizing various services provided [20]

Recommendation
Suggest or communicate verbally about a consumer's good experience to another in the hope that the person will follow him or her [20], including recommendations to others, encouraging people to shop in this place [22], [23].

C. Customer Satisfaction

In a highly competitive and diverse world, customer satisfaction is considered an important aspect that contributes to gaining a competitive advantage over other companies. [24]. Satisfaction is a person's feelings of disappointment or pleasure resulting from comparing the perceived performance of a service or product (or outcome) with expectations. [9]

Customer satisfaction is a term that refers to the expected outcome of service interaction. This is determined by determining whether the service provided meets the passions and desires of the customer. [25] and as the result of an assessment focused on the contradictions of reality and the imagined.[26]

In general, customer satisfaction is considered to be one of the most important influencing factors in forming purchase intention in the future. In the retail industry, customer satisfaction can be defined as a customer's post-purchase assessment of the extent to which a product or service exceeds or meets the expectations of customer [27] Therefore, the researchers concluded that customer satisfaction is a person's feeling of disappointment or pleasure by comparing the performance of a perceived service or product (or result) with customer expectations.

According to Thomas (2014) the retail industry has several indicators related to customer satisfaction, namely:

Price
Zeithaml (1988) describes the price as something that is sacrificed or spent to get a product. Price on specific store effect customer store's choice due to price are product attribute which for some people play big role as deciding factor [30]. Fair price important element to customer satisfaction. [31]

Product Assortment
Product assortment is an overall collection of products it sells, representing the scope and complexity of its product line and emphasizing its role in meeting consumer desires. Along with fulfilling current desires, assortment has the potential to shape customers' tastes and influences when and how they buy. [32].

Product Quality
Quality is seen as "a satisfactory consideration for the retail industry because quality improvement has a small positive effect on satisfaction, but a decrease in quality of the same size is much more likely to reduce satisfaction." [33]

Store Service
The attitude of store employees and the way they treat customers play an important role in customer satisfaction. Knowledgeable and courteous salespeople are a key factor in store satisfaction and protection. [28]

Therefore, the researchers concluded that customer satisfaction is a person's feeling of disappointment or pleasure resulting from comparing the performance of the perceived service or product (or results) with customer expectations both in terms of price, service, quality and product completeness.

D. Customer Trust

Trust can be defined as a party's trust in the integrity and reliability of the business partner. [34]. In addition, trust is described as the willingness to trust a person in a framework of exchange. [35]. Customer trust is a strong indicator of a company's level of service, which includes after-sales support and customer service. [36] And had meaningful impact on customer loyalty. [37]

In the retail, customer trust can be interpreted as the trust that consumers have in the store, its personnel, and its products to be reliable and able to reliably fulfill their promises.[13]. Customer trust refers to an emotional sense of trust regarding real fulfillment (retailers, staff, goods, etc.) and tangible expectations (policy, connectivity, consistency of partnerships, etc.), as well as the perception that relationships with companies will be consistent, reliable, and secure.[38].

According to [39] there are several customer trust dimension in the retail framework, namely:

➢ *Trust in Salesperson which refer to quality of relationships between customers and frontline employees combining highly influential professional and social dimensions which impact customer trust* [39], [40]

➢ *Trust in the Store*

A customer's perception of the store environment can lead to cognitive and emotional responses captured by the concept of customer trust. [39]. The store environment has a positive influence on store trust or other forms of trust, such as customer trust in salespeople [39]

➢ *Trust in store-branded products*

The quality of the manufacturer's brand carried by the retailer is an important extrinsic gesture that tends to positively affect customer perception. Product Assortment affects customer trust in stores. [39]

E. Perceived Value

According to Yoo & Park (2016) perceived value is a complex construction, which involves the benefits and sacrifices made by consumers whereas according to Zeithaml (1988), perceived value is defined as the consumer's perception of the benefits and benefits typical of 'purchasing a service or product compared to other alternatives. Perceived value reflects consumers' perceptions of the efficiency of products (and services) as well as the interrelationships with the cost of getting them, and is intended to have a beneficial effect on their satisfaction levels [42].

According to Kotler & Keller (2016), perceived value refers to the gap between a potential customer's assessment of total profits, offer costs and costs for perceived alternatives. Total consumer profit is the monetary value applied to the economic, physical, and psychological benefits that consumers expect from supply as a result of commodities, services, people, and images. Total consumer cost refers to the cost packages that consumers perceive incurred while assessing, receiving, using a particular business product, which can include money, time, resources, and psychological costs. Thus, the perceived value of the consumer is determined by the disparity between the profits received by the customer and the costs associated with various options. Marketers can increase the appeal of an offer with economic, functional, or emotional benefits and or by lowering one or more costs.

Based on the definition above, it can be drawn to the conclusion that perceived value is the value received by customers to a product based on the costs incurred to get it. Based on Sweeney & Soutar (2001) perceived value dimension are s*ocial value, value for money/cost, emotional value*, *performance value*.

F. Perceived Quality

Perceived quality is a consumer's evaluation of a brand's overall quality based on both inner and external factors.[44] Means based on customer judgment to produk characteristic. [27], [45].

Total quality is a measure of a customer's overall happiness with their shopping experience, as well as the amount to which their personal expectations are satisfied (adjustments) and the quality of items (and services) [42]. In line with the statement from Hult et al. (2019) Overall quality is a measure of the customer's assessment through the consumer's perceived experience of the quality of the company's services and products. Based on the above statement and understanding, it can be concluded that perceived quality is a consumer assessment of the quality of a brand's product compared to customer perception of a product. Dabholkar et al. (1996), Gopalan et al. (2015) and Kaul (2007) believe that retail sector has specific measurement called *Retail Service Quality Scale with* 5 dimension : *Reliability,* Physical aspect, *Problem Solving and Policy, Personal Interaction.*

G. Customer Expectation

Customer expectation are the measurement standards that customers determine on the quality of the products or services provided by the company.[8]. The relationship between a customer's previous expectations about a service or product and their understanding of the service or product output is known as customer expectation. [49] Considering what the customer expects from the service provider can determine a wide range of customer expectations. In addition, customer expectations are considered as customer desires or desires. [50].

Customer expectations are the desire that customers have about how they feel about what should be offered to customers compared to what customers have to offer today.[51], [52]. Awwad (2012) and Fornell et al. (1996) state that there 3 indicators to see customer expectation of a product:
• Overall expectation
• Expectation of customization
• Expectation of reliability

H. Research Model

The framework of ideas offered in a research model, as defined in Figure 1, is depicted in the image below. The results of this investigation are then poured into theories.
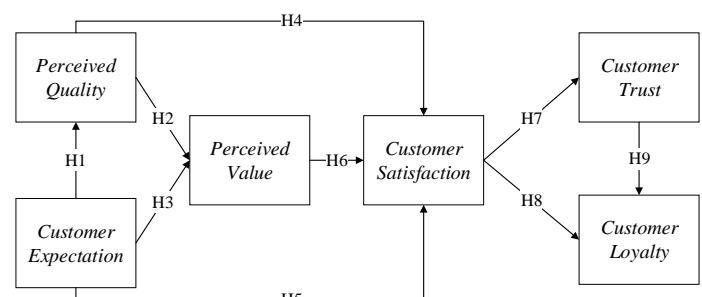

Fig. 2 Research Model

I. Hypothesis

The hypotheses proposed in this study are as follow:
• Customer expectation has a positive and significant effect on the perceived quality of consumers

- Perceived Quality has a positive and significant effect on the perceived quality of consumers
- Customer expectation has a positive and significant effect on the perceived value of consumers
- Customer expectation has a positive and significant effect on the perceived value of consumers
- Customer expectation has a positive and significant effect on the customer satisfaction of consumers
- Perceived value has a positive and significant effect on the customer satisfaction of consumers
- Customer satisfaction has a positive and significant effect on the customer trust of consumers
- Customer satisfaction has a positive and significant effect on the customer loyalty of consumers
- Customer trust has a positive and significant effect on the customer loyalty of consumers

III. METHODOLOGY

This study purpose was to use causality analysis to identify a causal link between the research variables based on the premise. In order to disseminate the information obtained, it distributes a survey to respondents in the form of a questionnaire. In this study, the researchers wanted to see how independent (exogenous) variables like perceived quality, customer expectation, customer satisfaction, perceived value, and customer trust influenced the dependent variable (endogenous) of customer loyalty towards sporting goods retail store customers in Jakarta.

The sampling technique use probability sampling by area sampling method which all area in Jakarta (5 city) been treat as the same. The researchers use questionnaire approaches to obtain data for this study via Google form. Population of this research are owner of loyalty member card that hasn't been purchase anything from Sporting Goods Retail Store in the last one year (Since March 2020) with estimated 48,685 customers. Sampling size were minimum 200 respondents, based on sampling size method 5 times of indicator being used. [54].

Due to the characteristics considered by the researchers to be suitable for theoretical development or theoretical development in this study, the data analysis technology based on variance-based structural equation model or Structural Equation Model (SEM) or Least Square Path Model (PLS-SEM) and SmartPLS3.2.9 Software are used was used in this study.

IV. RESULT AND DISCUSSIONS

A. Respondents Characteristic

Before conducting additional research, researchers identified demographic data of respondents that can be used as a source of knowledge. Following on characteristic from 251 respondents who area sporting goods retail customer in Jakarta, it can be described that most majority of customer were women (56,57%), location are separated between 5 location in Jakarta all relatively equal, aged between 21 – 35 years old (77,29%) and work as employee (70,92%). So it

could be defining that customer description are productive age, with knowledge in trend and technology, have healthy concios and healty lifestyle.

B. Outer Model Test Results

The analysis of the outer model test results describes the close correlation between each indicator and its latent variables. Average Variance Extracted (AVE), Convergent Validity, Cronbach Alpha, Discriminant Validity, and Composite Reliability are among the tests run. The PLS Algorithm is used to test these statistical values, as shown in the picture below. (Figure 2.)
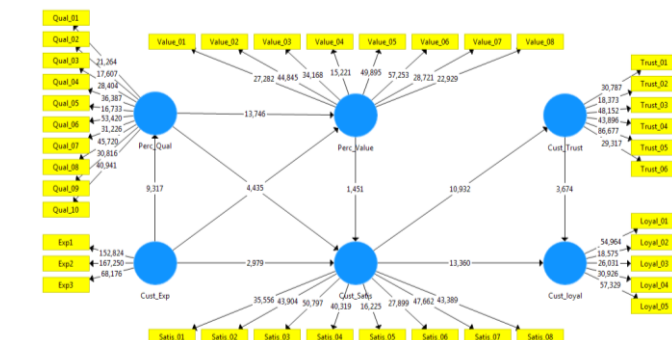

Fig. 3 Outer model test results

Variabel	Cronbach's Alpha ≥ 0,70	Reliability Composite	AVE ≥ 0,50
Customer Expectation	0,964	0,976	0,932
Customer Satisfaction	0,929	0,942	0,67
Customer Trust	0,917	0,936	0,709
Customer Loyalty	0,864	0,902	0,649
Perceived Quality	0,922	0,935	0,591
Perceived Value	0,925	0,939	0,659

Table 1. Reliability and validity test
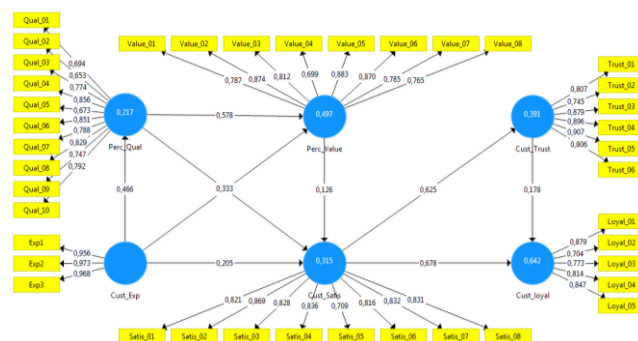
C. Inner Model Test Results

Fig. 4. Inner Model Test Results

The inner model is the structural model in the structural equation model, which connects the latent variables in the comprehensive research structure. When testing inner models, statistical results in the form of path coefficients are generated, which can be used to determine how much the potential variables in the research model affect each other. The results

of the bootstrapped inner research model are shown in Figure 3.

D. Hypothesis Test Results

Hipotesis	Original Sample (O)	T Statistics	P Values
Customer Expectation -> Perceived Quality	**0,466**	**9,317**	**0,00**
Perceived Quality -> Perceived Value	**0,578**	**13,746**	**0,00**
Customer Expectation -> Perceived Value	**0,215**	**3,943**	**0,00**
Perceived Quality -> Customer Satisfaction	**0,333**	**4,435**	**0,00**
Customer Expectation -> Customer Satisfaction	**0,205**	**2,979**	**0,00**
Perceived Value -> Customer Satisfaction	0,126	1,451	0,15
Customer Satisfaction -> Customer Trust	**0,625**	**10,932**	**0,00**
Customer Satisfaction -> Customer Loyal	**0,678**	**13,36**	**0,00**
Customer Trust -> Customer Loyal	**0,178**	**3,674**	**0,00**

Table 2

Variabel	R Square	Kekuatan
Perceived Quality	0,217	Moderat
Perceived Value	0,497	Moderat
Customer Satisfaction	0,315	Moderat
Customer Trust	0,391	Moderat
Customer Loyal	0,642	Moderat

Table 3

E. Discussion

➤ *The direct effect of the customer expectation on perceived quality*

According on the study's findings, it can be concluded that customer expectation variables have been shown to have a significant and positive impact on perceived quality. Tung (2013) states that expectations have a positive influence on perceived quality. Testing the influence of customer expectations on perceived quality is in line and in accordance with the existing theoretical point of view [56]. Similar to what was put forward by Awwad (2012) who stated that customer expectation is the biggest influence on perceived quality. Customers use their customer expectations to decide their expectations of the level of quality to be received and promised from others [57].

Based on the results of these tests, the increase in customer expectations received by customers will further increase perceived quality felt by customers. These results show that customer expectations of the quality expected when shopping on this store are confirmed when customers shop at this retail store. Overall service expectations, products, speed

felt in accordance with the expectations of customers. Customer expectations of product quality that is not easily damaged, high quality of service considering the segmentation of store is in the middle to upper so that customer expectations are higher..

➤ *The direct effect of Perceived Quality on the perceived quality of consumers*

According on the study's findings, it can be concluded that the perceived quality variables have a significant and positive influence on the perceived value. The dimensions of perceived quality have a significant influence and impact on perceived value for the customer [27]

Kuo et al. (2009) indicates that companies with appropriate and good quality, then perceived value felt by customers can be increased further so as to increase the overall satisfaction of customers. Konuk (2018) pointed out that the perceived value is a variable that has a significant and positive effect on the perceived value in line with the statement when perceived quality increases, then perceived value to the goal will increase by higher Aliman et al. (2014) and Mbango (2019) who assert that quality has a significant and positive influence on the value perceived by the customer. Research conducted by Tam (2004) states that perceived quality encourages customer perceived quality if the quality received exceeds customer expectations. The better service received, the higher perceived customer value.

Today, many companies focus on increasing perceived quality investment because it has a very significant impact on the increase in perceived value [59].

Based on the results of previous tests and research, the perception factor of quality that consumers expect is a very important aspect in relation to the perception of customer value. Perceived Quality factor is the majority factor causing perceived value felt by customers. This shows that the convenience of shopping and getting what customers need shows the quality produced by stores to customers. In addition, quality consistency is supported by the appropriate price to provide results in accordance with the costs incurred by customers. In addition, the majority of customers with millennial characteristics are more sensitive to quality in the midst of easy access to information to compare quality with the value obtained. The quality of service expected by customers should be able to create convenience shopping.

➤ *The direct effect of Customer expectation on the perceived value of consumers*

According on the study's findings, it can be concluded that, customer expectation variables have a significant and positive influence on perceived value. In line with Tung (2013) statement which states that expectations have a positive influence on perceived value felt by customers. The research results conducted by Aliman et al. (2014) stated that the results of his research confirmed and explained that the influence and relationship of expectations with perceived value is in line with the customer satisfaction index model theory. The higher the customer expectation felt by the customer, the higher perceived value expected by customers who can have an

impact on higher levels of satisfaction [21]. The results of tests and previous research prove that customer expectations of a value greatly influence customer decisions in dropping their choice of a brand. The expectation that customers will get benefits that match the costs incurred is confirmed by this store. All products, services and overall that customers offer and get in accordance with customer expectations, this is important because the majority of customers are in the millennial generation, where expectations can be obtained from customer knowledge of the service and value of goods to be consumed.

➢ *The direct effect of perceived value on the customer satisfaction of consumers*

According on the study's findings, it can be concluded that perceived quality variables have a significant and positive influence on customer satisfaction. The influence of perceived quality on customer sactifaction is positive from the point of view of theory [56] in line with that expressed by Aliman et al. (2014) which also states that perceived quality has a positive influence on satisfaction.

Previous research conducted by Yu et al. (2005) pointed out that perceived quality is a structure that has a positive and direct impact on overall customer satisfaction. When the perceived quality level increases, it also increases the satisfaction received by customers. Consumers can move to competitors if they offer better service value [62]. Along with the increasing perceived quality in the view of consumers, consumers will demand higher perceived quality in order to achieve customer satisfaction [62]

The results of testing and the results of previous research prove that perceived quality of customer satisfaction affects consumer decisions in responding to the results of purchases that have been and will be done. This indicates that the quality offered by this store brings satisfaction to customers. For upper middle customers who are the target market of retail sporting goods store, satisfaction with high-priced products is obtained from high product quality.

➢ *The direct effect of Customer expectation on the customer satisfaction of consumers*

According on the study's findings, it can be concluded that known that the customer satisfaction variable has a positive and significant influence on the perceived value in accordance with the research conducted by Tung (2013) who in his research stated that the expectations have a positive influence on customer satisfaction. Expectations have a positive influence on satisfaction [60]. Things are slightly different conveyed by Yu et al. (2005) who stated that customer expectations while having a positive influence on customer satisfaction, but not significant, thus the positive influence that customer expectations have on customer satisfaction is influenced indirectly by perceived quality. Thus, any increase in customer expectations will also increase perceived quality and also increase overall customer satisfaction.

Hence, it is very important to manage customer expectations to generate customer satisfaction [64]. According to [65], [66] customer expectations have a direct and positive relationship with their satisfaction. Based on this, it is important for the company to manage customer expectations to ensure customer satisfaction. The results of testing and the results of previous research prove that customer expectations felt by customers towards this store increase customer satisfaction felt in shopping at stores.This indicates that customer expectations are expected to bring satisfaction to customers because of all aspects of elements that are expected to be able and deliverable by stores, especially customer satisfaction with product quality and various choices. products at the store.

➢ *The direct effect of Perceived Value on the customer satisfaction of consumers*

According to the findings of study done in, perceived value variables have a positive but not significant influence on customer satisfaction. According to Tung (2013) perceived value has a positive influence on customer satisfaction. Perceived value affects customer satisfaction, in other words, the increasing perceived value felt by customers will have a positive impact on increasing customer satisfaction. Customer satisfaction and perceived value affect the intention of shopping back consumers [58]. The study indicate that the value that drives customer satisfaction in the majority of customers is based on the value provided by brands sold on this store where stores is a multibrand store and there are various brands in it so that the value that can be a perspective of brand value owned instead of store value so that it affects the satisfaction of the store.

➢ *The direct effect of Customer satisfaction on the customer trust of consumers*

According on the study's findings, it can be concluded that the variable customer satisfaction has a significant and positive influence on customer trust. In line with the statement from Biscaia et al. (2017) that having customer satisfaction causes the increase of customer image and trust in the company and customer trust is very essential in relation to customer loyalty. Mbango (2019) states that the result of customer satisfaction influence is customer trust. This research is important because the majority of previous research states that trust is the cause of customer satisfaction and not the result of customer satisfaction. Customer drops trust in a brand based on satisfaction with the service and products that have been purchased / owned.

In commercial transactions, customer satisfaction based on trust is essential and will support future transactions. [67]. In addition, brand trust and reputation are related to the level of consumer satisfaction among all income groups and meeting the basic need for consumer self-esteem. Atulkar (2020) Based on the results of previous tests and research, the higher the level of customer satisfaction with a product and service will increase consumer confidence in this store. This indicates that customer trust is greatly influenced by customer satisfaction received, the satisfaction felt by customers encourages customers to put their trust in, which is important

to address considering the competition of the business world, especially online and offline is very high.

> *The direct effect of Customer satisfaction on the customer loyalty of consumers*

Based on the results of the study, it can be concluded that the customer satisfaction variable has a significant and positive influence on customer loyalty. According to Biscaia et al. (2017), customer satisfaction is the main and largest contribution in relation to the cause of loyalty felt by consumers. Customer satisfaction positively influences customer loyalty on the surface by Tung (2013) in accordance with research conducted by Yu et al. (2005) who concluded that customer satisfaction positively and significantly affects customer loyalty. Chinomona & Sandada (2013) pointed out that customer satisfaction has a positive effect on customer loyalty, which is consistent with the statement of Islam et al. (2021) in his research, he pointed out that customer satisfaction has a positive effect on customer loyalty, and customer satisfaction has a positive effect on customer loyalty, because customer satisfaction is very sensitive related to subsequent purchase decisions [8]

In addition, the impact of satisfaction on loyalty is very significant Chang & Hung (2018) because customer satisfaction is one of the most important factors forming customer loyalty [71]. Customers who are satisfied to have a tendency will shop higher and will last longer in the business owned by the company. Based on the results of previous tests and research, the higher customer satisfaction with stores will increase consumer loyalty. Satisfaction has often been cited as the dominant factor causing customer loyalty, this is evidenced by customer satisfaction with the service, products and quality provided by stores in the midst of its many competitors, especially Online Shop in Indonesia.

> *The direct effect of Customer trust on the customer loyalty of consumers*

According on the study's findings, it can be concluded that the variable customer trust has a significant and positive influence on customer loyalty. Lund (2014) states that customer loyalty as the outcome of trust is one of the foundations of marketing literature. Trust is one of the trusts has a big impact both directly and indirectly on customer loyalty. Thus trust is a very important dimension to increase customer loyalty. Trust builds the foundation for a continuous process of building and maintaining meaningful relationships [73] Trust has become important in many business decisions involving uncertainty and dependence. For consumers to build trust with retailers, information must be disclosed by about the product. [74].

In addition, previous studies have shown that trust is a strong indicator of loyalty Phan & Ghantous (2013) in line with the statement Chinomona & Sandada (2013) stating that customer trust has a positive effect on customer loyalty in accordance with opinions Islam et al. (2021) Based on the results of previous tests and research, the higher customer trust owned will increase the level of consumer loyalty to stores. This research also indicates that customer trust in this stores is

caused because the brand sold is an original product amid the many counterfeit products on the market, especially goods with well-known brands, making trust in the products sold encourage customer loyalty. In addition, the trust gained by customers after feeling satisfied, will encourage customers to become opinion leaders and can recommend to others that will cause a social impact.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

Based on the results of the above analysis and discussion, it can be concluded as follows:

- Customer expectations proved to have a positive and significant influence on Perceived Quality. For customers, the quality improvement offered by this store is the customer's expectation of this sporting goods store.
- Perceived quality has a positive and significant influence on perceived value. Stores should strive to improve customers' perception of quality, because this dimension has a major impact on the perception of value and satisfaction, and thus has a major impact on buyers' decisions.
- Customer Expectation has a positive and significant influence on Perceived Value. This indicates that customer expectations of the value that will be received are very strong because customers believe in the strength of existing store brands.
- Perceived quality has a positive and significant influence on customer satisfaction. This indicates that customer satisfaction is obtained from the quality of goods offered by customers, both before and after shopping at this stores.
- Customer expectations have a positive and significant influence on customer satisfaction. This indicates that shopping on this store will bring satisfaction in shopping in accordance with customer expectations.
- Perceived value has a positive but insignificant influence on customer satisfaction. The higher perceived value felt by customers from the shopping experience on this store, it will not always increase consumer satisfaction on this store, because this store is a multi brand store, perceived value and customer satisfaction refers more to brands purchased by customers.
- Customer satisfaction has a positive and significant influence on customer trust. Satisfaction that customers get from previous shopping experiences brings confidence to customers to lean the next choice to the same place.
- Customer satisfaction has a positive and significant influence on customer loyalty and is the variable that has the greatest effect on customer loyalty in this study. This indicates that customer satisfaction when shopping on this customer gold's encourages customer loyalty to shop back on store.
- Customer trust has a positive and significant influence on customer loyalty. Customer trust in the store is very important, especially for well-known brands where many competitors sell non-original products.Suggestions

➤ *Theoretical Suggestion.*
　　Researchers propose suggestions to further researchers interested in discussing the implementation of the American Customer Satisfaction Index.
- Further research can reex test the relationship and influence between perceived value and customer satisfaction in the framework of industries other than retail in Indonesia.
- Further research also needs to analyze the customer satisfaction index in the framework of brand loyalty, because in the study it was found that customers are more focused on the brand sold compared to store brands strengthened by the results of this study where perceived value relationship to customer satisfaction has a positive but insignificant influence. 3) Further research can also conduct research on the American Customer Satisfaction Index framework in the context of online sales / omni channel because in the future the synergy between multichannel both online and offline will be more seamless.

- *Practical Suggestions*
　　Based on the study results, the researchers suggested to a retail store in the field of sports results equipment pay attention to the following:
- The Company must further improve the quality of the store brand itself so that it can be associated with quality. With more diversification of categories and brands owned, especially for well-known sports brand brands. In addition, store can improve perception of quality by focusing on improving people's quality of life by associating the store brand as a healty way to get healthy.
- Business people must increase direct interaction with their customers, with good marketing communication from various online platforms (Social Media) and offline (sports events) or collaboration with the wider sports community. Thus engagement can be increased and the identification of customer desires can be further in.
- Management should improve the quality of customer service by conducting periodic training to improve the quality of service and capacity and capabilities of staff who are in the store to provide a better customer experience.
- Store must start marketing its own in-house brand products because currently this store only sells products from other brands, and these products must be of high quality at relatively more affordable prices because this sporting goods has been known to provide products with high quality.
- Store should focus on customer satisfaction by offering more attractive and varied promotions to attract customers' desire to shop.
- Business people must start improving the quality of channels they have in order to reach customers who experience obstacles to visiting the store during the pandemic. Store should focus more on increasing awareness of online platforms owned and other sales methodologies to customers.

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