

INFLUENCE OF SERVICE QUALITY ON CUSTOMER ENGAGEMENT WITH CUSTOMER EMOTIONS AS AN INTERVENING VARIABLE IN AMAN CEPAT COMPANY

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Abstract: Aman Cepat is a family business that runs in the shipping service sector. Aman Cepat has problems in sales which have not reached the sales target. Moreover, Aman Cepat has customer complaints regarding its service quality dimensions (personnel, outcome, and social quality), and currently, competition in the expedition service sector is getting tougher. This research aims to test and analyze the influence of service quality dimensions towards customer emotions and the effect of customer emotions on customer engagement of Aman Cepat. The benefit of this research is that it is expected that the Aman Cepat Company can provide better quality in service. This research has novelty in the field of the industry being studied. The population of this research is the active B2B customer of the company, and the samples are 78 respondents, who were chosen using the saturated sampling method. This research uses the Partial Least Square Structural Equation Modelling. The results show those service quality dimensions have a significant influence on customer emotions, and the customer emotions variable also has a considerable influence on the customer engagement of Aman Cepat.

Keywords: personnel quality, outcome quality, social quality, customer emotions, customer engagement

1. INTRODUCTION

One of the business fields parts of the service industry is the transportation service company. The data from Validnews. Co (2019) shows that the average growth of cargo usage increases by 4.1% each year in the 2014–2018 period.

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This increase in expedition service usage creates the need for the companies in this sector to observe, maintain, and keep increasing their service quality.

Service quality is one factor that is crucial to the continuity of a company (Rachmat and Juhandi, 2020; Puspitawati and Yuliawan, 2018). Every company needs to observe, maintain, and keep increasing the service quality provided to its consumer, whether it is a goods-selling or service-selling company (Vincencia and Christiani, 2021). The effort to improve the service quality can be made by paying attention to customer feedback and applying improvements to keep providing a better service quality for its services. The service quality that a service company provides undoubtedly needs to be maintained (Rohaeni and Marwa, 2018).

Aman Cepat Company is a company that runs in the overland shipping service sector. Its business course has several problems, such as complaints from its consumers regarding service quality (personnel quality, outcome quality, and social quality). These complaints from the consumers of Aman Cepat shows that there is consumer dissatisfaction with the service quality that the company provides.

Customer emotions are essential for Aman Cepat Company because they will impact customer engagement. Alsaggaf and Altonayan (2018) argue that there is an emotional influence on consumer attitudes or behavior. Consumer behavior here is behavior towards a company, which can be seen through purchases due to a motivational drive or commonly referred to as customer engagement.

Arguello *et al.* (2019) reveal that service quality (personnel quality, outcome quality, and social quality) plays a role in influencing customer emotions generated along the servicing process. These emotions will be a deciding factor in the non-transactional primary relational variable, which is customer engagement..

Aman Cepat Company has been in the shipping service sector for quite a long time, so this research is needed to shape customer emotions and influence Aman Cepat consumers' engagement. Therefore, the purpose of this research is to test and analyze the influence of service quality dimensions (personnel quality, outcome quality, and social quality) towards customer emotions and the effect of customer emotions on customer engagement of Aman Cepat. This research is

divided into five stages including introduction, literature review, research methods, discussion, and conclusion.

2. LITERATURE REVIEW

2.1 Service Quality

Service quality is defined as a product or service that is used to respond to the customers' needs so that satisfaction can be provided to the consumer (Rachmawati, 2020; Juran and Defeo, 2010:69; Ratnasari and Sasongko, 2018). According to Ramya *et al.* (2019), service quality is the capability of the service provider to satisfy consumers efficiently to increase the business performance. Wijayanti (2018) states that service quality is influenced by two factors, which are performance and expected service. Based on research by Arguello *et al.* (2019) and Monferrer *et al.* (2019), there are four dimensions of service quality: outcome, servicescape, personnel qualities, and social qualities.

2.2 Personnel Quality

Personnel quality is related to the competencies and abilities that the employee brings to their job. (Monferrer *et al.*, 2019). According to Arguello *et al.* (2019), personnel quality refers to each employee's contribution in doing their work. Arguello *et al.* (2019) state four indicators of personnel quality: condition of images, technical condition, condition of confidence, and conditions of empathy.

Arguello *et al.* (2019) have proven that personnel quality influences customer emotions significantly. Their research shows that personnel quality is one of the essential variables that is intangible in influencing customer emotions that are considered in service quality. Farooq *et al.* (2019) also prove that personnel significantly influences customer emotions. This can be shown by the attitude and behavior that is displayed by the company's employees to the consumer so that it can be understood that personnel quality is one of the factors that significantly influences customer emotions.

H_1 = Personnel quality has an effect on customer emotions

2.3 Outcome Quality

Foroughi et al. (2019) state that outcome quality refers to the customer's perception of whether the service they received fulfills their expectations. Outcome quality refers to the effectiveness of the service provider to its customer (Monferrer et al. as cited in Arguello et al., 2019) as mentioned in Arguello et al. (2019), state that there are four indicators of outcome service: service conditions, product conditions, price conditions, and access conditions.

Arguello et al. (2019) prove in their research that customer emotions are significantly influenced by outcome quality. The study states that customer emotions are influenced by the outcome quality variable, which is an important variable that is intangible. The research done by Foroughi et al. (2019) also proves that outcome quality significantly influences customer emotions, so it can be understood that outcome quality significantly influences customer emotions.

H_2 = Outcome quality has an effect on customer emotions

2.4 Social Quality

Maignan and Ferrel, as cited in Arguello et al. (2019), state that social quality refers to social responsibilities that occur in providing a service to the consumer. Ha et al., as cited in Arguello et al. (2019), also state that social quality focuses on the company's consumers that are fulfilled in relational services provided by the company to provide the effect to the consumer. According to Carroll and Garcia et al., as cited in Arguello et al. (2020), there are four social quality indicators: economic responsibilities, legal responsibilities, ethical responsibilities, and philanthropic responsibilities.

Social quality significantly influences customer emotions. This is in line with the research done by Arguello et al. (2019). Their study shows that the social quality variable significantly influences customer emotions. The social quality variable is one of the important dimensions in deciding on the consumer's positive emotion during the servicing. It is explained that social quality impacts customer emotions, as can be seen from the consumers' action that appreciates the company according to social activity and not only for the needs of the company's consumers themselves but also for the people around the company.

Chang did the research, and Yeh (2017) also proves that social quality has a positive influence on customer emotions to a company.

H_3 = Social quality has an effect on customer emotions

2.5 Customer Emotions

Emotional well-being focuses on sensory pleasure and happiness that affect the quality of life (Diener as cited in Huang and Lin, 2020). As mentioned in Ladhari et al. (2017), defines emotions as a mental state that appears as a consequence of a cognitive assessment or a thought. Alsaggaf and Althonavan (2018) opine that there is an emotional influence on behavior. Situmorang (2019) states that there are three indicators of customer emotions, which are pleasure, arousal, and dominance.

The research done by Arguello et al. (2019) shows that customer emotions significantly influence customer engagement. The study done by Moliner-Tena et al. (2018) states that the accumulation of the service experience results in customer emotions toward a brand or a company and creates consumer engagement. Positive customer emotions can be translated into consumer behavior to strengthen customer engagement (Moliner et al., 2018). So, it can be understood that customer emotions can significantly influence consumer engagement.

H_4 = Customer emotions has an effect on customer engagement

2.6 Customer Engagement

Customer engagement is a key that can help increase consumer behavior understanding (The Marketing Science Institute as cited in Moliner-Tena et al., 2018). Meanwhile, according to Van Doorn et al., as mentioned in Miranda (2020), customer engagement is defined as a form of consumer behavior on a company that can be seen from a purchase done because of a motivational push. Moliner et al. (2017) state that customer engagement is a connection related to the emotions between a consumer and a brand due to an experience from that consumer. According to Brodie, as cited in Limandoro and Dharmayanti (2017), there are three aspects of customer engagement: cognitive, emotional, and behavioral.

According to Arguello et al. (2019), consumers who already have an emotional engagement with a company will want to support the company. The

support can be given by recommending the company to their colleagues. Aman Cepat Company will surely want to have customers loyal to the company and provide their consent.

H_5 = Personnel quality, outcome quality, and social quality has an effect on customer engagement towards customer emotions

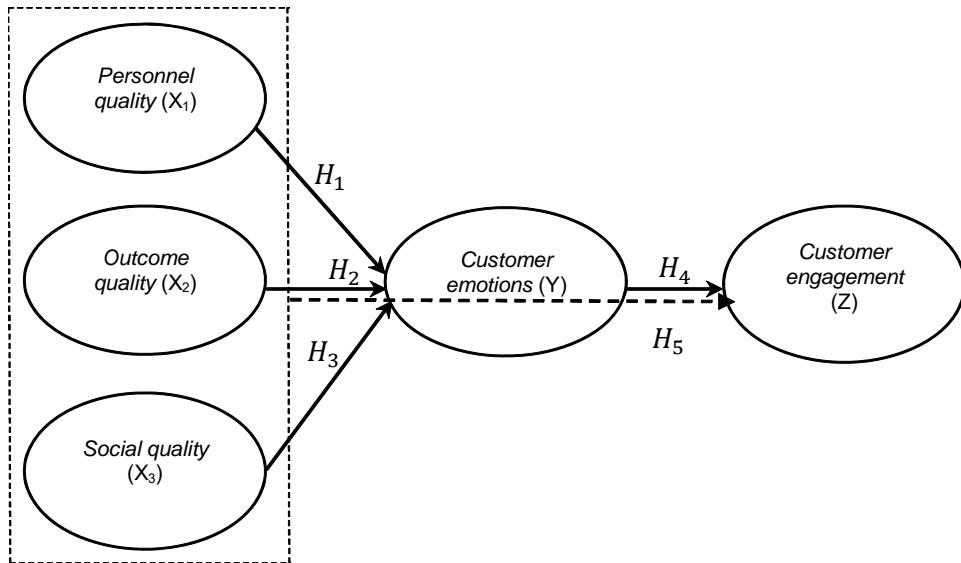


Fig. 1 Research Model

3. RESEARCH METHODS

3.1 Methods

In this study, the researchers use quantitative methods. The researchers use two sources of data that come from primary data and secondary data. The primary data was taken by the researchers using the research questionnaires that are distributed to Aman Cepat Company's consumer through Google Form. Meanwhile, the researchers obtained the secondary data from book references and journals as a reference in writing this research.

The measurement tool used in this research is questionnaires. In this research, the researchers use the Structural Equation Modelling (SEM) statistical analysis model based on variants. The tool of analysis used in this research is Partial Least Square (PLS). The population of this study is the whole B2B

(Business to Business) active consumers of Aman Cepat Company, amounting to 78 participants. Meanwhile, in deciding the number of samples of this research, the researchers used the data saturation method, so that the sample of this research is the whole population, which are the 78 B2B consumers.

The obtained data had to be tested using the instrument validity and reliability test. A validity test is used to measure the appropriateness level of a measuring instrument. This validity test uses the *Pearson correlation* method with a significance value less than 0.05 indicates that the measuring instrument is valid (Aminoto and Agustina, 2020:40). A reliability test is used to measure whether the measuring instrument that is used is consistent. This reliability test uses the *alpha Cronbach* method with a value above 0.6 indicates that the measuring instrument is reliable (Duli, 2019:108).

Next, these data are processed with the SEM-PLS to test the *outer model* and *inner model*. The *outer model* is needed to test the convergent validity (factor loading, AVE, and communality), discriminant validity (cross loading), and reliability (*Cronbach's Alpha* and *composite reliability* value), while the *inner model* is needed to measure the R-Square, Q-Square, path coefficient value, and mediation effect testing. The construct is declared valid if the factor loading value is greater than 0.7, the AVE and communality value are greater than 0.5, and the cross-loading value is greater than 0.7. The measuring instrument is declared reliable if the *Cronbach's Alpha* value is greater than 0.6, and the *composite reliability* value is greater than 0.7. On the *inner model* part these criteria must to be followed: the closer the R^2 value to 1, the closer the relationship between each variable is. The model will have a *predictive relevance* if the $Q\ Square > 0$, the *path coefficient* value is shown with the T-statistic value that can be declared significant if it is greater than 1.96, and the testing on mediation effect can be seen in *Total Effect* to see the effect of the total prediction that will declare the mediation variable as impactful if the T-statistic value is greater than 1.96.

The whole statement from the personnel quality, outcome quality, social quality, customer emotions, and customer engagement variables have the significance value of 0.000. This shows that its significance value is less than 0.05, so that the whole statement from the personnel quality, outcome quality, social quality, customer emotions, and customer engagement variables are declared as

valid. While for the *Cronbach's Alpha* value of each variable are greater than 0.6. This shows that the whole statement from the personnel quality, outcome quality, social quality, customer emotions, and customer engagement variables are declared as valid.

3.2 Results

Tabel 1 Characteristics the Respondent's Company

Company Industry	Total
Manufacture	11,5%
Retail	65,4%
Distributor	19,2%
Food and Beverage	1,3%
Shipping	2,6%

Table 1 shows that most of the industrial sectors of the respondent companies are retail companies, namely 51 respondents (65.4%). 15 respondents (19.2%) are distributor companies, 9 respondents (11.5%) are manufacturing companies, 2 respondents (2.6%) are shipping companies, and 1 respondent (1.3%) is from the food and beverage sector.

Table 2 Loading Factor

Personnel Quality (X ₁)	Outcome Quality (X ₂)	Social Quality (X ₃)	Customer Emotions (Y)	Customer Engagement (Z)	Note
X _{1,1}	0,973				Valid
X _{1,2}	0,979				Valid
X _{1,3}	0,835				Valid
X _{1,4}	0,980				Valid
X _{2,1}	0,863				Valid
X _{2,2}	0,924				Valid
X _{2,3}	0,962				Valid
X _{2,4}	0,806				Valid
X _{3,1}		0,812			Valid
X _{3,2}		0,918			Valid
X _{3,3}		0,841			Valid
Y ₁			0,937		Valid
Y ₂			0,730		Valid
Z ₁				0,865	Valid
Z ₂				0,748	Valid
Z ₃				0,861	Valid

As can be seen from Table 2, the factor loading value of each indicator of personnel quality, outcome quality, social quality, customer emotions, and customer engagement variables are greater than 0.7. This shows that the whole indicators are declared as valid.

Table 3 AVE Table

	Average Variance Extracted (AVE)	Note
Personnel Quality (X ₁)	0,706	Valid
Outcome Quality (X ₂)	0,683	Valid
Social Quality (X ₃)	0,794	Valid
Customer Emotions (Y)	0,890	Valid
Customer Engagement (Z)	0,736	Valid

In Table 3 it can be seen that the Average Variance Extracted (AVE) value of each variable is greater than 0.5. This indicates that the whole variables are declared as valid.

Table 4 Communality Table

	Communality	Note
Personnel Quality (X ₁)	0,706	Valid
Outcome Quality (X ₂)	0,683	Valid
Social Quality (X ₃)	0,794	Valid
Customer Emotions (Y)	0,890	Valid
Customer Engagement (Z)	0,736	Valid

In Table 4 it can be seen that the *communality* value of each variable is greater than 0.5. This indicates that the whole variables are declared as valid.

Table 5 Cross Loading Table

	Personnel Quality (X ₁)	Outcome Quality (X ₂)	Social Quality (X ₃)	Customer Emotions (Y)	Customer Engagement (Z)	Note
X _{1.1}	0,973	0,943	0,906	0,911	0,934	Valid
X _{1.2}	0,979	0,954	0,920	0,935	0,939	Valid
X _{1.3}	0,835	0,704	0,640	0,680	0,686	Valid
X _{1.4}	0,980	0,920	0,881	0,882	0,934	Valid

X _{2,1}	0,785	0,863	0,716	0,719	0,768	Valid
X _{2,2}	0,864	0,924	0,787	0,860	0,813	Valid
X _{2,3}	0,974	0,962	0,887	0,907	0,920	Valid
X _{2,4}	0,701	0,806	0,696	0,675	0,687	Valid
X _{3,1}	0,556	0,462	0,812	0,643	0,626	Valid
X _{3,2}	0,789	0,797	0,918	0,862	0,769	Valid
X _{3,3}	0,920	0,923	0,841	0,833	0,902	Valid
Y ₁	0,934	0,926	0,943	0,937	0,951	Valid
Y ₂	0,508	0,481	0,511	0,730	0,459	Valid
Z ₁	0,795	0,820	0,776	0,801	0,865	Valid
Z ₂	0,646	0,659	0,557	0,570	0,748	Valid
Z ₃	0,852	0,745	0,862	0,834	0,861	Valid

As seen from Table 5 the *cross-loading* value of each indicator of personnel quality, outcome quality, social quality, customer emotions, and customer engagement variables is greater than 0.7. This indicates that the whole indicators are declared as valid.

Table 6 Cronbach's Alpha dan Composite Reliability Table

	Cronbach's Alpha	Composite Reliability	Note
Personnel Quality (X ₁)	0,958	0,970	Reliable
Outcome Quality (X ₂)	0,912	0,939	Reliable
Social Quality (X ₃)	0,821	0,893	Reliable
Customer Emotions (Y)	0,617	0,825	Reliable
Customer Engagement (Z)	0,770	0,865	Reliable

In Table 6, it can be seen that the *Cronbach's Alpha* value of each variable is greater than 0.6. The *Composite Reliability* value from each variable is greater than 0.7. This indicates that the whole variables are declared as reliable.

Table 7 The Value of R² and Q²

Construct	R ²	Q ²
Customer Emotions (Y)	0,888	0,97
Customer Engagement (Z)	0,819	9

In Table 7 it can be seen that the result of the R² value of customer emotions amounts to 0.888 or 88.8%. While the R² value of customer engagement

amounts to 0.819 or 81.9%. This indicates that the relationship between the customer emotions variable and customer engagement variable can be considered as good. While the Q *Square* value amounts to 0.979728 (Q *Square* > 0). This indicates that the model in this research has a *predictive relevance*.

Table 8 Path Coefficient

		Direct	t-statistics	Decision
H_1 : Personnel quality significantly influences customer emotions of Aman Cepat Company.	Personnel quality → customer emotions	0,267	2,449	Positive and Significant
H_2 : Outcome quality significantly influences customer emotions of Aman Cepat Company.	Outcome quality → customer emotions	0,216	2,066	Positive and Significant
H_3 : Social quality significantly influences customer emotions of Aman Cepat Company.	Social quality → customer emotions	0,491	5,968	Positive and Significant
H_4 : Customer emotions significantly influences customer engagement of Aman Cepat Company.	Customer emotions → customer engagement	0,905	79,190	Positive and Significant

In Table 8 it can be seen that the *T-Statistics* value of personnel quality, outcome quality, and social quality on customer emotions are greater than 1.96. This indicates that personnel quality, outcome quality, and social quality have a positive and significant influence on customer emotions of Aman Cepat Company. Based on Table 3 it can also be seen that *T-Statistics* value between customer emotions and customer engagement is also greater than 1.96. This indicates that customer emotions have a positive and significant influence on customer engagement of Aman Cepat Company.

In Table 9 it can be seen that the *T-Statistics* value of personnel quality, outcome quality, and social quality on customer engagement through customer emotions is greater than 1.96. This indicates that personnel quality, outcome quality, and social quality have a significant influence on customer engagement through customer emotions of Aman Cepat Company.

Table 9 Mediation Effect Testing

		Direct	t-statistics	Decision
H ₅ : Personnel quality, outcome quality, and social quality have a significant influence on customer engagement through customer emotions of Aman Cepat Company	Personnel quality → customer emotions → customer engagement	0,242	2,422	Positive and Significant
	Outcome quality → customer emotions → customer engagement	0,195	2,070	Positive and Significant
	Social quality → customer emotions → customer engagement	0,445	5,945	Positive and Significant

4. DISCUSSION

The result from the data analysis that has been done shows that personnel quality, outcome quality, and social quality variables have a positive and significant influence on customer emotions variable. The data analysis also revealed that the variables of personnel quality, outcome quality, and social quality have a positive and significant influence on customer engagement through the customer emotions variable as a mediating variable. This indicates that personnel quality, outcome quality, and social quality also have a big influence on customer emotions of Aman Cepat Company. Moreover, personnel quality, outcome quality, and social quality also greatly influence customer engagement through customer emotions of Aman Cepat Company. Therefore, Aman Cepat Company needs to observe the indicators of each existing variable to increase the customer emotions that will later on influence customer engagement.

Farooq et al. (2018) reveal that personnel quality is an important matter that needs to be observed and applied by companies to build an emotional relationship with the customer. Consumers will tend to decide to use Aman Cepat Company's service again by the servicing experience that the company's employees provide.

In improving and increasing the personnel quality of Aman Cepat company, it can plan on making a uniform for its employees and gives training on grooming standards and also do refreshment training, increase the employees'

empathy to the company's consumers by providing additional rewards for the employee that has a high empathy value based on consumer rating. These things may be done to satisfy the consumers and give better responses to Aman Cepat Company.

Foroughi et al. (2019) state that outcome quality is indicated by the coherence between consumer's perception of the servicing experience by the company that is suitable with the consumer's expectation. These things will be accumulated by the customer and cause emotions such as happiness and satisfaction. Arguello et al. (2019) reveal that outcome quality also affects consumers emotionally and relational.

Consumers will tend to decide to use Aman Cepat Company's service again according to the servicing experience that has been provided based on the obtained result.

Aman Cepat Company needs to improve and increase matters related to outcome quality such as following up with the consumers to make sure that their goods have reached their intended destinations and conducting regular surveys regarding the company's service, which are then evaluated for the company's improvement. Aman Cepat Company also needs to improve the ease of transaction by increasing the number of payment options. Aman Cepat Company needs to maintain and improve its accuracy to minimize errors such as pricing; furthermore, it can also make a fixed price list and increase the response and the human resources that serve the consumers. These things can be done so that the consumers will be more satisfied and give better emotion to Aman Cepat Company.

The study was done by Arguello et al. (2019), and Chang and Yeh (2017) reveal that social quality variables significantly influence customer emotions. In their research, Arguello et al. (2019) state that consumers will appreciate the company that applies social values to its every action to benefit the consumers and the people surrounding the company more. With the application of these values, it is hoped that this can develop an emotional bond between the consumer and the company.

Aman Cepat Company needs to improve and increase matters related to social quality such as behaving honestly to the consumers for every real condition

that happens on the field by giving a more practical and real time (web-based service) information update, fulfilling its responsibilities with better management on every delivery and applying a reward and punishment system on its employees so that the employees are more motivated in finishing their job punctually and conducting regular surveys to the consumers regarding the services or facilities that are needed by the consumers, with the results considered by Aman Cepat Company to be done. These things can be done to create a unique emotional bond with the consumers, such as satisfaction with Aman Cepat Company's service.

The result from the data analysis that has been done indicates that the customer emotions variable has a significant influence on the customer engagement variable. This result is in line with studies done by Arguello et al. (2019) and Moliner-Tena et al. (2018). Customer emotions will take part when consumers start to give their opinions about the service that has been used in deciding to use the company's service again (Moliner-Tena et al., 2018). This will surely influence the closeness between the consumer and the company to develop a bond.

The service quality of the company influences customer emotions of Aman Cepat Company. As such, every emotion from the consumer comes from every service quality that Aman Cepat Company provides. Moreover, right now, Aman Cepat Company knows the result of the customer emotions based on several opinions directly given by the consumers when the company confirmed that their order had reached their destination. From that result, Aman Cepat Company knows that its service can make the consumers feel comfortable, happy, and satisfied when using its service. Next, Aman Cepat Company needs to observe and increase the service effectiveness that is given on the frontline to the after sales service by doing CRM (Customer Retention Management) such as following up with the consumer companies that have worked with Aman Cepat Company for a long time by giving special prices, sending good wishes during important celebrations, and improving the company's system from a traditional one to a modern one. These things can be done to create and increase engagement between Aman Cepat Company and the consumers' company.

Personnel quality, outcome quality, and social quality significantly influence customer engagement through customer emotions on Aman Cepat Company.

Therefore, Aman Cepat Company needs to observe the indicators of personnel quality, outcome quality, and social quality to increase customer emotions. If the customer emotions increase, the customer engagement will increase as well. Arguello et al. (2019) opine that consumers will develop an emotional feeling after experiencing a service that the company provides. Customer emotions will play a role when consumers start giving their opinions on the service that has been used in deciding to use the company's service again. These things will surely influence the closeness of the consumers with the company so that a bond will be developed.

The researchers suggest that Aman Cepat Company needs to improve and increase its service quality, which is about personnel quality, outcome quality, and social quality. Aman Cepat company can educate the employees on the most essential grooming standard and conduct refreshment training to understand the existing service better and give a better service. It can apply a reward and punishment system for its employees to motivate them to give better empathy to the consumers and finish their job punctually. It can also keep following up with consumers to make sure that their goods have reached their destination and use fintech such as OVO and Gopay as a transaction method. Moreover, it also needs to have a fixed price list when giving offers to customers so that a convenience and trust are created during the transaction.

Furthermore, it needs to observe and maintain their honesty better to the consumer, which can be assisted by making a website. It is also important for Aman Cepat Company to conduct surveys on its consumers regarding the company's service to date and the things still needed by the consumers. These things will surely need to be done so it can increase the consumer's satisfaction emotionally, which will influence the customer engagement in a better way with Aman Cepat Company.

5. CONCLUSION

Based on the data analysis, the obtained result states that personnel quality, outcome quality, and social quality variables have a positive and significant influence on customer emotions of Aman Cepat Company. The variable of customer emotions also has a positive and significant influence on customer

engagement of Aman Cepat Company. Moreover, the analysis result also indicates that personnel quality, outcome quality, and social quality variables have a positive and significant influence on customer engagement through the customer emotions of Aman Cepat Company variable.

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