

## **Service Quality and Customer Satisfaction in J&T Express: A SERVQUAL-Based Study**

**Saleha Adiba<sup>1\*</sup>, Husna Leila Yusran<sup>2</sup>, Alvina Hasanah Rachmadanty<sup>3</sup>, Nurkis Dianti<sup>4</sup>, Aliyah Bilkis<sup>5</sup>, Ulfah Nurzakiyyah<sup>6</sup>, Danang Islami<sup>7</sup>**

*1,2,3,4,5,6,7 Fakultas Ekonomi dan Bisnis, Universitas Trisakti*

### **Abstract**

Service quality, as a determinant of customer satisfaction, will be investigated in this research, focusing on J&T Express, with a SERVQUAL perspective. SERVQUAL methodology focuses its analysis on five service dimensions: tangibles, reliability, responsiveness, assurance, and empathy. This study was inspired by the increasing rivalry within the express industry, illustrated by the sudden increase in customer complaints that appear on social platforms, implying that there might be a difference between customer expectations and their perceptions of J&T's service. Quantitative, cross-sectional design was implemented, with a structured questionnaire administered on a five-point Likert scale. Of the collected data from 130 participants, only 127 were valid. Items were found valid, reliable, and were in a normal distribution. Results show that service quality significantly correlates with customer satisfaction, with a positive correlation ( $r=0.665$ ) with satisfaction explaining only 44.2% of the variation. Of the five service dimensions, reliability was identified as the most effective dimension, with responsiveness, empathy, and accuracy of COD services identified as dimensions that require improvement. In essence, this study's outcome provides that improvements in responsiveness, employee empathy, as well as consistent operational procedure, would yield improvements within customer satisfaction at J&T Express.

**Keywords:** *Service Quality; Customer Satisfaction; SERVQUAL; J&T Express; Courier Services*

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✉ Corresponding author :

Email Address : Husna.leila@trisakti.ac.id

## **INTRODUCTION**

The popularity of e-commerce in Indonesia has led to the competition of shipping especially in delivery packages in domestic, even international shipping. According to Sari & Santoso (2025), shipping service is a type of public service whose costs are borne by the provider and enable safe intercity shipping of goods. One of the most popular shipping companies in this era is PT Global Jet Express or as known as J&T Express that was established in 2015 (Wahyuni et al., 2025). According to (Nur, 2020), J&T Express' courier services include land, sea, and air. In the following years, it expanded rapidly in Southeast Asia. For example, it expanded to Vietnam, the Philippines, Thailand, Singapore, Cambodia, and Malaysia (Sin et al., 2022). According to Wahyuni et al (2025), in 2022 record for the shipping of the package is 2.5 million packages per day, with a total percentage of 40% average. This means that J&T has become popular in logistics companies compared to any other logistics company. However, along with increasing consumer expectations and high competition, service quality has become an increasingly crucial aspect in determining customer satisfaction. Customers not only judge by how quickly the goods arrive at their destination, but also from various aspects of the service such as accuracy of information, ease of delivery process (Sari & Santoso, 2025).

Customer satisfaction is a feeling of pleasure or disappointment that arises after comparing the performance (results) of a product that is thought to the performance (results) that are expected (Sari & Santoso, 2025). According to Singh et al (2023), customer satisfaction is perception of the customer's expectations being met as a consequence of the goods or services received. It measures the level of contentment or happiness a customer experiences after interacting with a business. Satisfied customers feel that their needs and desires have been met or exceeded, and they perceive value in the products or services received. Customers typically lack knowledge of the technical details of a service, making their impressions of the service's quality mostly dependent on the service's usability

This research aims to test customer satisfaction with J&T Express using the SERVQUAL model, which is a widely known methodology for testing perceptions of service quality in terms of five different attributes, namely real evidence, reliability, responsiveness, assurance and empathy (Sakir, 2024). Although the SERVQUAL methodology has long been applied in various sectors to examine perceptions of service quality, only a few previous studies using this methodology have explored Indonesian courier services in depth. A common phenomenon in previous research is examining the logistics sector, which does not isolate customer perceptions of specific organizations running courier services, making it difficult to identify areas of improvement for organizations based in Indonesia such as J&T Express.

The issue explored in this research fills an area of gap between customer expectations and perceptual measures of J&T Express in terms of service performance. There are four elements of this issue of problem formulation. First, the origin of this problem is related to customer complaints voiced by increasing numbers of customers, as well as elements of dissatisfaction expressed by customers in cyber environments, which point to the importance of examining service quality in more detail for a deeper analysis of this issue's impact, implications, and meaning in real-world environments for J&T Express as an industry player supplying logistics services to customers in Indonesia as customers of this logistics organization in Indonesia as a significant market for this industry in this country in Southeast Asia, which is a region of more than several countries, including Indonesia in this context because of this industry's influence, meaning, as well as common interest of this industry's customers in Indonesia in this issue of examining service quality in more detail for more accurate results of this study in Indonesia as a significant market for this industry in this Southeast Asian nation because of this industry's meaning, implication, influence, as well as in relation to customers of this industry in Indonesia as customers in this context because of customers' common interest in this industry in Indonesia because of this issue's meaning, implication, influence, as well as in relation to this industry's meaning, implication, influence in this context because of this industry's meaning, implication, and influence.

This study, using an empirical methodology, provides a theoretical contribution to the existing literature on service quality in addition to offering significant implications for improving customer experience in last-mile delivery services. It is hoped that the results of this research can help logistics practitioners, policy makers and academics understand the factors that influence customer satisfaction in the Indonesian courier industry which continues to change dynamically.

## LITERATURE REVIEW

### Service Quality

In order to understand the concept of service quality, it's imperative that the five dimensions are recognized: reliability, responsiveness, assurance, empathy, and tangibles. These dimensions are used as a method to grasp the concept of a service gap. To put it simply, according to (Fitzsimmons & Fitzsimmons, 2014) service gap occurs when there is a difference between a customer's expectations of a service and the perceptions of the service that is delivered. As a way to measure how these services are being perceived by customers, researchers and businesses use a survey instrument called SERVQUAL to understand the customer's experience by comparing the expectations before actually receiving the service to when the service is done being delivered to the customers. Usually, the time

between expectation and perception happens during the service delivery process or “the moment or truth”, this interval is significant for deciding whether a customer is satisfied or dissatisfied with the service provided, hence this analysis concludes the level of customer satisfaction.

### **Service Failure**

Service failure refers to a condition in which the quality or performance of a service does not align with what customers expect, creating a gap between their anticipated experience and the reality they encounter. When this discrepancy becomes significant, customers perceive the service as falling short, which in turn generates feelings of dissatisfaction. In essence, service failure emerges whenever the organization is unable to deliver the level of performance that customers believe they should receive, resulting in negative evaluations of the service encounter (Hermawan & Yusran, 2013). When such a failure takes place, it can disrupt the implicit trust between the customer and the provider, prompting the customer to respond or take action at different points throughout the service breakdown (Akarsu et al., 2022). Service failure is difficult to avoid because services are intangible, produced and consumed simultaneously, and highly dependent on the interaction between customers and service providers. Such failures may arise due to mistakes made by the service provider or by customers during the service process (Fitzsimmons & Fitzsimmons, 2014) .

### **Service Recovery**

Service recovery is an effort by service companies to correct service failures in order to restore customer satisfaction and trust. Research by Adi Yudi and Endang Ruswanti (2021) shows that effective recovery, carried out fairly and quickly, can rebuild the relationship between customers and the company while positively influencing customer satisfaction and loyalty, even acting as a mediator between service failure and these outcomes. This ideology is furthermore illustrated in the virtual realm by Rakhmawati et al. (2024), where the study focuses on the importance of electronic service recovery in terms of its effect on the satisfaction and intention to purchase of the complainant consumers in the online platform environment. Moreover, the results of the study conducted by Aninditha (2022) draw attention to the importance of trust, empathy, and reciprocity in improving the aspect of the service recovery process and thus restoring the trust of consumers through proper and genuine communications in the context of the consumer relationship management process in a courier company.

## **METHOD**

### **Research Design**

The current study employs a quantitative and explanatory design to investigate its question because the model will focus on how the quality of services influences the satisfaction of the clientele of J&T Express based on the SERVQUAL model developed by Zeithaml et al in 1988. Quantitative research is appropriate for this investigation because SERVQUAL proposes levels of measurable gaps between consumer expectations and perceptions with regard to service, permitting researchers to test hypotheses concerning relationships between service dimensions and consumer satisfaction (Zeithaml et al., 1996). According to Hermawan & Yusran ( 2017), quantitative research often uses survey-based data collection and statistical analysis to objectively examine variables under controlled conceptual conditions, and one of the most commonly applied designs is cross-sectional research where data are gathered at one point in time to capture respondents’ current perceptions. Cross-sectional research will be adopted to guarantee new perceptions by participants on their respective delivery experiences.

These customers are individual consumers who have used J&T Express within the past six months. The analysis includes tangibles, reliability, responsiveness, assurance, and empathy as dimensions associated with customer satisfaction in logistics. Prior research shows that logistics service quality components such as timeliness, order condition, order accuracy, and discrepancy handling significantly influence satisfaction in e-commerce logistics services (Akil, 2022).

### **Sampling**

This research seeks to concentrate on J&T Express customers in Jakarta, which is identified to be a major e-commerce hub with large courier flow. It is an appropriate environment, given the rising number of players in the courier services sector which in turn strengthens the need for companies to improve service quality to retain customers (Zakiuddin, 2021).

A type of non-probability sampling method is used by incorporating purposive sampling, whereby participants have to have had experience with J&T Express in the last six months, into convenience sampling. This type of sampling is ideal for use in this study, whereby participants are chosen based on their necessary knowledge or experience related to the research (Etikan et al., 2016). The number of valid replies collected in the course of this research is methodologically acceptable for the size of a Likert scale questionnaire. Memon et al (2020) strongly argue that numerical standards must not be strictly applied for determining the size of a sample, whereas other variables may also come into consideration, such as the number of variables, complexity of a model, field of research, and other limitations. They clarify that the size of the sample must correspond with the scale of measurements, and they refer particularly to the use of ratios of samples per item, requiring a minimum of five participants per item. Given that the minimum required number of participants would be 125, with the questionnaire consisting of 25 questions, exceeding this number as this study collected exactly 130 replies, Memon et al. (2020) strongly argue that the size of the sample used in this scientific project is appropriate for this purpose.

Purposive sampling is appropriate for conducting this research because it enables researchers to choose participants who have some actual experiences with J&T Express, ensuring those represented in the data possess appropriate levels of service quality (Tongco, 2007).

**Data Collection**

Data is collected using structured questionnaires, which are administered both online and offline. Online questionnaires, for example, Google Forms or social media platforms, reach many people, while offline questionnaires, placed at J&T drop points, reach those with less internet activity. Using both modes to collect data reduces bias in sampling, in line with guidelines from Dillman et al., (2014)

Pilot testing with 20-30 participants was carried out to work on improving the clarity, accuracy, and reliability of the questionnaire. It is highly advised to carry out pilots in any survey process to test whether the instrument works as desired before it's shared with many participants (Sekaran & Bougie, 2016). Additionally, participants were made aware that their responses would be anonymous to encourage more genuine answers with less bias.

**Data Analysis Method**

This study used a quantitative approach with statistical analysis techniques to process primary data obtained through a questionnaire. The data came from a questionnaire compiled using a five-point Likert scale, ranging from 1 (Not Interesting) to 5 (Very Interesting) (Sugiyono, 2019). The data collected will be analyzed using SPSS Software ver. 25. All the data will be tested by validity test, reliability test, normality test, chi-square, t-test to know the relationship and the hypothesis of the data whether the hypotheses are accepted or null (rejected).

**RESULT AND DISCUSSION**

**Descriptive Statistics**

Descriptive statistics is one of the model analyses with grouped data prepared by the way, and then analyzed in order to obtain an overview of the problems encountered and to explain the results of the calculation (Sugiyono, 2019).

**Table 1.** Total Users of JNT Express

Using JNT	Total
JNT Users	127 respondents

Non-JNT Users	3 respondents
Total	130 respondents

**Source: Researcher (2026)**

Based on the table 1 above, it can be seen that respondents using JNT are 127 respondents, while respondents never used JNT services are 3 respondents. Because of that, the three respondents will be excluded from this research because not fulfilling the criteria.

**Table 2.** Characteristics of Respondents

Gender	Total	Percentage
Male	61 respondents	48%
Female	66 respondents	52%
Total	127 respondents	100%

**Source: Researcher (2026)**

As shown in the Table 2 above, the majority of the respondents in this research is female with a total of 66 respondents (48%), while the total of male are 61 respondents (52%).

**Validity Test**

Validity refers to how well a test measures what it is purported to measure (Sugiyono, 2019). The result of the validity for this research are as follows:

**Table 3.** Result of Validity Test of Service Quality

Items	Validity Value	Description
T1	0.740	Valid
T2	0.411	Valid
T3	0.833	Valid
T4	0.625	Valid
T5	0.506	Valid
RL1	0.600	Valid
RL2	0.794	Valid
RL3	0.712	Valid
RL4	0.665	Valid
RL5	0.575	Valid
RS1	0.665	Valid
RS2	0.716	Valid
RS3	0.673	Valid
RS4	0.761	Valid

RS5	0.673	Valid
ASS1	0.761	Valid
ASS2	0.766	Valid
ASS3	0.605	Valid
ASS4	0.666	Valid
ASS5	0.771	Valid
EP1	0.586	Valid
EP2	0.785	Valid
EP3	0.684	Valid
EP4	0.742	Valid
EP5	0.766	Valid

**Source: SPSS (2026)**

Based on the table above, all the questions in the questionnaire are valid and can be used in this research. The r-table for the validity test is 0.3. All the data above are more than 0.3 so that all the data is valid.

**Table 4.** Result of Validity Test of Customer Satisfaction

Items	Validity Value	Description
CS1	0.902	Valid
CS2	0.930	Valid
CS3	0.931	Valid

**Source: SPSS (2026)**

Based on the table above, all the questions in the questionnaire are valid and can be used in this research. The r-table for the validity test is 0.3. All the data above are more than 0.3 so that all the data is valid.

**Reliability Test**

Reliability shows the instrument used in research to obtain information which is reliable as data collection tools and can describe information appropriately in a research object. The reliable instrument shows the consistency in measurement. The result of reliability testing can be seen as follows:

**Table 5.** Result of Reliability Test of Service Quality and Customer Satisfaction

Cronbach's Alpha	N of Items
0.758	26
0.869	4

**Source: SPSS (2026)**

Based on the data above it can be seen that the value of the Cronbach's alpha is 0.758. The data of the questionnaire are reliable if more than the value of the r-table that is 0.6. All the data of the questionnaire show consistency and reliability with the value of 0.758 or more than 0.6 so all the data are reliable. Based on the data above it can be seen that the value of the Cronbach's alpha is 0.869. The data of the questionnaire are reliable if more than the value of the r-table that is 0.6. All the data of the questionnaire show consistency and reliability with the value of 0.869 or more than 0.6 so all the data are reliable

**Normality Test**

Normality test is done using Kolmogorov Smirnov test. If a significant value is over than 0.05 then data is stated in normal distribution. The normality test result can be seen as follows:

**Table 6.** Result of Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		127
Normal Parameters	Mean	0.000000
	Std. Deviation	0.951233158250519
Most Extreme Difference	Absolute	0.058
	Negative	0.-058
	Positive	0.058
Test Statistics		0.058
Asymp Sig. (2-tailed)		0.200

**Source: SPSS (2026)**

From the result of normality testing calculation, it can be known that p-value or significant value is higher than  $\alpha$  ( $p > 0.05$ ) with the result that all data of the variable have normal distribution or have normal spread of data.

**Correlation Test**

A correlation test can determine the coefficient of correlation that shows the type of correlation and the strength of the relationship. The correlation test result can be seen as follows:

**Table 7.** Result of Correlation Test

Variable	Pearson Correlation
SQ > CS	0.665

**Source: SPSS (2026)**

Based on the data above it can be known that correlation value is 0.665 which means a significantly strong positive relationship between service quality and customer satisfaction.

**Determination Test**

The coefficient of determinant ( $R^2$ ) is used to measure the percentage contribution of the independent variables examined on the dependent variable. The determination test can be seen as follows:

**Table 8.** Result of Determination Test

Model Summary				
Model	R	R-square	Adjusted R-square	Std Error
1	0.665	0.442	0.438	0.95503

Source: SPSS (2026)

The determinant coefficient is 66.5% means that 66.5% change in customer satisfaction can be explained by service quality while the remaining 33.5% can be explained by other factors.

### Regression Analysis

Regression analysis is to know the impact of independent variables on the dependent variable in the form of a regression equation. The result of linear regression analysis can be seen in table below:

Table 9. Result of Regression Analysis

Coefficients					
Model		Unstandardized		t	Sig
		B	Std Error		
1	Constant	0.839	1.258	.667	.506
	SQ	0.112	0.11	0.665	9.957

Source: SPSS (2026)

Based on regression linear processing result, then it can be obtained that regression linear result is as follows:

$$Y = 0.839 + 0.112X$$

The constant is 0.839. It means that if service quality is zero, then customer satisfaction is 0.839. Regression coefficient of service quality is 0.112. It means that if the service quality variable increases 1 unit, then customer satisfaction will increase as 0.112 unit.

### Discussion

Based on the analysis of the customer satisfaction questionnaire, several key insights emerged regarding the strengths and weaknesses of J&T's service performance. The survey tool has a number of indicators relating to the quality of services, and each question utilizes the Likert scale ranging from 1 to 5. It emerges clearly that there are marked variations in the areas where the expectations of the customers are satisfied and those where the existence of the gap in services has not been removed yet. The findings of the survey form the basis to establish that the operational reliability of J&T satisfies the expectations of the customers. The customers find the process to be precise, in-time, and reliable. Moreover, the marked degree of consistency in the process of documentation and tracking strengthens the trustworthy attribute of the system followed by J&T.

Despite the fact that the total scores are relatively high, the following are some areas in the services that score relatively low in comparison to the other dimensions of the services: The lowest-scored item shows that the readiness of the courier services to work beyond normal hours is lacking, implying a lack of flexibility in the services. The client in this case will require a faster and convenient way of having their services, especially in emergency cases. Similarly, the lower empathy score indicates that some customers feel couriers could be more attentive, friendly, or communicative during interactions. Issues with COD accuracy and responsiveness further highlight areas that require attention in frontline service behavior.

## Analysis

In the validity test, the question is tested in order to know the quality of question in giving the accurate and correct measurement result. The validity value of service quality and customer satisfaction are valid because the validity value is over than 0.3. In the reliability test, the question is tested in order to know the consistency of question in giving the similar result. The reliability value of service quality and customer satisfaction are reliable because the validity value is over than 0.6. In the normality test, the writer uses the Kolmogorov Smirnov test. The data of service quality and customer satisfaction are over 0.05. It means that the data of service quality and customer satisfaction are in normal data distribution

From the correlation test, it can be known that the correlation value is in 0.665. It means that service quality has significantly strong positive relationship toward customer satisfaction.

The coefficient of determination is 66.5% means that 66.5% change in customer satisfaction can be explained by service quality while the remaining 33.5% can be explained by other factors. From the regression linear equation, it can be obtained the regression equation of

$Y = 0.839 + 0.112X$ . The constant is 0.839. It means that if service quality is zero, then customer satisfaction is 0.839. Regression coefficient of service quality is 0.112. It means that if the service quality variable increases 1 unit, then customer satisfaction will increase as 0.112 unit.

## CONCLUSION AND SUGGESTION

The survey results show several areas where customer expectations were not fully met, indicating the need for targeted service recovery. One issue is the limited flexibility in courier services to make deliveries out of working hours. Presently, customers expect more convenient services in terms of courier delivery schedules, and effective communication will eliminate the problems associated with dissatisfaction. Another factor is the absence of empathy in its interactions with the clients. Despite the efficiency in operations, the company should provide clients with respectful and attentive treatment to improve the experience.

There are also problems in the COD transaction process, where the COD process is less accurate and the response to inquiries is slow. Improving the verification process and the response time to inquiries should help gain the confidence of the customers again. Moreover, there are some clients complaining that the in-branch interiors are not well-cleaned and well-organized. Clean and well-set-up offices will contribute to a more professional image of the services they provide to the clients.

There are a number of ways in which J&T could improve the services that it offers through innovation. For instance, the company could consider the option of making its deliveries available at any given time for those of its consumers who need such services. It is also important to note that the development of a real-time courier rating system will be an important aspect of ensuring efficiency and will receive a positive response from employees and consumers alike. The recording of COD services can be done through automated systems and will increase efficiency and effectiveness in the services that are delivered to the consumer.

By conducting effective service recovery and embracing the latest solutions, J&T is able to improve client satisfaction and increase the quality of their services.

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