

THE EFFECT OF E-SERVICE QUALITY AND WAITING TIME TOWARDS CUSTOMER SATISFACTION AT PIZZA HUT RESTAURANT IN MANADO TOWN SQUARE

PENGARUH E-SERVICE QUALITY DAN WAKTU TUNGGU TERHADAP KEPUASAN PELANGGAN PADA RESTORAN PIZZA HUT DI MANADO TOWN SQUARE

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Abstract: According to YouGov's assessment, three US-based Quick Service Restaurant (QSR) brands the best in Indonesia YouGov placed Kentucky Fried Chicken (KFC) at the top as the brand with the best fast food title in 2021 in Indonesia. The brand bagged 37.3 points. Its rival, McDonald's came in second with 30.6 points. Pizza Hut followed with 28.6 points. The purpose of this study was to determine the effect of E-Service Quality, and Waiting time on Customer Satisfaction at Pizza Hut Restaurant in Manado Town Square. The research method used in this study is quantitative. The data analysis techniques used in this research is multiple linear regression analysis, using the IBM SPSS 26 statistical program. The results of this study state that E-service Quality (X), and Waiting Time (X2) have a positive and significant effect on Customer Satisfaction (Y), and then simultaneously Customer satisfaction and Waiting Time have a significant effect on Customer Satisfaction.

Keyword: e-service quality, waiting time, customer satisfaction

Abstrak: Menurut penilaian YouGov, tiga merek Quick Service Restaurant (QSR) asal Amerika Serikat (AS) terbaik di Indonesia YouGov menempatkan Kentucky Fried Chicken (KFC) di posisi teratas sebagai merek dengan predikat makanan cepat saji terbaik pada 2021 di Indonesia. Merek ini mengantongi 37,3 poin. Saingannya, McDonald's berada di posisi kedua dengan 30,6 poin. Pizza Hut menyusul di posisi ketiga dengan 28,6 poin. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh E-Service Quality, dan Waktu tunggu terhadap Kepuasan Pelanggan pada Restoran Pizza Hut di Manado Town Square. Metode penelitian yang digunakan dalam penelitian ini adalah kuantitatif. Teknik analisis data yang digunakan dalam penelitian ini adalah analisis regresi linier berganda, dengan menggunakan program statistik IBM SPSS 26. Hasil penelitian ini menyatakan bahwa E-service Quality (X), dan Waktu Tunggu (X2) berpengaruh positif dan signifikan terhadap Kepuasan Pelanggan (Y), kemudian secara simultan E-service Quality dan Waktu Tunggu berpengaruh signifikan terhadap Kepuasan Pelanggan

Kata Kunci: e-service quality, waktu tunggu, kepuasan pelanggan.

INTRODUCTION

Research Background

The rapid development of technology marked by the many activities that we do by utilizing technology ranging from looking for information, entertainment, working, and shopping we can do all of it through smartphones. Online buying and selling economic transactions or what is known as e-commerce is growing very fast, as shown by many online shops and marketplaces that popping up and food sector has become one of the most popular and rapidly growing. Among online shopping activities, recent developments show that the food sector has become one of the most popular and rapidly growing. With the presence of an online store, customers

can see product availability, choose the items they want to buy, and make payments online without leaving the house. The development of this technology is an opportunity for companies to develop their business, besides that this technological development can also increase challenges for companies in fierce competition with competitors. Therefore companies are required to innovate to keep up with developments in information technology, designing an attractive site, easy to use, and availability of accurate information is one of the challenges to encouraging consumers to make repeat visits.

One of the media that is currently a trend among business people is a mobile application. The mobile app is a type of software designed to run on devices mobile devices, such as smartphones or computers. The world's mobile application market is estimated to reach \$188.9 billion by 2020 (Wottrich, van Reijmersdal, and Smit, 2018). The mobile app is a type of software designed to run on devices mobile devices, such as smartphones or computers. Current studies regard mobile applications as adopting strategic communication weapons by companies to promote brand identity and interaction between customers to their brand (Tseng and Lee, 2018). The importance of developing mobile apps for businesses can offer valuable marketing opportunities and helps reach the target audience, as well as many other benefits that will help a brand excel in the competition, such as communication and direct engagement with customers, increase brand awareness, as a useful marketing channel, as an effective loyalty program as well as providing a channel for marketing and communicating and interacting with consumers and represents a new method to increase service satisfaction. This application service has been applied to supermarkets, banking, and also some fast food restaurants like Pizza hut. Pizza Hut is the world's largest pizza restaurant company both in terms of the number of stores and the percentage of market share it has. It positions itself as a casual dining restaurant, which provides a comfortable and clean place to connect families and friends, as well as offering the best service with the concept of "Berbgai Bersama".

Many of the current trades are done online or electronically causing an update to become E-service quality. Parasuraman, Zeithaml, and Berry (2020) state that the quality of electronic services (E-service quality) refers to the extent to which the online store's efforts to provide facilities in terms of shopping make purchases and to the process of delivering products and services effectively and efficiently. Unsatisfactory service will make customers disappointed. This will have a long impact on the sustainability of the company if the quality of service is not improved, the company will continue to decline so that consumers will choose products/services from other companies. Lovelock, Wirtz, and Mussry (2010) states that quality online service involves more than just interaction with a site, it is described as the quality of the process and extends to the quality of outcomes and quality of recovery and each must be measured.

Lovelock and Gummesson (2004) argue the important role of waiting time in companies and suggested paying more attention to improving and understanding the value of time for consumers. Many restaurateurs are concerned about the length of their queues because waiting time for customers is considered to hurt customer service perceptions. Most customers don't like to wait long to get their service. Consumers perceive waiting as a sacrifice to get the service/product. If the waiting time is longer, the customer becomes impatient. But it is not easy to reduce waiting time due to cost considerations. If management is aware of customer perceptions of waiting time, it can be increased to make time controllable (Lee and Lambert, 2005). In the fast food industry, customer satisfaction is an important factor that can affect business success. Therefore, research on the effect of E-service Quality and waiting time on customer satisfaction at Pizza Hut Manado Town Square restaurant can provide useful information for restaurant management in improving service quality and customer satisfaction.

Research Objective

The research objectives used are as follows:

1. To identify the Effect of E-service quality towards customer satisfaction at pizza Hut restaurant in Manado Town Square.
2. To identify the Effect of Waiting time towards customer satisfaction at pizza hut restaurant in Manado Town Square.
3. To identify the Effect of E-service quality and waiting time towards customer satisfaction at pizza hut restaurant in Manado Town Square.

Servicer Marketing

According to The American Marketing Association “Services marketing as an organizational function and a set of processes for identifying or creating, communicating, and delivering value to customers and for managing customer relationship in a way that benefit the organization and stake-holders” (Schildge, 2019).

E-Service Quality

E-service is an activity or series of activities that take place during the interaction between a provider and a customer through an electronic channel. E-service quality is defined as the extent to which a website facilitates efficient and effective shopping, purchasing, and delivery of products and services (Zeithaml, Parasuraman, and Malhotra 2002).

Waiting Time

The duration of waiting time for a service is called perceived waiting time. The perceived duration of the waiting time is how individuals perceive and feel about the time before and after the service. Waiting time can be interpreted as the time needed by customers to receive the service or product they ordered, starting from the time the customer orders until receiving the product or service.

Customer Satisfaction

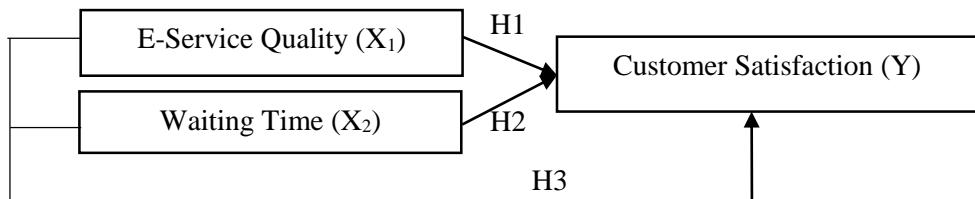
Satisfaction is important for establishing long-term customer relationships and for the further development of customer loyalty. Satisfaction as a person's feeling of pleasure or disappointment resulting from comparing a product's perceived performance or outcome concerning their expectations (Kotler, 2019).

Previous Research

Polas et al. (2018) aimed to probing the effectiveness of waiting time satisfaction on customer satisfaction. A survey done on 165 randomly selected customers at fast food restaurants in Bangladesh to perceive the relationship between waiting time satisfaction and customer satisfaction. Our data and findings ratified a positive significant relationship between perceived waiting times, service quality on waiting time satisfaction. It even reaffirmed a positive relationship between waiting time satisfaction and customer satisfaction. But no conventional relationship between waiting environments and customers overall contentment could be figured out.

Harijanto and Watson (2017) investigated the influence of electronic service quality towards consumer satisfaction using GOPAY electronic wallet on a daily transactions. In this study, the independent variables were application design, reliability, security/privacy, and customer service, while the dependent variables were customer satisfaction, and customer loyalty. The populations were customers who had used GOPAY electronic wallets for transactions. The total of collected respondents was 204 respondents and the researchers had successfully analysed 152 respondents as a sample. The data was collected through survey methods and questionnaires. The data then analysed by using SEM analysis model with Smart PLS 3. The results prove that the quality of electronic services have a significant influence on customer satisfaction. This study also finds that customer satisfaction has a positive effect towards customer loyalty.

Zhang and Shao (2020) examined the influence mechanism of waiting time on customer satisfaction based on first impression bias, which explains how customers' perceived service-entry waiting time (PSWT) influences their first impression of service staff and satisfaction in the context of online service. Furthermore, the moderating effect of three information formats (formal, informal and hybrid) of opening remark on the relationship between PSWT and first impression, and the moderating effect of perceived in-service waiting time (PIWT) on the relationship between first impression and customer satisfaction are investigated. Two studies were used to verify the research model. First, an experiment on prepurchase consulting services for cruise tourism products was designed, and 810 Chinese individuals have participated. Second, 20 interviews with e-commerce practitioners in China were conducted. The results show that, first, PSWT negatively influences customers' first impression of service staff. Second, customers prefer the hybrid format to present opening remarks, which not only conveys the respect of the staff but also fosters a relationship. Third, in-service waits are equally as important as service-entry waits in online service. When PIWT is longer, the positive influence of first impression on customer satisfaction is weakening, resulting in lower customer satisfaction

**Figure 1. Conceptual Framework**

Source: Theoretical Review, 2023

RESEARCH METHOD

Research Approach

This research uses quantitative research. The researcher will find out the influence of variables through causal analysis in multiple linear regression between E-service Quality (X₁), Waiting Time (X₂) as dependent variables towards customer satisfaction as an independent variable (Y) at Pizza Hut in Manado Town Square.

Population, Sample, and Sampling Techniques

The researcher will find out the influence of variables through causal analysis in multiple linear regression between E-service Quality (X₁), Waiting Time (X₂) as dependent variables towards customer satisfaction as an independent variable (Y) at Pizza Hut in Manado Town Square.

Data Collection Method

This study used primary and secondary data. The primary data of this study were taken from questionnaires. The secondary data is taken from books, journals, and relevant literature from library and internet

Operational Definition of Research Variables

1. E-Service quality. An interactive, content-centered, and Internet-based customer services, driven by the customer and integrated with related organizational customer support processes and technologies to strengthen customer service provider relationship. indicators: Website Design, Reliability, Fulfillment, Responsiveness, Security
2. Perceived waiting time. The waiting time that is felt or thought by consumers when waiting for the service to be provided, indicators: Punctuality, Order Time Range with Product Receipt, Service Speed, Company Responsibility, Clarity of Waiting Time, and Justice.
3. Customer Satisfaction. Customer's feelings of pleasure or disappointment resulting from comparing the product's perceived performance to the customer's expectations satisfied, indicators: Consumer emotional response, Consumer cognitive response, Consumer decision to repurchase, Recommendation, Feeling completely satisfied with the shopping experience at the store, Trust.

Validity and Reliability Test

The research results are valid if there are similarities between the data collected and the data that occurs in the object studied (Sugiyono, 2018). A valid instrument means that the measuring instrument can be used to obtain valid data (measure). According to Sugiyono (2018), reliable research results are if there are some similarities of data at different times. A reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data.

Multiple Linear Regression

Purnomo (2016) explains that multiple linear regression is used to determine the effect or linear relationship between two or more independent variables (X) with one dependent variable (Y). Multiple Linear Regression Equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Description:

Y = Customer Satisfaction

α	= Constant
β	= Multiple Regression Coefficient
X_1	= E-service Quality
X_2	= Waiting Time
β_1	= The regression coefficient of variable X_1
β_2	= The regression coefficient of variable X_2
ϵ	= Error

RESULT AND DISCUSSION

Result

Validity and Reliability

Table 1. Validity Test

Variable	Item	R _{count}	R _{table}	Status
E-service Quality (X_1)	X _{1.1}	0,724	0,196	Valid
	X _{1.2}	0,708	0,196	Valid
	X _{1.3}	0,728	0,196	Valid
	X _{1.4}	0,715	0,196	Valid
	X _{1.5}	0,556	0,196	Valid
	X _{2.1}	0,696	0,196	Valid
Waiting Time (X_2)	X _{2.2}	0,734	0,196	Valid
	X _{2.3}	0,712	0,196	Valid
	X _{2.4}	0,572	0,196	Valid
	X _{2.5}	0,607	0,196	Valid
	X _{2.6}	0,561	0,196	Valid
	Y ₁	0,742	0,196	Valid
Customer Satisfaction (Y)	Y ₂	0,591	0,196	Valid
	Y ₃	0,733	0,196	Valid
	Y ₄	0,681	0,196	Valid
	Y ₅	0,798	0,196	Valid
	Y ₆	0,772	0,196	Valid

Source Data Processed, 2023

It can be seen that all the question items are all declared valid because all of the statement items are in accordance with predetermined criteria where r count must be greater than r table, namely 0.196.

Reliability Test

Table 2. Reliability Test

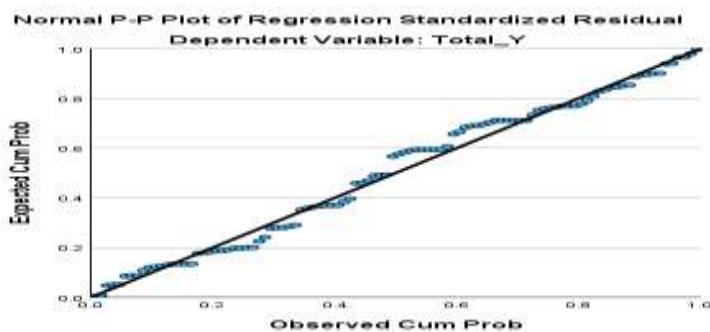
Variables	Standard Deviation	Cronbach's Alpha
E-Service Quality	0.713	>0,60
Waiting Time	0.726	>0.60
Customer Satisfaction	0.819	>0.60

Source: Data Processed, 2023

Based on the data in the table above, it can be seen that the variables of E-Service Quality and Waiting Time which are independent in this study have an average Cronbach Alpha coefficient value of 0.71 and also the dependent variable, namely Customer Satisfaction, has a Cronbach Alpha of 0.852. This proves that the independent and dependent variables in this study are reliable because the Cronbach Alpha coefficient value > 0.60 is under what is determined

Classical Assumption Test

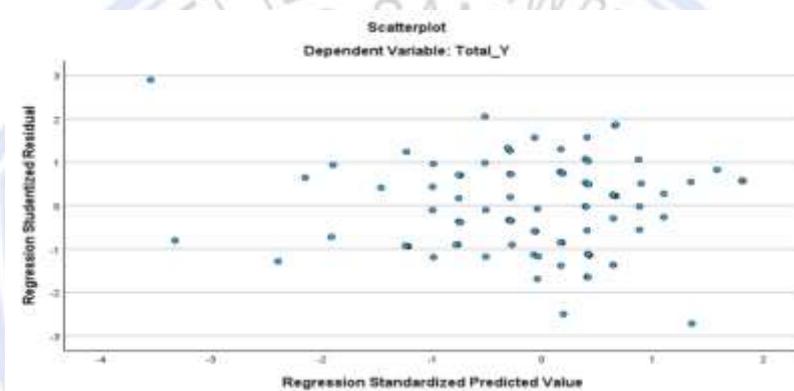
Normality Test

**Figure 2. Normality Test**

Source: Data processed, 2023

Data Processing Results with SPSS The P-P Plot graph shows that the data points totaling 100 pieces (according to the number of samples) spread along the diagonal line and do not deviate far from the diagonal line so that the data is indicated to be normal.

Heteroscedasticity Test

**Figure 3. Heteroscedasticity Test**

Source: Data processed, 2023

Heteroscedasticity test results the scatterplot image of the heteroscedasticity test results shows that the resulting data points (100 data points) spread randomly and do not form a certain pattern or line trend.

Multicollinearity Test

Table 3. Multicollinearity Test

Model	Tolerance	VIF
1 (Constant)		
E-service Quality (X1)	.798	1.254
Waiting Time (X2)	.798	1.254

Source: Data Processed, 2023

Based on the table above, it can be seen that the E-Service Quality (X1) variable has a tolerance value of 0.798 and a VIF value of 1,254. Waiting Time (X2) has a tolerance value of 0.798 and a VIF value of 1.254. Thus, it can be concluded that this study does not occur multicollinearity because the tolerance value of all variables exceeds > 0.10 and the VIF value obtained from all variables also does not exceed 10.00

Multiple Linear Regression Analysis

From the result in the table 2 can be shown through the regression equation as follows:

$$Y = 2.611 + 0.470 X_1 + 0.486 X_2 + \varepsilon$$

The regression equations can be interpreted as follows:

1. Constant value of 2.611 means that in this condition all the independent variables should be equals to zero. X_1 's coefficient value of 0.470. Means that if there is one unit increase in E-service Quality (X_1) then the Customer Satisfaction (Y) will improve and increase by 0.470.
2. X_2 's coefficient value of 0.486 means that if there is one unit increase in Waiting Time (X_2) then the Customer Satisfaction (Y) will improve and increase by 0.486.

Table 4. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.611	2.106		1.240	.218
E-service Quality (X_1)	.470	.085	.422	5.523	<.001
Waiting Time (X_2)	.486	.083	.448	5.857	<.001

Source: Data Processed, 2023

Table 5. R and R²

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	.548	.539	1.879

Source: Data Processed, 2023

Based on the table above, it can be seen that the correlation coefficient (R) is 0.740, which means that the relationship that occurs between E-Service Quality (X_1), and Waiting Time (X_2), on Customer Satisfaction (Y) is strong. The coefficient of determination r square of 0.539 or 53.9% which means that all independent variables namely E-Service Quality (X_1), and Waiting Time (X_2), contribute to Customer Satisfaction (Y). While 46.1% is influenced by other variables outside this regression model.

Hypothesis Testing

T-Test

Table 6. T-Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.611	2.106		1.240	.218
E-service Quality (X_1)	.470	.085	.422	5.523	<.001
Waiting Time (X_2)	.486	.083	.448	5.857	<.001

Source: Data Processed, 2023

The output in table 6 above shows result as follows:

1. The value of t-count of X_1 is 5.523 with the level significant of 0.001. Since the value of t-count = 5.523 > t-table = 1.985 meaning that H1 is Accepted.
2. The value of t-count of X_2 is 5.857 with the level significant of 0.001. Since the value of tcount = 5.857 > t-table = 1.985 meaning that H2 Accepted.

F-Test

Table 7. F-Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	415.711	2	207.855	58.862	<.001 ^b
Residual	342.529	97	3.531		
Total	758.240	99			

Source: Data Processed, 2023

Based on the table above, it shows that the calculated f value is 58.862 and the Sig value. 0.001. The calculated f value of 58.862 > f table 3.089 and Sig value. 0.001 < 0.05 so that H3 is accepted and from this value,

it can be concluded that the E-Service Qulitu and Waiting TIme variables simultaneously or together have an effect on Customer Satisfaction at Pizza Hut Restaurant in Manado Town Square

Discussion

E-Service Quality and Customer Satisfaction

The test results show that E-Service Quality has a significant effect on customer satisfaction. E-service quality has a significant effect on customer satisfaction, which means that E-service quality has a direct and significant effect on customer satisfaction. As everybody aware that today all retail companies have started up the marketing trend through online mode with various strategies by identifying the characteristic of the market in which they provide their service to the customers. It is important for businesses to continuously monitor and evaluate e-service quality to identify areas for improvement. E-service quality plays a crucial role in shaping customer satisfaction in the online environment. Businesses can strive to provide a positive online experience and ultimately enhance customer satisfaction. Kotler's view suggests that when e-service quality meets or surpasses customers' expectations, it can positively influence their satisfaction. By focusing on delivering superior e-service quality, businesses can enhance customer satisfaction and build a strong online presence. The results of this study are in line with the results of previous research conducted by Sundaram, Ramkumar, and Shankar (2017) that was conducted because there are incidents observed that clients are hesitant to buy new products through online websites, particularly through unfamiliar websites. This created a scenario for asking a query: why such disinclination towards the product in online business and whether customer experience through online business yield satisfaction and whether customers are reliable towards the organization. From the analysis of the research data it is revealed that the E-service quality factors like responsiveness and trust positively affected the customer satisfaction.

Waiting Time and Customer Satisfaction

The test results show that Waiting Time has a significant effect on customer satisfaction. Waiting Time has a significant effect on customer satisfaction, which means that Waiting Time has a direct and significant effect on customer satisfaction. Overall, minimizing waiting time and managing customer expectations are crucial for enhancing customer satisfaction. Waiting time is a critical factor that can significantly impact customer satisfaction. By focusing on efficient service delivery, transparent communication, comfortable waiting environments, and effective service recovery, businesses can strive to reduce the negative impact of waiting time and create positive experiences for their customers. This is in line with research conducted by Laeliyah and Subekti (2017). Attributed to quality management, the aspect of the length of waiting time in getting service is one of the important things and greatly determines the quality of service provided by the company. Based on the results of the study, it shows that there is a relationship between service waiting time and customer satisfaction. The faster the waiting time felt by the customer, it will make the customer feel satisfied with the service provided, on the other hand, the longer the waiting time for service makes the customer dissatisfied with the service provided. Service waiting time is a problem that always has to be addressed such as minimizing customers not to wait too long to get the desired product or service in order to increase customer satisfaction, if the patient-customer is satisfied, most likely the customer will come back again to buy the product or service that is offered. Research by Mawardi (2021) also revealed that. Waiting Time shows a positive and significant influence on Customer Satisfaction at the Purwakarta Gemah Ripah restaurant. So it can be concluded that if the Purwakarta Gemah Ripah restaurant pays attention to waiting time, it will provide a positive impetus to consumers so that it can increase customer satisfaction. Most customers don't like to wait long for service. Modern customers prefer to go to one of the fast food restaurants than to buy food at a restaurant. If the waiting time is longer, customers become impatient. The results show that there is a relationship between perceived waiting time and waiting time satisfaction. That is, as the waiting time slows down, the satisfaction level drops. When it takes longer, customers will become bored. Customers become satisfied when they get the product faster than the expected waiting time. Therefore, customer waiting time is directly related to customer satisfaction. Any effort to speed up customer waiting time will increase customer satisfaction

E-Service Quality, Waiting Time and Customer Satisfaction

The relationship between e-service quality and waiting time has a significant influence on customer satisfaction. High e-service quality can speed up waiting time. E-service quality and waiting time have a significant effect on customer satisfaction. High e-service quality can reduce waiting time, when companies provide high e-service quality, such as easy-to-use user interfaces, clear navigation, accurate information, and

responsive customer support, customers are likely to be able to complete tasks or get the information they need quickly. This can reduce the waiting time perceived by customers. Short wait times improve perceptions of e-service quality, if customers feel that they do not have to wait long for a response or service from a company through an electronic platform, they will have a more positive perception of the quality of service provided. Short wait times can reflect the efficiency and responsiveness of the company in meeting customer needs. Customer satisfaction is influenced by E-service quality and waiting time, E-service quality and waiting time can jointly influence customer satisfaction. Customers tend to be more satisfied if they have a high-quality online experience and do not experience excessive waiting times. Conversely, if the e-service quality is low or the waiting time is too long, customers may feel frustrated and dissatisfied with their experience. The results of this study support previous studies conducted by Chandra and Juliani (2018). Based on the results of this analysis, the researcher found out completing the attribute service order on the website is important. Thus, customers can more easily place orders so that it will improve the customer satisfaction. This is related to the quality of electronic services. The timeliness of the company in interacting with its customers is also considered very important. This was stated by most respondents in the questionnaire results, related with the waiting time satisfaction. By this indicator, it is recommended that services can be carried out in real-time so that customers feel comfortable shopping at the shop and can increase customer satisfaction.

CONCLUSION AND RECOMMENDATIONS

Conclusion

After conducting research and getting results from the statistical program SPSS version 24, the conclusions of each hypothesis are:

1. E-Service Quality partially has a positive significant effect on Pizza Hut customer satisfaction,
2. Waiting Time partially has a positive significant effect on Pizza Hut customer satisfaction,
3. E-Service Quality and Waiting Time have a significant influence on Customer Satisfaction

Recommendations

Recommendations based on the results of this study are:

1. Pizza Hut should prioritize developing an online platform that is easy to navigate, visually appealing, and optimized for various devices. This platform should provide clear and concise information.
2. Focus on improving the overall speed and efficiency of the online ordering system, minimize technical glitches, and Implement and promote various communication channels, such as live chat, social media, or email, to answer customer questions, concerns, and feedback promptly. Ensuring fast response times will increase customer satisfaction.
3. Optimize an efficient ordering process, Improve delivery logistics, Implement real-time tracking mechanisms to keep customers informed of the progress of their orders, reducing uncertainty and anxiety provide accurate lead time estimates. By implementing these recommendations, Pizza Hut can minimize wait times and ultimately increase customer satisfaction

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