
Customer Relative as a Mediator: Maximizing Consumer Behavioral Intentions through Service Quality and Corporate Image Gojek Indonesia

^{1*}Prasetyo Harisandi, ²Adibah Yahya, ³Filda Rahmiati, ⁴Nining Yuningsih, ⁵Hilma Kusumawati
^{1,2,4,5}Faculty of Economic Business, Pelita Bangsa University, Bekasi, Indonesia
³Faculty Of Business Management, President University, Bekasi, Indonesia
E-mail: prasetyoharisandi@pelitabangsa.ac.id

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ABSTRACT

This study examines the relationships between corporate image, service quality, customer relations, and behavioral intentions among 185 Gojek users in Indonesia. The results indicate positive perceptions of corporate image, service quality, customer relations, and behavioral intentions, with reliability and validity tests confirming strong construct consistency. Service quality was found to significantly influence both customer relations and behavioral intentions, while corporate image did not show a direct effect. Indirectly, service quality positively impacted behavioral intentions through customer relations, highlighting the greater importance of service quality in shaping customer behavior over corporate image

Keyword: Corporate Image, Service Quality, Customer Relations, Behavioral Intentions

INTRODUCTION

Gojek, as one of the largest technology companies in Indonesia, has successfully pioneered in providing various digital services through one platform, such as transportation (GoRide, GoCar), food delivery (GoFood), and financial services (GoPay). With the number of users continuing to grow, maintaining user loyalty and forming positive behavioral intentions are the main challenges for Gojek in the midst of increasingly fierce competition, especially with other players such as Grab and Maxim. (Darwanto et al., 2022). Positive behavioral intentions among customers, such as the desire to continue using the application and recommending it to others, are strongly influenced by the corporate image and service quality provided (Nugraha & Nisa, 2023).

Corporate image plays an important role in shaping positive perceptions of Gojek as a platform that is innovative, environmentally friendly, and supports the local economy. On the other hand, high service quality, including timeliness, safety, and ease of use of the application, contributes to shaping customer satisfaction and positive perceptions. These two

factors, corporate image and service quality, are hypothesized to influence customer perception (customer relative) which in turn determines behavior intention. Based on this, the problem formulation that this study aims to answer is: how corporate image and service quality affect Gojek customers' behavior intention through customer relative as a mediating variable (Zhao & Jowett, 2023).

This research uses a quantitative approach through a survey method to collect data from Gojek users in Indonesia. The proposed research model will examine the direct effect of corporate image and service quality on customer relative and behavior intention. In addition, this study will examine the role of customer relative as a mediating variable between corporate image, service quality, and behavior intention. The collected data will be analyzed using path analysis to identify the relationship between variables in depth and to measure how much each variable contributes to the formation of customer behavior intention (Fadila & Ridho, 2013). This approach allows researchers to understand the main factors that

influence in shaping the loyalty and behavioral intentions of Gojek users.

Customer perception is the way customers perceive and assess the quality of services and products provided by the company. According to (Kotler, 2016), Customer perception is the process by which individuals select, organize, and interpret information to form a meaningful picture of the surrounding world. These perceptions greatly influence purchasing decisions and customer loyalty. Consumer behavior is the study of how individuals, groups, or organizations choose, buy, use, and dispose of goods, services, ideas, or experiences to satisfy their needs and wants. (Parasuraman et al., 1998) developed the SERVQUAL model which identifies five dimensions of service quality: reliability, responsiveness, assurance, empathy, and physical evidence. This model is widely used to measure and improve service quality in various industries. Corporate image is the public's perception of the company as a whole, which includes the company's reputation, values, and identity. According to (Tran et al., 2015), Corporate image affects customer satisfaction and loyalty, as well as their purchasing decisions. A positive image can increase customer trust and preference for the company's products or services. Consumer behavior intention is the tendency or desire of consumers to take certain actions, such as repurchasing or recommending products/services to others. According to (Ajzen, 1991) Behavioral intention is a key indicator of actual behavior and is influenced by attitudes toward the behavior, subjective norms, and perceived behavioral control.

In the last five years (2019-2024), research related to the relationship between corporate image, service quality, customer relative, and behavior intention has grown rapidly, especially in the digital service sector. In 2019, (Khoo, 2022) The main focus of the research is the role of corporate image and service quality in shaping customer loyalty, but has not involved customer relative as a mediating variable. In 2020, (Alam & Noor, 2020) The customer relative is being introduced as a mediating variable, although research is still limited to the

non-digital sector. In 2021, (Dam & Dam, 2021) While studies are beginning to highlight digital applications such as Gojek, the role of customer perception has not been explored in depth. In 2022, (Yingfei et al., 2022) Customer relative is recognized as an important mediator in the digital service industry, but studies specific to the context of Gojek are still minimal. In 2023-2024, research (Marcheline & Pasaribu, 2024) started to focus on Gojek and customer experience, but there is no comprehensive research linking these factors across Gojek services.

Previous research has shown that corporate image and service quality have an effect on customer loyalty and their satisfaction with a particular service (Kennedy, 1977). However, most studies have not emphasized the role of customer perception (customer relative) as a mediating variable in linking company image, service quality, and user behavior intention. The novelty of this research lies in the exploration of customer relatives as subjective customer perceptions that can strengthen or weaken the influence of company image and service quality on customer behavior intention (Fatihudin & Firmansyah, 2019). In the context of Gojek, customer relative represents how much customers feel comfortable, safe, and trust this platform in fulfilling their daily needs, which ultimately determines the intention to continue using the service.

The research gap identified in this study includes several important aspects. First, most previous studies have explored the effect of corporate image and service quality on customer loyalty, but have not included the role of customer relative as a mediating variable in the context of digital services in depth. Second, research related to customer relative as a mediator has been introduced, but is still limited to the non-digital sector, and exploration of this variable in the context of digital applications, especially in Gojek, is still very minimal. Third, studies that discuss Gojek and behavior intention mostly only focus on one particular service, so they are less comprehensive in analyzing the relationship between services on one platform. Fourth, although several studies

have studied factors that influence the behavior intention of digital application users, the role of customer subjective perceptions (customer relative) in strengthening or weakening the relationship between corporate image, service quality, and behavior intention has not been comprehensively explored. Finally, more specific research is needed in the Indonesian context to understand aspects that are relevant to local conditions, especially in building loyalty and long-term behavioral intentions of Gojek service users. The purpose of this work is to close this gap by offering insights into the relationship and empirical support.

Based on the material examined in this section, a conceptual framework will be developed to direct the investigation into the formation of Gojek's customer behavior intention in Indonesia. To ensure that this research can methodically examine the relationship between corporate image, service quality, customer relative to the online application sector in Indonesia, this framework will help provide a foundation for research design, data collection, and analysis. seven strong and constructive hypotheses have been proposed in total.

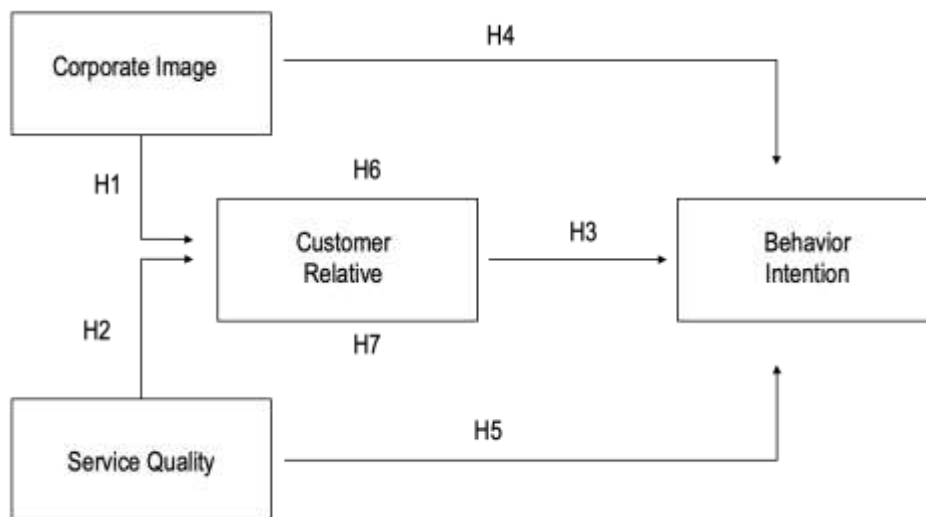


Figure 1. Conceptual Framework and Hipotesis

METHOD

This study uses a quantitative approach through survey methods to collect data from Gojek users in Indonesia using offline and online survey methods, quantitative research design is used to investigate the formation of customer behavior intention of GOJEK users in Indonesia, focusing on corporate image, service quality and customer relative. A large-scale offline survey was conducted in the key provinces of DKI Jakarta, Banten, Central Java and West Java. Using the many social media platforms widely used in Indonesia, online polls were conducted in provinces not included in the offline survey (Facebook, WhatsApp and Instagram). The authors did not use respondents' full names or other identifying information to maintain confidentiality.

Study participants were selected using a purposive strategy, taking into account the factors mentioned in (1). Gender. (2) Age. (3) Occupation. (4) Education level. (5) Length of time using gojek. All Gojek application users in Indonesia constitute the study population. To ensure a representative sample, a stratified random sampling approach will be used, taking into account the large number of users in Indonesia. To ensure that various industries and geographical areas are fairly represented, stratified random sampling is used to select a representative sample from each stratum. To reduce selection bias, random sampling was conducted within each stratum. Of the initial 200 surveys administered, 185 were fully completed, and 15 were not cooperatively completed. Pengumpulan Data

A systematic survey will be used to collect data from Gojek application users in Indonesia. The poll will ask questions about the formation of customer behavior intention of GOJEK users in Indonesia, focusing on corporate image, service quality and customer relative. Online

and offline survey techniques will be used for the main data collection stage. The mean and standard deviation of the research questionnaire, as well as responses from respondents, are shown in Table 1.

Table 1. Research Questions

Code	Quisioner	Outer Loading
Corporate Image		
CI1	Do you feel Gojek provides a fast and reliable service?	0.718
CI2	Do you feel comfortable and safe when using Gojek services?	0.954
Service Quality		
SQ1	Is the Gojek application display easy to understand and use?	0.767
SQ2	Do you feel gojek drivers have the knowledge to support a safe and comfortable journey?	0.803
Customer Relative		
CR1	Are you committed to continue using Gojek services in the future?	0.825
CR2	Do you believe that Gojek always puts the customer first?	0.843
Behavior Intention		
BI1	Do you plan to continue using Gojek services as your primary choice?	0.742
BI2	How likely would you be to use Gojek in an urgent situation?	0.833

Source: Results Processing Data by Authors (2024)

Table 1 shows the corporate image variable where the outer loading results for the CI1 = 0.718 and CI3 = 0.954 indicators CI3 has a stronger contribution in forming the Corporate Image construct than CI2, because the outer loading value is higher. In general, the outer loading value above 0.7 indicates that the indicator is good enough to represent the construct. The results on the service quality (SQ) variable consist of two indicators with the results of outer loading SQ1 = 0.767 and SQ3 = 0.803, both indicators have a fairly high outer loading value (> 0.7), which means that both contribute well in representing the Service Quality construct. Customer Relative (CR) variable outer loading results from indicators CR1 = 0.825 and CR2 = 0.843, both indicators have very good outer loading, indicating a strong contribution in forming the Customer Relative construct. This value indicates that customer perceptions related to Customer Relative can be measured properly by these two indicators. Behavior Intention (BI) variable outer

loading results BI1 = 0.742 and BI2 = 0.833, the BI2 indicator shows a stronger contribution in representing the Behavior Intention construct than BI1, although both are high enough to show good reliability.

RESULT and DICUSSION

Table 2 explains The consumer demographic recap results show that the majority of respondents are female (52%) compared to male (48%). Respondents are dominated by the age group 31-40 years old (35%), followed by 21-30 years old (30%), with the age group 61 years old and above having the lowest representation (3%). In terms of occupation, freelancers have the highest percentage (29%), followed by entrepreneurs (24%), while students only account for 4% of the total sample. Based on the level of education, most respondents have an undergraduate educational background (S1) which reaches 56%, while the doctoral education level (S3) is only represented by 1% of respondents. In terms of work experience, 55% of respondents

have between 1 - 5 years of experience, followed by those with 6 - 10 years of experience (29%), while more than 10 years of experience is the least with only 3%. Overall, the data shows a diverse profile of respondents

dominated by individuals in the productive age range, with a bachelor's degree, and varying work experience, with a significant proportion working as freelancers and entrepreneurs.

Table 2. Demographic Sample

Tabel : Hasil Analisa Outer Loadings (2024)

Demographic Characteristic	Frequency	Percentage
Gender		
- Male	89	48%
- Female	96	52%
Age		
- 10 – 20 years	8	4%
- 21 – 30 years	56	30%
- 31 – 40 years	65	35%
- 41 – 50 years	31	17%
- 51 – 60 years	20	11%
- 61 years above	5	3%
Job		
- Student	8	4%
- Entrepreneur	45	24%
- Government employees	36	19%
- Private employees	42	23%
- Freelancer	54	29%
Education		
- Junior & Senior High School	55	30%
- S1	104	56%
- S2	24	13%
- S3	2	1%
Experience		
- Under 1 years	23	12%
- 1 – 5 years	102	55%
- 6 – 10 years	54	29%
- 10 years above	6	3%

This survey response was collected from 185 gojek application users in Indonesia from various regions. Descriptive statistics for the

main variables of corporate image, service quality, customer relative and intention behavior are shown in Table 3.

Table 3. Descriptive Statistics

Variable	Mean	Standard Deviation
Corporate Image	4.3	0.61
Service Quality	4.2	0.73
Customer relative	4.3	0.51
Behavior Intention	4.0	0.71

Source: Results Processing Data by Authors (2024)

The average score for corporate image is 4.3, indicating that respondents generally rated the company's image as good or positive. The standard deviation of 0.61 indicates that there is

relatively moderate variation in this assessment, but it is still centered close to the mean. The mean for service quality is 4.2, which also indicates a fairly favorable assessment of

service quality. The slightly higher standard deviation of 0.73 indicates that the variation in service quality ratings is slightly larger than for corporate image, but still within a reasonable range. The mean of 4.3 for customer relative indicates that respondents rated their relationship or perception of the company as very positive. The smaller standard deviation (0.51) indicates that almost all respondents have a uniform or almost similar assessment of this aspect. The average of 4.0 for behavior intention indicates that respondents tend to have fairly strong intentions to act on their perceptions of the company and its services, although slightly lower than the other three variables. The standard deviation of 0.71

indicates that there is reasonable variation in behavior intention among respondents. In general, the data shows that all variables have relatively high mean values (around 4.0 and above), indicating a positive view of the company's image, service quality, customer relationships, and behavioral intentions. The varying standard deviations suggest there are slight differences in responses between individuals, but the high mean values indicate an overall positive trend. These results suggest that respondents are generally satisfied with the service quality and company image, and show positive intentions to take further action regarding the company.

Validity and Reliability

Table 4. Validity and Reliability

Construct	Cronbach's Alpha	Composite Reliability	AVE
Corporate Image	0.968	0.767	0.622
Service Quality	0.775	0.829	0.712
Customer Relative	0.813	0.821	0.696
Behavior Intention	0.765	0.763	0.617

Source: Results Processing Data by Authors (2024)

Based on Table 4. Validity and Reliability, we can see three measures used to assess construct validity and reliability in the PLS model, namely Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). Overall, the four variables tested showed good results in terms of validity and reliability. Corporate Image has a very high Cronbach's Alpha (0.968), indicating very strong internal reliability, although Composite Reliability (0.767) is slightly lower. AVE (0.622) indicates good convergent validity. Service Quality has a good Cronbach's Alpha (0.775) and Composite Reliability (0.829), with a high AVE (0.712), signaling solid reliability and validity. Customer Relative showed similar values, with Cronbach's Alpha (0.813), Composite Reliability (0.821), and AVE (0.696) all indicating excellent

reliability and validity. Behavior Intention has a slightly lower Cronbach's Alpha (0.765) and Composite Reliability (0.763), but still within acceptable limits, and the AVE (0.617) shows adequate convergent validity. Overall, all constructs in this PLS model showed excellent results in terms of reliability and convergent validity. Construct reliability was very good, with Cronbach's Alpha and Composite Reliability values mostly above 0.7, indicating internal consistency and strength of construct reliability. Convergent Validity is also good, with AVE values greater than 0.5 for all constructs, indicating that the indicators used to measure each construct can explain more than half of the variance of the construct. Thus, this model shows strong validity and reliability for each of the tested constructs.

Table 5. Direct Effect

Path	Original Sample	Sample Mean	Standart Deviation	T-Statistic	p-value	Result
CI -> CR	0.105	0.100	0.069	1.524	0.128	Not Significant
SQ -> CR	0.497	0.500	0.068	7.310	0.000	Significant
CR -> BI	0.530	0.529	0.066	8.092	0.000	Significant
CI -> BI	0.052	0.051	0.035	1.478	0.140	Not Significant



SQ -> BI	0.264	0.267	0.060	4.420	0.000	Significant
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Source: Results Processing Data by Authors (2024)

Based on Table 4. Direct Effect presented, we can see the results of the PLS test analysis which shows the direct relationship between variables, with each path including Original Sample, Sample Mean, Standard Deviation, T-Statistic, and P-value. The relationship between corporate image and customer is relatively insignificant (p -value > 0.05). Although the original sample value of 0.105 indicates a positive relationship, the T-Statistic (1.524) which is lower than the critical value (usually 1.96) indicates that this relationship is not strong enough to be considered significant. Therefore, we cannot conclude that corporate image directly affects customer relative this is supported by research conducted by (Kang & James, 2007) Corporate image can influence customer relationships in some cases, but its effectiveness often depends on various contextual factors and more specific measurements.

The relationship between service quality and customer relative is highly significant (p -value < 0.05). The very high T-Statistic (7.310) shows that service quality has a major influence on customer relative. This indicates that perceptions of service quality greatly affect customer relationships with companies. Previous research shows that service quality has a significant direct influence on customer relationships, which underlie their loyalty and satisfaction (Zeithaml & Berry, 1988).

The relationship between customer relative and behavior intention is also significant (p -value < 0.05). The very high T-Statistic (8.092) indicates that the relationship between customers' perceptions of the company and

their behavioral intentions is very strong. This means that the more positive the customer's relationship with the company, the more likely they are to act, such as making repeat purchases or recommending the company, Customer relationships or good customer relationships are often directly proportional to customer behavioral intentions, especially in the context of purchasing behavior and recommendations (Morgan & Schwebel, 2023).

Although the relationship between corporate image and behavioral intention shows a positive value (0.052), this relationship is not significant (p -value > 0.05). The low T-Statistic (1.478) also shows that corporate image does not have a strong direct impact on behavioral intention. This may indicate that other stronger factors play a role in influencing customer behavioral intention. Several studies have shown that although corporate image is important, its effect on customer behavioral intention is often mediated by other factors such as service quality or customer relationship (Chan & Marafa, 2014).

The relationship between service quality and behavioral intention is very significant (p -value < 0.05). The fairly high T-Statistic (4.420) shows that service quality affects customer behavioral intention. The better the quality of service provided, the higher the positive behavioral intention of customers, such as satisfaction and loyalty. Research shows that service quality has a major influence on customer behavioral intention, especially in terms of loyalty and product recommendations. (Parasuraman et al., 1998).

Table 4. Indirect Effect

Path	Original Sample	Sample Mean	Standart Deviation	T-Statistic	p-value	Result
CI -> CR->BI	0.052	0.051	0.035	1.478	0.140	Not Significant
SQ -> CR -> BI	0.264	0.267	0.060	4.420	0.000	Significant

Source: Results Processing Data by Authors (2024)

Table 5 shows that the indirect effect of corporate image on behavioral intention through customer relationship is not significant. Although there is a positive relationship (0.052),

the p -value is greater than 0.05 (p -value = 0.140) indicating that this relationship is not strong enough to be accepted as a significant influence in the model. This means that



although corporate image can affect customer relationship, the effect does not directly lead to customer behavioral intention. (Aaker, 1996) in his book on Corporate Brand Equity, he states that corporate image does play an important role in building customer loyalty, but often its influence is more direct on purchasing behavior than through customer relationships. (Haigh, 2003) in his research on corporate image Mentions that the influence of corporate image is stronger when accompanied by other elements, such as service quality or customer relationships. On the other hand, the indirect effect of service quality on behavioral intentions through customer relationships is proven to be significant. With a path coefficient of 0.264 and a very low p-value (0.000), this indicates that service quality plays a significant role in building customer relationships, which in turn affects customer behavioral intentions. Good service quality can strengthen customer relationships, which ultimately increases the likelihood of actions such as repeat purchases or recommendations. (Parasuraman et al., 1998) In their SERVQUAL model they show that service quality is the main factor influencing customers' relationship perceptions towards the company and their behavioral intentions. (Zeithaml & Berry, 1988) also showed that higher service quality is closely related to customer loyalty and behavioral intention, especially in industries that rely heavily on services such as retail and services. From the results of this analysis, it can be concluded that service quality has a significant indirect effect on customer behavioral intention through customer relationships. In contrast, corporate image does not show a significant indirect effect on customer behavioral intention even though it has an influence on customer relationships.

CONCLUSION

Based on the results of descriptive analysis and PLS test, it can be concluded that the majority of respondents in this study were women, with most of them in the productive age group and having a bachelor's degree. In general, respondents showed a positive assessment of corporate image, service quality, customer relationships, and behavioral

intentions, although there was slight variation in some variables. The results of the validity and reliability tests showed that all constructs in the PLS model had very good reliability and validity, with high Cronbach's Alpha and Composite Reliability values and AVEs of more than 0.5 for each construct. In the analysis of direct relationships, service quality was shown to have a significant effect on customer relationships and behavioral intentions, while corporate image did not show a significant relationship with both variables. The indirect effect showed that service quality had a significant effect on customer behavioral intentions through customer relationships, while corporate image did not have a significant effect in this case. Overall, service quality has a stronger effect on customer behavioral intentions compared to corporate image, which is supported by theories in previous studies (Zeithaml & Berry, 1988; Parasuraman et al., 1998).

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