

THE ONLINE SHOPPING HABITS AND E-LOYALTY OF GEN Z AS NATIVES IN THE DIGITAL ERA

Risca Fitri Ayuni*

*Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Malang, 65145, Indonesia

ABSTRACT

Introduction: Generation Z (Gen Z) refers to the most application-friendly and website-savvy generation engaging with the Internet for most of its daily activities. The number of Gen Z members has been growing and is projected to become the largest market segment by 2020. In the future, Gen Z will affect business strategies; compounded by the presence of a fourth industrial revolution (Industry 4.0), which will encourage companies to change their business models. One of the changes is a new paradigm shift by companies from the traditional business model to an internet-based business model (e-business model/e-commerce), such as online shops. Online shops have escalated at a rapid pace and have changed people's buying habits, especially for Gen Z. Gen Z seems to be shopping online more than ever. Targeting them is the best strategy to enhance their lifetime loyalty. **Background Problem:** This study aims to examine the relationship of e-service quality, online customer value, e-satisfaction and e-loyalty. **Research Method:** Two hundred and forty-one Gen Z respondents were involved in this study. PLS 3, Sobel and SPSS 23 were employed to analyze the data. Five hypotheses were proposed.

Findings: The findings indicated that e-service quality became the expected predictor of online customer value and satisfaction. In addition, the results confirm the mediating role of online customer value between e-service quality and e-satisfaction, as well as clarifying the relationship of online customer value and e-satisfaction. Finally, the effect of e-satisfaction on e-loyalty has been proven in this study. **Conclusion:** Upon figuring out the relevant issue, online shops are able to re-consider their business models to adopt the Industry 4.0 revolution, to strengthen their capacity in tight competition. In order to target Gen Z, who mostly do their purchasing via the Internet, online shops must provide high quality websites and create values which convey economic, social and functional values. These two key factors play significant roles in attaining Gen Z's e-satisfaction, thus securing Gen Z's e-loyalty

ARTICLE INFO

Article history:

Received 20 October 2018

Received in revised form
21 July 2019

Received in revised form
18 September 2019

Accepted 22 September 2019

Keywords:

e-service quality, online customer value, e-satisfaction, e-loyalty, generation z

JEL Code:

M31

* Corresponding Author at Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Malang, 65145, Indonesia.

E-mail address: risca.fa@ub.ac.id (author)

1. INTRODUCTION

The Internet has definitely revolutionized several aspects of human life. Innovations, particularly in information and technology are the most important factors for creating better economic and social conditions. A digital presence not only offers new ways to run a business, but also provides new challenges for businesses to attain customer satisfaction and loyalty by adopting the new technology. Several studies have demonstrated that satisfaction becomes a pivotal key to greatly improving loyalty (Hao-Erl *et al.*, 2010; Althonayan *et al.*, 2015; Fornell, 1992; Kim & Moon, 2009)

Industry 4.0 (the fourth industrial revolution) refers to automation and data exchange, and involves engaging with a set of technologies to generate competitive benefits in the current global market. According to Giffi *et al* (2018), the new concept of industry has demonstrated effects on economies, jobs and societies due to their rapid involvement with new devices to communicate, analyze, and utilize data; driving these smart industries to affect various other sectors. Nitschke *et al.*, (2016) postulate that Industry 4.0 provides both opportunities and challenges for consumer products and retail companies. In fact, companies must consider a combination of an online and offline outlet by mastering the latest technology able to support real time information and inventories, as well as being able to create interface features. If companies fail to adapt to the new challenges of Industry 4.0, they will miss the opportunity to enter the market. Dozens of stores have closed in malls, blaming online shopping for the collapse of traditional stores (Isidore, 2017, Kestenbaum, 2017).

Among the most favorite websites clicked on by Indonesia's internet users, online shopping websites dominate (ASEANUP, 2019, Fierdha, 2017). Currently, Indonesia has two online shopping website unicorns (a startup with a valuation over \$ 1 billion), which are Tokopedia and Bukalapak (Harsono, 2019). Online shopping websites are a popular business trend that creates extreme levels of competition in the market.

Developments in people's shopping habits are due to the increasing number of internet and smartphone users. Kemp (2019) points out that the number of internet users rose by 366 million (9%) in 2018 and the number of smartphone users reached 100 million (2%) in 2018. Generation Z (Gen Z) is popularly defined as a digital native, highly influenced by online interaction and internet connectivity at an early age. The number of Gen Z in Southeast Asia grows from year to year (Digital News Asia, 2017). In Indonesia's context, the number of Gen Z is about 45 million people (19.32% of the total population) (Purwandi, 2016). Hence, it is very profitable to target Gen Z and meet their needs. In addition, Gen Z significantly influence family and household consumption decisions (Wegert, 2016). This generation also dominates internet and smartphone usage worldwide. In Indonesia, the majority of internet users are aged 15-19 (The Jakarta Post, 2018).

As one of the generation with the best education, Gen Z is well aware of the price of any product they will buy. Compared to previous generations, Gen Z will be the greatest challenge for companies, as they want to make sure they choose the finest products at the lowest possible cost, and never try to expand their search to unknown brands (Priporas, Stylos, & Fotiadis, 2017). By winning Gen Z as their potential customers, companies are able to solve and to prevent problems (efficiency, fierce competition, globalization, and digitation), even though they have less loyalty to the brand.

Nowadays, customers assess holistic services, including the product, its website, and the whole business process conducted by a company to create value for its customers (Keeney, 1999). In e-commerce's context, Cristobal, Flavián, & Guinalú (2007), Rolland & Freeman (2010), Ladhari (2010), Bressolles *et al.*, (2015) conducted research by utilizing specific dimensions of e-service's quality (information, aesthetics, ease of use, security/privacy, and reliability) rather than by the traditional service qualities, contrastingly proposed by Parasuraman, Zeithaml & Berry (1988). Related to Gen Z, Schlossberg (2016)

found that Gen Z have greater expectations and are concerned with the experience in buying product. By maintaining a good e-service quality, Gen Z will feel they receive benefits and a great experience, and companies will be able to satisfy Gen Z and create customer value for them (Baue et al., 2006; Chang et al., 2009; Parasuraman et al., 2005; Agarwal & Teas, 2002)

Online customer value is a crucial factor for determining economic, social, and functional impacts by building good relationships between customers and providers (Bressolles *et al.*, 2015). These impacts include the value that is expected by customers after all the effort they spend to get the product. The greater the number of customers who get value from a product is, the greater the number of customers there will be who are satisfied (Kesari & Atulkar, 2016; Vijay et al., 2019). Furthermore, both e-service quality and online customer value become two key successes, not only for creating customer satisfaction but also for building customer loyalty (Bressolles *et al.*, 2015; Deng et al., 2010; Dennis, 2009; Roy Dholakia & Zhao, 2010).

Previous studies related to e-service quality and online customer value are unfortunately less abundant, particularly focusing on Gen Z as digital natives. Thus, this study is intended to gain an understanding of Gen Z's e-satisfaction and e-loyalty, as potential customers in the digitalization era. In addition, this study includes e-service quality and online customer value to capture the factors affecting e-satisfaction and e-loyalty, as most previous studies have neglected online customer value as a determining factor of e-satisfaction and e-loyalty (Bressolles *et al.*, 2015). The author believes that the presence of Gen Z during the fourth industrial revolution will determine companies' success, due to their numbers in 2020 (predicted to reach 2.6 billion) (Thau, 2017). Finally, this study assesses the relationship between e-service quality and online customer value, e-satisfaction and e-loyalty of Gen Z.

2. LITERATURE REVIEW

This study investigates the relationship among e-service quality, online customer value, e-satisfaction, and e-loyalty.

E-Service Quality

Over the past few decades, several researchers have conducted studies into service quality, which consists of the five basic dimensions proposed by Parasuraman et al., (1985). They have suggested that those dimensions are contextual and not universally applicable (Prentice, Wang, & Loureiro, 2019; Theodosiou et al., 2019; Lee et al., 2016; Martin-Domingo et al., 2019; Roy, S., & Bhatia, 2019). The dimensions of service quality should reflect a specific service, for example in hotels, education, banks, and hospitals (Rose et al., 2012; Ramsaran-Fowdar, 2007; Choudhury, 2014; Ravichandran et al., 2010)

In the online context, the significant role of service quality (e-service quality) has been researched. E-service quality is defined as the consumers' overall perception and/or evaluation of their experiences in the e-marketplace (Santos, 2003). Delivering high quality is considered to be a tool to attain satisfaction and customers' perceived value (Bauer et al., 2006; Chang et al., 2009; Parasuraman et al., 2005; Agarwal & Teas, 2002)

Several researchers have modified the five basic dimensions of service quality by Parasuraman *et al.* (1985), by developing specific dimensions for service quality in an online context (Loiacono et al., 2007; Yoo & Donthu, 2001; Wolfinbarger & Gilly, 2003; Parasuraman *et al.*, 2005). In this study, e-service quality is assessed by following the five dimensions from Ladhari (2010), which are information, aesthetics, ease of use, security/privacy, and reliability.

As a native of the digital era, Gen Z is very close to technology. They tend to crave comfort when connecting with technology and the Internet. By providing high quality websites that have attractive designs and layouts, detailed information and a reachable/easy way to navigate or to search for information and products in the websites, a satisfactory online shopping experience can be achieved (Akinici et al., 2010; Kim & Stoel, 2004).

Meanwhile, as a key point, improving the quality is not only effective for gaining greater profits and satisfaction (Zehir & Narcikara,

2016), but it also creates value for the customers (Woo, 2019,; Prebensen & Xie, 2017). When customers evaluate all the services offered by online shopping, there is a strong link to various types of benefits, such as economic, social, and functional (Parasuraman, Zeithaml, & Malhotra, 2005; Zehir & Narcikara, 2016). These benefits are defined as online customer value (Sheth et al., 1991 and Sweeney & Soutar, 2001). Regarding the prior studies and currently available literature, this study develops the following hypotheses:

H1 : E-service quality significantly influences e-satisfaction.

H2 : E-service quality significantly influences online customer value.

Online Customer Value

According to Keeney (1999), customer perceive value is a trade-off between the perceived quality and benefits from a provider compared to the sacrifice to obtain their product. Perceived benefits in an online environment include the easiness of accessing detailed information about the product being offered. Meanwhile, the buyer's effort includes time, effort, and money (Kim & Stoel, 2004). Unfortunately, only a few studies have discussed online customer value (Bressolles *et al.*, 2015).

Sheth et al.,(1991) and Sweeney & Soutar (2001) proposed the four dimensions of online customer value: social value (the ability to enhance the social self concept), economic value (value-based pricing or cost), functional value (perceived quality and expected performance of the product) and emotional value (feelings that occur from consuming the product). The last two dimensions (functional and emotional) were found to have a positive link (Sweeney & Soutar, 2001, Bressolles *et al.*, 2015). Well constructed customer values engage the emotional values from the model. In this study, the focus lies on the effect of online customer value on satisfaction and the mediator between e-service quality and satisfaction. Some researchers found that e-service quality has an effect on satisfaction (Zehir & Narcikara, 2016) and value for customers (Woo, 2019,; Prebensen & Xie, 2017).

Gen Z always expects to get great value from a product and is more concerned with the experience (Schlossberg, 2016). Without doubt, online customer value is one of the most importance factors that companies should take into consideration, as customers expect to receive benefits (values) from their transactions. Once the customers get more value, they will feel satisfied (Kesari & Atulkar, 2016, Vijay, Prashar & Sahay, 2019). According to the previous studies, this study proposes the following hypotheses:

H3 : Online customer value significantly influences e-satisfaction.

H4 : Online customer value significantly mediates e-service quality and e-satisfaction.

E-satisfaction

Satisfaction has been the focus of numerous studies to determine post purchase behavior such as: the repurchase intention, word of mouth, recommendation to others (Loudon et al., 1993; Oh, 2000; Bolton & Drew, 1991), profits (Aydin et al., 2005), customer retention and loyalty (Althonayan *et al.*, 2015). It is proven that greater satisfaction will create higher levels of loyalty (Oliver, 1997; Toufaily et al., 2013).

As a fundamental determinant in maintaining long-term customer relationship behavior, customer satisfaction must be the first priority (Oliver, 1980; Zeithaml et al., 1996). In e-commerce, e-satisfaction refers to the customers' evaluation of their experiences while engaged in online and offline transactions (Anderson & Srinivasan, 2003). Even though Gen Z members show low scores for loyalty, winning their hearts and minds will be hugely beneficial to a company. Finally, this study proposes the following hypothesis:

H5. There is a positive relationship between e-satisfaction and e-loyalty.

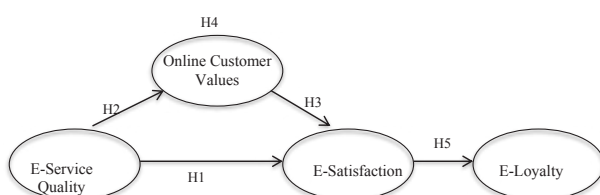
E-loyalty

Loyalty can be defined as a willingness to repurchase products in the future, despite situational influences and the marketing efforts of competitors (Anderson & Srinivasan, 2003). This commitment includes the organization's attempt to maintain a long-term and stable

relationship between the customer and the organization (Anderson & Srinivasan, 2003). Hence, loyalty can be considered as an effort to engage with customers.

E-loyalty not only focuses on price but also on the repetitive behavior of visits and/or the purchase of online products/services, by accessing a company's website as the first choice among other alternatives, supported by favorable beliefs and positive emotions toward the online company, despite situational influences and marketing efforts that lead to transfer behavior (Cronin et al., 2000). There are two types of loyalty: attitudinal and behavioral (Cronin et al., 2000; Toufaily *et al.*, 2013). This study adapted scales that reflect the customers' attitudinal loyalty (repurchase intention, word of mouth, and recommendation to others (Cronin *et al.*, 2000). In order to investigate the relationship among e-service quality, online customer value, e-satisfaction and e-loyalty, this study formulates the hypotheses as shown in Figure 1 below.

Figure 1. Research Model



3. METHOD, DATA AND ANALYSIS

3.1 Research Data

To evaluate the relationship among e-service quality, online customer value, e-satisfaction and e-loyalty of Gen Z, multi-item questionnaires were developed for this study. The instrument in this study was adopted from the established scales of prior studies. A survey questionnaire was employed to collect data from the respondents. The questionnaire was posted to middle and high school students' and college students' forums and social media. Some respondents were asked to participate in the online survey. The aims of this approach are inclusion and convenience as most students are busy and it is impossible to ask

them to attend in person. With an online survey it is also possible to reach the required sample size, while also being cheap, simple and fast. All the participants complete their questionnaires in two months.

The population of this study included Indonesian members of Gen Z, or those who were born between 1998 and 2010, and had online shopping experiences using e-commerce websites, and the website-based apps and mobile-based apps from Indonesia's two online shopping unicorns, Bukalapak and Tokopedia. A purposive sampling technique was selected to recruit the respondents with the following criteria:

1. Having buying experience (not selling experience) using e-commerce websites, website-based apps and mobile-based apps from Indonesia's online shopping unicorns, Bukalapak and Tokopedia, for their personal consumption. This criterion relates to the aim of this study, to examine Gen Z's experiences as a buyer from Indonesia's online shopping unicorns. The buying experience for personal consumption refers to the entire process when the buyers really engage in all the processes as they have personal motives to buy something.
2. Shopping online at least two times in the last three months. This criterion relates to the aim of this study, to examine e-loyalty as repeat purchasing usually reflects the customers' loyalty.

Three hundred survey questionnaires were distributed, but only 241 valid questionnaires were returned, which met the minimum sample size, calculated by multiplying the largest number of items by ten (e-service quality had the largest number of items, with 13). Thus, for this study, the minimum sample will be: 13 items x 10 = 130 respondents (Chin & Newsted, 1999). The profile of the respondents is presented in Table 1.

3.2 Data Collection

Primary data were collected from members of Gen Z who use the Bukalapak and Tokopedia

websites for their online shopping, or website-based apps and mobile-based apps. A self-administered questionnaire was prepared to collect quantitative data from the Gen Z members. The survey questionnaire was divided into two sections, which are, (1) to collect information in order to figure out the profiles of respondents, which consists of three questions: gender, monthly shopping expenses, and monthly shopping frequency; and (2) to measure all the constructs of this study. All the items used in this study can be found in Table 3.

The a five-dimensional of e-service quality was used to measure e-service quality, which was adopted from (Cronin et al., 2000) and Bressolles *et al.*, (2015). Online customer value was measured using a three-dimensional scale, adapted from Bressolles *et al.*, (2015), Sheth *et al.*, (1991), and Sweeney & Soutar (2001). The scale used to measure e-satisfaction was adopted from Loudon & Della Bitta (1993); Oh (2000); Ravichandran *et al* (2010); Bolton & Drew, (1991) and consists of three items. Three items for measuring e-loyalty were taken from (Cronin *et al.*, 2000).

Measurements of all the items were achieved by using a 5-point Likert scale ranging from 1 = "strongly disagree" to 5 = "strongly agree". The items employed to conduct the investigation are described in Table 3.

3.2 Research Method

Explanatory research was employed to attain the aim of this study, which is to evaluate the relationship among e-service quality, online

customer value, e-satisfaction and e-loyalty of the people who form Gen Z. SPSS 23 is used to conduct the descriptive tests of the profiles of the respondents, while PLS 3 has been used to test the validity and reliability of each instrument, and to test the hypotheses of this study. The first criterion to be evaluated is the internal consistency's reliability using Cronbach's alpha and composite reliability. The second criterion is the convergent validity, found by evaluating the outer loadings of each indicator and the Average Variance Extracted (AVE). The third is the discriminant validity using two approaches (cross loading and the Fornell & Larcker criterion). After testing for reliability and validity, the next procedure is the testing of the hypotheses (Chin & Newsted, 1999).

The analysis follows three steps, which are, (1) to describe the demographic profile of the respondents by gender, monthly online shopping frequency, and monthly online shopping expenses; (2) to test convergent validity, discriminant validity and reliability (inner and outer model); and (3) to assess the impact of e-service quality, and online customer value on Gen Z's e-satisfaction and e-loyalty.

3.3 Research Analysis

Respondents' characteristics. Based on their frequency distribution and percentage, the demographic information includes the following characteristics of the respondents: gender, monthly online shopping frequency, and monthly online shopping expenses.

Table 1. Profile of Respondents

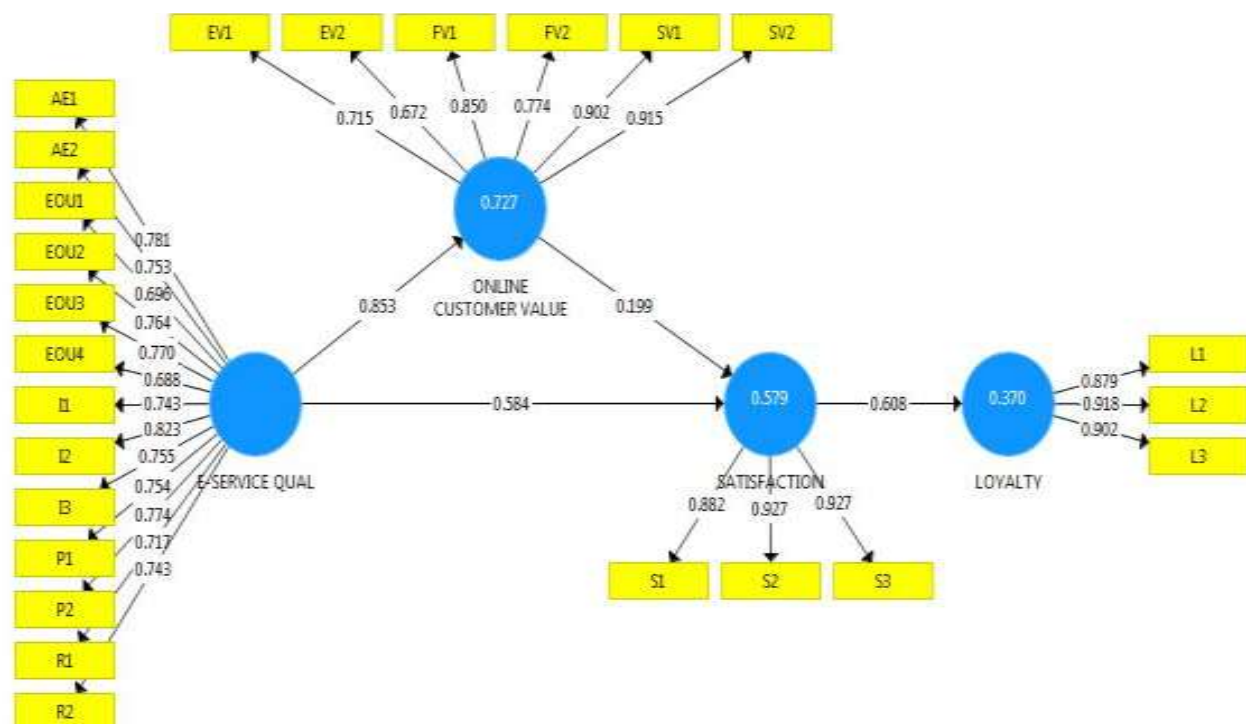
Profile	Description	Percentage	Frequency
Gender	Female	66%	159
	Male	34%	82
Monthly online shopping frequency	< 1	10%	24
	1-4	73%	174
	> 4	18%	43
Monthly online shopping expenses	< 500,000	46%	111
	500,001 – 1,000,000	30%	72
	1,000,001 – 1,500,000	19%	46
	> 1,500,000	5%	12

Source: Data Analysis Using PLS 23, 2018

According to Table 1 (Profile of Respondents), the author of this study concluded that the majority of the respondents were female (159). The frequency of Gen Z's monthly online shopping was 1-4 times a month. Table 1 also demonstrates the frequency of the respondents online shopping. The demographics of the respondents also demonstrates that their monthly online shopping expenses range from < Rp500,000, Rp500,001 – 1,000,000, Rp1,000,001 – 1,500,000 and > Rp1,500,000 for 111, 72, 46 and 12 people respectively.

Convergent validity, discriminant validity and reliability tests were conducted to measure

the model (both the inner and outer models). Figure 1 and Table 3 demonstrate that the convergent validity of the constructs was supported for all the constructs' indicators through: factor loadings > 0.6 ((W. Chin & R. Newsted, 1999), Average Variance Extracted/ AVE > 0.5 (Hair et al., 2010) and Composite Reliability/CR > 0.7 (Hair, Ringle & Sarstedt, 2011), which all depict good discriminant validity. Furthermore, the Cronbach's alphas for all the variables were higher than 0.7 (Sekaran & Bougie, 2009), indicating that all the variables had good reliability, and marking the fittest item for each variable.



Source: Data Analysis using PLS 23, 2018

Figure 1. Loading Scores

Table 2. Discriminant Validity

	ESQ	E-loyalty	OCV	E-satisfaction
ESQ	0.752			
E-loyalty	0.769	0.900		
OCV	0.853	0.767	0.810	
E-satisfaction	0.753	0.608	0.697	0.912

Abbreviation: ESQ (Electronic Service Quality), OCV (Online Customer Value), E-satisfaction (Electronic satisfaction), E-loyalty (Electronic loyalty)

Source: Data Analysis using PLS 23, 2018

Table 3. Convergent and Reliability

E-Service Quality (CA: 0.936; AVE: 0.565; CR: 0.944)			
Ease of use			
• It is easy to navigate and to find what you are looking for on this site	• 0.696	• The prices of products sold on this website are competitive	• 0.715
• The site is easy to use	• 0.764	• The prices of products proposed on this website are particularly interesting	• 0.672
• The organization and layout of this site makes it easier to search for information	• 0.770	Social value	
• It is easy to search for information on this site	• 0.688	• Visiting this site gives me something good to talk about with my friends	• 0.902
Information		• My family and friends will definitely approve of me visiting this site	• 0.915
• This site provides detailed information about the product(s) or service(s) offered	• 0.743	Functional value	
• The information on the site is precise	• 0.823	• I can easily compare product prices on this website	• 0.850
• The information on the site is relevant	• 0.755	• I find that it is convenient to buy wine on this website	• 0.774
Security/privacy		E-Satisfaction (CA: 0.899; CR: 0.937; AVE: 0.832)	
• I trust this site not to misuse my personal information	• 0.754	• I am satisfied with my decision to explore this website	• 0.882
• I trust the overall security of the site	• 0.774	• My choice to explore this website was a good one	• 0.927
Reliability		• I am confident it was the right thing to explore this website	• 0.927
• This site gives indications of products' availability	• 0.717	E-Loyalty (CA: 0.882; CR: 0.927; AVE: 0.809)	
• This site offers several means of delivery	• 0.743	• I would buy from this website again in the future	• 0.879
Aesthetic elements		• I would recommend this website to a friend	• 0.918
• The site is creative	• 0.781	• I would like to visit this website again in the future	• 0.902
• This site is visually attractive	• 0.753		
Online Customer Value (CA: 0.893; CR: 0.919; AVE: 0.656)			
Economic value			

Abbreviation: CA (Cronbach's Alpha), AVE (Average Variance Extracted), CR (Composite Reliability)

Source: Data Analysis Using PLS 23, 2018

Table 2 demonstrates that each indicator has a higher correlation with its latent variable than with the other latent variable (Hair *et al.*, 2016). In addition, Table 2 indicates that the loading scores for each indicator are higher than for the entire cross loadings, compared to the other constructs (Hair *et al.*, 2016). Based on these results, it can be concluded that the correlation between the indicator and the latent variable has good discriminant validity.

Table 4. **R-square**

	R-square
E-loyalty	0.370
Online Customer Value	0.727
E-satisfaction	0.579

Source: Data Analysis using PLS 23, 2018

$$Q^2 = 1 - ((1-R^2)(1-R^2)(1-R^2)(1-R^2))$$

$$Q^2 = 1 - (0.370)(0.727)(0.579) = 0.780017$$

Goodness of Fit (GoF):

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.715 \times 0.558}$$

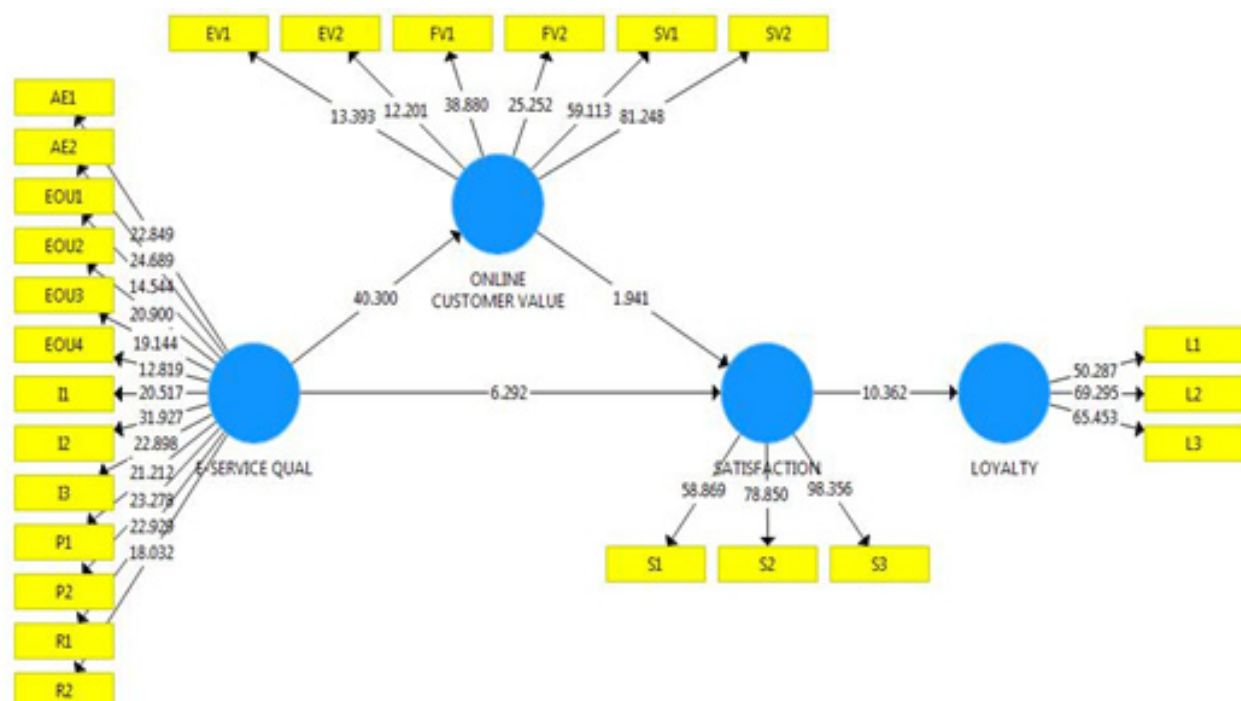
Table 4 presents substantial R² endogenous latent variables with Q², which have the value 0.780017. The Goodness of Fit (GoF) of the study

can be measured by the GoF index developed by Tenenhaus *et al.*, (2005). The model in this study has a GoF value of 0.632, indicating that this study had a very good model. This finding refers to Hoffmann & Birnbrich's (2012) cut-off values for assessing the results of a GoF analysis, classified into three categories of: GoF = 0.1 (small); GoF = 0.25 (medium); and GoF = 0.36 (large). The inner model's analysis indicated a good model fit for this study, which can now continue to the next step, the testing of the hypotheses.

Hair *et al.*, (2016) and Kock (2012), determined that if the P score is less than 0.05 (< 0.05) and the T statistic values are greater than 1.96 (>1.96), then the hypotheses will be accepted. The result of the hypotheses' testing is presented in Table 4. In general, the result depicts that four hypotheses proposed by this study are supported (H1, H2, H3, and H5 were accepted). This study accepted one hypothesis with a T statistic value of 1.941, which is close to 1.96.

The findings indicate that e-service quality has a significant effect on online customer value

Figure 2. Bootstrapping



Source: Data Analysis using PLS 23, 2018

Table 5. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
ESQ- -> OCV	0.853	0.853	0.021	40.300	0.000
ESQ ->ESatis	0.584	0.591	0.093	6.292	0.000
OCV->ESatis	0.199	0.191	0.102	1.941	0.053
ESatis ->ELoyal	0.608	0.610	0.059	10.362	0.000

If $P < 0.05$ and T statistic > 1.96 , hypotheses were accepted

Source: Data Analysis using PLS 23, 2018

Table 6. Coefficient

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Source: Data Analysis from SPSS 23, 2018	Beta	t	
(Constant)	0.030	0.635		0.047	0.963
1 ESQ	0.175	0.023	0.598	7.502	0.000
OCV	0.106	0.049	0.173	2.163	0.032

a. Dependent Variable: Satisfaction

Source: Data Analysis from SPSS 23, 2018

and e-satisfaction, confirming that e-service quality is a good predictor of online customer value and e-satisfaction. This study also confirms the relationship between online customer value and e-satisfaction, as well as supports the effect of e-satisfaction on e-loyalty.

In addition, the findings also explain the mediating role of online customer value. This mediating effect of online customer value between e-service quality and e-satisfaction was assessed by using a Sobel test. According to Sobel (1982), If the z-score is greater than 1.96, it indicates that the mediating effect is significant (H4). The Sobel test signified that online customer value does mediate the relationship between e-service quality and e-satisfaction, shown by its value of 2.08079884 (> 1.96).

4. RESULT AND DISCUSSION

The hypotheses tests have proven that e-service quality and online customer value affects e-satisfaction and e-loyalty. The study's findings also confirmed that e-service quality had a significant effect on e-satisfaction, implying that if the companies can provide a better quality e-service on their websites, Gen Z will feel that they get more benefits (social, economic and functional) from those websites. This finding

is in line with Bauer *et al.* (2006), Chang *et al.* (2009), Parasuraman *et al.* (2005), Agarwal & Teas (2002), and Bressolles *et al.* (2015).

Gen Z is considered to be famous for their concerns about efficiency. The main reason Gen Z moved from traditional shopping to modern shopping (online shopping) is due to its efficiency (time and money). Information, aesthetics, ease of use, security/privacy, and reliability are the other main concerns for Gen Z members when using websites. Gen Z expects to access websites with facilities that make it easy for them to navigate, to search for products and information, to keep all their personal information in advance, to offer various type of delivery services, and also have good and attractive designs and layouts, which are significant for Gen Z to experience the values that lead to satisfaction

Moreover, the findings also empirically demonstrate that online customer value is a mediator between e-service quality and e-satisfaction (Bressolles *et al.*, 2015). It means that Gen Z consider e-service quality to generate perceived values (Bauer *et al.*, 2006; Chang *et al.*, 2009; Parasuraman *et al.*, 2005; Agarwal & Teas, 2002) as well as e-satisfaction. Time, effort and money are part of the values that Gen Z seeks in websites. In other words, Gen Z is satisfied by evaluating those values (social, economic, and

functional) (Bressolles *et al.*, 2015; Caruana *et al.*, 2000)

In addition, this study highlights that e-satisfaction is a key to e-loyalty (Loudon *et al.*, 1993; Oh, 2000; Kumar *et al.*, 2013; Bressolles *et al.*, 2015; Bolton & Drew, 1991). Finally, if companies want to maintain a long term relationship with Gen Z members, they should provide satisfaction for them in their choices for using websites to generate and sustain the attitudinal loyalty of Gen Z.

5. CONCLUSION

The major contribution of this study is intended to fill gaps in the prior studies by focusing on Gen Z as potential customers of companies, since their numbers are projected to reach 2.6 billion in 2020 (40% of all consumers), and their effect on family spending will increase from year to year. One of the drawbacks to Industry 4.0 is the closing of numerous traditional stores. Customers are moving from offline shopping to online shopping, which requires good services from providers to satisfy Gen Z, and loyalty in using any form media to shop, particularly through websites. The attributes of e-service quality include: ease of use, information, security/privacy, reliability and its aesthetics to determine the customers' perceived value (social, economic, and functional) and satisfaction.

Gen Z refers to a practical generation who prefer instant access to save their time and money. As digital natives, Gen Z prefers online shopping rather than offline shopping for efficiency purposes (Schlossberg, 2016). Companies thus need to improve the quality of their websites to better engage with Gen Z, for instance by building a website that is easy to navigate and use when they want to seek information, providing detailed information which is both relevant and precise, maintaining security and privacy that makes Gen Z feel comfortable and safe, offering more delivery preferences, and attracting website visitors with unique and creative designs. These tactics are proven to drive Gen Z's satisfaction in their post purchase behavior and online customer value.

Unfortunately, few studies have investigated customer values in online shops, though customer value in the online context is an antecedent of satisfaction and loyalty. Therefore, this study extended previous studies not only by analyzing those people born between 1998 and 2010 (Gen Z) as respondents, but also by involving online customer value. The findings provide empirical evidence that online customer value (economic, social, and functional) will lead to e-satisfaction and act as a mediator between e-service quality and e-satisfaction. In this case, companies need to compare their prices and products with other websites. Hence, the websites will provide a good choice for Gen Z to shop at.

Postpurchase evaluation is a big challenge for companies to determine the following behavior: repurchase behavior and recommendations to others. Creating satisfaction will assist companies to maintain long-term customer relationship behavior (Oliver, 1980; Zeithaml *et al.*, 1996). By paying attention to e-service quality and online customer values, companies will lead Gen Z to have positive experiences, thus sustaining their e-loyalty. Finally, due to the increasingly competition in the Industry 4.0 era, maintaining e-service quality and online customer value is essential to enhance Gen Z's loyalty.

IMPLICATION/LIMITATION AND SUGGESTIONS

Overall, this study invites companies to develop their understanding of Industry 4.0 and its effect on Gen Z's loyalty. Upon understanding the updated issues, companies are able to remodel their businesses to adapt to the fourth industrial revolution and to strengthen their capacity amid tight competition.

Upon completion of this study, both theoretical and practical contributions are provided. Theoretically, the main contribution of this research is it is the first study that investigates Gen Z's e-satisfaction and e-loyalty by assessing e-service quality and online customer value as predictors. The findings also criticized those of previous studies that separate online customer value from the determined

factors of e-satisfaction and e-loyalty, since this study has proven that online customer value plays a critical role in enhancing e-satisfaction and mediating the effect of e-service quality and e-satisfaction.

For a practical standpoint, this study also presents new recommendations and strategies for companies to create Gen Z e-satisfaction and e-loyalty, as the number of Gen Z is projected to reach 2.6 billion by 2020 (Thau, 2017). In addition, this study contributes new insights into e-satisfaction and e-loyalty for Gen Z, allowing managers to adjust their strategies to meet Gen Z's e-satisfaction and e-loyalty. Actual attempt to attract Gen Z can be achieved by marketing activities and developing better websites or other media to promote products.

Although this study enriches our knowledge relating to e-service quality and online customer value, few studies have investigated the two key successes to achieve e-satisfaction and e-loyalty. However this study has several limitations: It only recruited Indonesian Gen Z members as its population and did not take into account any differences among Gen Z members in other countries. The quantitative method was the only method used in this study to gather information from the respondents; in-depth information cannot be obtained by only using this method.

It is acknowledged that there are opportunities for improvement in this study. Further related studies are expected to compare different generations, developing other measurement scales (e-service quality and online customer value), and assess other factors that affect e-satisfaction and e-loyalty.

ACKNOWLEDGMENT

The author would like to express gratitude to the Faculty of Economics and Business, Brawijaya University, which partially supported this study.

REFERENCES

- Abdel, M., Saleh, M., Althonayan, A., Alhabib, A., Alrasheedi, E., Alqahtani, G., & Hamid Saleh, A. (2015). Customer Satisfaction and Brand Switching Intention: A Study of Mobile Services in Saudi Arabia. In *Expert Journal of Marketing* (Vol. 3).
- Agarwal, S., & Teas, R. K. (2002). Cross-national applicability of a perceived quality model. *Journal of Product & Brand Management*, 11(4), 213–236. <https://doi.org/10.1108/10610420210435425>
- Akinci, S., Atilgan-Inan, E., & Aksoy, S. (2010). Re-assessment of E-S-Qual and E-RecS-Qual in a pure service setting. *Journal of Business Research*, 63(3), 232–240. <https://doi.org/10.1016/J.JBUSRES.2009.02.018>
- Anderson, R. E., & Srinivasan, S. S. (2003). E-satisfaction and e-loyalty: A contingency framework. *Psychology and Marketing*, 20(2), 123–138. <https://doi.org/10.1002/mar.10063>
- ASEANUP. (2019). Top 10 e-commerce sites in Indonesia 2019 - ASEAN UP. Retrieved July 19, 2019, from <https://aseanup.com/top-e-commerce-sites-indonesia/>
- Aydin, S., Özer, G., & Arasil, Ö. (2005). Customer loyalty and the effect of switching costs as a moderator variable. *Marketing Intelligence & Planning*, 23(1), 89–103. <https://doi.org/10.1108/02634500510577492>
- Bauer, H. H., Falk, T., & Hammerschmidt, M. (2006). eTransQual: A transaction process-based approach for capturing service quality in online shopping. *Journal of Business Research*, 59(7), 866–875. <https://doi.org/10.1016/J.JBUSRES.2006.01.021>
- Bolton, R. N., & Drew, J. H. (1991). A Multistage Model of Customers' Assessments of Service Quality and Value. *Journal of Consumer Research*, 17(4), 375. <https://doi.org/10.1086/208564>
- Bressolles, G., Durrieu, F., & Deans, K. R. (2015). An examination of the online service-profit chain. *International Journal of Retail & Distribution Management*, 43(8), 727–751. <https://doi.org/10.1108/IJRDM-11-2013-0214>

- Caruana, A., Money, A. H., & Berthon, P. R. (2000). Service quality and satisfaction – the moderating role of value. *European Journal of Marketing*, 34(11/12), 1338–1353. <https://doi.org/10.1108/03090560010764432>
- Chang, H. H., Wang, Y.-H., & Yang, W.-Y. (2009). The impact of e-service quality, customer satisfaction and loyalty on e-marketing: Moderating effect of perceived value. *Total Quality Management & Business Excellence*, 20(4), 423–443. <https://doi.org/10.1080/14783360902781923>
- Chin, W., & R. Newsted, P. (1999). Structural Equation Modeling Analysis with Small Samples Using Partial Least Square. In *Statistical Strategies for Small Sample Research*. Thousand Oaks, CA: SAGE Publications.
- Chin, W. W., Peterson, R. A., & Brown, S. P. (2008). Structural Equation Modeling in Marketing: Some Practical Reminders. *Journal of Marketing Theory and Practice*, 16(4), 287–298. <https://doi.org/10.2753/MTP1069-6679160402>
- Cristobal, E., Flavián, C., & Guinalú, M. (2007). Perceived e-service quality (PeSQ). *Managing Service Quality: An International Journal*, 17(3), 317–340. <https://doi.org/10.1108/09604520710744326>
- Cronin, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193–218. [https://doi.org/10.1016/S0022-4359\(00\)00028-2](https://doi.org/10.1016/S0022-4359(00)00028-2)
- Deng, Z., Lu, Y., Wei, K. K., & Zhang, J. (2010). Understanding customer satisfaction and loyalty: An empirical study of mobile instant messages in China. *International Journal of Information Management*, 30(4), 289–300. <https://doi.org/10.1016/J.IJINFOMGT.2009.10.001>
- Digital News Asia. (2017). Gen Z in Southeast Asia are growing up and hard to impress: Study | Digital News Asia. Retrieved July 4, 2019, from <https://www.digitalnewsasia.com/digital-economy/gen-z-southeast-asia-are-growing-and-hard-impress-study>
- Fierdha, S. (2017). Top 5 E-Commerce Websites in Indonesia | NOW! JAKARTA. Retrieved July 19, 2019, from <https://nowjakarta.co.id/life/techno/top-5-e-commerce-websites-in-indonesia>
- Fornell, C. (1992). A National Customer Satisfaction Barometer: The Swedish Experience. *Journal of Marketing*, 56(1), 6–21. <https://doi.org/10.1177/002224299205600103>
- Giffi, C., Collins, L., Kaji, J., Budman, M., Devan, P., Edelman, K., ... Yaduvanshi, S. (2018). *EXECUTIVE EDITOR EDITOR-IN-CHIEF Creative director*. Retrieved from <http://www.deloitte.com/us/>
- Hair, Joe F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a Silver Bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–152. <https://doi.org/10.2753/MTP1069-6679190202>
- Hair, Joseph F. (2010). *Multivariate data analysis*. Prentice Hall.
- Hair, Joseph F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (second). Retrieved from <http://ynamewigh.blog.free.fr/index.php?post/2017/02/28/A-Primer-on-Partial-Least-Squares-Structural-Equation-Modeling-%28PLS-SEM%29-pdf-free>
- Hao-Erl, Y., Cheng, W.-J., Jia-Ying, C., & Chia-Shing, C. (2010). Applying an extended E-S-QUAL scale to assess the effects of e-service quality on online loyalty with customer satisfaction and perceived value as mediators. In *Proceedings of the 9th WSEAS International Conference on Applied Computer and Applied Computational Science, ACACOS '10*.
- Harsono, N. (2019). What are unicorn companies? - Business - The Jakarta Post. Retrieved July 19, 2019, from <https://www.thejakartapost.com/news/2019/02/19/what-are-unicorn-companies.html>

- Herington, C., & Weaven, S. (2009). E-retailing by banks: e-service quality and its importance to customer satisfaction. *European Journal of Marketing*, 43(9/10), 1220–1231. <https://doi.org/10.1108/03090560910976456>
- Hoffmann, A.O.I., & Birnbrich, C. (2012). The impact of fraud prevention on bank-customer relationships. *International Journal of Bank Marketing*, 30(5), 390–407. <https://doi.org/10.1108/02652321211247435>
- Isidore, C. (2017). Malls are doomed: 25% will be gone in 5 years. Retrieved July 4, 2019, from <https://money.cnn.com/2017/06/02/news/economy/doomed-malls/index.html>
- Kang, G., & James, J. (2004). Service quality dimensions: an examination of Grönroos's service quality model. *Managing Service Quality: An International Journal*, 14(4), 266–277. <https://doi.org/10.1108/09604520410546806>
- Keeney, R. L. (1999). The Value of Internet Commerce to the Customer. *Management Science*, 45(4), 533–542. Retrieved from <https://econpapers.repec.org/RePEc:inm:ormnsc:v:45:y:1999:i:4:p:533-542>
- Kemp, S. (2019). Digital 2019: Global Internet Use Accelerates - We Are Social. Retrieved July 11, 2019, from <https://wearesocial.com/blog/2019/01/digital-2019-global-internet-use-accelerates>
- Kesari, B., & Atulkar, S. (2016). Satisfaction of mall shoppers: A study on perceived utilitarian and hedonic shopping values. *Journal of Retailing and Consumer Services*, 31, 22–31. <https://doi.org/10.1016/j.jretconser.2016.03.005>
- Kestenbaum, R. (2017). Why So Many Stores Are Closing Now. Retrieved July 4, 2019, from <https://www.forbes.com/sites/richard-kestenbaum/2017/04/07/why-so-many-stores-are-closing-now/#4f5439b84159>
- Kim, S., & Stoel, L. (2004). Apparel retailers: website quality dimensions and satisfaction. *Journal of Retailing and Consumer Services*, 11(2), 109–117. [https://doi.org/10.1016/S0969-6989\(03\)00010-9](https://doi.org/10.1016/S0969-6989(03)00010-9)
- Kim, W. G., & Moon, Y. J. (2009). Customers' cognitive, emotional, and actionable response to the servicescape: A test of the moderating effect of the restaurant type. *International Journal of Hospitality Management*, 28(1), 144–156. <https://doi.org/10.1016/j.ijhm.2008.06.010>
- Kock, N. (2012). *WarpPLS 3.0 User Manual*. Laredo, Texas: ScriptWarp Systems.
- Krishnamurthy, R., Raja, K. B., & S, A. K. (2010). INFLUENCE OF SERVICE QUALITY ON BANKING CUSTOMERS' BEHAVIOURAL INTENTIONS. *International Journal of Economics and Finance*, 2(4). <https://doi.org/10.5539/ijef.v2n4p18>
- Kumar, V., Pozza, I. D., & Ganesh, J. (2013). Revisiting the Satisfaction–Loyalty Relationship: Empirical Generalizations and Directions for Future Research. *Journal of Retailing*, 89(3), 246–262. <https://doi.org/10.1016/j.jretai.2013.02.001>
- Ladhari, R. (2010). Developing e-service quality scales: A literature review. *Journal of Retailing and Consumer Services*, 17(6), 464–477. <https://doi.org/10.1016/j.jretconser.2010.06.003>
- Lee, T. S., Ariff, M. S. M., Zakuan, N., Sulaiman, Z., & Saman, M. Z. M. (2016). Online Sellers' Website Quality Influencing Online Buyers' Purchase Intention. *IOP Conference Series: Materials Science and Engineering*, 131, 012014. <https://doi.org/10.1088/1757-899X/131/1/012014>
- Loiacono, E. T., Watson, R. T., & Goodhue, D. L. (2007). WebQual: An Instrument for Consumer Evaluation of Web Sites. *International Journal of Electronic Commerce*, 11(3), 51–87. <https://doi.org/10.2753/JEC1086-4415110302>
- Loudon, D. L., & Della Bitta, A. J. (1993a). *Consumer behavior: concepts and applications*. Retrieved from https://books.google.co.id/books/about/Consumer_Behavior.html?id=kr-SLtYGItkC&redir_esc=y
- Loudon, D. L., & Della Bitta, A. J. (1993b). *Consumer behavior: concepts and applications*. McGraw-Hill.

- Martin-Domingo, L., Martín, J. C., & Mandsberg, G. (2019). Social media as a resource for sentiment analysis of Airport Service Quality (ASQ). *Journal of Air Transport Management*, 78, 106–115. <https://doi.org/10.1016/J.JAIRTRAMAN.2019.01.004>
- Nitschke, A., Benedikt Schmaus, F., Dr-Ing Peter Hochrainer, M., Schrauf, S., & Harald Dutzler, V. (n.d.). *Strategy& 2 Contacts Düsseldorf*. Retrieved from <https://www.strategyand.pwc.com/media/file/Industry-4-0-RC.pdf>
- Oh, H. (2000). Diners' perceptions of quality, value, and satisfaction: A practical viewpoint. In *The Cornell Hotel and Restaurant Administration Quarterly* (Vol. 41). [https://doi.org/10.1016/S0010-8804\(00\)80017-8](https://doi.org/10.1016/S0010-8804(00)80017-8)
- Oliver, R. L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Research*, 17(4), 460. <https://doi.org/10.2307/3150499>
- Oliver, R. L. (1997). *Satisfaction: a behavioral perspective on the consumer*. Retrieved from https://books.google.co.id/books/about/Satisfaction.html?id=iCeQQgAACAAJ&redir_esc=y
- Parasuraman, A. P., Zeithaml, V., & Berry, L. (1988). SERVQUAL: A multiple-Item Scale for measuring consumer perceptions of service quality. In *Journal of retailing*.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49(4), 41. <https://doi.org/10.2307/1251430>
- Parasuraman, A., Zeithaml, V. A., & Malhotra, A. (2005a). E-S-QUAL: A Multiple-Item Scale for Assessing Electronic Service Quality. *Journal of Service Research*, 7(3), 213–233. <https://doi.org/10.1177/1094670504271156>
- Parasuraman, A., Zeithaml, V. A., & Malhotra, A. (2005b). E-S-QUAL. *Journal of Service Research*, 7(3), 213–233. <https://doi.org/10.1177/1094670504271156>
- Prebensen, N. K., & Xie, J. (2017). Efficacy of co-creation and mastering on perceived value and satisfaction in tourists' consumption. *Tourism Management*, 60, 166–176. <https://doi.org/10.1016/j.tourman.2016.12.001>
- Prentice, C., Wang, X., & Loureiro, S. M. C. (2019). The influence of brand experience and service quality on customer engagement. *Journal of Retailing and Consumer Services*, 50, 50–59. <https://doi.org/10.1016/J.JRETCONSER.2019.04.020>
- Priporas, C., Stylos, N., & Fotiadis, A. K. (2017). Computers in Human Behavior Generation Z consumers' expectations of interactions in smart retailing: A future agenda. *Computers in Human Behavior*, 77, 374–381. <https://doi.org/10.1016/j.chb.2017.01.058>
- Purwandi, L. (2016). *Indonesia 2020: The Urban Middle Class Millennials*.
- Ramsaran-Fowdar, R. R. (2007). Developing a service quality questionnaire for the hotel industry in Mauritius. *Journal of Vacation Marketing*, 13(1), 19–27. <https://doi.org/10.1177/1356766706071203>
- Rolland, S., & Freeman, I. (2010). A new measure of e-service quality in France. In *International Journal of Retail & Distribution Management* (Vol. 38). <https://doi.org/10.1108/09590551011052106>
- Roy Dholakia, R., & Zhao, M. (2010). Effects of online store attributes on customer satisfaction and repurchase intentions. *International Journal of Retail & Distribution Management*, 38(7), 482–496. <https://doi.org/10.1108/09590551011052098>
- Roy, S., S., S., & Bhatia, S. (2019). Service quality versus service experience: An empirical examination of the consequential effects in B2B services. *Industrial Marketing Management*. <https://doi.org/10.1016/J.INDMARMAN.2019.02.017>
- Sai Vijay Sanjeev Prashar Vinita Sahay, T., Sai Vijay, T., Prashar, S., & Sahay, V. (2019). *The Influence of Online Shopping Values and Web Atmospheric Cues on E-Loyalty: Mediating*

- Role of E-Satisfaction The Influence of Online Shopping Values and Web Atmospheric Cues on E-Loyalty: Mediating Role of E-Satisfaction The Influence of Online Shopping Values and Web Atmospheric Cues on E-Loyalty: Mediating Role of E-Satisfaction*. 14, 2019–2020. <https://doi.org/10.4067/S0718-18762019000100102>
- Santos, J. (2003). E-service quality: a model of virtual service quality dimensions. *Managing Service Quality: An International Journal*, 13(3), 233–246. <https://doi.org/10.1108/09604520310476490>
- Schlossberg, M. (2016). Teen Generation Z is being called “millennials on steroids,” and that could be terrifying for retailers, Business Insider - Business Insider Singapore. Retrieved July 9, 2019, from <https://www.businessinsider.sg/millennials-vs-gen-z-2016-8/?r=US&IR=T>
- Sheth, J. N., Newman, B. I., & Gross, B. L. (1991). Why we buy what we buy: A theory of consumption values. *Journal of Business Research*, 22(2), 159–170. [https://doi.org/10.1016/0148-2963\(91\)90050-8](https://doi.org/10.1016/0148-2963(91)90050-8)
- Sobel, M. E. (1982). Asymptotic Confidence Intervals for Indirect Effects in Structural Equation Models. *Sociological Methodology*, 13, 290. <https://doi.org/10.2307/270723>
- Sweeney, J. C., & Soutar, G. N. (2001). Consumer perceived value: The development of a multiple item scale. *Journal of Retailing*, 77(2), 203–220. [https://doi.org/10.1016/S0022-4359\(01\)00041-0](https://doi.org/10.1016/S0022-4359(01)00041-0)
- Tenenhaus, M., Vinzi, V. E., Chatelin, Y.-M., & Lauro, C. (2005). PLS path modeling. *Computational Statistics & Data Analysis*, 48(1), 159–205. <https://doi.org/10.1016/j.csda.2004.03.005>
- Thau, B. (2017). Five Signs That Stores (Not E-Commerce) Are The Future Of Retail. Retrieved July 4, 2019, from <https://www.forbes.com/sites/barbarathau/2017/06/27/five-signs-that-stores-not-online-shopping-are-the-future-of-retail/#b0ea90d4641c>
- The Jakarta Post. (2018). Bukalapak officially becomes Indonesia’s fourth unicorn startup - Science & Tech - The Jakarta Post. Retrieved July 19, 2019, from <https://www.thejakartapost.com/life/2018/01/11/bukalapak-officially-becomes-indonesias-fourth-unicorn-startup.html>
- Theodosiou, M., Katsikea, E., Samiee, S., & Makri, K. (2019). A Comparison of Formative Versus Reflective Approaches for the Measurement of Electronic Service Quality. *Journal of Interactive Marketing*, 47, 53–67. <https://doi.org/10.1016/J.INTMAR.2019.03.004>
- Toufaily, E., Ricard, L., & Perrien, J. (2013). Customer loyalty to a commercial website: Descriptive meta-analysis of the empirical literature and proposal of an integrative model. *Journal of Business Research*, 66(9), 1436–1447. <https://doi.org/10.1016/J.JBUSRES.2012.05.011>
- Wegert, T. (2016). 5 Things Marketers Need to Know About Gen Z - Contently. Retrieved July 4, 2019, from <https://contently.com/2016/06/30/5-things-marketers-need-to-know-gen-z/>
- Wolfenbarger, M., & Gilly, M. C. (2003). eTailQ: dimensionalizing, measuring and predicting etail quality. *Journal of Retailing*, 79(3), 183–198. [https://doi.org/10.1016/S0022-4359\(03\)00034-4](https://doi.org/10.1016/S0022-4359(03)00034-4)
- Woo, M. (2019). Assessing customer citizenship behaviors in the airline industry: Investigation of service quality and value. *Journal of Air Transport Management*, 76, 40–47. <https://doi.org/10.1016/j.jairtraman.2019.02.006>
- Yoo, B., & Donthu, N. (2001). Developing a Scale to Measure the Perceived Quality of An Internet Shopping Site (SITEQUAL). In *Quarterly Journal of Electronic Commerce* (Vol. 2). https://doi.org/10.1007/978-3-319-11885-7_129
- Zehir, C., & Narcikara, E. (2016). ScienceDirect E-Service Quality and E-Recovery Service Quality: Effects on Value Perceptions

- and Loyalty Intentions peer-review under responsibility of 4th International Conference on Leadership, Technology and Innovation Management. *Procedia-Social and Behavioral Sciences*, 229, 427–443. <https://doi.org/10.1016/j.sbspro.2016.07.153>
- Zehir, C., & Sadikoglu, E. (2012). Relationships among total quality management practices: An empirical study in Turkish Industry. In *International Journal of Performability Engineering* (Vol. 8).
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The Behavioral Consequences of Service Quality. *Journal of Marketing*, 60(2), 31. <https://doi.org/10.2307/1251929>