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THE ROLE OF DYNAMIC MODEL OF CUSTOMER ENGAGEMENT TOWARD CUSTOMER VALUE

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ABSTRACT

The added value of the company at this time can not always be built only through customer satisfaction, but more to factors such as communication, coaching, and sharing of the company as stated in the customer engagement. The purpose of this study is to know the role of dynamic models of customer engagement toward customer value. Explanatory research is conducted on 50 owners, managers, and authorized personnel in corporate decision. The sampling used is purposive sampling. Furthermore, there are three variables involved in this study those are customer engagement, relationship quality, and customer value. The data of these three variables is obtained from questionnaires. Partial least squares analysis with smart PLS 2.0 is used to determine the correlation within variables. Customer engagement shows a positive results and significant influence to customer value, either directly or indirectly through the relationship quality, in which the influence of indirect coefficient (0.499) is higher than the direct coefficient (0.491). So, it can be concluded that customer engagement has a role in improving customer value through relationship quality.

Keywords: *customer engagement, relationship quality, customer value.*

A. INTRODUCTION

Nowadays, Challenges in the business field have become increasingly tight and complicated because the presence of dynamical complexities in the market values in which the needs and demands of customers, as main stakeholders, have changed massively. The change of customers condition in demand occur because the presences of information and choices have grown rapidly. Not only self-needs experiencing a change, but also the ways customers access the needs also change from time to time. In the past, customer satisfactions were mostly determined by the quality of products/services, pricing, and after-sales service. Briefly, it's only three aspects that got too much attention, marketers only focused in improving the quality of products, pressing price efficiency to be affordable and opening outlets of after sales service. Yet, in the present day, these aspects are considered not meet expectations, customers want more of these aspects as a prerequisite for their satisfaction. In conclusion, it means that the needs of customers' expectations has changed, so that the programs and approaches to satisfy customers should also be conducted (Rustono, 2010).

The phenomena as mentioned above also occur in courier Industries. The rapid competition of courier industries in Indonesia is not only caused by globalization, but also customers awareness of price and high demands. The rapid growth of communication and technology also contribute to the increase of competition intensity since it gives customers access to more information about the wide range of products or services offered. These conditions lead customers to have more choices in spending their money.

The added value of the company at this time can not always be built only through customer satisfaction, but also more to other factors such as communication, coaching, and *sharing* of the company as stated in the *customer engagement*. *Customer engagement* is the peak of the company's relationship with customers to survive and thrive, to launch new products, to pay more attention into competitor products, to sell more products from competitors. Besides that, the companies also have to implement *Customer Relationship Management* whereby *customer engagement* is one of its components. At the level of *customer engagement*, *relationship* built has already been a combination of rational and emotional aspects. The quality of this relationship has reached the level of the inner closeness and long-term dimension (Shevlin, 2011 in Vivek, 2011).

The concept of customer engagement has also been frequently considered as a potential superior strength to predict and to explain the context of the service, retention and customer loyalty (Bowden, 2009 in Hollebeek, 2009). Furthermore, *Customer engagement* is a promising new concept and expected to exceed the contribution given by traditional relational construction, including perceived quality, customer engagement and satisfaction in explaining and predicting customer value (Hollebeek, 2009). Customer value is defined as the emotional bond that exists between customers and manufacturers because the customers use the products and services of the company and then find that the product or service give them additional value (Tjiptono, 2005).

The study by Hollebeek (2009) concludes that the customers engagement improve loyalty, satisfaction, empowerment, connection, emotional bonding, trust and commitment. Furthermore, Kumar et al (2010) emphasizes that customers can be involved in creating value for the company in various ways: *first* the customer lifetime value (customer buying behavior), *second* the customer referrals value (related to referral incentives of new customers), *third* customer influence value (related to customers behavior to influence other customers, which increases the acquisition, retention, and *share of wallet* through communication among customers and existing prospects), and *fourth* is the customer knowledge value (surplus for the company with feedback from customers). *Customer engagement value* (CEV) provides a comprehensive framework that can ultimately lead to more efficient marketing strategies that enable a higher long-term contribution to customers. The study by Vivek (2011) proves that customers engagement, in turn, can positively influence the company's relationship with customers, and raises good faith and intention to do business with the company.

The capability of *Customer engagement* in predicting *customer value* has been adopted as a marketing strategy by PT. Siba Courier Indonesia. This strategy is implemented because until this time, if it is compared with its competitors, PT. Siba Courier Indonesia is far behind from their competitors in terms of the availability of fleet infrastructure and age. In the future, PT. Siba Courier Indonesia is predicted to be abandoned by its *customers* if only rely on the availability of limited facilities and infrastructure. The fact that the customers of PT. Siba Courier Indonesia both in Jakarta and Semarang are still loyal to use the services of this company, and even if they keep patient waiting queue to obtain service, because the company have overload in order delivery. If, in general, to improve the competitiveness and to maintain the survival of the company, efforts are made through internal factors (improvement of service quality, provision of infrastructure and facilities services, technological advances, etc.), in this study, exactly at PT. Siba Courier Indonesia, the related cases are not found. Therefore, it is interesting to do a more focused study on the role of *dynamic models of customer engagement* toward *customer value* in the PT. Siba Courier Indonesia.

B. LITERATURE REVIEW

Customer Engagement

Customer engagement (CE) is "the intensity of customer participation by representatives of the organization and through other customers in the process of collaborative knowledge exchange" (Wagner and Majchrzak 2007:20) in Vivek (2011). Engagement refers to customers' perception toward the importance or personal relevance of objects, events and activities. In this case, Customers will acquire that a certain product has a personal relevance and relationship with them.

Relationship quality

The relationship quality or connections is represented through real-image of relationship and individual experience of each party in the relationship. A subjective connection is obtained through positive passion, energy, matter, and togetherness (Quinn and Dutton, 2005; Heaphy & Dutton, 2008 in Vivek, 2011), in which "Two people involved in the connection and active participation," (Heaphy and Dutton Vivek 2008:267 in 2011).

In this study, connection is defined as a positive emotional relationship that customers have a sense of belonging to the companies. The quality of relationship construction is based on the amount of time spent in the workplace; employees are significantly influenced by their relationships formed in the workplace, so the connection significantly influences the function of the organization.

Customer value

The concept of *customer value* (CV) by Kotler and Keller (2009: 14) is the combination of quality, service, price of products or services. Furthermore, Customer value is the dispute between the amount of value for customers and the total cost of customers, and the amount of value for customers are customers expected profit of certain goods or services.

According to Best in (Sumarwan, et al; 2010: 30), the customer value is a *benefit* or profit obtained by customers lessened by the cost of the purchase. Based on this concept, customer value is derived from the economic, customer, and emotional *benefits*. Economic *Benefit* is obtained from surplus of price and cost, but not the cost of purchase which includes acquisition, ownership usage, maintenance, repairment and disposal costs. Customers *Benefit* is derived from the product appearance, service and reputation. Emotional *Benefit* is the overplus of the product to meet the emotional needs of the customer associated with psychological needs, types of customers personality, and customer personal value.

C. RESEARCH METHOD

The population of this study is all customers of PT Siba Courier Indonesia totaling 40 companies spread over two cities, Semarang and Jakarta. Because of limited number of population, the total population is all designated as sample or census research. Moreover, it is also with the consideration that using total population as a sample will get a more representative description and minimize the error rates; so that the data obtained will be close the real value. The sample proposed is the companies, which at least for three years, have actively used services of PT Siba Courier Indonesia. Then, from each company, it is selected two people from the owner and the manager or the other person who has the authority to make decision (*the decision maker*).

The data collection method is purposive sampling and the analysis techniques is performed by Partial Least Square and Sobel Test.

Table 1
Research Variables and Indicators

No..	Variables	Indicators	Shape
1.	<i>Customer engagement</i> is the level of customers attention to the company	<i>Sharing (CE1)</i>	Likert Scale 1-5
		<i>Learning (CE2)</i>	
		<i>Advocating (CE3)</i>	
		<i>Socialization (CE4)</i>	
		<i>Co-developing (CE5)</i>	
2.	<i>Relationship quality</i> is quality of the relationship created between customer and companies	<i>Trust (RQ1)</i>	
		<i>Commitment (RQ2)</i>	
		<i>Satisfaction (RQ3)</i>	
3.	<i>Customer value</i> is the matched value perceived by customers on the services prices of the products quality received by them.	<i>Connection with Company (CV1)</i>	
		<i>Goodwill (CV2)</i>	
		<i>Word of Mouth (CV3)</i>	
		<i>Affective Commitment (CV4)</i>	
		<i>Intent to do Business (CV5)</i>	

Data Analysis

PLS (Partial Least Square) is used to examine and test the hypothesis proposed. PLS has advantages that 'it involves no assumptions about the population or scale of measurement' (Fornell & Bookstein, 1982) and consequently it works without distributional assumptions and by nominal, ordinal, and interval scaled variables. However, one has to bear in mind that the PLS, like any statistical technique, also requires certain assumptions to be fulfilled. Apart from the standard ones (ie, the classical Gaussian linear ordinary least

squares) regression models (see, eg, Gujarati, 1995), the most important predictor of the assumption is the specification (Chin & Newsted, 1999).

D. FINDINGS

Based on data analysis of the study, it can be explained the analysis of *partial least squares* (PLS) as follows:

Inner PLS model results

The indicators of *customer engagement* consist of *sharing* (CE.1), *learning* (CE.2), *advocating* (CE.3), *socialization* (CE.4) and *co-developing* (CE.5). The outline of the PLS model for the indicators proposed is shown in Table 2:

Table 2
Test Results of Validity and Reliability of *Customer Engagement* Indicator Variables

No.	Indicator	Test Validity			Composite Reliability
		Loading	T-Statistic	Criteria	
1.	CE. 1	0.919	9.438	valid	0.876
2.	CE. 2	0.753	5.330	valid	
3.	CE. 3	0.711	4.915	valid	
4.	CE. 4	0.851	7.639	valid	
5.	CE. 5	0.854	6.314	valid	

Sources: Primary data processed in 2014

Table 2 is the result of *convergent validity* test, 5 indicators of *customer engagement* have *loading factor* value more than 0.5 by the T statistical value of all indicators greater than T Table by 1.96, so that all indicators of *customer engagement* can be said to be valid. The order of the strongest to the weakest indicator is CE.1 (*sharing*), CE.5 (*co-developing*), CE.4 (*socialization*), CE.2 (*learning*), and CE.3 (*advocating*). Based on the *composite reliability* test of indicator measuring the construct, it shows a satisfactory results in the amount of 0.876, meaning that the construct of *customer engagement* can provide relatively similar results when it is measured again by the same subjects.

The indicator of *Relationship quality* consists of three indicators, namely: *trust* (RQ.1), *commitment* (RQ.2), and *satisfaction* (RQ.3). The results of the PLS model for the outer indicators is shown in Table 3 below.

Table 3.
Test Results of Validity and Reliability of *Relationship Quality* Indicator Variables

No.	Indicator	Test Validity			Composite Reliability
		Loading	T-Statistic	Criteria	
1.	RQ.1	0.822	4.959	valid	0.731
2.	RQ.2	0.812	5.508	valid	
3.	RQ.3	0.785	5.318	valid	

Sources: Primary data were processed in 2014

Table 3 is the result of *convergent validity* test, 3 indicators of *relationship quality* has a *loading factor* values more than 0.5 and the value of the T statistic is higher than the T table by 1.96; so that all indicators of *relationship quality* can be said to be valid. The order of the strongest to the weakest indicator is RQ.1, RQ.2, and RQ.3. Based on the *composite reliability* test of the indicators measuring construction, it shows a satisfactory results in the amount of 0.731, meaning that the *relationship quality* constructs can provide relatively similar results, if it is measured again by the same subjects.

The indicator of *Customer value* consists of 5 indicators: *the connection with the company* (CV1), *goodwill* (CV2), *word of mouth* (CV.3), *affective commitment* (CV.4), and *intent to do business* (CV.5). The result of outer model is in Table 4.

Table 4
Test Results of Validity and Reliability of *Customer value* Indicator Variables

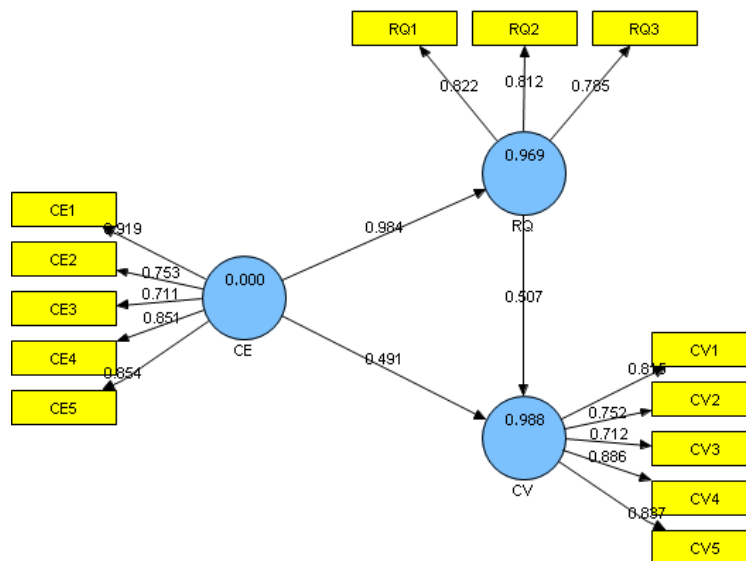
No.	Indicator	Test Validity			Composite Reliability
		Loading	T-Statistic	Criteria	
1.	CV.1	0.815	9.382	valid	0.860
2.	CV.2	0.752	6.211	valid	
3.	CV.3	0.712	4.022	valid	
4.	CV.4	0.886	7.349	valid	
5.	CV.5	0.837	7.649	valid	

Table 4 is the result of *convergent validity* test, 5 indicators of *customer value* has a *loading factor* value more than 0.5 and the value of statistical $T > T$ Table by 1.96, so that all indicators of *customer value* can be said to be valid. The order of the strongest to the weakest indicator is CV4, CV5, CV1, CV2, and CV.3. Based on *the composite reliability* test of indicators measuring the block construct, it shows a satisfactory results in the amount of 0.860, meaning that the construct of *customer value* can provide relatively similar results if it is measured again by the same subjects.

Inner PLS model results

Inner models describes the relationship among latent variables based on *substantive theory*. The results of *the bootstrapping output* graphs display the relationship among variables such as *customer engagement*, *relationship quality*, and *customer value* as shown in Figure 2.

Based on calculations in Figure 2. It is known that the direct influence of *customer engagement* on *customer value* is equal to 0.491 with the indirect influence of $0.984 \times 0.507 = 0.499$. It means that the indirect influence is higher than the direct. Thus, the *relationship quality* variable is the path of the relationship between the *customer engagement* and *customer value*. Briefly, it means that *customer engagement* can directly improve *customer value* by trying to increase the *relationship quality* first.



Sources: *Primary data processed, 2014*

Figure 1

The relationship Model between the *Customer Engagement*, *Relationship quality* and

Customer value of PT. Siba Courier Indonesia

Figure 1 also shows the magnitude of the determination coefficient. The coefficient of determination is used to recognize how significant the influence of exogenous variables toward endogenous, the higher the value of the coefficient of determination, the higher the influence of exogenous variables on endogenous will be. *R-square* value generated from the relationship between *customer engagement* with the *relationship quality* is 0.969, meaning that the variation of *relationship quality* which can be explained by *customer engagement* is 96.9%, while the remaining 3.1% is obtained from other variables. Then, *R-square* value of the relationship model between *customer engagement*, *relationship quality* and *customer value* is 0.988; it means that the variation of *customer value* that can be explained by the *relationship quality* and *customer engagement* is 98.8%, while the remaining 1.2% are determined by other variables.

Then, the hypothesis test is performed by looking at the value of t_{count} , if t_{count} is higher than t_{table} ($\alpha 5\% = 1.96$), then, the alternative hypothesis (H_a) is accepted and H_0 is rejected, and so that for the opposite. Based on the PLS test, the results of testing the relationship among variables can be seen in Table 9 and Figure 3.

Table 5
Results of Inner Weight

No.	The relationship among variables	Original Sample (O)	T Statistics (O / Sterr)	Criteria
1.	CE -> CV	0.491	2,312	Significant
2.	CE -> RQ	0.984	110.053	Significant
3.	RQ -> CV	0.507	2.383	Significant

Sources: Primary data processed, 2014

1. The first hypothesis: the *customer engagement* significantly influences the *relationship quality*.
Based on the PLS calculations result in Table 8 testing the first hypothesis about the influence of *customer engagement* on *relationship quality*, it is obtained the value of the estimated coefficient (β) of 0.984 with t statistic value of 110.053; This result is much higher than t-table value which is only 1.96. Then, it can be concluded that there is a positive significant influence on the *customer engagement* variable toward the *relationship quality*. Thus, the first hypothesis is accepted.
2. The second hypothesis: the *customer engagement* significantly influences the *customer value*.
Based on the PLS calculations result in Table 9 testing the second hypothesis about the influence of *customer engagement* toward *customer value*, it is obtained the value of the estimated coefficient (β) of 0.491 with t statistic value of 2.312; This result is higher than t-table value which is only 1.96. So it can be concluded that there is a positive significant influence of the *customer engagement* variable toward *customer value*. Thus, the second hypothesis is accepted.
3. The third hypothesis: *relationship quality* significantly influence *customer value*.
Based on the PLS calculations result in Table 9 testing the third hypothesis about the influence of *relationship quality* on *customer value*, it is obtained the value of the estimated coefficient (β) of 0.507 with t statistic value of 2.383; This result is higher than t-table value which is only 1.96. So it can be concluded that there is a positive significant influence of the *relationship quality* variable on *customer value*. Thus, the third hypothesis is accepted.

Sobel Test Results

Sobel test is conducted by testing the strength of the indirect influence of independent variables (*customer engagement*) toward dependent variable (*customer value*) through intervening variable (*relationship quality*). This test is done by Online Sobel Test Calculator for the Significance of Mediation, by entering the regression coefficient and standard error values of the *customer engagement* variables to the *relationship quality*, and the regression coefficient and standard error values of the *relationship quality* variable to *customer value* in which it gets the result as follows:

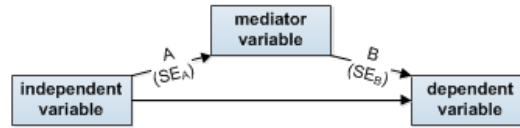
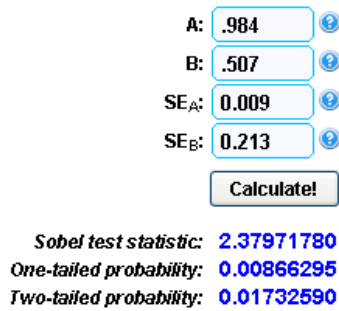


Figure 4.
Sobel Test Results

Sobel test shown in Figure 4 shows the Sobel test statistic value of 2.3797 with a one-side significance value of 0.009; because the significance value is <0.05, therefore, it can be said that the *relationship quality* is the intervening variable of the correlation of *customer engagement* and *customer value*.

E. DISCUSSION

In this study, *Customer engagement* positively influences *relationship quality*, it means that the better the *customer engagement*, the better the relationship quality between the customer and the company. By involving customers, such as Inviting them to share about the things to improve the performance of the company or promote cooperation between companies and customers (*share*), inviting customers to know more about the company (*learning*), motivating customers to inform others about the company's products or services (*advocating*), motivating customers to promote products services of the company (*socialization*), and motivating customers to contribute ideas that might contribute to the improvement of performance and service of the companies (*co-developing*), then, it will be able to create a good quality relationships between the companies and customers.

This is in line with the findings by Saks (2006) which states that the employee engagement has been implemented as a means to explore and explain the organizational commitment and behaviors of the members and also applied as a predictor of customer ratings toward the companies. Furthermore, the finding of the study is also in accordance with the opinion of Salanova et al (2005) that engagement has also been recognized as a way to improve morale, cohesion and psychological relationship between the customer and the company or organization.

The quality of a good relationship is manifested by the growth of customer trust, the presence of customer commitment to always use the company's services, and customer satisfaction with the overall service provided by the company.

Customer engagement in this study positively contribute to *customer value*, the better the company does *customer engagement* efforts, it will contribute to higher *customer value*. Involving customers such as inviting them to share about the things to improve the performance of the company or promote cooperation between companies and customers (*share*), inviting customers to know more about the company (*learning*), motivating the customer to inform others about product and service of companies (*advocating*), motivating customers to promote products services company (*socialization*), and motivating customers to contribute ideas to improve the performance and service companies (*co-developing*) will be able to create high customer value.

The study's findings are in line with the study conducted by Li and Dant in Vivek (2011) which concludes that the intensity of customer engagement will be positively related to the value received by customers. By the time customers are treated very well and considered as part of the company, it will raise the principle of reciprocity in which the customer will give the good attitude as good as what they have received by the company (Bagozzidalam Vivek, 2011).

Companies Interaction to customers via initiative engagement strategies will make the reciprocity norm appear to customers' engagement. If the company successfully engage customers, customers will recognize the benefits received and give return values to indicate behavioral intentions. In the return of value received, customers will have a good faith and

affective commitment to the organization, and may be willing to develop a strong relationship with the organization.

Moreover, in this study, *relationship quality* give positive influence on *customer value*. The better *relationship quality*, the better the *customer value* will be. It means that *relationship quality* is one of the important factors to increase *customer value*. *Relationship quality* is needed to drive, steer, cultivate, and maintain customer behavior towards the achievement of better corporate performance.

Relationship quality in this study also serves as a mediator of the influence of *customer engagement* toward *customer value*. *Customer value* will be stronger with the role of *relationship quality* in it. Starting from involving customers by *sharing*, it will create a good relationship between the company and customers. Then, One of the good form of relationship is the emergence of self-confidence of the customers toward the the company. Based on these good relationships created, customers will give a positive assessment to the company by the form of manifesting customer awareness of the company's survival (*affective commitment*), which in this study seems to show the highest *loading* value of all indicators of *customer value*.

Empirically, findings of this study support the finding by John (2008) that concludes that the success in fostering good relationship with customers is actually a beneficial thing that can bring profit for both parties. The relationship created between the company and the customer will make communication better.

After feeling satisfied and having created a good relationship, then the customers will tell the company's advantage to others. The information spread by the customer can build a good *image* about the company, and it can bring in new clients or customers for the company. By a good relationship, not only company, but also customers will get profits and advantages. Benefits and advantages gained by customers also vary, e.g, special price given by the company and get extra service for being a loyal customer.

F. CONCLUSION

Based on the analysis and discussion in this study, it obtains a general conclusion as follows:

1) *Customer engagement* have a positive significant influence on *relationship quality*. It means that, the better the *customer engagement*, the better the *relationship quality will be*, and the increased *sharing* programs between companies and customers is a way that can be used to improve *customer engagement* and gain *trust* of customers to be better.

2) *Customer engagement* have a positive significant influence on *customer value*. It means that, the better the *customer engagement*, the better the *customer value* will be, and the improvement of *sharing* programs between companies and customers is a way that can be used to improve *customer engagement* and to establish customer awareness of the companies' survival company (*affective commitment*). And

3) *Relationship quality* have a positive significant influence on *customer value*, it means that the better the *relationship quality* the better the *customer value*, and establishing trust of the customer is a way to improve the quality of relationships and increase customer awareness of companies survival (*affective commitment*).

This study has limitations that is the study results can not be generalized beyond the sample of the study because the respondents used is only limited to customers of PT. Siba Courier Indonesia representing Semarang and Jakarta city. Thus, to conduct similar study involving all customers of PT. Siba Courier Indonesia spreading in many cities around Indonesia still need to be considered.

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