

The Effect of Customer Orientation of Service Employee in Building Customer Retention in X Company Bali

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Abstract: *Company X as one of the tourism support services is considered to have an important role. This can be seen based on data released by the Badan Pusat Statistik where in 2015 the number of passenger aircraft at the Airport I Gusti Ngurah Rai reached 4,276,790, and increased in 2016 reached 4,977,673. X Company which is one of the premium class airlines in Indonesia becomes the object to be studied. This research is shown to explain the influence of Customer Orientation of Service Employee (COSE) to Customer Retention. The sample used in this study as many as 165 respondents, taken by using purposive sampling technique with the criteria of respondent's minimum flight using X Company to Bali 2 times in one year. To answer the problem of research and testing of research hypothesis then used the technique of Structural Equation Modeling (SEM) analysis by using AMOS 21. The results of this study indicate that 1) COSE has a significant positive effect on Customer Satisfaction, 2) COSE has significant positive effect on Commitment, 3) Customer Satisfaction has positive but not significant effect on Commitment, 4) COSE has positive but not significant effect on Customer Retention, 5) Customer Satisfaction has positive effect significant to Customer Retention, 6) Commitment has positive but not significant effect on Customer Retention.*

Keywords: *Customer Orientation of Service Employee (COSE), Customer Satisfaction, Commitment, Customer Retention.*

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I. Introduction

The needs and desires that exist in each individual basically have different ways of achieving. These differences lead to a diversity of needs and wants that each individual must perform. The goal as a marketer in itself is to meet and satisfy the needs and wants of targeted customers in a way that is better than its competitors (Kotler and Keller, 2009). Understanding the needs and wants of the individual as a target customer is one of the important things for marketers. In the field of marketing, the different behavioral situation of each individual is called consumer behavior. It is also one of the individual drivers to work and earn income in order to meet the needs and desires.

Aviation services as one of the individual support services in the fulfillment of its needs certainly require customer retention. In this study wanted to see the influence of Customer Orientation of Service Employee (COSE) to customer retention. COSE itself has an understanding as a form of customer willingness to help customers assess their exact needs and decisions according to their orders, deliver services that meet their needs, and avoid high-pressure sales tactics (Lee et al., 2011). Basically COSE has four dimensions that allow consumers to have behavior in accordance with the orientation or desire that includes employee's technical skills, employee social skills, motivation and decision-making decision dimensions. The statement is also reinforced by the argument that every airline is increasingly directing to better utilize customer centric strategies such as focusing on quality of service to better target potential passengers, this is in the face of intense competition (Lim and Tkaczynski, 2017).

In Sivesan research (2014) obtained results that COSE has a great impact in shaping customer satisfaction and customer retention. The study was conducted on hotels in Sri Lanka. In the formation of COSE influence on customer retention is also mediated by two other supporting variables such as customer satisfaction and customer commitment. This study would like to see similar things from different research objects. Flight service as one of the supporters of tourism will be the focus of research. As one tourist destination that can be easily reached by the people of Indonesia, Bali is often used as a location for vacation. It has been proved that Bali is awarded Traveler's Choice Awards 2017 as a favorite tourist destination (Kompas.com, 2017).

Bali as one of the best tourist destinations viewed from the natural landscape that is owned, can be categorized that Bali has a marketing service that is quite potential. The service itself is an action or performance that creates benefits for the customer by bringing about the desired change within - or on behalf of - the recipient (Lovelock and Wright, 2011). So it is no wonder that Bali has a density of both domestic and international tourist visitors. In this case the researchers assume the tourists tend to use aircraft transportation as a form of time efficiency toward tourist destination. In the selection of airlines used, tourists will certainly not randomly choose which airline they will use. Therefore, in this study will see from the side of the premium class airlines serving the domestic flight route of X Company.

II. Literature Review

To create satisfaction from a service that is intangible and difficult to assess by the customer then it needs 3 different categories of characteristics: search, experience and trust (Lovelock and Wright, 2011). Judging from the services provided by the airline's transportation, service as a category of experience characteristics should be highlighted to gain the trust of its customers. Consequently, the customer orientation approach to employee service or COSE is considered an approach that has an important influence on service companies.

Sivesan and Karunanithy (2014) conducted research with different objects namely Hotel in Sri Lanka. The results of the Sivesan study yielded overall positive results significantly by using a similar hypothesis. The design of this study would like to test with different research objects, ie airlines operating in Ngurah Rai Airport, Bali, such as X. Reydet Company stated that when customers are committed, customers want the success of a company, Reydet also mentioned that the commitment consists of of the two dimensions that support in affecting loyalty ie effective and sustainable dimensions (Reydet and Carsana, 2017).

The focus of this research is to replicate journals that have been previously studied, but by making changes in research objects. The research by Sivesan suggests that COSE as an independent variable significantly affects the three dependent variables, namely Customer Satisfaction, Commitment, and Retention of hotels in Sri Lanka (Sivesan, 2014). Company X as a premium class airline in Indonesia will be the object of this research.

COSE has a sense of being a meeting of service to the desires of the customer, and is something that is important in shaping the image of the service provider company (Hanzaee and Marvaisi, 2011). COSE as an exogenous factor in this research has 4 dimensions in it that is technical skills, social skills, motivation, and decision making authority (Sivesan, 2014), in Sivesan research also stated that COSE have a significant positive effect on customer satisfaction.

Fullerton (2014) which states that in the state of poor service quality, consumers will forgive the situation is because the supplier supports the things favored by consumers, it can be said that consumer desires that can be met by the supplier will lead to its own commitment, seen the influence of COSE on commitment. Selvakumar (2015) discloses that if a customer feels dissatisfaction with an acceptable service, then the pride will feel the disappointment of the service, and it will not make the customer commit to the company, it is the opposite.

Another study by Segoro (2013) states that the quality of service generated by the company has a significant positive effect on consumer loyalty. Farooghi et al. (2016) states that there is a significant influence between customer satisfaction with customer retention. Other research according to Cater and Cater (2010) states that true there are positive behaviors to maintain and strengthen business relationships formed from a shared commitment, so that the loyalty of consumers is influenced positively by the commitment.

This study emphasizes exogenous variables such as COSE consisting of four dimensions such as technical skills, social skills, motivation, and decision making authority have an influence on customer satisfaction, commitment, and customer retention. The next linkage will see the effect of customer satisfaction on commitment and customer satisfaction on customer retention.

Hypothesis

COSE to Customer Satisfaction

Carrillat et al. (2009) states that consumer decisions to make purchases, or repurchases are influenced by the quality of the service itself, and satisfaction and trust will increase to the supplier. COSEs that have factors such as technical skills, social skills, motivation, and decision-making authority are assumed to have an identical impact. In the long run of a company, building long-term relationships with customers is important, as it is a prerequisite for economic viability and the success of most of today's COSE service companies with factors such as technical skills, social skills, motivation, and decision-making authority are assumed to have an impact which is identical. In the sustainability of a company, building long-

term relationships with customers is important, as it is a prerequisite for the economic viability and success of most service firms today (Sivesan, 2014). Dewi et al. (2014) revealed there is a positive and significant correlation between the dimensions of service quality and customer satisfaction. Based on this understanding can be seen a relationship where COSE as a benchmark of the quality of the company will affect customer satisfaction. H1: COSE has a significant positive effect on customer satisfaction.

COSE to Commitment

Customer satisfaction that focuses on the services and products produced will certainly impact on long-term relationships with customers. Fullerton (2014) states that in the state of poor service quality, consumers will forgive the situation is because the supplier supports things that are liked by consumers. The emphasis is certainly intended on the customer's commitment to the company. Alteren and Tudoran (2015) argue that commitment behavior is one of the keys that strengthens relationships among business partners where business partners can meet the demands of their business opponents. The behavior of service providers perceived by the customer poses an important role in maintaining the relationship, because the relationship is largely determined by trust and commitment (Laurent, 2016). It can be said that commitment formation is influenced by customer demand. H2: COSE has a significant positive effect on commitment.

Customer Satisfaction to Commitment

Research conducted by Raie et al. (2014) states that there is a significant relationship between customer satisfaction with customer commitment. Selvakumar (2015) states that if a customer feels dissatisfaction with an acceptable service, then the pride will feel the disappointment of the service, and it will not make the customer commit to the company, it is the opposite. Suratman (2015) stated that customer satisfaction significantly affects commitment. The formation of customer commitment is seen with the first satisfaction felt by the customer. H3: Customer satisfaction has a significant positive effect on commitment.

COSE to Customer Retention

According to Hanzae and Mirvaisi (2011) services provided by the company is a very important component, of course this is because the form of service will create a picture of the customers of a company, and it will continue to grow and not deleted from the image of the company . It is profit-oriented for the company in the end. Segoro (2013) in his research stated that the quality of service generated by the company has a significant effect on the loyalty of the consumers. Sivesan and Karunanithy (2015) stated that there is a significant relationship between COSE and customer retention. H4: COSE has a significant direct positive effect on customer retention.

Customer Satisfaction to Customer Retention

Omar (2015) states that there is a positive influence between satisfaction and loyalty, where in his research the loyalty of the consumers will bring its own benefits for the company. Maesala (2016) through his research states that satisfaction becomes an influential mediation in increasing loyalty. Farooqi et al. (2016) in his research states a similar thing, where there is a positive and significant relationship between customer satisfaction with customer retention. H5: Customer satisfaction has a significant positive effect on customer retention.

Commitment to Customer Retention

Cater and Cater (2010) stated that in fact there is a positive attitude to maintain and strengthen business relationships formed from a common commitment, so that the loyalty of consumers is influenced positively by commitment. Haghkhah (2013) states that commitment becomes a variable that plays an important role in shaping consumer loyalty. Arif et al (2015) states that customer commitments persist in depth to re-subscribe or re-purchase products / services consistently in the future, despite the influence of the situation, and marketing efforts have the potential to cause behavioral changes. Another study by Inoue (2017) suggests that commitment mediates the relationship between consumer engagement and consumer loyalty behavior. H6: Commitment has a significant positive effect on customer retention.

III. Research Methods

The population in this study are the customers of Company X who use the services of airline Company X in the last 2 years with the destination of Ngurah Rai International Airport, Bali. The sum of these populations can not be calculated with certainty (infinite). This study also used sampling from non-probability sampling method due to the population of the research which can not be calculated with certainty. The sampling technique uses purposive sampling technique. Purposive sampling is a technique of determining the sample for a particular purpose only and is done based on certain criteria that exist in the

respondent. According Sugiyono (2010) has the ideal sample size suggestion in the multivariate analysis of 5 times the number of indicators, in this study there are 33 indicators used, so it takes at least 165 respondents (33 indicators multiplied 5). Based on the hypothesis and conceptual framework of this research, the data analysis method used is Structural Equation Modeling (SEM) of AMOS statistic package. When viewed from the preparation of the model and how it works, SEM is a combination of factor analysis and regression analysis that can explain the relationship between many variables (Atmaja, 2011).

IV. Result

Table 1. Regression Weight Full Model Estimate

			Estimate	S.E.	C.R.	p value
COSE	--->	Customer_Satisfaction	0,244	0,089	2,749	0,006
COSE	--->	Commitment	0,153	0,052	2,969	0,003
Customer_Satisfaction	--->	Commitment	0,017	0,048	0,359	0,720
COSE	--->	Customer_Retention	0,081	0,094	0,858	0,391
Commitment	--->	Customer_Retention	0,198	0,196	1,006	0,314
Customer_Satisfaction	--->	Customer_Retention	0,278	0,092	3,032	0,002

Source: Primary Data, 2017

COSE to Customer Satisfaction

The result of this research data analysis shows that COSE have positive and significant effect to Customer Satisfaction so that H0 is rejected, with estimate value equal to 0,244 and probability equal to 0,006. A positive estimate value indicates a positive influence between COSE and Customer Satisfaction, while a probability value of 0.006 (<0.05) indicates COSE has significant influence on Customer Satisfaction. These results show that COSE has a positive and significant effect on Customer Satisfaction. In the dimension of technical skills with indicators of high level of knowledge in the field of service in the Company Company X has the largest factor loading value with a value of 0.960. This means that the higher the level of working knowledge in the field of service on airline Company X, the faster service provided by the Company's cabin crew X to the customers.

These results are consistent with research by Dewi et al. (2014) revealed there is a positive and significant correlation between the dimensions of service quality and customer satisfaction. Selvakumar (2015) states that there is a significant positive relationship between service quality and Customer Satisfaction, because if the customer feels dissatisfaction over a service received, then the pride will feel the disappointment of the service, and it will not make the customer committed to the company, vice versa. Farooghi et al. (2016) in his research stated COSE had a significant positive effect on Customer Satisfaction. The positive and significant influence of COSE on Customer Satisfaction indicates that the higher the level of working knowledge in the service field on the Company X airline, the faster service provided by the Company's X cabin crew to the customers.

Customer Satisfaction to Commitment

The result of this research data analysis shows that Customer Satisfaction have positive and not significant effect to Commitment so that H0 is accepted, with estimate value equal to 0,017 and probability equal to 0,720. A positive estimate value indicates a positive influence between Customer Satisfaction and Commitment, while the probability value of 0.720 (> 0.05) indicates Customer Satisfaction has no significant effect on Commitment. These results indicate that Customer Satisfaction has positive and insignificant effect on Commitment. In service dimension with indicator of cabin crew Company X provides fast service has the biggest factor loading value with value 0,908. This means that the sooner the waiter provided by the Company's X cabin crew, the more influential but insignificant the emotional level attached to the airline customers of Company X. This is shown by the in-depth interview with some respondents (Anggreini, Pandu, Prawira, Jehan and Good) that they are satisfied with the services provided by Company X, but the Company's X ticket price is too high, the flight made without a plan, and the mismatch of flight schedules causes them to choose to use other airlines.

This result contradicts Azeem's research (2010) in his research stating that there is a significant positive relationship between satisfaction with commitment. Research conducted by Raie et al. (2014) states that there is a significant positive relationship between Customer Satisfaction with Commitment. Suratman (2015) stated that customer satisfaction has a significant positive effect on commitment. Derriawan (2015) in his research stated that satisfaction has a significant positive effect on commitment. The positive and insignificant influence of Customer Satisfaction on Commitment indicates that the sooner the waitress given by the Company's X cabin crew, the more influential but insignificant the emotional level attached to airline Company X customers.

COSE to Customer Retention

The results of this research data analysis show that COSE has positive and insignificant effect on Customer Retention so that H₀ is accepted, with estimate value equal to 0,081 and probability equal to 0,391. A positive estimate value indicates a positive influence between COSE and Customer Retention, while a probability value of 0.391 (> 0.005) indicates that COSE has no significant effect on Customer Retention. The results show that COSE has positive and insignificant effect on Customer Retention. In the dimension of technical skills with indicators of high level of knowledge in the field of service in the Company Company X has the largest factor loading value with a value of 0.960. This means that the higher level of working knowledge in the service field on the Company X carrier, it will not affect Word of Mouth Communication or will not make the customer improve the information of service superiority of Company X Company to others.

These results are consistent with Wang's research (2010) service quality has no positive effect on loyalty. The same thing according to Hanzae and Mirvaisi (2011) COSE does not have a significant impact on Customer Retention. In contrast to Segoro (2013) in his research stated that the quality of service generated by the company has a significant effect on loyalty than the consumers. Arif et al. (2015) states that customer commitments persist in depth to re-subscribe or re-purchase products / services consistently in the future, despite the influence of the situation, and marketing efforts have the potential to cause behavioral changes, resulting in a positive relationship significant between service quality and loyalty. The positive and insignificant influence of COSE on Customer Retention indicates that the higher level of working knowledge in the service field on the Company X carrier, it will have significant but insignificant effect on Word of Mouth Communication or will not make the customer always improve the information of the company's service superiority to Company X other.

Customer Satisfaction to Customer Retention

The result of this research data analysis indicate that Customer Satisfaction have positive and significant effect to Customer Retention so that H₀ is rejected, with estimate value equal to 0,278 and probability equal to 0,005. A positive estimate value indicates a positive influence between Customer Satisfaction and Customer Retention, while the probability value of 0.002 (> 0.05) indicates Customer Satisfaction has a significant influence on Customer Retention. These results indicate that Customer Satisfaction has a positive and significant impact on Customer Retention.

In service dimensions with the cabin crew Company X provides fast service has the largest factor loading value with a value of 0.908. This means that the sooner the services provided by the Company X cabin crew will affect Word of Mouth Communication or improve the information of the goodness of the Company X service from customers to others.

These results are in accordance with research Atmaja and Rahyuda (2011) states that Customer Satisfaction be the only variable that affects consumer loyalty. Omar (2015) states that there is a positive influence between satisfaction and loyalty, where in his research the loyalty of the consumers will bring its own benefits for the company. Maesala (2016) through his research states that satisfaction becomes an influential mediation in improving loyalty. Farooqi et al. (2016) in his research states a similar thing, where there is a positive and significant relationship between Customer Satisfaction with Customer Retention. The positive and significant impact of Customer Satisfaction on Customer Retention indicates that the sooner the service provided by the Company X cabin crew will affect Word of Mouth Communication or improve the information of the goodness of the Company X service from customers to others.

Commitment to Customer Retention

The result of this research data analysis shows that Commitment has negative effect and not significant to Customer Retention so that H₀ is accepted, with estimate value equal to 0,198 and probability equal to 0,314. Estimate value of 0.198 shows there is a positive influence between Commitment with Customer Retention, while the probability value of 0.314 (> 0.05) shows Commitment has no significant effect on Customer Retention. The results show that COSE has positive and insignificant effect on Customer Retention. On the indicators continue to use the airline Company X because enjoying the relationship with the airline has the largest factor loading value with a value of 0.873. This means that the more customers enjoy the relationship with Company X, it will have a significant but insignificant effect on Word of Mouth Communication or the customer will not always improve the company's service superiority information of Company X to others. This statement is supported by the indepth interview conducted by researchers with respondents (Anggreini, Pandu, Prawira, Jehan and Bagus) stating that others already know that Company X is an airline that has advantages over other airlines in Indonesia, so that the customer is perceived no longer need to do Word of Mouth Communication against others.

This result contradicts Cater and Cater's (2010) research which states that there are real positive behaviors to maintain and strengthen business relationships formed by mutual commitment, so that customer

loyalty is positively influenced by commitment. Haghkhah (2013) states that commitment becomes a variable that plays an important role in shaping consumer loyalty. In the study of Bricci et al. (2016) in Portugal found that commitment had a significant positive effect on loyalty. Another study by Inoue (2017) states that a significant positive commitment affects consumer loyalty but basically with a weak commitment, will make a weak loyalty as well. Negative and insignificant Influence Commitment to Customer Retention indicates that the higher the emotion attached to the Company X carrier, it will not affect Word of Mouth Communication or the customer will not improve the information of the Company's service superiority to Company X.

V. Discussion and Conclusion

COSE has positive and significant impact on Customer Satisfaction so that H₀ is rejected, with estimate value equal to 0,244 and probability equal to 0,006. A positive estimate value indicates a positive influence between COSE and Customer Satisfaction, while a probability value of 0.006 (<0.05) indicates COSE has significant influence on Customer Satisfaction. These results show that COSE has a positive and significant effect on Customer Satisfaction.

The result of this research data analysis shows that COSE has positive and significant effect to Commitment so that H₀ is rejected, with estimate value equal to 0,153 and probability equal to 0,003. Estimate values of positive value indicate a positive influence between COSE and Commitment, while the probability value of 0.003 (<0.05) indicates COSE has a significant influence on Commitment. These results show that COSE has a positive and significant effect on Commitment.

The result of this research data analysis shows that Customer Satisfaction have positive and not significant effect to Commitment so that H₀ is accepted, with estimate value equal to 0,017 and probability equal to 0,720. A positive estimate value indicates a positive influence between Customer Satisfaction and Commitment, while the probability value of 0.720 (> 0.05) indicates Customer Satisfaction has no significant effect on Commitment. These results indicate that Customer Satisfaction has positive and insignificant effect on Commitment.

The results of this research data analysis show that COSE has positive and insignificant effect on Customer Retention so that H₀ is accepted, with estimate value equal to 0,081 and probability equal to 0,391. A positive estimate value indicates a positive influence between COSE and Customer Retention, while a probability value of 0.391 (> 0.005) indicates that COSE has no significant effect on Customer Retention. The results show that COSE has positive and insignificant effect on Customer Retention.

The result of this research data analysis indicate that Customer Satisfaction have positive and significant effect to Customer Retention so that H₀ is rejected, with estimate value equal to 0,278 and probability equal to 0,005. A positive estimate value indicates a positive influence between Customer Satisfaction and Customer Retention, while the probability value of 0.002 (> 0.05) indicates Customer Satisfaction has a significant influence on Customer Retention. These results indicate that Customer Satisfaction has a positive and significant impact on Customer Retention.

The result of this research data analysis shows that Commitment has negative effect and not significant to Customer Retention so that H₀ is accepted, with estimate value equal to 0,198 and probability equal to 0,314. Estimate value of 0.198 shows there is a positive influence between Commitment with Customer Retention, while the probability value of 0.314 (> 0.05) shows Commitment has no significant effect on Customer Retention. The results show that COSE has positive and insignificant effect on Customer Retention.

Limitation and Future Research

Limitations in this study is that this study is only conducted on premium-class airlines only. The speakers in this study are only glued to domestic passengers only, it is expected that in subsequent research can get speakers from passengers as well. Future research is expected to test the mediation effect between Customer Satisfaction and Commitment and can test not only on premium-class airlines, but also with other airlines in general.

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