


THE INFLUENCE OF SERVICE QUALITY, CUSTOMER TO CUSTOMER INTERACTION, STAFF WARMTH, STAFF COMPETENCE AND INTERACTION ON INTENTION TO RECOMMEND: CASE STUDY AT A ENGLISH LANGUAGE INSTITUTE IN INDONESIA DURING THE COVID-19 PANDEMIC

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 21 April 2023</p> <p>Accepted 18 July 2023</p>	<p>Purpose: The purpose of this study is to examine whether staff warmth and Competence and Customer to Customer interaction and service quality has positive influence to intention to recommend at a English Language Institute in Indonesia.</p>
<p>Keywords:</p> <p>Staff Warmth and Competencies; Service Quality; Customer to Customer Interaction; Intention to Recommend.</p>	<p>Theoretical framework: The theoretical framework is conduct with service quality, staff warmth and competence and customer to customer interaction, that has empirical study before which influence to intention to recommend.</p>
	<p>Design/Methodology/Approach: This research is a quantitative method and individual unit analysis and was conducted using Structured Equation Method (SEM) with Smart PLS 3.2.9 and the number of respondents was 152 respondents from students studying at LIA.</p>
	<p>Findings: The Service quality and staff warmth and competence and customer-to-customer interaction have a positive effect on the intention to recommend by 70.1%. Customer to customer interaction that influence the intention to recommend is the highest value of 32,8 % and also the staff warmth and competence has the second highest value of 31,2 %.</p>
	<p>Research, practical and social implications: The study found that customer to customer interaction has significantly influence the intention to recommend, so the institute has to control especially for the negative issues, and also the institute has to increase the capability from the staff and the lecturer.</p>
	<p>Originality/Value: The value of the study, at digital era especially in pandemic, the value tangible factor is very low, but the value of the staff warmth and competence and also customer to customer interaction is very high, because the customer is very easy to interact with other using digital platform.</p>
	<p>Doi: https://doi.org/10.26668/businessreview/2023.v8i7.1450</p>

A INFLUÊNCIA DA QUALIDADE DO SERVIÇO, DA INTERAÇÃO ENTRE CLIENTES, DO CALOR DA EQUIPE, DA COMPETÊNCIA DA EQUIPE E DA INTERAÇÃO NA INTENÇÃO DE RECOMENDAR: ESTUDO DE CASO EM UM INSTITUTO DE LÍNGUA INGLESA NA INDONÉSIA DURANTE A PANDEMIA DA COVID-19

RESUMO

Propósito: O objetivo deste estudo é examinar se o calor da equipe e competência e interação Cliente-Cliente e qualidade de serviço tem influência positiva para a intenção de recomendar em um Instituto de Língua Inglesa na Indonésia.

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Estrutura teórica: A estrutura teórica é conduzida com qualidade de serviço, calor e competência da equipe e interação cliente-cliente, que tem estudo empírico antes de qual influência a intenção de recomendar.

Projeto/Metodologia/Abordagem: Esta pesquisa é um método quantitativo e análise de unidade individual e foi realizada utilizando o Método de Equação Estruturada (SEM) com Smart PLS 3.2.9 e o número de entrevistados foi de 152 estudantes que estudam no LIA.

Constatações: A qualidade do Serviço e o calor e competência da equipe e a interação cliente-cliente têm um efeito positivo na intenção de recomendar em 70,1%. A interação cliente-cliente que influencia na intenção de recomendar é o valor mais elevado de 32,8 % e também a cordialidade e competência da equipe tem o segundo valor mais elevado de 31,2 %.

Pesquisa, implicações práticas e sociais: O estudo descobriu que a interação cliente-cliente influenciou significativamente a intenção de recomendar, então o instituto tem que controlar especialmente para as questões negativas, e também o instituto tem que aumentar a capacidade da equipe e do professor.

Originalidade/Valor: O valor do estudo, na era digital, especialmente em pandemia, o valor fator tangível é muito baixo, mas o valor da cordialidade e competência da equipe e também a interação cliente-cliente é muito alta, porque o cliente é muito fácil de interagir com outros usando plataforma digital.

Palavras-chave: Calor e Competências da Equipe, Qualidade do Serviço, Interação Cliente-Cliente, Intenção de Recomendar.

LA INFLUENCIA DE LA CALIDAD DEL SERVICIO, LA INTERACCIÓN DEL CLIENTE CON EL CLIENTE, LA CALIDEZ DEL PERSONAL, LA COMPETENCIA DEL PERSONAL Y LA INTERACCIÓN SOBRE LA INTENCIÓN DE RECOMENDAR: ESTUDIO DE CASO EN UN INSTITUTO DEL IDIOMA INGLÉS EN INDONESIA DURANTE LA PANDEMIA DE COVID-19

RESUMEN

Propósito: El propósito de este estudio es examinar si la calidez y competencia del personal y la interacción del cliente con el cliente y la calidad del servicio tiene influencia positiva en la intención de recomendar en un Instituto de Idioma Inglés en Indonesia.

Marco teórico: El marco teórico es conducido con calidad de servicio, calidez y competencia del personal y la interacción cliente a cliente, que tiene estudio empírico ante el cual influye la intención de recomendar.

Diseño/Metodología/Enfoque: Esta investigación es un método cuantitativo y de análisis unitario individual y se llevó a cabo utilizando el Método de Ecuación Estructurada (MEB) con Smart PLS 3.2.9 y el número de encuestados fue de 152 encuestados de estudiantes que estudian en LIA.

Hallazgos: La calidad del servicio y la calidez y competencia del personal y la interacción cliente-a-cliente tienen un efecto positivo en la intención de recomendar en un 70,1%. La interacción cliente a cliente que influye en la intención de recomendar es el valor más alto del 32,8 % y también la calidez y competencia del personal tiene el segundo valor más alto del 31,2 %.

Investigación, implicaciones prácticas y sociales: El estudio encontró que la interacción cliente a cliente tiene una influencia significativa en la intención de recomendar, por lo que el instituto tiene que controlar especialmente los problemas negativos, y también el instituto tiene que aumentar la capacidad del personal y el profesor.

Originalidad/Valor: El valor del estudio, en la era digital, especialmente en la pandemia, el factor tangible de valor es muy bajo, pero el valor de la calidez y competencia del personal y también la interacción del cliente con el cliente es muy alta, porque el cliente es muy fácil de interactuar con otros utilizando la plataforma digital.

Palabras clave: Calidez y Competencias del Personal, Calidad del Servicio, Interacción Cliente a Cliente, Intención de Recomendar.

INTRODUCTION

LIA Language Institute is an English Language Institute that has been in operation for 60 years in Indonesia. In line with the times, the LIA Language Institute has expanded to 68 branches across Indonesia. The language programs organized by the LIA Language Institute are English language learning programs for grades 4 to 6 and also for grades 7 to 12. In

addition, there are classes for business people, both conversation classes and preparation classes to take internationally accredited English proficiency tests such as IELTS and TOEFL. The number of students studying in this language institute has also reached more than 10 thousand students scattered throughout Indonesia. Moreover, the LIA language Institute also offers off-campus programs, such as an English language program for 500 thousand Grab partners and government employees all over Indonesia.

The LIA Language Institute collaborates with the UPH Faculty of Economics and Business to carry out an analysis to create a service excellence program for its teachers and staff. Several focus group discussions involving management and administrative staff were conducted. Results of the focus group discussion revealed the problem faced by the language institute, that is the need to improve service quality so that LIA Language Institutes have qualified service standards in all branches. Besides, it is in line with the implementation of digitalization starting from registration to the implementation of education and also in payment administration. Besides that, the friendliness of the staff from security officers to customer service officers is also good teachers, and field administration officers who will meet with customers on a daily basis. The problem that occurs is also triggered by the digitization process that has not been comprehensively completed. This is due to several branches that still use manual processes, so there are non-standard services in the branches. Below is the summary of the areas for improvement identified during the focus group discussions:

1. Enrollment process of new students
2. Standards and service times
3. Service standards: registration and payment administration services
4. Service standards at the time of the implementation of education

Objective of Research

The aim of this research is to examine whether service quality, customer-to-customer interaction, staff warmth and competence have a positive influence on the intention to recommend.

THEORETICAL FRAMEWORK

Service Quality on Intention to Recommend

According to Parasuraman et al. (1985), the concept of service quality is a perception obtained by customers after comparing the expected results expected by customers, compared to the real results obtained, where the gap obtained by customers will greatly affect consumer

evaluations. regarding service quality. According to Parasuraman et al. (1985), the dimensions of service quality can be divided into five, namely:

- Tangibles: physical facilities, equipment, and tools used by employees
- Reliability: the ability to provide services as promised
- Responsiveness: the desire to help customers, so that service can be done quickly.
- Assurance: the ability to generate trust and confidence
- Empathy: helpful, personal attention from the company which includes access, communication, and understanding of the customers.

Achmadi et al. (2019) stated that when the service provided exceeds the expectation, the customer will be happy. On the other hand, if the service provided is below the expectation, the customer will be disappointed. Finally, according to Hill (1995), service quality refers to consumer perceptions of service quality that result from comparing expectations prior to receiving the service, and their actual experience of the service.

The purchase decision made by the customer is dependent on the customer's past experience, so the experience shared with others will be very influential in purchasing decisions (Olaru et al., 2008; Prasad et al., 2014). Meanwhile, according to Hosany and Prayag (2013), feelings arising from the experience of an event will affect satisfaction and the desire to recommend.

Service quality is a service done post-purchase, and the customer compares it with his or her expectations. Service quality affects Word of Mouth (WOM) which leads to recommendations to others (Intention to Recommend) ((Achmadi et al., 2019)). Meanwhile, Jiewanto et al. (2012) state that reliability, tangibles, responsiveness, empathy, and assurance have a positive effect on WOM Intention which means providing recommendations to others. Finally, Chaniotakis and Lymperopoulos (2009) state that there is a positive relationship between service quality and Intention to recommend in the form of WOM. Based on the above literature study, the following hypotheses are formulated:

- H₁: Tangible has a positive effect on Intention to Recommend
- H₂: Reliability has a positive effect on Intention to Recommend
- H₃: Responsiveness has a positive effect on Intention to Recommend
- H₄: Assurance has a positive effect on Intention to Recommend
- H₅: Empathy has a positive effect on Intention to Recommend

Staff Warmth and Competence with Intention to Recommend

According to Nikbin et al. (2019) to provide a good evaluation that will affect customer behavior, staff warmth and staff competencies must be treated as a unit. According to Smith et al. (2016), the perception of warmth is the best predictor of customer satisfaction. Finally, Astono et al. (2020) state that staff competence has a positive effect on customer satisfaction.

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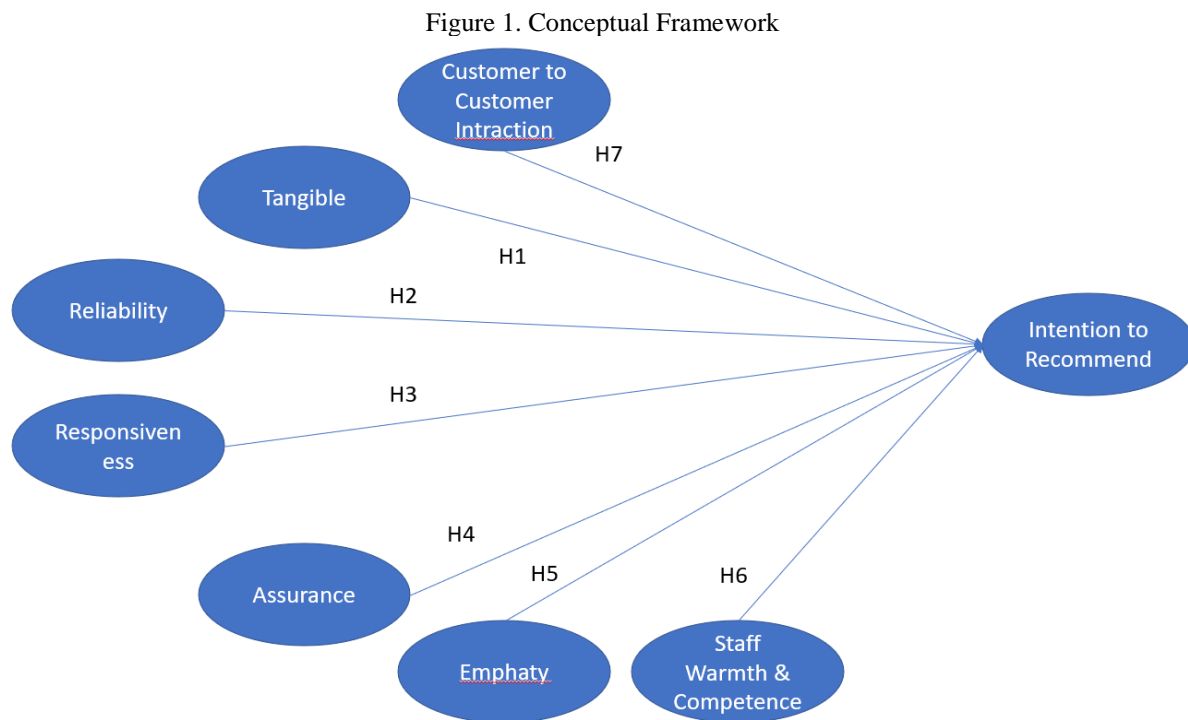
According to Wang et al. (2016), a smile will provide a good evaluation that will affect customer intention to recommend, then staff warmth and staff competence must be seen as a unit. Besides, according to Smith et al. (2016), the perception of warmth is the best predictor of customer satisfaction which will lead to intention to recommend. Astono et al. (2020) stated that staff competence has a positive effect on customer satisfaction which will also encourage intention to recommend. Based on the previous studies analyzed, the following hypothesis is formulated.

H₆: Staff Warmth and Competence has a positive influence on Intention to Recommend

Customer to Customer Interaction with Intention to Recommend

According to Finn et al. (2009), the customer-to-customer perception will influence the intention to recommend. Meanwhile, Olaru et al. (2008) state that the experience experienced by customers and sharing experiences among customers will create value in the customer and will affect the intention to recommend. Meanwhile, according to (Bowen, 2001) interaction between customers will increase customer loyalty and will increase customer recommendations. This is also stated by Huang and Hsu (2010) who state that interactions between customers will improve customer experience and will ultimately increase customer recommendations. Based on the literature study above, a hypothesis is formulated.

H₇: Customer-to-customer Interaction has a positive influence on intention to recommend.



Source: The Author, 2023

RESEARCH METHODOLOGY

This research is a quantitative type and aims to examine the factors that influence service quality and e-service quality on customer satisfaction and their impact on intention to recommend which is moderated by customer-to-customer interaction during the COVID-19 Pandemic. The unit analysis of this research comprises individual students who took English language classes at the LIA Education Institute. This research adopts the non-probabilistic, convenience sampling method. The population covers students at LIA Language Institute throughout Indonesia, enrolled in the period of January to February 2022.

The object of research in this study is the theory of intention, namely Intention to Recommend. Within the conceptual framework that predicts Intention to Recommend, there are several other influencing variables, such as Service Quality (Tangible, Reliability, Assurance, Empathy), Responsiveness, and Customer to Customer Interaction, also Staff warmth and competences. Whether the unit of analysis in this study is individuals who are LIA students. Data from each individual is taken and collected to be a data source by using Google Forms.

RESULTS

Profile of Respondents

The respondents of this research consist of active students at LIA Language Institute in various cities in Indonesia from January to February 2022. Data was collected using an online survey. There were 152 respondents involved in this study.

Gender

Most respondents are female (88 respondents or 55.9%). The rest are male (67 respondents or 44.1%).

Age groups

Respondents are mostly younger teenagers (13-15 years old) with a total of 103 (67.8%), followed by the age group of 16 to 18 years old (40 respondents or 26.3%). The rest belong to various older age groups: Above 25 years old (5 respondents or 3.3%) and 19 to 25 years old (4 respondents, or 2.6%).

Domicile

The majority of respondents reside in Jakarta (120 respondents or 78.9%), the rest are scattered all over Indonesia, such as West Java, Banten, West Sumata, Jambi, Yogyakarta, Kalimantan.

Table 1. Repondent Profile

			Total	Percentage
Language attended	program	General English for Teens	70	46.10%
		General English for Adults	51	33.60%
		Conversation for Students	18	11.80%
		LIA preparation course for the TOEFL	5	3.30%
		Conversation for Employees	4	2.60%
		Conversation in English	4	2.60%
Branch		Pengadegan	129	84.90%
		Cinere	15	9.90%
		Depok	6	3.90%
		Others	2	1.30%
Gender		Female	85	55.90%
		Male	67	44.10%
Age		13-15 years old	103	68%
		16-18 years old	40	26%
		19-25 years old	4	3%
		> 25 years old	5	3%

Domicile	DKI Jakarta	120	79%
	West Java	29	19%
	Others	3	2%

Source: The Author, 2023

Outer Model

To prove the reliability and validity of the model, the following steps are carried out:

Indicator reliability (*outer loading*)

According to Hair et al. (2019), an indicator is reliable if the value of the outer loading is > 0.708 . Table 2 shows that all indicators are greater than 0.708, so it can be stated that all indicators representing each construct are considered reliable.

Table 2 Outer Loading

Constructs and items	Loading
Tangible (AVE = 0.671; CR = 0.756)	
TA1 Having Advance Equipment	0.829
TA2 Learning material provided is easy to understand	0.772
TA3 All facilities function properly	0.854
Assurance (AVE = 0.847; CR = 0.910)	
AS1 You feel safe in every service provided	0.882
AS2 Every time you are served politely	0.937
AS3 The Servant has sufficient knowledge to answer your questions	0.942
Customer to Customer Interaction (AVE = 0.735; CR = 0.880)	
CC1 I spend much time-sharing information about my needs during the service process with other customers	0.809
CC3 I try to share the experience I get from LIA services to other customers	0.890
CC4 My discussions with other customers influenced me in taking the English language training program at LIA	0.873
CC5 I ask other customers about their experience with e-service quality from the apps that they receive	0.855
Empathy (AVE = 0.771; CR = 0.851)	
EM1 You get special attention in service	0.856
EM2 You feel comfortable in the time of service provided to you	0.899
EM3 The service staff understands your needs	0.879
Responsiveness (AVE = 0.794; CR = 0.913)	
RE1 Administration tells you when the service will be done	0.849
RE2 You don't wait long for a service	0.887
RE3 All officers try to help you	0.907
RE4 All officers do not feel busy to help you	0.920
Reliability (AVE = 0.802; CR = 0.876)	
RL1 Provide services in accordance with the promise	0.866
RL2 Help solve the problem	0.917
RL3 Give advice on solving problems by not creating new problems	0.903
Staff Warmth and Competences (AVE = 0.732; CR = 0.954)	
SC1 Customer Service (CS) LIA helped me in the registration properly	0.889
SC2 Customer Service (CS) LIA helps me with payment properly	0.881
SC3 Customer Service (CS) Lia helped me in placement test well	0.853
SC4 Customer Service (CS) LIA helped me in re-registration properly	0.915
SC5 Customer Service (CS) Lia helped me in moving the schedule well	0.836
SC6 Customer Service (CS) LIA helps me in getting the certificate properly	0.764
SC7 Security officer serves friendly	0.816

SC8	Security officers directed me to the administration correctly	0.859
SC9	Customer Service (CS) LIA has good competence in providing solutions to me	0.880
Intention to Recommend (AVE = 0.794; CR = 0.935)		
IR1	I will recommend this course to my friend.	0.908
IR2	I will recommend this course to my family	0.905
IR3	I will recommend this course to my co-worker	0.860
IR4	I will recommend this course to my neighbour	0.885
IR5	I got good service from my English training at LIA, therefore I would recommend to others	0.896

Source: The Author, 2023

Construct Reliability (*Cronbach Alpha & Composite Reliability*)

The second step is to test the construct reliability, which is measured by Cronbach's alpha which must be more than 0.7, and the AVE which must be more than 0.5 (Hair et al., 2019). From table 3, we can see that Cronbach's negligence is greater than 0.7 and AVE is greater than 0.5 so it can be stated that all constructs are reliable.

Construct validity test

The third step is to test the construct validity as depicted in table 3, which is measured by the Fornel-Larcker. The value must be greater than the value on the left-hand side and below it (Hair et al., 2019).

Table 3. Construct Validity

	Cronbach's Alpha	Composite Reliability	Result
Assurance_	0.910	0.943	Reliable
Customer to Customer Interaction_	0.880	0.917	Reliable
Empathy	0.851	0.910	Reliable
Intention to Recommend_	0.935	0.951	Reliable
Reliability	0.876	0.924	Reliable
Responsiveness _	0.913	0.939	Reliable
Staff Warmth and Competences_	0.954	0.961	Reliable
Tangible_	0.756	0.859	Reliable

Source: The Author, 2023

The results from table 3 show that all constructs are reliable.

Convergent Validity

The fourth step is to test the construct validity, which is measured by the AVE which must be more than 0.5.

Table 4. Convergent Validity

	Average Variance Extracted (AVE)	Result
Assurance_	0.847	Valid
Customer to Customer Interaction_	0.735	Valid
Empathy	0.771	Valid

Intention to Recommend_	0.794	Valid
Reliability	0.802	Valid
Responsiveness_	0.794	Valid
Staff Warmth and Competences_	0.732	Valid
Tangible_	0.671	Valid

Source: The Author, 2023

Discriminant Validity

The fourth step is to test the construct validity, which is measured by the Fornell-Larcker Criterion

Table 5 Fornell-Larcker Criterion

	Assurance	Customer to Customer Interaction	Empathy	Intention to Recommend	Reliability	Responsiveness	Staff Warmth and Competences	Tangible
Assurance_	0.920							
Customer to Customer Interaction	0.620	0.857						
Empathy	0.712	0.618	0.878					
Intention to Recommend	0.713	0.719	0.701	0.891				
Reliability	0.697	0.569	0.700	0.690	0.895			
Responsiveness_	0.839	0.652	0.783	0.691	0.711	0.891		
Staff Warmth and Competences	0.823	0.647	0.783	0.759	0.674	0.821	0.856	
Tangible_	0.757	0.582	0.695	0.663	0.735	0.733	0.722	0.819

Source: The Author, 2023

From Table 5 Fornell-Larcker Criterion ,all construct have value < 0.9 , so all construct have reliable and valid.

Construct Validity

The fourth step is to test the construct validity, which is measured by the inner VIF which must be between 1-4.

Table 6. Variance Inflation Factor

Constructs	VIF
Assurance	4.609
Customer to Customer Interaction	1.939
Empathy	3.385
Reliability	2.714
Responsiveness	4.896
Staff Warmth and Competences	4.466
Tangible	3.087

Source: The Author, 2023

From Table 6, we can see that all constructs are valid and there is no occurrence of multicollinearity.

Inner Model

In testing the inner model, what is seen in this section is the quality of the research model for empirical testing. The results of the Inner Model come from Bootstrapping processing using smartpls and the value of T Statistics for each Path can be identified. The model quality parameters used in this inner model are Variance Inflation Factor (VIF), R-square, Q-square, and Q-square predict.

Inner VIF

As previously mentioned, the model quality parameters used in the Inner Model are Variance Inflation Factor (VIF), R-square, Q-square (Hair et al., 2019).

Table 7 Inner VIF

	Intention to Recommend
Assurance	4.609
Customer to Customer Interaction	1.939
Empathy	3.385
Reliability	2.714
Responsiveness	4.896
Staff Warmth and Competences	4.466
Tangible	3.087

Source: The Author, 2023

From the results of the data processing listed in Table 7, it can be stated that the relationship between variables does not have multicollinearity because all values of inner VIF are < 5 .

R-Square

The 7th step is to test the R-Square. R-Square is 0.704 (See Table 8), which includes the Substantial Predictive Determinant (Hair et al., 2019).

Table 8 R-Square

	R-Square	R-Square Adjusted
Intention to Recommend	0.704	0.690

Source: The Author, 2023

In addition to using the Inner VIF, there is also an R-Square in the parameters for measuring the Inner Model. First, the R-Square obtained from Intention to Recommend is 0.704. This means that the Intention to Recommend variable can be explained by 38.8% of Tangible, Reliability, Assurance, Empathy, Responsiveness, Customer to Customer Interaction, and Staff warmth and competences. As for the rest, with a percentage of 29.6%, it can be explained by other variables outside the model. The R-Square value with a percentage of 70.4% itself is included in the medium predictive accuracy criteria because it is below 75%.

Q-Square

It is said in this section, that the value of Q2 is in the range of 0 to 1 (Hair et al., 2019). If it is found that the Q-squared value is more than 0 to 0.25, it can be said that the predictive ability is small or can be referred to as small predictive relevance. On the other hand, if the Q-squared value is between 0.25 to 0.5, it can be said that the predictive ability is medium or can be said to be medium predictive relevance. However, if the Q-squared value is more than 0.5, it can be said that the predictive ability is large or can be said to be of large predictive relevance.

Table 9 Q-Square and Q-Square Predict

	Q-Square	Q-Square Predict
Intention to Recommend	0.542	0.657

Source: The Author, 2023

From Table 9 Q-Squared and Q-Squared Predict can be said large predictive relevance.

DISCUSSION

Table 10 Hypothesis Test

Hypothesis	Path	Standardized Path Coefficient	T-Statistics	ρ-values
H ₁	Assurance_ -> Intention to Recommend_	0.129	1.471	0.142
H ₂	Customer to Customer Interaction_ -> Intention to Recommend_	0.328	3.306	0.001
H ₃	Empathy -> Intention to Recommend_	0.110	1.158	0.247
H ₄	Reliability -> Intention to Recommend_	0.207	2.273	0.023
H ₅	Responsiveness _ -> Intention to Recommend_	-0.137	1.167	0.244
H ₆	Staff Warmth and Competences_ -> Intention to Recommend_	0.312	3.084	0.002
H ₇	Tangible_ -> Intention to Recommend_	0.021	0.233	0.816

Source: The Author, 2023

From table 10 hypothesis 1 test result shows that assurance does not have positive influence on intention to recommend because T Statistics (1.471) < 1.645 and is not significant to intention to recommend because p-value > 0.05 , and hypothesis 2 test reveals that customer to customer interaction has a positive influence because T Statistics (3.306) > 1.645 and is significant to intention to recommend because p-value < 0.05, and in hypothesis 3 test shows that empathy does not have positive influence on intention to recommend because T Statistic (1.471) < 1.645 and is not significant to intention to recommend p-value >0.05 , and hypothesis 4 reveals that responsibility has a positive influence on intention to recommend and is significant to intention to recommend because T Statistic (2.273) > 1.645, and is not significant because p-values <0.05 and in hypothesis 5 customer to customer interaction not have positive influence because T Statistic (3.084) > 1.645 and not significant to intention to recommend because p-values > 0.05, and in hypothesis 6 customer to customer interaction have positive influence because T Statistic (3.084) > 1.645 and not significant to i Of all hypotheses, Hypothesis 2 (Customer to Customer Interaction) has the greatest effect, which is 0.328 on intention to recommend, the second is followed by hypothesis 6 (staff warmth and competences) which is 0.312 and the last hypothesis is hypothesis 4 (reliability) which has an effect on intention to recommendation to recommend because p-value <0.05, and in hypothesis 7 tangible have positive influence because t-statistic < 1.645 and not significant to intention to recommend, because p-value > 0.05.

Of all hypotheses, Hypothesis 2 (Customer to Customer Interaction) has the greatest effect, which is 0.328 on intention to recommend, the second is followed by hypothesis 6 (staff warmth and competences) which is 0.312 and the last hypothesis is hypothesis 4 (reliability) which has an effect on the intention to recommend. Therefore, the customer-to-customer relationship will greatly affect the intention to recommend, and this strengthens the research conducted by the interaction between customers will increase customer loyalty and will increase customer recommendations (Bowen, 2001). Therefore, the relationship between staff warmth and competences will greatly affect the intention to recommend, and this strengthens the research conducted by Smith et al. (2016), the perception of warmth is the best predictor of customer satisfaction which will lead to the intention to recommend. Astono et al. (2020) stated that staff competence has a positive effect on customer satisfaction which will also encourage intention to recommend. Therefore, the reliability relationship will greatly affect the intention to recommend, and this strengthens the research conducted by Jiewanto et al. (2012) state that reliability, tangibles, responsiveness, empathy, and assurance have a positive effect on WOM

Intention which means providing recommendations to others. The results of this study show that assurance, empathy, responsiveness, and tangibles have no positive and significant effect on the intention to recommend.

CONCLUSION AND RECOMMENDATIONS

Service quality and staff warmth and competence and customer-to-customer interaction have a positive effect on the intention to recommend by 70.1%. Therefore, the recommendation for the language institute in this study is to improve customer-to-customer interaction, staff warmth and competence, assurance, empathy, responsiveness, and tangible to increase the positive intention of customers to recommend the English language programs in this language institute to their network of friends in their social circle. This research reveals that the independent variables in this study influence intention to recommend by 70.1%. Future research is recommended to include other variables not analyzed in this study, such as customer loyalty and firm reputation.

ACKNOWLEDGEMENTS

The researchers would like to express their great gratitude to Universitas Pelita Harapan, especially the Faculty of Economics and Business for giving us the support to publish this article. We would also like to extend our sincere appreciation to Lembaga Bahasa LIA for the wonderful collaboration, and the experts appointed to assist us as reviewers for this journal article for their valuable insights.

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