ENHANCING CUSTOMER RETENTION: THE ROLE OF CUSTOMER SATISFACTION AND DELIGHT IN THE AUTHORIZED AUTOMOTIVE AFTER-SALES SERVICE SECTOR

**Choi-Meng Leong[a*], Jun-Hwa Cheah[b], Hiram Ting[c,d,e], Rodney Lim[a],
Adlin Baizura binti Ariffin[f] and Xin-Jean Lim[g,h]**

[a]*Faculty of Business, Design and Arts, Swinburne University of Technology, Malaysia*
[b]*Norwich Business School, University of East Anglia, United Kingdom*
[c]*Faculty of Tourism and Hospitality, i-CATS University College, Sarawak, Malaysia*
[d]*International College, Krirk University, Bangkok, Thailand*
[e]*Center for Tourism Research, Wakayama University, Wakayama, Japan*
[f]*Faculty of Hospitality and Tourism Management, UCSI University, Malaysia*
[g]*Business School, Sun Yat -Sen university, Shen Zhen, Guangdong, China*
[h]*School of Business and Economics, Universiti Putra Malaysia, Serdang, Selangor, Malaysia*

[*]*cmleong@swinburne.edu.my*

ABSTRACT

This study examines the influence of utilitarian and hedonic experiences, customer engagement, and customer value anticipation on customer retention in the authorized automotive after-sales service sector, using customer satisfaction and customer delight as mediators. We collected 316 samples and employed Partial Least Squares-Structural Equation Modeling for data analysis. The findings confirm the direct impacts of utilitarian and hedonic experiences, customer engagement, and customer value anticipation on both customer satisfaction and customer delight. Additionally, customer satisfaction and customer delight directly influence customer retention and mediate the relationship between the hypothesized predictors and customer retention. This research enriches the customer retention literature by integrating Expectancy Disconfirmation Theory with flow theory, customer engagement theory, and customer value theory. It also provides insights into the predictors of customer retention and the mediating roles of customer satisfaction and customer delight in the authorized automotive after-sales service sector. The results suggest that service providers innovate their offerings and focus on enhancing customer satisfaction and delight to meet and exceed customer expectations.

Keywords: *Customer retention; customer satisfaction; customer delight; after-sales service; automotive*

INTRODUCTION

Customer retention has been established as a critical goal in service organisations for some time (Chen & Liu, 2019; Kim, 2019; Fam et al., 2023). Customer retention is critical for ensuring long-term customer acquisition and economic viability within an organisation. Getting a new customer is five times more expensive than keeping a current one (Zietsman, 2019). In addition, losing an

existing customer has serious implications for the business. In the automotive industry, the ability to retain customers through intimate and long-term relationships is particularly important because the nature of pricing for automotive products implies that customers rarely return to the market after a five-year or longer ownership cycle (Nyadzayao and Khajehzadeh, 2016). This places immense pressure on authorised after-sales service providers in the automotive subsector to cultivate long-term, high-quality relationships with their customers in order to retain them (Borchardt et al., 2018). Among several determinants of customer satisfaction, after-sales services act as definite predictors of customer satisfaction (Verma, 2022) as well as customer retention (Kumar, 2021).

After-sales service in the automotive industry consists of five customer-centric domains: service quality, car pick-up, service initiation, service adviser, and service facility (Kirwan, 2018). Preventive maintenance services to customers are critical for automobile companies at authorised workshops (Kumar et al., 2017). Customer satisfaction is highly dependent on the vendors who serve as their initial point of communication, and who provide a feedback loop between businesses and customers (Ali & Dubey, 2014). However, after-sales service failures are inevitable as companies tend to focus on selling new cars while overlooking the after-sales function (Sabbagha et al., 2016). At the same time, although the manufactured quality of automobiles has significantly improved in recent decades, the quality of authorised after-sales service remains in doubt (Fraser et al., 2013), even though after-sales services are a crucial aspect of brand-building in this industry (Kato, 2021). Nevertheless, the benefits to be gained from recurring businesses have driven firms in the automotive after-sales sector to retain their existing clients sustainably (Coyle et al., 2011). They also highlight the need to investigate the performance of authorised dealers.

The importance of understanding the factors that influence customer retention is well established in previous research (Kumar et al., 2017; Cambra-Fierro et al., 2021). Unequal attention has been devoted to revealing the predictors for aspects in managing retention compared to customer churn, leaving numerous managerial problems completely unresolved (Ascarza et al., 2018). Although numerous predictors are presumed to bolster customer retention, extant literature fails to offer consistent indications of the variables that might influence customer retention (Chahal & Bala, 2017; Chang & Zhang, 2016). Satisfaction is regarded as compulsory in ensuring customer retention and has been shifted to the forefront of brand relationship (Lee et al., 2020). Similarly, Salamah et al. (2022) revealed that customer satisfaction was one of the predictors of customer retention.

As highlighted by Ahrholdt et al. (2019), it would be insufficient to consider customer satisfaction as the sole factor that influences customer behaviour. Parasuraman et al. (2021) argued that customer delight transcends beyond exceptional levels of satisfaction, joy, and surprise. In fact, achieving customer delight, or going beyond satisfaction has become a prevalent goal (Parasuraman, et al., 2021) and is even considered mandatory, especially with complex services such as authorised automotive after-sales services (Andreassen, 2001). This was reinforced by Svotwa et al. (2023), who verified the impact of customer delight on customer loyalty as well as referral intention.

Other predictors have also been considered in customer retention studies. Hedonic value and utilitarian value were proposed as predictors of repeat purchase intention by Han et al. (2019). In their study of airline image generation, Han et al. (2019) examined the indirect impacts of hedonic value and utilitarian value on repeat purchase intention. Besides that, customer engagement was also found to directly and indirectly, via customer trust, relate to customer retention (Islam et al., 2020). Dirsehan and Cankat (2021) revealed that satisfaction would be experienced by customers who tend to value flexible channels, which subsequently determines loyalty. This suggests that the impacts of the predictors on customer retention can be direct or indirect.

Thus, building on Ahrholdt et al. (2019), this study investigated the direct and indirect effects of customer satisfaction and customer delight on the relationship between a set of variables and

customer retention. We explored the influence of two different mediators, customer satisfaction and customer delight, on customer retention. While customer satisfaction represents the cognitive evaluation towards the fulfilment of a service (Finn, 2005), customer delight indicates the emotional aspect that arises from a consumption experience (Finn, 2012). Although customer satisfaction and customer delight have been the subjects of much past research (e.g., Iglesias et al., 2019; Lee and Park, 2019), empirical studies that examine the effect of satisfaction and delight simultaneously remain scarce (Ahrholdt et al., 2019). Ji and Prentice (2021) emphasised the significance of creating delighted customers in addition to satisfying them. In a study on a German automotive online brand community, Niedermeier et al. (2019) showed that customer satisfaction, customer delight, and customer harmony influence consumer happiness. Customer delight is a different and distinct evaluative response from satisfaction (Oliver et al., 1997), which led researchers like Ali et al. (2018) to include satisfaction and delight concurrently as mediators in their study of loyalty. However, previous literature has failed to reveal consistent predictors of customer retention even though the impact of satisfaction in determining customer retention has been growing in importance.

Furthermore, studies that examine the effects, both direct and indirect, of customer satisfaction and customer delight concurrently with distinct concepts are limited. Therefore, this study aimed to extend understanding of customer satisfaction and customer delight on retention by drawing on Expectancy Disconfirmation Theory (EDT) (Oliver 1980). We include four predictors: utilitarian experience, hedonic experience, customer engagement and customer value anticipation. While previous studies that investigated these predictors were undertaken in the areas of telecommunication (Algharabat et al., 2020), airlines (Jin & Kim, 2022), banking (Abror et al., 2020), medical (Chang et al., 2021) and retailing (Li et al., 2020), relatively limited studies have investigated these predictors in the authorised automotive after-sales industry, which is the context for this study.

THEORETICAL FOUNDATION AND HYPOTHESES DEVELOPMENT

Expectancy Disconfirmation Theory

Expectancy Disconfirmation Theory (EDT) has been extensively employed as a framework to understand customer's expectations and requirements for attracting their satisfaction (Uzir et al., 2021). EDT measures customer satisfaction by looking at factors such as customer expectations and product or service performance (perceived performance) in driving disconfirmation and satisfaction (Oliver, 1980). EDT has been applied in the studies of the services industry, such as service innovation of telecommunication operators (Mahmoud et al., 2018a), e-learning services (de Melo Pereira et al., 2015) and public services (Noda, 2021). However, there has been a lack of studies applying EDT in the automotive industry, specifically after-sales services.

The term 'expectations' refers to pre-purchase views or evaluative beliefs about a product or service (Oliver & Winer, 1987). It is an anticipation a customer has towards the quality of performance a product or service can deliver based on one's past consumption and/or with inputs gathered from external sources such as the market, and referrals such as family and friends. EDT elucidates customer loyalty as a function of a cognitive comparison of pre-consumption expectations and actual experience (Oliver, 1980). The presence of service experience determines satisfaction or dissatisfaction (Barari et al., 2020). Therefore, disconfirmation often exists when there is a gap between product perceived performance and customer expectation (Oliver, 1980). When a customer experiences the product or service received as better than what he or she expected, he or she is in a positive disconfirmed state (satisfied) (Anderson & Sullivan, 1993). On the flip side, when the product or services experienced are worse than expected, the customer will be in a negative disconfirmed state (dissatisfied) (Anderson & Sullivan, 1993).

Hossain (2019) integrated service quality and user satisfaction, which are closely related constructs, into a single structure to enable simultaneous evaluation of both constructs at the same time by utilising the identical disconfirmation standard. In this study, a single structure comprises the predictors and customer satisfaction or customer delight, which subsequently affect customer retention. In the same vein as Tsiotsou and Wirtz's (2012) expectancy-disconfirmation paradigm of, the evaluation of the service performance experienced by customers are the expectations. Thus, the expectations comprise of utilitarian experience, hedonic experience, customer engagement and customer value anticipation, all of which are experience-oriented variables. If perceived performance falls beyond the adequate service level or within the range of tolerance zone, then the customers are satisfied (Tsiotsou & Wirtz, 2015). Customers will be very pleased when perceived performance surpasses the desired level (Tsiotsou & Wirtz, 2015). Thus, positive or negative disconfirmation is indicated by customer satisfaction and customer delight. These perceptions will contribute to repurchase or loyalty (Liang et al., 2009), which link customer satisfaction and customer delight to customer retention. Different from other studies, this study integrates EDT with flow theory, customer engagement theory and customer value theory via the inclusion of the variables on expectations, namely utilitarian experience, hedonic experience, customer engagement and customer value anticipation.

Utilitarian experience, customer satisfaction, and customer delight

Researchers characterised utilitarian experience as task-oriented consumptions which are primarily motivated by an individual's desire to fulfil a basic need whilst accomplishing a functional task (Blinda et al., 2019). Utilitarian experience is contextualised as functional and practical advantages derived from experience (Blinda et al., 2019). Ozkara et al. (2017) investigated the flow experience of online purchase using Flow Theory based on hedonic and utilitarian values. Csikszentmihalyi (1975) introduced Flow Theory to enable the discovery of internal psychological perspectives as a result of people's total involvement in a particular behaviour or activity. Hedonic and utilitarian values have been incorporated into Flow Theory to characterise the flow experience of online purchase (Ozkara et al., 2017). Thus, utilitarian and hedonic flow experiences are included in this study to investigate customers' expectations of automotive after-sale service. Utilitarian experience has been validated as an important construct in predicting consumer behaviour in various fields (Ryu et al., 2010). Utilitarian experiences showed a significant impact on customer satisfaction (Kumar & Ayodeji, 2021) across four service segments, including auto-services, food and beverages, dental services and hair styling services (McDougall & Levesque, 2000).

At the same time, utilitarian experience is a fundamental requirement to evoke customers' emotional attachment (Stein and Ramaseshan, 2019), or a sense of delight. High customer delight can be achieved via novelty customers' experiences (Dubey et al., 2020). Thus, a positive utilitarian experience is likely to result in an experience of satisfaction and delight about the service provided by authorised automotive after-sales service, thereby encouraging continue in utilising the services. Therefore, the following hypotheses are derived from the above discussion:

H1a: Utilitarian experience has a positive influence on customer satisfaction.

H1b: Utilitarian experience has a positive influence on customer delight.

Hedonic experience, customer satisfaction, and customer delight

Hedonic experience is linked to consumption that is pleasure-oriented and is mainly driven by the desire for fun, pleasure, and fantasy (Hirschman and Holbrook, 1982). Hedonic experience can be contextualised as intrinsic enjoyment and pleasure derived from experience (Beltagui & Candi, 2018). Expressed as customer value experience, hedonic experience is traditionally regarded as a relationship-based construct that is inextricably associated with customer

satisfaction, trust, and delight (Blinda et al., 2019). In line with that, Lee and Kim (2018) claimed that hedonic value is linked to service experiences; it influences customer loyalty by affecting customer delight. Therefore, we propose that when an authorised automotive after-sales service is perceived to exceed its hedonic expectations, a positive impact on customer satisfaction as well as customer delight will result. This leads to the following hypotheses:

H2a: Hedonic experience has a positive influence on customer satisfaction.

H2b: Hedonic experience has a positive influence on customer delight.

Customer engagement, customer satisfaction and customer delight

Customer engagement is thought of as a psychological condition that occurs when repeated interaction with a primary object extends beyond a simple purchase (Brodie et al., 2011). It has been defined as the direct or indirect contributions of customers which creates additional value to a firm (Pansari & Kumar, 2017), where its importance is highlighted by the relationship marketing movement. The theory of customer engagement is founded on interactive experience and value co-creation within marketing relationships, such as between organisations and other stakeholders (Brodie et al., 2011). Thus, customer expectation in the form of customer engagement is expected to have a positive impact on customer satisfaction or customer delight for the disconfirmation. Previously, extensive studies have confirmed customer engagement as an antecedent of customer satisfaction, such that improved engagement leads to enhanced customer attachment and behaviours (Carlson et al., 2019). Prentice (2013) found that customer engagement serves as a psychological foundation for developing relationship with the service providers in the long run. The perceived value of a product that links to customer satisfaction is achieved when a customer engages with a product or brand (Abror et al., 2019). According to regulatory engagement theory, customer engagement occurs when sensations resulting from experiences with a product or service led to the formation of hedonic value (Voss et al., 2003). When sensations are greater than expectations, customer delight is achieved (Oliver et al., 1997). Thus, consumer engagement appears to be a predictor of customer satisfaction and delight. When customers are engaged, they are more likely to be satisfied and delighted. Thus, we expect that:

H3a: Customer engagement has a positive influence on customer satisfaction.

H3b: Customer engagement has a positive influence on customer delight.

Customer value anticipation, customer satisfaction, and customer delight

Customer value anticipation refers to "customers' evaluation of whether companies can predict what the customers need" (Flint et al., 2011, p.219). This construct improves actionability as value preferences of the customers are connected to the evaluations pertaining to mechanisms of marketing offers (Woodruff, 1997). The measurement of value realised is based on the evaluations in regard to the total quality experienced (Woodside et al., 2008). Thus, customer value anticipation, as an evaluation-oriented experience, is proposed as one of the expectations of customers and subsequently possesses the impact on satisfaction and delight (disconfirmation). According to Best (2009), in evaluating a product or service's overall value, value experiences and strategies implemented, its initial purchase and acceptance are closely related to retention and profitability. In the meantime, the ability to anticipate customers' value requirements could provide chances for marketers to actually design and prepare goods or services that meet customers' requirements (Flint et al., 2011). Various studies have shown that firms that best match their consumers' needs have more satisfied and loyal customers (Dahana et al., 2019). Hence, it is crucial for companies to possess the capability to anticipate customers' future values and fulfil them before they make actual requests, anticipation of customer value increases the likelihood of satisfaction and delight. Christian et al. (2021) have reported a significant relationship between customer value anticipation on customers' emotion and behaviour. Derived

from these previous works on customer value anticipation, we can assume that positive value anticipation could possess a direct impact on customer satisfaction and customer delight. Hence, the following hypotheses are offered:

H4a: Customer value anticipation has a positive influence on customer satisfaction.

H4b: Customer value anticipation has a positive influence on customer delight.

Customer satisfaction and retention

Customer satisfaction is a crucial outcome of a marketing strategy that connects the many stages of the customer purchase decision process, while reflecting a customer's feeling, attitude, or tendency towards a product or service after using it (Yi et al., 2021). Customer satisfaction refers to the way they perceive the product or service performance in regard to their expectations (Schiffman & Kanuk, 2004). Based on Tsiotsou and Wirtz's (2012) EDT paradigm, expectations lead to positive disconfirmation, where this satisfaction contributes to intentions for repurchase and actual repurchase, loyalty, positive word of mouth, recommendations, and compliments for service providers. Karakostas et al. (2005) found that around 71 percent of service organisations establish relationship marketing strategies with the goal of heightening customer satisfaction to prevent customers from switching to other organisations in order to retain them. Customers who are completely satisfied are more likely to be loyal towards the organisation than those who are dissatisfied (Kim et al., 2020). As noted by Kaura et al. (2015), a higher level of satisfaction is likely to result in favourable recommendations and customer retention. In light of the above discussions, the following hypothesis is formulated:

H5: Customer satisfaction has a positive influence on customer retention.

Customer delight and customer retention

In the service industries, the ability to provide exceptional customer experiences has become a top priority, where customer delight is a widely used metric in customer relationship management (Torres et al., 2006). Customer delight is defined as a combination of joy and surprise as well as additional positive emotions like gratitude (Ball & Barnes, 2017). Customer delight refers to a pleasurable experience that surpasses satisfaction (Patterson, 1997). Tsiotsou and Wirtz's (2012) expectancy-disconfirmation paradigm indicates that expectations lead to delight and subsequently improvements to intentions for repurchase, repeat purchases, loyalty, word of mouth, and recommendations. Understanding consumers' emotional characteristics, such as customer delight, is a crucial aspect of understanding their consumption experiences and re-patronage intentions (Kim et al., 2015). Likewise, customer delight possesses a stronger effect in enhancing customer experience and encouraging word-of-mouth dissemination (Barnes et al., 2016). Although theoretical and empirical insights on customer delight have gradually been included in the literature (Ahrholdt et al., 2019; Lee and Park, 2019), limited studies have scrutinised the effect of customer delight on customer retention in the context of authorised automotive after-sales support. Therefore, we put forth the following hypothesis:

H6: Customer delight has a positive influence on customer retention.

Customer satisfaction as a mediator

Customer satisfaction is important in influencing customer long-term behaviour and boosting a company's future growth possibilities (Kaura et al., 2015). According to Oliver's (1980) EDT, customer satisfaction is the outcome of a process in which a customer compares his or her expectations of a service against the perceived performance of that service, where satisfaction is

predicted by the confirmation or disconfirmation of those expectations. In this study, based on Tsiotsou and Wirtz's (2012) EDT paradigm, the expectations (utilitarian experience, hedonic experience, customer engagement and customer value anticipation) have an impact on customer satisfaction (positive disconfirmation) and subsequently lead to customer retention.

On the other hand, satisfaction is often recognised as a mechanism that links customer behaviour with diverse marketing factors such as price, service quality, and product quality (Schirmer et al., 2018). In an education setting, utilitarian and hedonic values have been found to be drivers of student satisfaction, which determines student retention (Arizzi et al., 2020). Customer engagement in the services provided by a company fosters customer satisfaction and trust, which subsequently leads to a strengthening of the relationship between the company and customers that improves customer loyalty (Rajah et al., 2008). In Banyte and Dovaliene's (2014) conceptual model, customer satisfaction was included as a mediator between engagement and loyalty. Flint et al. (2011) also found satisfaction as a mediator between customer value anticipation and loyalty. High-quality authorised automotive after-sales service can encourage favourable customer behaviour, which contributes to customer satisfaction, as well as in turn leads to retention. These lead to the following hypotheses:

H7a: Utilitarian experience has a positive influence on customer retention through customer satisfaction.

H7b: Hedonic experience has a positive influence on customer retention through customer satisfaction.

H7c: Customer engagement has a positive influence on customer retention through customer satisfaction.

H7d: Customer value anticipation has a positive influence on customer retention through customer satisfaction.

Customer delight as a mediator

Creating customer delight is often cited as an effective way for service providers to retain customers (Torres & Kline, 2013). Customer delight drives increased loyalty and commitment (Barnes et al., 2016; Roberts-Lombard and Petzer, 2018). Customer delight is one's affective state that "goes beyond satisfaction and involves a pleasurable experience for the guest… an emotion composed of joy, exhilaration, thrill or exuberance" (Torres and Kline, 2013, p.643). Barnes et al. (2021) proposed that after-service gifts, which represent hedonic benefits can lead to delight and subsequently an impact on recommendation intention. Cognitive experience, affective experience, sensory experience, social and behavioural experience have been used to predict customer delight and loyalty (Lee and Park, 2019). In Anam and Faiz (2016), customer brand engagement was found to affect customer delight which was able to significantly explain brand loyalty. In addition, perceived value was found to affect customer delight which in turn led to behavioural intentions (Roberts-Lombard and Petzer, 2018). In this study, founded on Tsiotsou and Wirtz's (2012) expectancy-disconfirmation paradigm, expectations such as utilitarian experience, hedonic experience, customer engagement and customer value anticipation show a positive impact on customer delight (disconfirmation) and subsequently lead to customer retention. Based on these, we propose that success in the automotive industry in this competitive era is a function of customer retention which is mediated by delight towards authorised automotive after-sales service. Hence the following hypotheses are suggested:

H8a: Utilitarian experience has a positive influence on customer retention through customer delight.

H8b: Hedonic experience has a positive influence on customer retention through customer delight.

H8c: Customer engagement has a positive influence on customer retention through customer delight.

H8d: Customer value anticipation has a positive influence on customer retention through customer delight.
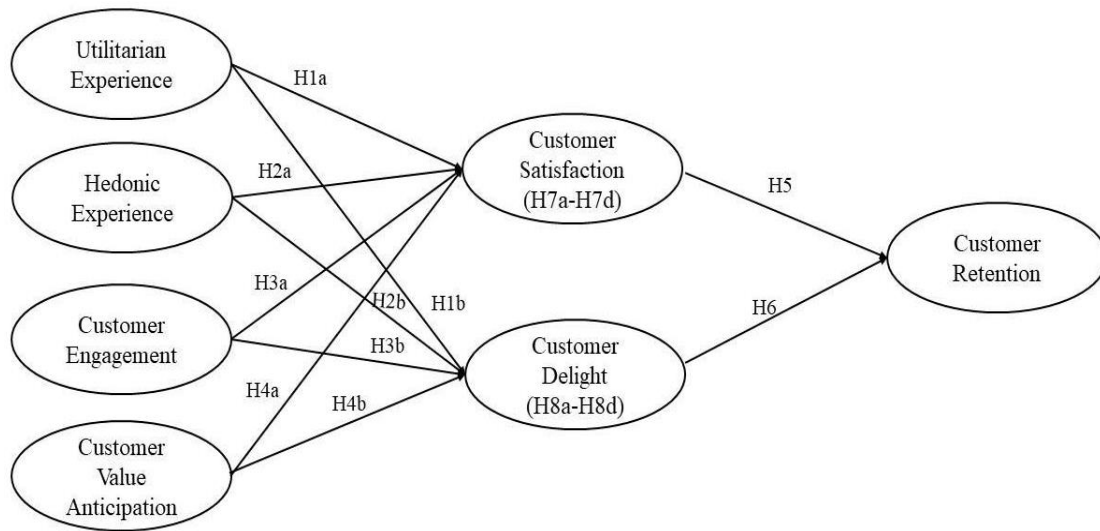
Figure 1: Research model

METHODS

Data and sampling

In this study, respondents were selected via purposive sampling as the researcher determined the criteria that were appropriate in order to consider the effect of analysing under study as well as to ensure randomization (Sarstedt et al., 2018). The criteria for inclusion in the sample was that participants had to be Malaysians who currently owned and drove a vehicle and had made at least one visit to their respective car brand-authorised service centre for servicing or maintenance. In addition, 500 online questionnaires were distributed to voluntary participants sourced from an available database from an online automotive marketing agency. Respondents were given assurance that their responses and personal information were kept confidential and anonymous (Memon et al., 2023). Furthermore, respondents were given two months to complete the survey to minimise non-response bias (Oppenheim, 2001). This was done by only sending a follow-up survey two months after the main survey fieldwork (Roberts et al. 2014). It is consistent with the methodology employed by de Winter et al. (2005), where participants who had declined an earlier invitation to participate were contacted again after approximately two months, to provide a reflection period for these participants, in order to reduce the number of refusals owing to temporary reasons.

A total of 347 questionnaire replies were gathered with 31 of them being incomplete questionnaires due to the selection criteria not being fulfilled. As a result, 316 questionnaires were valid and usable in this study, representing a response rate of 91.1 percent. Sixty-eight percent of those who completed the survey owned national vehicles, while the remaining 32 percent owned non-national vehicles. The t-test revealed no statistically significant difference in response (p<0.05) between respondents who owned a national car and those who did not. Furthermore, the Wilcoxon test for comparison revealed no significant difference in response between the first ten respondents and the ten late responders, indicating that there was no non-response bias affecting the systematic results (Dillman et al., 2014).

To test for common method bias, Kock's (2015) full collinearity technique was applied to detect the bias in terms of measurement method used or implicit social desirability related to the way of

answering questions. Based on the analysis, the variance inflation factor (VIF) values obtained in this study were smaller than 3.3, suggesting common method bias was not an issue.

The optimum sample size necessary for this investigation was calculated to be 98, determined in accordance with applying a power of 80 percent, an effect size of 0.15, a one percent level of significance, and with the research model having less than six predictors using the software G*Power (Faul et al., 2007). To ensure the applicability of this optimum sample size, this study also used the criteria suggested by previous research (Hair et al., 2019; Memon et al., 2020), that is, a sample size of more than 300 is adequate to represent a large population for a research study. As a result of applying the rule, the collected sample size of 316 was sufficient in assessing our proposed model.

Based on 316 respondents (see Table 1), females made up 52 percent of the respondents. In terms of age, 61 percent of respondents were aged 31-40 years old while 18 percent were aged 20-30 years old. This could be attributable to the benefits of automotive sales and services tax exemption that was extended to June 2022 as well as the increased p-hailing and e-hailing jobs that boosted the sales of cars (New StraitsTimes, 2022). As for the income range, 37 percent earned between RM 5001 − RM 7000, while 28 percent earned RM 7001 & above. In addition, 79 percent of respondents were under employment and 21 percent were self-employed. As for vehicle warranty, 52 percent of the respondents' vehicles were within the warranty period and 48 percent were not. 58 percent of respondents owned national vehicles while 42 percent owned non-national vehicles. Lastly, 79 percent of the respondents serviced their vehicles at the authorised service centre while 21 percent serviced their vehicles at the non-authorised service centre.

Table 1: Demographic profile

Characteristics	Items	Frequency	Percentage (%)
Gender	Male	152	48
	Female	164	52
Age	20-30 years old	57	18
	31-40 years old	193	61
	41-50 years old	41	13
	51-60 years old	25	8
Employment Status	Under employment	250	79
	Self-employed	66	21
Vehicle Warranty	Within warranty period	164	52
	Over warranty period		
		152	48
Vehicle Country of Origin	National	183	58
	Non-national	133	42
Service Place	Authorised service centre	250	79
	Non-authorised service centre		
		66	21

Instruments

The first part of the survey asked for demographic information such as respondents' gender, age, current automobile brand, vehicle warranty duration, and intention to take the vehicle to a service centre. The questions pertaining to the variables under investigation were presented in the second part of the survey (see Appendix 1). Using a 7-point Likert scale, respondents were invited to rate their perceptions on each item, with '1' representing 'strongly disagree' and '7' representing 'strongly agree'. The research instruments were adapted from reliable resources.

A 4-item scale of utilitarian shopping value was adapted from Jones et al. (2006) to measure utilitarian experience (UE). Utilitarian value is "created extrinsically and directed toward a task

or product. The search for utility implies an objective that is external to the interaction between consumer and product, such as increasing task performance" (Poncin & Mimoun, 2014, p. 852). A sample item for this construct is "My vehicle is serviced the way I wanted". Jones et al. (2006) reported the composite reliability of the instruments as 0.78.

A 4-item scale of hedonic value was adapted from Ryu et al. (2010) to measure hedonic experience (HE). Hedonic value is "created intrinsically and in the pursuit of pleasure. Consumers often seek pleasure and fun from an activity, such as shopping, rather than its consequences or extrinsic results" (Poncin & Mimoun, 2014, p. 853). A sample item for this construct is "My experience with this service centre is truly a joy". Ryu et al. (2010) reported the composite reliability of the instruments as 0.82.

A 6-item scale of customer value anticipation was adapted from Flint et al. (2011) to measure customer value anticipation (CVA). Customer value anticipation refers to "a supplier's ability to look ahead at what specific customers will value from supplier relationships including their product and service offerings and the benefits they create given the monetary and non-monetary sacrifices that must be made to obtain those offering benefits" (Flint et al., 2011, p. 219). A sample item for this construct is "This service centre excels at anticipating what I need before I ask them". Flint et al. (2011) reported the composite reliability of the instruments as 0.94.

A 3-item scale of relationship commitment was adapted from Odekerken-Schröder et al. (2003) to measure customer engagement (CE). Customer engagement is referred to as "the mechanics of a customer's value addition to the firm, either through direct or/and indirect contribution." (Pansari & Kumar, 2017, p. 295). A sample item for this construct is "Generally, I like to be a regular customer of this service centre". Odekerken-Schröder et al. (2003) reported that the composite reliability of the instruments was 0.76.

A 3-item scale of satisfaction was adapted from Kim et al. (2015) to measure customer satisfaction (CS). Customer satisfaction is "A judgement that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfilment, including levels of under- or over fulfilment (Oliver, 1997, p. 13). A sample item for this construct is "I found the visit of this service centre was satisfying". Kim et al. (2015) reported the composite reliability of the instruments as 0.96.

A 4-item scale of customer delight was adapted from Kim et al. (2015) to measure customer delight (CD). Delight is defined as a "key emotional response" (Finn, 2012, p. 100) in regard to a consumption experience. A sample item for this construct is "I was delighted by the visit to this service centre". Kim et al. (2015) reported that the composite reliability of the instruments was 0.93.

A 3-item scale of behavioural intentions was adapted from Ryu et al. (2010) to measure customer retention (CR). Customer retention is "the customer continuing to transact with the firm" (Ascarza et al., 2018). A sample item for this construct is "I would revisit this service centre on my next service". Ryu et al. (2010) reported the composite reliability of the instruments as 0.91.

DATA ANALYSIS AND RESULTS

Model Estimation

The research model relationships were scrutinised using the Partial Least Squares-Structural Equation Modelling (PLS-SEM) technique (Hair et al., 2022, Ramayah, et al., 2018). The "causal-predictive" nature of PLS-SEM (Becker et al., 2023; Chin et al., 2020) allows delineation between explanation and prediction (Shmueli et al., 2019; Wang et al., 2023). We expected our model to achieve predictive accuracy because our hypotheses as well as the path model were developed by causal explanations. SmartPLS 4.0 software was used to estimate the parameters of the model

(Ringle et al., 2015; Sarstedt and Cheah, 2019; Memon et al., 2021). A two-stage procedure was implemented to analyse and interpret the data, which comprised the assessments of both measurement model and structural model (Cheah et al., 2024; Hair et al., 2022).

Measurement model

The measurement model is used to assess the reliability as well as validity of the constructs. Validity comprises convergent validity and discriminant validity. First, convergent validity was assessed via composite reliability and average variance extracted (AVE) in addition to item loadings (Hair et al., 2022). The values for all loadings were higher than the 0.708 threshold (see Table 2). As a result, the CA (Cronbach's Alpha), rho_A as well as CR (composite reliability) met the naïve benchmark of 0.7, while the AVE met the minimum of 0.50, as advised by Hair et al. (2022). Furthermore, to ensure the constructs' discriminant validity, a heterotrait-monotrait (HTMT) ratio correlation technique with a value less than the threshold of 0.85 was used (Henseler et al., 2015). All constructs were distinct from one another (see Table 3).

Structural model

The structural model was tested with a five-steps approach, after the goodness of data was confirmed by the measurement model assessment. The approach comprises the verification of collinearity issues; relationships among variables (i.e. significance and relevance); the degree of coefficient of determination; the degree of effect size; and the degree of predictive relevance. Using the VIF, the probability of collinearity issues was first evaluated. As shown in Table 4, VIF readings were far below the 3.33 threshold (Diamantopoulos and Siguaw, 2006), which indicated that there was no multicollinearity problem in this model.

Individual-level antecedents (e.g. UE, HE, CE, & CVA) of 44.9 percent, 34.5 percent, and 22.5 percent, respectively, can explain customer satisfaction, customer delight, and customer retention (CS, CD, & CR) as shown in Table 4. These values imply that the predictor variables have moderate, moderate, and weak ability, respectively, to explain the outcome variables (Hair et al., 2017). Each predictor variable's effect size value in the model ranged from 0.022 to 0.173, which are classified as trivial to medium. The model possesses predictive relevance as Q^2 values are greater than 0, yielding outstanding endogenous variables.

Hypothesis Testing

As presented in Table 4, the UE, HE, CE, and CVA positively and significantly affected CS (one-tailed), where UE → CS (β = 0.346, p< 0.001); HE → CS (β = 0.292, p< 0.001); CE → CS (β = 0.149, p< 0.001); and CVA → CS (β = 0.167, p< 0.001), thus supporting H1a, H2a, H3a, and H4b. These findings support EDT, and affirm that UE, HE, CE, and CVA are important predictors in influencing customer satisfaction. High levels of UE, HE, CE, and CVA will tend to result in high levels of customer satisfaction towards the authorised automotive after-sales service.

Furthermore, variables UE, HE, CE, and CVA were found to be positive and significant for CD (one-tailed), where UE → CD (β = 0.206, p< 0.001); HE → CD (β = 0.221, p< 0.001); CE → CD (β = 0.169, p< 0.001); CVA → CD (β = 0.268, p < 0.001), therefore H1b, H2b, H3b, and H4b were supported. High levels of UE, HE, CE, and CVA will tend to result in high levels of customer delight towards the authorised automotive after-sales service.

In addition, the CS and CD were found to positively and significantly affect CR (one-tailed). CS → CR (β = 0.383, p< 0.001); CD → CR (β = 0.150, p< 0.01), therefore supporting H5 and H6. Customers who possess high levels of CS and CD will tend to have a high level of customer retention towards the authorised automotive after-sales service.

Table 2: Assessment of internal consistency reliability and convergent validity

Construct	Item	Loading	CA	rho_A	CR	AVE
Customer Delight	CD1	0.870	0.850	0.868	0.898	0.688
	CD2	0.840				
	CD3	0.766				
	CD4	0.838				
Customer Engagement	CE1	0.842	0.814	0.838	0.888	0.726
	CE2	0.836				
	CE3	0.879				
Customer Retention	CR1	0.940	0.929	0.936	0.955	0.875
	CR2	0.935				
	CR3	0.931				
Customer Satisfaction	CS1	0.918	0.895	0.897	0.935	0.826
	CS2	0.889				
	CS3	0.920				
Customer Value Anticipation	CVA1	0.834	0.904	0.910	0.926	0.676
	CVA2	0.831				
	CVA3	0.786				
	CVA4	0.864				
	CVA5	0.830				
	CVA6	0.784				
Hedonic Experience	HE1	0.903	0.914	0.915	0.939	0.794
	HE2	0.892				
	HE3	0.901				
	HE4	0.869				
Utilitarian Experience	UE1	0.887	0.902	0.903	0.932	0.773
	UE2	0.889				
	UE3	0.889				
	UE4	0.851				

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

Table 3: Discriminant Validity (HTMT)

Construct	CD	CE	CR	CS	CVA	HE	UE
CD							
CE	0.300						
CR	0.367	0.144					
CS	0.536	0.291	0.497				
CVA	0.495	0.173	0.278	0.457			
HE	0.503	0.095	0.295	0.585	0.500		
UE	0.442	0.184	0.362	0.599	0.292	0.478	

Notes: CD = Customer Delight, CE = Customer Engagement, CR = Customer Retention, CS = Customer Satisfaction, CVA = Customer Value Anticipation, HE = Hedonic Experience, UE = Utilitarian Experience

Table 4: Assessment of Direct Effects

	Hypotheses	Beta	Std Error	t	95% BCa CI		VIF	f^2	R^2
					LB	UB			
H1a	UE -> CS	0.346	0.047	7.341	0.267	0.421	1.259	0.173	0.449
H2a	HE -> CS	0.292	0.052	5.662	0.205	0.374	1.463	0.106	
H3a	CE -> CS	0.149	0.041	3.629	0.083	0.218	1.039	0.039	
H4a	CVA -> CS	0.167	0.048	3.468	0.087	0.246	1.292	0.039	
H1a	UE -> CD	0.206	0.055	3.713	0.115	0.299	1.259	0.051	0.345
H2b	HE -> CD	0.221	0.065	3.418	0.116	0.326	1.463	0.051	
H3c	CE -> CD	0.169	0.047	3.555	0.091	0.245	1.039	0.042	
H4d	CVA -> CD	0.268	0.056	4.787	0.173	0.358	1.292	0.085	
H5	CS -> CR	0.383	0.056	6.789	0.289	0.473	1.307	0.145	0.225
H6	CD -> CR	0.150	0.052	2.897	0.060	0.230	1.307	0.022	

*Note: ** Statistically significant at the 1% level*

This study also examined the coefficient parameter as well as the significant value derived from the 95 percent confidence intervals that are bias-corrected for each of the mediating variables (Cheah et al., 2021). As shown in Table 5 below, hypotheses 7a, to 7d as well as 8a to 8d are supported. This shows that customer satisfaction and customer delight are crucial factors in enhancing customer retention.

PLSpredict of Shmueli et al. (2019) is also used to assess which mediator (CD vs CS) provides a better prognosis. Table 6 shows that the PLS model's Qpredict2 values for customer satisfaction indicators outperform the LM model counterpart (Qpredict2 values > 0). Furthermore, by comparing root mean squared error (RMSE) values for all customer satisfaction items, the PLS model has a smaller RMSE than the linear model (LM). In contrast, the Qpredict2 and the RMSE values did not show a favourable result as compared to customer satisfaction (see the CD1 and CD2 results). In other words, customer satisfaction has a stronger prediction than customer delight (see Chin et al. 2020; Shmueli et al., 2019). Lastly, the PLSpredict shows that customer retention has a strong predictive result based on customer satisfaction and delight, and that the PLS beats the LM in both Q2 predict as well as RMSE values. As a result, it's presumed that the study's findings are predictable and generalizable from the sample to the target population.

Table 5: Assessment of Indirect Effects

	Hypothesis	Std Beta	Std Error	t-value	95% BCa CI	
					LB	UB
H7a	UE -> CS -> CR	0.133	0.030	4.485	0.080	0.194
H7b	HE -> CS -> CR	0.112	0.026	4.374	0.065	0.165
H7c	CE -> CS -> CR	0.057	0.019	3.059	0.023	0.096
H7d	CVA -> CS -> CR	0.064	0.020	3.212	0.029	0.107
H8a	UE -> CD -> CR	0.031	0.014	2.148	0.009	0.068
H8b	HE -> CD -> CR	0.033	0.015	2.189	0.010	0.074
H8c	CE -> CD -> CR	0.025	0.011	2.225	0.008	0.054
H8d	CVA -> CD -> CR	0.040	0.018	2.254	0.012	0.080

*Note: ** Statistically significant at the 1% level; *Statistically significant at the 5% level*

Table 6: Assessment of Prediction using PLSpredict

	PLS		LM		PLS-LM	
Item	RMSE	Qpredict2	RMSE	Qpredict2	RMSE	Qpredict2

CD1	0.865	0.299	0.852	0.320	0.013	-0.021
CD2	0.927	0.226	0.923	0.231	0.004	-0.005
CD3	0.972	0.107	0.975	0.102	-0.003	0.005
CD4	0.970	0.229	0.979	0.214	-0.009	0.015
CS1	0.869	0.373	0.885	0.350	-0.016	0.023
CS2	0.928	0.310	0.934	0.302	-0.006	0.008
CS3	0.915	0.389	0.929	0.370	-0.014	0.019
CR1	1.107	0.137	1.121	0.115	-0.014	0.022
CR2	1.171	0.148	1.212	0.088	-0.041	0.060
CR3	1.306	0.080	1.346	0.022	-0.040	0.058

DISCUSSION

Our present study aimed to investigate how utilitarian experience, hedonic experience, customer engagement, and customer value anticipation affect customer retention, with customer satisfaction and customer delight as the mediating variables, in the authorised automotive after-sales service sector. Overall, our results showed that satisfaction and delight from utilitarian experience, hedonic experience, customer value anticipation, and customer engagement can lead to customer retention, which supports past literature like Mahmoud et al. (2018b), and Su et al. (2017). Our results for the direct effect relationships are consistent with previous studies (Donsbach & Gouthier, 2015) and add authorised automotive after-sales service as a context in which the findings are generalisable. Automobile owners who possess high levels of utilitarian experience, hedonic experience, customer engagement, and customer value anticipation will tend to have high levels of customer satisfaction and customer delight toward after-sales service.

This study shows that customer satisfaction is positively impacted by utilitarian experience. If customers perceive the services provided are effective and task-specific, this will lead to satisfaction. Fulfilment of utilitarian needs leads to a sense of confidence and security that can enhance satisfaction by reducing the likelihood of a negative consumption experience (Ahrholdt et al., 2019). In addition, utilitarian experience in our context also appears to uphold the cognitive nature of customer satisfaction (Wang, 2011). Specifically, the task-oriented expectations associated with automotive maintenance services tend to focus customers' attention on rational problem-solving and efficient execution of highly functional tasks as argued by Babin et al. (1994), such as receiving proficient treatment of one's automobile, being assured of availability of parts, receiving prompt services and so on. This result is also supported by the findings of Lee and Kim (2018).

Utilitarian experience has a positive impact on customer delight. If customers' consumption goals, such as the servicing of their automobiles, are achieved, they will be delighted. This result is aligned with that of Zeba et al. (2022), where utilitarian dimensions such as efficiency, service quality and social values are related to customer delight.

Hedonic experience also has a positive impact on customer satisfaction. Hedonic experience pertains to the emotional responses of customers in regard to their consumption experiences. If customers experience fun and pleasant services from their service provider, such that the services provided are beyond their expectations, they will experience satisfaction. This finding is supported by Lee and Kim (2018), and affirms that hedonic values impact on satisfaction.

Hedonic experience, which indicates the emotional worth derived from service consumption, has a positive impact on customer delight. If services provided exceed expectations, customers will experience delight. This finding is consistent with that of Collier and Barnes (2015), which affirm that hedonic aspects contribute to customer delight.

Customer engagement has an impact on customer satisfaction, which leads to customer retention. Our findings suggest that high degrees of engagement enable customers and automotive service companies to know and better understand each other in terms of their values, purpose and expectations. This nurtures positive emotional responses and positions these companies to better meet the expectations of their customers, so as to improve satisfaction. The results are tallied with Niedermeier et al. (2019) in that customer engagement affects customer satisfaction and leads to positive word-of-mouth and purchase intentions.

Customer engagement has a positive impact on customer delight, which leads to customer retention. Customer engagement enables the development of loyalty and commitment, which contribute to customer delight, and subsequently to positive outcome such as customer retention. The findings are consistent with Niedermeier et al. (2019) in that customer engagement has an impact on customer delight and subsequently leads to positive word-of-mouth and purchase intentions.

Customer value anticipation was found to play a more important role among the predictor variables. Our findings show that customer anticipated value has a positive relation to customer satisfaction. The derivation of an emotional state of satisfaction is attributable to the direct impact of valuation perceived by customers. This finding supports Flint et al. (2011). However, while past studies like Flint et al. (2011) and Christian et al. (2021) have shown customer value anticipation as an antecedent to customer satisfaction and loyalty, they did not distinguish between satisfaction and delight as demonstrated by Finn (2005), but treated delight as a dimension of satisfaction. In this study, customer delight is distinguished from customer satisfaction.

Our findings show that customer anticipated value has a positive relation to customer delight. Customer delight, which is described as an emotional arousal of joy and surprise (Oliver et al., 1997; Finn, 2005; Barnes et al., 2016), transcends mere satisfaction (Patterson and Spreng, 1997). Our study suggests the significance of being able to anticipate, predict or pre-empt changes in customers' needs and expectations in order to create a feeling of delight that is beyond satisfaction. The result is consistent with the findings of Berman (2005).

Customer satisfaction positively affects customer retention. As customer satisfaction indicates the fulfilment of service promises in a consistent manner, a higher degree of fulfilment of customer expectation is positively related to customer retention. This finding supports that of Bowden and Dagger (2011), in that customer satisfaction leads to loyalty.

In the same vein, our study shows that customer delight is positively related to customer retention. Unlike customer satisfaction, customer delight emphasises the emotional response that can arise from a customer's consumption experience. A delighted customer is a result of services provided that exceeds the customers' expectation. This result is tallied with the finding of Oliver et al. (1997) in that delight positively affects repeat purchase intentions.

Our results for the hypothesis mediations, or indirect effects, show that customer satisfaction and customer delight both act as mediators in enhancing customer retention, which is consistent with Arizzi et al. (2020). Perceived satisfaction from utilitarian experiences of convenience and efficiency, together with hedonic experiences such as enjoyment, lead to the possibility of repeat purchases (Arizzi et al., 2020). Satisfying relationships based on long-term, active engagement with customers can help develop mutual trust and commitment to effect customer retention (Sashi, 2012). Feelings of satisfaction are also derived from customers' evaluation of the value that they receive (Woodruff and Gardial, 1996), where an ability to anticipate their evaluations can motivate them to continue the relationship (Flint et al., 2011).

Similarly, our finding for customer delight as a mediator for retention is also supported by the literature, including Ahrholdt et al. (2019), and Oliver et al. (1997). Our findings are in line with Goswami and Sarma's (2014), who found that customers anticipate re-enactments of previous experiences of delight and may expect changes in value additions in their subsequent interactions

with service providers. Customers' anticipated expectations are affected by the brand equity and recommendations based on word of mouth (Bowden and Dagger (2011). A strong degree of both criteria leads to delighted customers and subsequently to customer retention. It is in line with Chitturi (2008), who showed that positive and negative emotions in the consumption of products designed for utilitarian or hedonic benefits can accelerate customer loyalty and commitment, and also with Sashi's (2012) depiction of the customer engagement-delight-retention dynamics as part of a cycle.

Theoretical Contributions

Our study enhances existing knowledge about customer retention in the context of automotive after-sales service. Using EDT to evaluate the gap between perceived performance and expectations (Uzir et al., 2021) that would lead to customer satisfaction and delight, we investigated four predictors, namely hedonic experience, utilitarian experience, customer engagement and customer value anticipation. Thus, our study demonstrates the integration of EDT with flow theory, customer engagement theory and customer value theory. This study also contributes to the literature on customer retention by including the mediation effects of customer satisfaction and customer delight concurrently to link the antecedent variables to customer retention. We argue that customer retention is indirectly impacted by the individual-level antecedents (i.e. UE, HE, CVA, and CE) via customer satisfaction and customer delight. The findings confirm our predictions. Thus, our customer retention model provides a description in greater detail, of the relation between individual-level antecedents and customer retention, as well as the importance of the mediating variables (e.g. CS and CD).

Practical Implications

In terms of practice, our findings help managers of authorised automobile after-sales service centres to implement practical steps to retain their consumers. These include actions that can improve utilitarian experiences, such as providing one-stop services, ensuring reliability and quality of services, proficiency of service personnel, timeliness, availability of parts and proper facilities, providing new offerings. Considering the workshop-like environment in many automotive services centres, customers' hedonic experiences can be improved by ensuring that their visit is a comfortable, positive and pleasant one while they wait. In addition, free gifts such as vouchers or a free car wash can be offered.

To improve customer engagement, authorised automotive after-sales service centres need to implement appropriate strategies to manage critical touch points for service personnel to actively interact with customers, in order to nurture collaborative relationships that encourage longer-term commitments. Quality interactions can result in honest feedback that can be used to forecast or anticipate customers' future needs and expectations in order to deliver better value. Particular attention should be placed on developing employees' expertise and their service delivery efforts, which have been shown to create delight (Barnes et al., 2016). Aside from ensuring their technical, professional, and social proficiencies, service personnel should also be trained to dynamically observe, anticipate, and react to clients' needs and wants in a way that creates satisfaction and delight.

Besides that, fulfilling customer expectations via prompt responses to inquiries, giving personalised assistance, regular communication, feedback, engagement and so on are critical for customer retention. Delighted customers expect enhanced customer service experience and need fulfilment in order to retain them for the after-sales services. Strategies to boost hedonic experience, utilitarian experience, customer engagement and customer value anticipation can lead to a higher degree of expectations and needs fulfilment, thereby promoting customer retention.

Lastly, the significance of the implications discussed above is heightened by a recent proposal by the Malaysia Automotive Industry Association (MAIA) to remove warranty restrictions imposed by car manufacturers that oblige automobile owners to send their cars to official service centres for maintenance and servicing (Kamal, 2018). Such a move would allow automobile owners to use independent workshops instead of authorised service centres. Thus, as the issue of customer retention has been raised to the fore for these authorised after-sales service centres, our present research contributes practical suggestions.

CONCLUSION

We investigated the predictors of customer retention for the after-sales service sector of the automotive industry by using customer satisfaction and customer delight as the mediators. Utilitarian experience, hedonic experience, customer engagement and customer value anticipation were found to have direct relationships with customer satisfaction and customer delight. The direct effect analysis also shows that customer satisfaction and customer delight affect customer retention. For the indirect relationships' measurement, customer satisfaction and customer delight were found to mediate the relationships among utilitarian experience, hedonic experience, customer engagement, customer value anticipation and customer retention. Our study highlights the significance of customer satisfaction as well as customer delight in promoting customer retention in the automotive after-sales service sector, in the presence of antecedent factors such as utilitarian experience, hedonic experience, customer engagement and customer value anticipation.

Several limitations are noted in this study. First, the use of a cross-sectional design may have limited the potential to understand more about the change over time for the relationship between individual-level antecedents and customer retention. The predictors such as utilitarian experience, hedonic experience, and customer engagement may change over time. Second, extraneous variables such as gender, age, or warranty period were not considered in this study, which could have influenced the outcomes. For instance, differences in gender or age demographics could lead to variations in responses or behaviours, affecting the overall results. Third, this study was primarily focused on exploring direct and mediating relationships that are limited to customer satisfaction and customer delight as the mediators.

Subsequent research could incorporate a longitudinal research design to collect data that allows for comparison across periods. In addition, a comparative study would be useful to scrutinise the effect of extraneous variables, while the inclusion of individual or organisational elements as moderators might strengthen the association between these variables. Future researchers may modify the research model to include customer 'happiness', a psychological construct composed of satisfaction, delight and harmony, as a mediator for customer retention (de Azambuja et al., 2023). Overall, replication studies on similar subjects and in different settings will increase the generalizability of the findings.

REFERENCES

Abror, A., Patrisia, D., Engriani, Y., Evanita, S., Yasri, Y., & Dastgir, S. (2020). Service quality, religiosity, customer satisfaction, customer engagement and Islamic bank's customer loyalty. *Journal of Islamic Marketing, 11*(6), 1691-1705.

Abror, A., Wardi, Y., Trinanda, O., & Patrisia, D. (2019). The impact of Halal tourism, customer engagement on satisfaction: moderating effect of religiosity. *Asia Pacific Journal of Tourism Research, 24*(7), 633–643.

Ahrholdt, D. C., Gudergan, S. P., & Ringle, C. M. (2019). Enhancing loyalty: When improving consumer satisfaction and delight matters. *Journal of Business Research*, *94*, 18–27.

Ahrholdt, D., Gudergan, S., & Ringle, C. M. (2017). Enhancing service loyalty: The roles of delight, satisfaction, and service quality. *Journal of Travel Research*, *56*(4), 436–450.

Algharabat, R., Rana, N. P., Alalwan, A. A., Baabdullah, A., & Gupta, A. (2020). Investigating the antecedents of customer brand engagement and consumer-based brand equity in social media. *Journal of Retailing and Consumer Services*, *53*, 101767.

Ali, F., Kim, W. G., Li, J., & Jeon, H. M. (2018). Make it delightful: Customers' experience, satisfaction and loyalty in Malaysian theme parks. *Journal of Destination Marketing & Management*, *7*, 1–11.

Ali, S. S., & Dubey, R. (2014). Redefining retailer's satisfaction index: A case of FMCG market in India. *Procedia, Social and Behavioral Sciences*, *133*, 279–290.

Anam, H., & Faiz, R. (2016). An empirical examination of brand loyalty via customer delight in Pakistan. *Journal of Management and Research*, *3*(1), 1–28.

Anderson, E. W., & Sullivan, M. W. (1993). The antecedents and consequences of customer satisfaction for firms. *Marketing Science*, *12*(2), 125–143.

Andreassen, T. W. (2001). From Disgust to Delight Do Customers Hold a Grudge? *Journal of Service Research*, *4*(1), 39–49.

Arizzi, G., Breitenreiter, J., Khalsa, R., Iyer, R., Babin, L. A., & Griffin, M. (2020). Modeling business student satisfaction: Utilitarian value and hedonic value as drivers of satisfaction. *Marketing Education Review*, *30*(4), 196–207.

Ascarza, E., Neslin, S. A., Netzer, O., Anderson, Z., Fader, P. S., Gupta, S., Hardie, B. G., Lemmens, A., Libai, B., Neal, D., & Provost, F., (2018). In pursuit of enhanced customer retention management: Review, key issues, and future directions. *Customer Needs and Solutions*, *5*(1–2), 65–81.

Babin, B. J., Darden, W. R., & Griffin, M. (1994). Work and/or fun: Measuring hedonic and utilitarian shopping value. *The Journal of Consumer Research*, *20*(4), 644.

Ball, J., & Barnes, D. C. (2017). Delight and the grateful customer: beyond joy and surprise. *Journal of Service Theory and Practice*, *27*(1), 250–269.

Banyte, J., & Dovaliene, A. (2014). Relations between customer engagement into value creation and customer loyalty. *Procedia, Social and Behavioral Sciences*, *156*, 484–489.

Barari, M., Ross, M., & Surachartkumtonkun, J. (2020). Negative and positive customer shopping experience in an online context. *Journal of Retailing and Consumer Services*, *53*(101985), 101985.

Barnes, D. C., Collier, J. E., Howe, V., & Douglas Hoffman, K. (2016). Multiple paths to customer delight: the impact of effort, expertise and tangibles on joy and surprise. *Journal of Services Marketing*, *30*(3), 277-289.

Barnes, D. C., Kraemer, T., Gouthier, M. H., Ludwig, N., & Giese, A. (2021). After-service gifts: Evaluating how presence, context and value impact customer satisfaction and customer delight. *Journal of Marketing Theory and Practice*, *29*(3), 343-357.

Becker, J. M., Cheah, J. H., Gholamzade, R., Ringle, C. M., & Sarstedt, M. (2023). PLS-SEM's most wanted guidance. *International Journal of Contemporary Hospitality Management*, *35*(1), 321-346.

Beltagui, A., & Candi, M. (2018). Revisiting service quality through the lens of experience-centric services. *International Journal of Operations & Production Management*, *38*(3), 915-932.

Berman, B. (2005). How to delight your customers. *California management review*, *48*(1), 129-151.

Best, R.J. (2009). *Market-based Management.* Upper Saddle River, NJ: Pearson–PrenticeHall.

Blinda, K., Schnittka, O., Sattler, H., & Gräve, J. F. (2019). Implementing effective customer participation for hedonic and utilitarian services. *Journal of Services Marketing*, *33*(3), 316-330.

Borchardt, M., Souza, M., Pereira, G. M., & Viegas, C. V. (2018). Achieving better revenue and customers' satisfaction with after-sales services: How do the best branded car dealerships get it?. *International Journal of Quality & Reliability Management*, *35*(9), 1686-1708.

Bowden, J. L., & Dagger, T. S. (2011). To delight or not to delight? An investigation of loyalty formation in the restaurant industry. *Journal of Hospitality Marketing & Management*, *20*(5), 501-524.

Brodie, R. J., Hollebeek, L. D., Jurić, B., & Ilić, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of service research*, *14*(3), 252-271.

Cambra-Fierro, J., Gao, L. X., Melero-Polo, I., & Trifu, A. (2021). How do firms handle variability in customer experience? A dynamic approach to better understanding customer retention. *Journal of Retailing and Consumer Services*, *61*, 102578.

Carlson, J., Gudergan, S. P., Gelhard, C., & Rahman, M. M. (2019). Customer engagement with brands in social media platforms: Configurations, equifinality and sharing. *European Journal of Marketing*, *53*(9), 1733-1758.

Chahal, H., & Bala, R. (2017). Role of customer retention equity in creating and developing brand value. *Journal of Relationship Marketing*, *16*(2), 119-142.

Chang, C. W., Huang, H. C., Wang, S. J., & Lee, H. (2021). Relational bonds, customer engagement, and service quality. *The Service Industries Journal*, *41*(5-6), 330-354.

Chang, C.-W., & Zhang, J. Z. (2016). The effects of channel experiences and direct marketing on customer retention in multichannel settings. *Journal of Interactive Marketing*, *36*, 77–90.

Cheah, J. H., Magno, F., & Cassia, F. (2024). Reviewing the SmartPLS 4 software: the latest features and enhancements, 12, 97-107.

Cheah, J. H., Nitzl, C., Roldan, J. L., Cepeda-Carrion, G., & Gudergan, S. P. (2021). A primer on the conditional mediation analysis in PLS-SEM. *ACM SIGMIS Database: The DATABASE for Advances in Information Systems*, *52*(SI), 43-100.

Chen, C. M., & Liu, H. M. (2019). The moderating effect of competitive status on the relationship between customer satisfaction and retention. *Total Quality Management & Business Excellence*, *30*(7-8), 721-744.

Chin, W., Cheah, J. H., Liu, Y., Ting, H., Lim, X. J., & Cham, T. H. (2020). Demystifying the role of causal-predictive modeling using partial least squares structural equation modeling in information systems research. *Industrial Management & Data Systems*, *120*(12), 2161-2209.

Chitturi, R., Raghunathan, R., & Mahajan, V. (2008). Delight by design: The role of hedonic versus utilitarian benefits. *Journal of marketing*, *72*(3), 48-63.

Christian, I. O., Anning-Dorson, T., & Tackie, N. N. (2021). Customer loyalty and value anticipation: Does perceived competition matter? *African Journal of Economic and Management Studies*, *12*(2), 321-335.

Collier, J. E., & Barnes, D. C. (2015). Self-service delight: Exploring the hedonic aspects of self-service. Journal of business research, 68(5), 986-993.

Coyle, J. J., Novack, R. A., Gibson, B. J., & Bardi, E. J. (2011). *Transportation: a supply chain perspective*. South-Western Cengage Learning.

Csikszentmihalyi, M., (1975). *Beyond Boredom and Anxiety*. Jossey-Bass, San Francisco.

Dahana, W. D., Miwa, Y., & Morisada, M. (2019). Linking lifestyle to customer lifetime value: An exploratory study in an online fashion retail market. *Journal of Business Research*, *99*, 319-331.

de Azambuja, G.M.P., Rodriguez Peña, G.A. and Vargas, E.G.T., 2023. The impact of customer engagement on customer happiness. *Journal of Consumer Behaviour*, *22*(4), 1025-1041.

de Melo Pereira, F. A., Ramos, A. S. M., Gouvêa, M. A., & da Costa, M. F. (2015). Satisfaction and continuous use intention of e-learning service in Brazilian public organizations. *Computers in Human Behavior*, *46*, 139-148.

de Winter, A. F., Oldehinkel, A. J., Veenstra, R., Brunnekreef, J. A., Verhulst, F. C., & Ormel, J. (2005). Evaluation of non-response bias in mental health determinants and outcomes in a large sample of pre-adolescents. European Journal of Epidemiology, 20, 173-181.

Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management, 17(4)*, 263–282.

Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). *Internet, Phone, Mail, and Mixed Mode Surveys: The Tailored Design Method.* Hoboken, NJ: Wiley.

Dirsehan, T., & Cankat, E. (2021). Role of mobile food-ordering applications in developing restaurants' brand satisfaction and loyalty in the pandemic period. *Journal of Retailing and Consumer Services, 62*, 102608.

Donsbach, J., & Gouthier, M. H. (2015). Customer delight as an ex ante and ex post factor of positive customer engagement behavior: Interactive value creation in customer management. In *Interaktive Wertschöpfung durch Dienstleistungen: Strategische Ausrichtung von Kundeninteraktionen, Geschäftsmodellen und sozialen Netzwerken. Forum Dienstleistungsmanagement* (pp. 211-234). Springer Fachmedien Wiesbaden.

Dubey, P., Bajpai, N., Guha, S., & Kulshreshtha, K. (2020). Mapping gender and marital roles on customer delight by value perception for mobile technology in India. *Technology in Society, 62*, 101275.

Fam, K. S., Liat Cheng, B., Cham, T. H., Tan Chia Yi, M., & Ting, H. (2023). The role of cultural differences in customer retention: evidence from the high-contact service industry. *Journal of Hospitality & Tourism Research, 47(1)*, 257-288.

Faul, F., Erdfelder, E., Lang, A.G. and Buchner, A. (2007). G*Power 3: A Flexible Statistical Power Analysis Program for the Social, Behavioral, and Biomedical Sciences. *Behavior Research Methods, 39*, 175-191.

Finn, A. (2005). Reassessing the foundations of customer delight. *Journal of Service Research, 8(2)*, 103–116.

Finn, A. (2012). Customer Delight: Distinct Construct or Zone of Nonlinear Response to Customer Satisfaction? *Journal of Service Research, 15(1)*, 99–110.

Flint, D. J., Blocker, C. P., & Boutin, P. J., Jr (2011). Customer value anticipation, customer satisfaction and loyalty: An empirical examination. *Industrial Marketing Management, 40(2)*, 219–230.

Fraser, K., Tseng, B., & Hvolby, H. H. (2013). TQM in new car dealerships: a study from the firms' perspective. *The TQM Journal, 25(1)*, 5-17.

Goswami, S., & Sarma, M. K. (2014). Management of guest delight in hotels: An exploratory study. *Vision, 18(1)*, 29-45.

Hair Jr, J. F., Black, W. C., Babin, B. J., & Anderson, R. (2019). *Multivariate Data Analysis.* London: Cengage Learning.

Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM).* Sage Publications.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM).* Sage Publications Inc, Thousand Oaks, CA.

Han, H., Shim, C., Lee, W. S., & Kim, W. (2019). Product performance and its role in airline image generation and customer retention processes: Gender difference. *Journal of Travel & Tourism Marketing, 36(4)*, 536-548.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science, 43*, 115-135.

Hirschman, E. C., & Holbrook, M. B. (1982). Hedonic consumption: emerging concepts, methods and propositions. *Journal of marketing, 46(3)*, 92-101.

Hossain, M. J. (2019). Redefining expectancy disconfirmation theory using LIS SERVQUAL+: An integrated framework for evaluating library service quality and user satisfaction. *International Information & Library Review, 51*(3), 203-216.

Iglesias, O., Markovic, S., & Rialp, J. (2019). How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy. *Journal of Business Research, 96*, 343-354.

Islam, J. U., Shahid, S., Rasool, A., Rahman, Z., Khan, I., & Rather, R. A. (2020). Impact of website attributes on customer engagement in banking: a solicitation of stimulus-organism-response theory. *International Journal of Bank Marketing, 38*(6), 1279-1303.

Ji, C., & Prentice, C. (2021). Linking transaction-specific satisfaction and customer loyalty–the case of casino resorts. *Journal of Retailing and Consumer Services, 58*, 102319.

Jin, M. J., & Kim, J. K. (2022). Customer adoption factors for in-flight entertainment and connectivity. *Research in Transportation Business & Management, 43*, 100759.

Jones, M. A., Reynolds, K. E., & Arnold, M. J. (2006). Hedonic and utilitarian shopping value: Investigating differential effects on retail outcomes. *Journal of business research, 59*(9), 974-981.

Kamal, S. M. (2018) *Auto group wants warranty limits lifted, says competition healthy for workshops, Malay Mail.* Available at: https://www.malaymail.com/news/malaysia/2018/01/24/auto-group-wants-warranty-limits-lifted-says-competition-healthy-for-worksh/1561457 (Accessed: June 6, 2022).

Karakostas, B., Kardaras, D., & Papathanassiou, E. (2005). The state of CRM adoption by the financial services in the UK: an empirical investigation. *Information & Management, 42*(6), 853-863.

Kato, T. (2021). Factors of loyalty across corporate brand images, products, dealers, sales staff, and after-sales services in the automotive industry. *Procedia Computer Science, 192*, 1411-1421.

Kaura, V., Durga Prasad, C. S., & Sharma, S. (2015). Service quality, service convenience, price and fairness, customer loyalty, and the mediating role of customer satisfaction. *International journal of bank marketing, 33*(4), 404-422.

Kim, J. (2019). The impact of different price promotions on customer retention. *Journal of Retailing and Consumer Services, 46*, 95-102.

Kim, M., Vogt, C. A., & Knutson, B. J. (2015). Relationships among customer satisfaction, delight, and loyalty in the hospitality industry. *Journal of Hospitality & Tourism Research, 39*(2), 170-197.

Kim, W., Kim, H., & Hwang, J. (2020). Sustainable growth for the self-employed in the retail industry based on customer equity, customer satisfaction, and loyalty. *Journal of Retailing and Consumer Services, 53*, 101963.

Kim, Y. (2015). Assessing the effects of perceived value (utilitarian and hedonic) in LCCs and FSCs: Evidence from South Korea. *Journal of Air Transport Management, 49*, 17-22.

Kirwan, J. (2018) *Dealers told to focus on aftersales and boost profitability, Motor Trader.* Available at: https://www.motortrader.com/motor-trader-news/automotive-news/dealers-told-focus-aftersales-new-car-sales-dip-22-01-2018 (Accessed: June 6, 2022).

Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration, 11*(4), 1-10.

Kumar, A. (2021). Analysing the drivers of customer happiness at authorized workshops and improving retention. *Journal of Retailing and Consumer Services, 62*, 102619.

Kumar, A., Luthra, S., Khandelwal, D. K., Mehta, R., Chaudhary, N., & Bhatia, S. (2017). Measuring and improving customer retention at authorised automobile workshops after free services. *Journal of Retailing and Consumer Services, 39*, 93-102.

Kumar, V., & Ayodeji, O. G. (2021). E-retail factors for customer activation and retention: An empirical study from Indian e-commerce customers. *Journal of Retailing and Consumer Services, 59,* 102399.

Lee, B. Y., & Park, S. Y. (2019). The role of customer delight and customer equity for loyalty in upscale hotels. *Journal of Hospitality and Tourism Management, 39,* 175-184.

Lee, S., & Kim, D. Y. (2018). The effect of hedonic and utilitarian values on satisfaction and loyalty of Airbnb users. *International Journal of Contemporary Hospitality Management, 30*(3), 1332-1351.

Lee, S., & Kim, D. Y. (2018). The effect of hedonic and utilitarian values on satisfaction and loyalty of Airbnb users. International Journal of Contemporary Hospitality Management, 30(3), 1332-1351.

Lee, S., Han, H., Radic, A., & Tariq, B. (2020). Corporate social responsibility (CSR) as a customer satisfaction and retention strategy in the chain restaurant sector. *Journal of Hospitality and Tourism Management, 45,* 348-358.

Li, J., Abbasi, A., Cheema, A., & Abraham, L. B. (2020). Path to purpose? How online customer journeys differ for hedonic versus utilitarian purchases. *Journal of Marketing, 84*(4), 127-146.

Liang, C.-J., W.-H. Wang, & J.D. Farquhar (2009). The influence of customer perceptions on financial performance in financial services. *International Journal of Bank Marketing, 27*(2), 129–149.

Mahmoud, M. A., Hinson, R. E., & Adika, M. K. (2018b). The effect of trust, commitment, and conflict handling on customer retention: the mediating role of customer satisfaction. *Journal of Relationship Marketing, 17*(4), 257-276.

Mahmoud, M. A., Hinson, R. E., & Anim, P. A. (2018a). Service innovation and customer satisfaction: the role of customer value creation. *European Journal of Innovation Management, 21*(3), 402-422.

Memon, M., Thurasamy, R., Cheah, J., Ting, H., Chuah, F., & Cham, T. (2023). Addressing common method bias, operationalization, sampling, and data collection issues in quantitative research: review and recommendations. *Journal of Applied Structural Equation Modeling, 7*(2), 1-14.

Memon, M. A., Ting, H., Cheah, J. H., Thurasamy, R., Chuah, F., & Cham, T. H. (2020). Sample size for survey research: Review and recommendations. *Journal of Applied Structural Equation Modeling, 4*(2), 1-20.

Memon, M. A., Ramayah, T., Cheah, J. H., Ting, H., Chuah, F., & Cham, T. H. (2021). PLS-SEM statistical programs: a review. *Journal of Applied Structural Equation Modeling, 5*(1), 1-14.

McDougall, G. H., & Levesque, T. (2000). Customer satisfaction with services: putting perceived value into the equation. *Journal of Services Marketing, 14*(5), 392-410.

New StraitsTimes (2022). Vehicles outnumber people in Malaysia. Available at: https://www.nst.com.my/news/nation/2022/06/803654/vehicles-outnumber-people-malaysia (Accessed: March 20, 2024).

Niedermeier, A., Albrecht, L., & Jahn, B. (2019). "Happy together": Effects of brand community engagement on customer happiness. *Journal of Relationship Marketing, 18*(1), 54-76.

Noda, Y. (2021). Performance information and learning effects on citizen satisfaction with public services. *Public Management Review, 23*(12), 1833-1855.

Nyadzayo, M. W., & Khajehzadeh, S. (2016). The antecedents of customer loyalty: A moderated mediation model of customer relationship management quality and brand image. *Journal of Retailing and Consumer Services, 30,* 262-270.

Odekerken-Schröder, G., De Wulf, K., & Schumacher, P. (2003). Strengthening outcomes of retailer–consumer relationships: The dual impact of relationship marketing tactics and consumer personality. Journal of business research, 56(3), 177-190.

Oliver, C. (1997). Sustainable competitive advantage: combining institutional and resource-based views. Strategic Management Journal,18(9), 697–713.

Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, *17*(4), 460-469.

Oliver, R. L., & Winer, R. S. (1987). A framework for the formation and structure of consumer expectations: Review and propositions. *Journal of Economic Psychology*, *8*(4), 469-499.

Oliver, R. L., Rust, R. T., & Varki, S. (1997). Customer delight: Foundations, findings, and managerial insight. *Journal of Retailing*, *73*(3), 311-336.

Oppenheim, A. (2001) *Questionnaire design, interviewing and attitude measurement, second ed. Basic Books.* New York.

Ozkara, B. Y., Ozmen, M., & Kim, J. W. (2017). Examining the effect of flow experience on online purchase: A novel approach to the flow theory based on hedonic and utilitarian value. *Journal of Retailing and Consumer Services*, *37*, 119-131.

Pansari, A., & Kumar, V. (2017). Customer engagement: the construct, antecedents, and consequences. *Journal of the Academy of Marketing Science*, *45*, 294-311.

Parasuraman, A., Ball, J., Aksoy, L., Keiningham, T. L., & Zaki, M. (2021). More than a feeling? Toward a theory of customer delight. *Journal of Service Management*, *32*(1), 1-26.

Patterson, K. (1997). Delighted clients are loyal clients. Rough Notes, 140(3), 221-234.

Patterson, P. G., & Spreng, R. A. (1997). Modelling the relationship between perceived value, satisfaction and repurchase intentions in a business-to-business, services context: an empirical examination. *International Journal of Service Industry Management*, *8*(5), 414-434.

Poncin, I., & Mimoun, M. S. B. (2014). The impact of "e-atmospherics" on physical stores. Journal of Retailing and Consumer Services, 21(5), 851–859.

Prentice, C. (2013). Attitudinal and behavioral loyalty amongst casino players in Macau. *Services Marketing Quarterly*, *34*(4), 309-321.

Rajah, E., Marshall, R., & Nam, I. (2008). Relationship glue: customers and marketers co-creating a purchase experience. *Advances in Consumer Research*, *35*, 367–373.

Ramayah, T. J. F. H., Cheah, J., Chuah, F., Ting, H., & Memon, M. A. (2018) *Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0: AN Updated Guide and Practical Guide to Statistical Analysis.* Kuala Lumpur.

Ringle, C. M., Wende, S. and Becker, J. M. (2015) *SmartPLS 3. SmartPLS.* Bönningstedt.

Roberts, C., Vandenplas, C., & Ernst Sthaeli, M. (2014, January). Evaluating the impact of response enhancement methods on the risk of nonresponse bias and survey costs. In *Survey Research Methods*, *8*(2), 67-80. European Survey Research Association.

Roberts-Lombard, M., & Petzer, D. J. (2018). Customer satisfaction/delight and behavioural intentions of cell phone network customers – An emerging market perspective. *European Business Review*, *30*(4), 427-445.

Ryu, K., Han, H., & Jang, S. (2010). Relationships among hedonic and utilitarian values, satisfaction and behavioral intentions in the fast-casual restaurant industry. *International Journal of Contemporary Hospitality Management*, *22*(3), 416-432.

Sabbagha, O., Ab Rahman, M. N., Ismail, W. R., & Hussain, W. M. H. W. (2016). Impact of quality management systems and after-sales key performance indicators on automotive industry: A literature review. *Procedia-Social and Behavioral Sciences*, *224*, 68-75.

Salamah, A.A., Hassan, S., Aljaafreh, A., Zabadi, W.A., AlQudah, M.A., Hayat, N., Al Mamun, A., & Kanesan, T. (2022). Customer retention through service quality and satisfaction: using hybrid SEM-neural network analysis approach. *Heliyon*, *8*(9), e10570.

Sarstedt, M., & Cheah, J.-H. (2019). Partial least squares structural equation modeling using SmartPLS: a software review. *Journal of Marketing Analytics*, *7*(3), 196–202.

Sarstedt, M., Bengart, P., Shaltoni, A. M., & Lehmann, S. (2018). The use of sampling methods in advertising research: A gap between theory and practice. *International Journal of Advertising*, *37*(4), 650-663.

Sashi, C. M. (2012). Customer engagement, buyer-seller relationships, and social media. *Management Decision*, *50*(2), 253-272.

Schiffman, L.G., & Kanuk, L.L. (2004). Consumer Behavior, Pearson Prentice-Hall. NJ: Upper Saddle River.

Schirmer, N., Ringle, C. M., Gudergan, S. P., & Feistel, M. S. (2018). The link between customer satisfaction and loyalty: the moderating role of customer characteristics. *Journal of Strategic Marketing, 26*(4), 298-317.

Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J. H., Ting, H., Vaithilingam, S., & Ringle, C. M. (2019). Predictive model assessment in PLS-SEM: guidelines for using PLSpredict. *European journal of marketing, 53*(11), 2322-2347.

Stein, A., & Ramaseshan, B. (2019). The customer experience – loyalty link: moderating role of motivation orientation. *Journal of Service Management, 31*(1), 51–78.

Su, L. J., Hsu, M. K., & Swanson, S. (2017). The effect of tourist relationship perception on destination loyalty at a world heritage site in China: The mediating role of overall destination satisfaction and trust. *Journal of Hospitality & Tourism Research, 41*(2), 180–210.

Svotwa, T. D., Makanyeza, C., Roberts-Lombard, M., & Jaiyeoba, O. O. (2023). A relationship marketing perspective on delight, its antecedents and outcomes in a banking context. *European Business Review, 35*(3), 306-336.

Torres, E. N., & Kline, S. (2006). From satisfaction to delight: a model for the hotel industry. *International Journal of Contemporary Hospitality Management, 18*(4), 290–301.

Torres, E. N., & Kline, S. (2013). From customer satisfaction to customer delight: creating a new standard of service for the hotel industry. *International Journal of Contemporary Hospitality Management, 25*(5), 642–659.

Tsiotsou, R. H., & Jochen Wirtz (2012). Consumer behavior in a service context. In V. Wells & G. Foxall (eds). *Handbook of Developments in Consumer Behavior* (pp. 147–201), Cheltenham and Northampton, MA: Edward Elgar.

Tsiotsou, R. H., & Wirtz, J. (2015). The three-stage model of service consumption. In *Handbook of Service Business* (pp. 105-128). Edward Elgar Publishing.

Uzir, M. U. H., Al Halbusi, H., Thurasamy, R., Hock, R. L. T., Aljaberi, M. A., Hasan, N., & Hamid, M. (2021). The effects of service quality, perceived value and trust in home delivery service personnel on customer satisfaction: Evidence from a developing country. *Journal of Retailing and Consumer Services, 63*, 102721.

Verma, P. (2022). After-sales service shaping assortment satisfaction and online repatronage intention in the backdrop of social influence. *International Journal of Quality and Service Sciences, 14*(4), 595-614.

Voss, K. E., Spangenberg, E. R., & Grohmann, B. (2003). Measuring the hedonic and utilitarian dimensions of consumer attitude. *JMR, Journal of Marketing Research, 40*(3), 310–320.

Wang, X. (2011). The effect of unrelated supporting service quality on consumer delight, satisfaction, and repurchase intentions. *Journal of Service Research, 14*(2), 149–163.

Wang, S., Cheah, J. H., Wong, C. Y., & Ramayah, T. (2023). Progress in partial least squares structural equation modeling use in logistics and supply chain management in the last decade: a structured literature review. *International Journal of Physical Distribution & Logistics Management, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/IJPDLM-06-2023-0200*

Woodruff, R. B. (1997). Customer value: the next source for competitive advantage. Journal of the academy of marketing science, 25, 139-153.

Woodruff, R. B., & Gardial, S. F. (1996). *Know Your Customer: New Approaches to Understanding Customer Value and Satisfaction.* Cambridge, MA: Blackwell Business.

Woodside, A. G., Golfetto, F., & Gibbert, M. (2008). Customer value: theory, research, and practice. In Creating and managing superior customer value (pp. 3-25). Emerald Group Publishing Limited.

Yi, H. T., Yeo, C., Amenuvor, F. E., & Boateng, H. (2021). Examining the relationship between customer bonding, customer participation, and customer satisfaction. *Journal of Retailing and Consumer Services, 62,* 102598.

Zeba, F., Royne Stafford, M., & Shaheen, M. (2022). Understanding hedonic and utilitarian routes to loyalty through satisfaction and delight: evidence from the fine-dining industry in India. Journal of Foodservice Business Research, 1-28.

Zietsman, M. L., Mostert, P., & Svensson, G. (2019). Perceived price and service quality as mediators between price fairness and perceived value in business banking relationships: A micro-enterprise perspective. *International Journal of Bank Marketing, 37*(1), 2–19.

APPENDIX: Questionnaire Items

Indicators / Items	Code
Utilitarian Experience (UE)	
▪ My vehicle is serviced the way I wanted.	UE1
▪ I can get the types of services that I need from this service centre.	UE2
▪ The parts that I need can be easily obtained from this service centre.	UE3
▪ I can get my vehicle serviced on the same day as I requested.	UE4
Hedonic Experience (HE)	
▪ Sending my vehicle to this service centre is fun and pleasant.	HE1
▪ My experience with this service centre is truly a joy.	HE2
▪ This service centre always provides a service that is beyond basic, and this makes me feel happy.	HE3
▪ I am happy to send my vehicle to this service centre, even though the cost of service is higher than other workshops.	HE4
Customer Value Anticipation (CVA)	
▪ This service centre excels at anticipating what I need before I ask them.	CVA1
▪ This service centre plans well ahead in anticipating the services I want fromthem.	CVA2
▪ This service centre is able to predict my changing needs.	CVA3
▪ This service centre offers new services / products that I need but did not think of.	CVA4
▪ This service centre is always looking for clues that I value beyond from what I currently ask from them.	CVA5
▪ This service centre regularly attempts to modify their products and services that are in line with my changing needs.	CVA6
Customer Engagement (CE)	
▪ Generally, I like to be a regular customer of this service centre.	CE1
▪ Generally, I want to be a loyal customer of this service centre.	CE2
▪ Generally, I am willing to go extra mile to send my vehicle to this service centre.	CE3
Customer Satisfaction (CS)	
▪ I found the visit of this service centre was satisfying.	CS1
▪ The visit to this service centre was as good as I expected.	CS2
▪ The visit to this service centre was satisfactorily, worth the time and money I spent on it.	CS3
Customer Delight (CD)	
▪ I was delighted by the visit to this service centre.	CD1
▪ I happily talk about my visit to this service centre.	CD2
▪ I was elated with the visit to this service centre.	CD3
▪ The visit to this service centre was an unforgettable experience.	CD4
Customer Retention (CR)	
▪ I would revisit this service centre on my next service.	CR1
▪ I would recommend visiting this service centre.	CR2
▪ I would return to this service centre in the future.	CR3