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### **ANALYSIS OF EFFECT OF VARIABLE CONSTRUED EXTERNAL IMAGE, PERCEIVED SALESPERSON CHARACTERISTICS, PERCEIVED COMPANY CHARACTERISTICS ON EXTRA ROLE BEHAVIORS THROUGH CUSTOMER COMPANY IDENTIFICATION ON HYPERMART CUSTOMERS IN SURABAYA**

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#### **Abstract**

The rapid development of people's lifestyles and increasingly fierce industrial competition resulted in several retail companies having to close outlets and even declared bankrupt. This study aims to determine how the influence of *Construed External Image*, *Perceived Salesperson Characteristics*, and *Perceived Company Characteristics* on *Customer Extra Role Behaviors* through *Customer Company Identification*. This research is causal research. The research method used is a quantitative method with data processing using AMOS. Data collection was carried out by distributing questionnaires to 102 respondents with the characteristics of male and female respondents aged 18-60 years, domiciled in Surabaya and shopping at Hypermart at least 2 times in the last 1 month. The results showed that *Construed External Image* significantly affected *Customer Company Identification*; *Perceived Salesperson Characteristics* did not significantly affect *Customer Company Identification*; *Perceived Company Characteristics* significantly influences *Customer Company Identification*; *Customer Company Identification* significantly influences *Customer Extra Role Behaviors*.

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**Key Words:** *Construed External Image; Perceived Salesperson Characteristics; Perceived Company Characteristics; Customer Company Identification; Customer Extra Role Behaviors.*

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### **Background**

Bank Indonesia (BI) stated that retail sales in March 2019 had grown higher than the previous growth of 10.1%. However, BI also projects that retail growth will slow down in April 2019. The Indonesian Retail Business Association (Aprindo) states that the retail industry is evolving to adapt to changes in consumer spending behavior, especially the middle class and millennial generation. To overcome this pressure, a number of retailers must use efficiency strategies, such as closing outlets and terminating employment. (<https://nasional.republika.co.id>, downloaded on 25 June 2019).

Modern retail networks are developing very fast in a number of developing countries, including in Indonesia. The rate of development even exceeds the level of economic growth. As this modern retail expansion continues throughout Indonesia, the modern retail revolution has taken place in Indonesia. Indonesian economists symbolize this development as a two-edge sword or two-edged sword, on the one hand the presence of modern retail can be a drug, but also a threat. (<https://investor.id>, downloaded on 27 June 2019).

PT Trans Retail Indonesia sees that the main problem facing the retail industry is increasingly fierce competition. Secretary of PT Ramayana Lestari Sentosa Tbk Setyadi Surya also views that it is dominated by competition among fellow offline retailers in Indonesia (<https://www.cnnindonesia.com>, downloaded on 6 August 2019).

According to Agung Podomoro Vice President of Marketing Mall Agung, Ho Mely Surjani said that Indonesians are still fond of shopping directly at stores or supermarkets, so the retail industry is certain to continue to grow. (<http://www.neraca.co.id>, downloaded on 6 August 2019). But there is a shift in the pattern and behavior of public spending. Vice President of Corporate Communication of Trans Retail Indonesia, Satria Hamid said that this year there was a shift in the pattern and behavior of public spending. Currently, people want to do shopping together with other activities such as recreation with children, hair care and shopping for other needs in the same location. (<https://www.cnnindonesia.com>, downloaded on 6 August 2019).

In Indonesia, several businesses in the retail industry, such as Seven Eleven, Hero and Giant, have begun to close outlets because they are unable to compete and keep up with the changing times. The Minister of Trade, Enggartiasto Lukita, said the closure of the shops was not due to the people's weak purchasing power. But a shift in lifestyle in the world and changes in shopping behavior. The finance minister, Sri Mulyani Indrawati, said that the retail industry is currently a special concern of the government. Because this industry is closely related to meeting the needs of the community (<https://www.merdeka.com>, downloaded on 25 June 2019).

According to Lawfer, Manzie (2004), Customer Extra Role Behaviors are customers' decisions to voluntarily continue to subscribe to certain companies for a long period of time. According to Bloemer & Kasper (1995), Customer Extra Role Behaviors are a form of true loyalty rather than repeated purchases of behavior, which is

the actual repurchase of a brand, regardless of commitment.

Halim, Swasto, Hamid, Firdaus (2014) stated the definition of Customer Company Identification as a positive expectation of consumers towards producers because of their ability to produce products that satisfy customers from several factors such as integrity, competence, consistency and transparency. Mael and Ashforth (1992) found that customer satisfaction with an organization produces a positive relationship with customer proximity to the organization.

Construed External Image is related to the association of the brand because when brand impressions that arise in consumers' memories increase due to the more experience of consumers in consuming or buying the brand. Consumers more often buy products with well-known brands because they feel more comfortable with things that are already known, the assumption that famous brands are more reliable, always available and easy to find, and have quality that is not in doubt, so that more recognized brands more often chosen by consumers over unknown brands (Aaker, 1991).

According to Gilbert et al. (2004) Perceived Salesperson Characteristics encourage customers to commit to a company's products and services so that it has an impact on increasing the market share of a product. Perceived Salesperson Characteristics is crucial in retaining customers for a long time. Companies that have superior services will be able to maximize the company's financial performance.

According to Mowen (2012), Perceived Company Characteristics is an overall evaluation process to customers for improving the performance of a product. According to Orville et. Al (2005), the dimensions of the variable Perceived Company Characteristics include the form of the product, the features of the product, the quality of product performance, the impression of product quality, product durability, reliability, ease of repair, product style and product design.

This research was made to find out about how Customer Company Identification effects Customer Extra Role Behaviors. Through this research, we can also find out how Construed External Image can affect Customer Company Identification, how Perceived Salesperson Characteristics affects Customer Company Identification, and how Perceived company Characteristics affects Customer Company Identification.

### **Literature Review**

Some researchers claim that Construed External Image affects Customer Company Identification (Mael & Ashforth, 1989). Basically, members will feel more proud to be part of an organization that is believed to have characteristics of social values. (Dutton et al., 1994). Construed External Image (Bergami & Ba-gozzi, 2000; Smidts, Pruyn, & Van Riel, 2001) refer to customer beliefs about outsiders' perceptions of company perceptions. When customers see an external image that is interpreted from an attractive company (that is, the customer believes that the attributes that distinguish the company are positive and socially valued by other relevant people), customer identification with that company is strengthened.

Hypothesis 1: Construed External Image has a positive and significant effect on the Customer Company Identification.

Interaction in Perceived Salesperson Characteristics is seen as beneficial because it makes customers will consider the organization as a target for Customer Company Identification (Bhattacharya & Sen, 2003; Scott & Lane, 2000). This is because such interactions make it easier for customers to retrieve beneficial information as an important driver of organizational identification (Hogg & Terry, 2000; Pratt, 2000; Scott & Lane, 2000).

Hypothesis 2: Perceived Salesperson Characteristics has a positive and significant effect on Customer Company Identification.

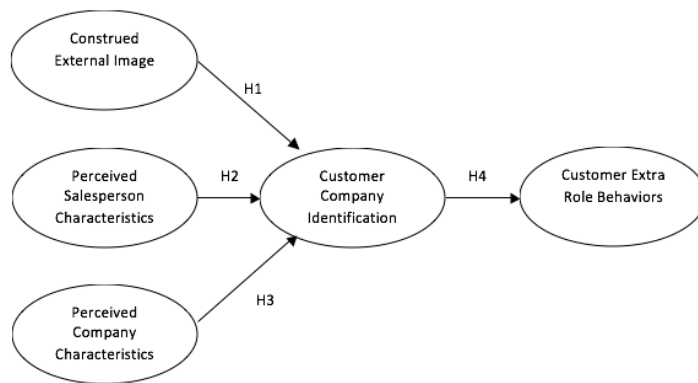
According to Tajfel & Turner (1986), customers who believe that the company has a good Perceived Company Characteristics will find that the company is an attractive target to be identified. When one's self-concept is enhanced by Perceived Company Characteristics, individuals are attracted to the organization because it provides easy opportunities for self-expression in accordance with the meaning of Customer Company Identification (Shamir, 1993). Based on research conducted by Blau (1964) on e-commerce in China, Customer Company Identification will not be formed until consumer expectations in Perceived Company Characteristics are met. Product quality and other qualities of the company can help customers to trust the company.

Hypothesis 3: Perceived Company Characteristics has a positive and significant effect on Customer Company Identification.

In a business context, one of the main results that companies try to influence is Customer Company Identification. Bhattacharya and Sen (2003) argue that when consumers feel close to the company, they will enthusiastically promote the company to their relationships. From the standpoint of social identity, once a customer identifies a company and feels interested, buying that company's product repeatedly becomes an act of self-expression. (T. J. Brown & Dacin, 1997). Ahearne et al. (2005) states that the stronger the Customer Company Identification, the more likely the customer is to recommend the company to others. Proximity to the company will show more positive behavior. From this background, it can be concluded that when a customer identifies a company and is found that the company is a good company, then buying products from that company becomes an act of self-expression.

Hypothesis 4: Customer Company Identification has a positive and significant effect on Customer Extra Role Behaviors.

## **RESEARCH MODEL**



**Figure 1. Research Model**

## RESEARCH METHOD

This research is causal research, because it is used to develop existing research models to test the research hypotheses that are determined based on literature review to answer the problems identified in the previous chapter. The research method used in this study is a quantitative method, where this method is a scientific approach to managerial and economic decision making. The method used in this study will refer to references that can carry out a simultaneous analysis process associated with a multi-variable research model, the Structural Equation Model (SEM). The program used is the AMOS 22.0 software program. This chapter describes the object of research directed at analyzing models about the relationship between variables to understand the factors that influence Customer Extra Role Behaviors from Hypermart customers on Surabaya. The sampling method used in this research is non-probability sampling. This study uses a questionnaire as the main tool in data collection. In this study, researchers will use a purposive sampling technique, where researchers determine respondents who will help researchers to distribute and fill out questionnaires. The area used as a place for distributing questionnaires was the Surabaya city, so that respondents were selected according to the criteria determined in this study. The characteristics of the respondents determined are men and women aged 18-60 years where the age is an early adulthood (Kotler and Armstrong, 2010), domiciled in Surabaya and shopping at Hypermart at least 2 times in the last 1 month. There are 25 indicators used in this study

indicators, from the number of existing indicators, the minimum number of samples used is 100-200 respondents, and for this research the number of respondents is 125 people. The sample used for research was 125 respondents. Data collection is done by distributing questionnaires to respondents in accordance with the characteristics of the sample that has been described previously. After completing the questionnaire, the respondent returns the questionnaire that has been filled out and will then be selected by the researcher. The selected questionnaire is a questionnaire that is completely filled out and according to the filling instructions. After selection, the selected questionnaire will be further processed. After the data is tabulated, then the research model will be tested using AMOS software version 22.0. The questionnaire in this study will be divided into two parts. The first part contains questions to get general information about the respondent himself that is useful to determine the suitability of the characteristics of the respondents with the sample criteria. The second part contains questions to obtain research data and analyze the effect of Construed External Image, Perceived Salesperson Characteristics, Perceived Company Characteristics, on Customer Extra Role Behaviors through Customer Company Identification Information. The scale used in this study is a Likert Scale, where the answer is provided at intervals from 1=Strongly Disagree (STS) to 5=Strongly Agree (SS). Statements are made using a scale of 1-5 to obtain internal data.

## RESULTS

**Table 1: Regression Weights Full Structural Equation Model**

|                                                                            | Estimate | S.E   | C.R.  | P     | Std. Estimate |
|----------------------------------------------------------------------------|----------|-------|-------|-------|---------------|
| Customer Identification <--- Company Construed External Image              | 0,667    | 0,282 | 2,364 | 0,018 | ,480          |
| Customer Identification <--- Company Perceived Salesperson Characteristics | 0,498    | 0,289 | 1,725 | 0,084 | ,299          |
| Customer Identification <--- Company Perceived Company Characteristics     | 0,501    | 0,229 | 2,185 | 0,029 | ,395          |
| Customer Loyalty <--- Customer                                             | 0,727    | 0,173 | 4,206 | ***   | ,965          |

|                                               |       |       |       |     |      |
|-----------------------------------------------|-------|-------|-------|-----|------|
| Company Identification                        |       |       |       |     |      |
| X1 <--- Construed External Image              | 1,000 |       |       |     | ,640 |
| X2 <--- Construed External Image              | 1,211 | 0,291 | 4,161 | *** | ,663 |
| X3 <--- Construed External Image              | 1,084 | 0,242 | 4,473 | *** | ,634 |
| X4 <--- Construed External Image              | 0,676 | 0,198 | 3,414 | *** | ,439 |
| X5 <--- Perceived Salesperson Characteristics | 1,000 |       |       |     | ,537 |
| X6 <--- Perceived Salesperson Characteristics | 1,358 | 0,316 | 4,296 | *** | ,647 |
| X7 <--- Perceived Salesperson Characteristics | 1,289 | 0,313 | 4,116 | *** | ,680 |
| X8 <--- Perceived Salesperson Characteristics | 2,072 | 0,457 | 4,529 | *** | ,747 |
| X9 <--- Perceived Company Characteristics     | 1,000 |       |       |     | ,524 |
| X10 <--- Perceived Company Characteristics    | 1,018 | 0,243 | 4,184 | *** | ,745 |
| X11 <--- Perceived Company Characteristics    | 0,811 | 0,209 | 3,886 | *** | ,610 |
| X12 <--- Perceived Company Characteristics    | 0,846 | 0,207 | 4,085 | *** | ,642 |
| Y1 <--- Customer Company Identification       | 1,000 |       |       |     | ,511 |
| Y2 <--- Customer Company Identification       | 0,651 | 0,179 | 3,647 | *** | ,395 |
| Y3 <--- Customer Company Identification       | 1,105 | 0,241 | 4,580 | *** | ,552 |
| Y4 <--- Customer Extra Role Behaviors         | 1,000 |       |       |     | ,567 |
| Y5 <--- Customer Extra Role Behaviors         | 0,648 | 0,151 | 4,276 | *** | ,470 |
| Y6 <--- Customer Extra Role Behaviors         | 1,100 | 0,220 | 5,011 | *** | ,604 |
| Y7 <--- Customer Extra Role Behaviors         | 1,354 | 0,303 | 4,461 | *** | ,512 |

Sumber: *Text Output AMOS 20.0 (2019)*

C.R. value for each relationship between the variables tested are shown in table 4.20. Causality relationship that occurs between variables Construed External Image to Customer Company Identification, Perceived Company Characteristics to Customer Company Identification, and Customer Company Identification to Customer Extra Role Behaviors have a significant relationship because the C.R value is above 2.00. As for the

causality relationship that occurs between the Perceived Salesperson Characteristics variable to Customer Company Identification has insignificant relationship because the value of C.R is below 2.00.

Table 2: Summary of Testing Results.

| Hypotheses                                                                    | Analysis     |
|-------------------------------------------------------------------------------|--------------|
| H1 : Construed External Image to Customer Company Identification              | Accepted     |
| H2 : Perceived Salesperson Characteristics to Customer Company Identification | Not Accepted |
| H3 : Perceived Company Characteristics to Customer Company Identification     | Accepted     |
| H4 : Customer Company Identification to Customer Extra Role Behaviors         | Accepted     |

Source: Amos 22.0 Analysis Result, 2019

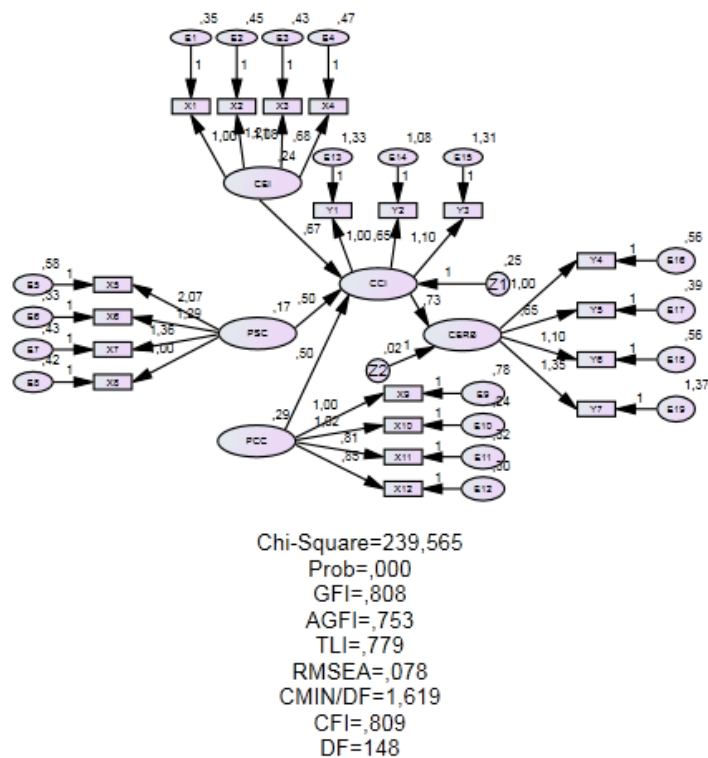


Figure 2: Full Structural Equation Model Source: Amos 22.0 Analysis Result, 2019

## **DISCUSSION**

Based on Amos 22.0 analysis result, estimation parameters between *Construed External Image* to *Customer Company Identification*, *Perceived Company Characteristics* to *Customer Company Identification*, and *Customer Company Identification* to *Customer Extra Role Behaviors* has a significant results in a positive direction with a value of  $C.R \geq \pm 2.00$  with a significance level  $<0.05$  (5%), it can be said that hypothesis H1, H3 and H4 were accepted (This were showed at Table 6 and Table 8). As for the estimation parameters between the *Perceived Salesperson Characteristics* to *Customer Company Identification* has insignificant relationship because the value of C.R is below 2.00. it can be said that hypothesis H2 was not accepted (This were showed at Table 6 and Table 8). So, excluding *Perceived Salesperson Characteristics*, the results exhibited that all the other hypothesized variables played important roles in predicting *Customer Extra Role Behaviors* to *Hypermart on Surabaya*. The findings of this study provide several important implications for *Customer Extra Role Behaviors* research and practice, especially in retail industry in the future.

The estimation parameters between *Construed External Image* and *Customer Company Identification* show significant results in a positive direction with a value of  $C.R = 2.364$  and a regression coefficient of 0.480 with a standard hypothesis that can be accepted that is  $C.R. \geq \pm 2.00$  with a significance level  $<0.05$  (5%), it can be said that hypothesis 1 (H1) is accepted. *Construed External Image* variable is an important element for customers as a process to improve *Customer Company Identification* at *Hypermart in Surabaya*. From the *Construed External Image* variable that can be done to improve this variable is to hold a guarantee program to promote that products sold at *Hypermart* are products that have met *Hypermart* standards according to the type of product. Then *Hypermart* should work together with local MSMEs and provide a special location for local products typical of the city where *Hypermart* opens branches. Then *Hypermart* should maximize cashier performance and provide exclusive facilities for VIP *Hypermart* customers such as special queues and special promotions for VIP *Hypermart* customers. Finally, *Hypermart* should provide special promotions for customers who make certain purchases, for example purchases over two hundred and fifty thousand get shopping vouchers that can be used for future purchases.

The estimation parameters between *Perceived Salesperson Characteristics* and *Customer Company Identification* show significant positive results with a value of  $C.R = 1.725$  and a regression coefficient of 0.299 with an unacceptable hypothesis standard that is  $C.R. \geq \pm 2.00$  with a significance level  $<0.05$  (5%), it can be said that hypothesis 2 (H2) is rejected. Li et al. (2014) states that when customers see the quality of the external appearance of a company (in this study represented in the form of service) does not guarantee that customers will believe that the attributes that distinguish the company are positive and socially valued by other relevant people, then customer identification with the company had no significant effect. From the variable *Perceived Salesperson Characteristics* that can be done to improve this variable is to provide training and regular meetings for employees within a certain period, for example once a month or every two weeks. Then place employees based on certain product categories, for example in the electronic category there are special marketing employees to help customers who need information related to the product being sold. Then provide training for employees regarding questions that are often asked by customers and the language used when talking to customers must be polite and clear. Furthermore, *Hypermart* provides Live Chat features through instant messaging and social media such as Line, Whatsapp, Instagram, Facebook, and Twitter.

The estimation parameters between Perceived Company Characteristics and Customer Company Identification show significant results in a positive direction with a value of C.R = 2.185 and a regression coefficient of 0.395 with an acceptable hypothesis standard that is C.R.  $\geq \pm 2.00$  with a significance level  $<0.05$  (5%), it can be said that hypothesis 3 (H3) is accepted. Perceived Company Characteristics is an important element for customers as a process to improve Customer Company Identification at Hypermart in Surabaya. From the variable Perceived Company Characteristics that can be done to improve this variable is to set standards to suppliers for products to be sold, for example, it must be neatly sealed and not dented. Furthermore Hypermart should provide a special promotion program for brands that collaborate with Hypermart such as providing a special booth so that the public can get to know the products of the brand well. Then Hypermart must provide a guarantee that the products sold at Hypermart have been tested through Hypermart standards and guaranteed halal. Finally, Hypermart needs to provide fresh products that are always replaced every two days.

The estimation parameters between Customer Company Identification and Customer Extra Role Behaviors showed insignificant results in a positive direction with a value of C.R = 4,206 and a regression coefficient of 0.965 with an acceptable hypothesis standard that is C.R.  $\geq \pm 2.00$  with a significance level  $<0.05$  (5%), it can be said that hypothesis 4 (H4) is accepted. Customer Company Identification variable which is an important element for customers as a process to improve Customer Extra Role Behaviors at Hypermarkets in Surabaya. It is important for Hypermart to improve its performance from time to time through the variables Construed External Image, Perceived Salesperson Characteristics and Perceived Company Characteristics. Then Hypermart should maintain and improve this indicator by always updating company information through variable aspects of Construed External Image, Perceived Salesperson Characteristics and Perceived Company Characteristics from time to time to be able to maintain and improve effective Customer Company Identification. Finally, Hypermart must make improvements or developments in this indicator through the development of Customer Service facilities to accommodate the aspirations of customers through the Construed External Image variable, Perceived Salesperson Characteristics and Perceived Company Characteristics to improve Customer Company Identification.

## **CONCLUSION**

This study provides evidence that the *Construed External Image* significantly affected *Customer Company Identification*, *Perceived Salesperson Characteristics* did not significantly affect *Customer Company Identification*, *Perceived Company Characteristics* significantly influences *Customer Company Identification*, *Customer Company Identification* significantly influences *Customer Extra Role Behaviors*.

## **MANAGERIAL IMPLICATIONS**

| TABLE 3: MANAGERIAL IMPLICATIONS                       |                                                                                                                                                  |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Current Research                                       | Managerial Implications                                                                                                                          |
| <i>Construed External Image</i> significantly affected | <ul style="list-style-type: none"> <li>organizes a warranty program to promote that products sold at Hypermart are products that meet</li> </ul> |

|                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Customer Company Identification</i>                                                                           | <p>Hypermart standards according to the type of product</p> <ul style="list-style-type: none"> <li>• collaborate with local MSMEs and provide special locations for local products typical of the city where Hypermart opens branches</li> <li>• maximize cashier performance and provide exclusive facilities for VIP Hypermart customers such as special queues and special promotions for VIP Hypermart customers</li> <li>• provide special promotions for customers who make a certain amount of purchases</li> </ul>                                                                                                                                                      |
| <i>Perceived Salesperson Characteristics</i> did not significantly affect <i>Customer Company Identification</i> | <ul style="list-style-type: none"> <li>• provide training and regular meetings for employees within a certain period</li> <li>• placing employees based on certain product categories, for example in the electronic category there are special marketing employees to help customers who need information related to the product being sold</li> <li>• provide training for employees regarding questions that are frequently asked by customers and the language used when talking to customers must be polite and clear</li> <li>• provides Live Chat features through instant messaging and social media such as Line, Whatsapp, Instagram, Facebook and Twitter</li> </ul> |
| <i>Perceived Company Characteristics</i> significantly influences <i>Customer Company Identification</i>         | <ul style="list-style-type: none"> <li>• setting standards for suppliers for products to be sold, for example, they must be neatly sealed and not dented.</li> <li>• providing special promotional programs for brands that collaborate with Hypermart such as providing a special booth so that the public can get to know the products of the brand well</li> <li>• guarantee that the products sold at Hypermart have been tested through Hypermart standards and are guaranteed halal</li> <li>• provide fresh products that are always replaced once every two days</li> </ul>                                                                                             |

|                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Customer Company Identification</i> significantly influences <i>Customer Extra Role Behaviors</i> | <ul style="list-style-type: none"> <li>• improve its performance over time through variables Construed External Image, Perceived Salesperson Characteristics and Perceived Company Characteristics</li> <li>• updating company information through variable aspects Construed External Image, Perceived Salesperson Characteristics and Perceived Company Characteristics from time to time to be able to maintain and improve effective Customer Company Identification</li> <li>• make improvements or developments in this indicator through the development of Customer Service facilities to accommodate the aspirations of customers through the variables Construed External Image, Perceived Salesperson Characteristics and Perceived Company Characteristics to improve Customer Company Identification</li> </ul> |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### **RECOMMENDATIONS**

Seeing the results of existing research where there are still many limitations on the research conducted by the author, recommendations that can be submitted by the author are as follows:

1. Seeing the limitations of the research object that only takes respondents namely Hypermart customers in Surabaya, it is hoped that subsequent studies using the same or modified models can be applied to different objects to get more general results on the factors that influence Customer Extra Role Behaviors.
2. Further research is expected to be able to complete the variables that already exist in this study so that it can further enhance understanding of the factors that influence Customer Extra Role Behaviors that lead to product purchase.
3. Further research can be developed by linking the factors that influence Customer Company Identification and Customer Extra Role Behaviors based on income level, age, and gender. Future research can also broaden the scope of respondents to be studied, or conduct research in areas that are different from current research. So that further research carried out increasingly provides a broad picture of Customer Extra Role Behaviors.
4. In addition, it is expected to also be able to use the Lisrel Structural Equational Model (SEM) software in future research.

### **APPENDIX**

| <b>TABLE 4:</b> The Items List Used in the study                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Variable Customer Company Identification</i></b>                                                                                                                                                                                                                                                                  |
| Y1: I am always interested in information about Hypermart<br>Y2: I'm also happy if Hypermart is the best hypermarket<br>Y3: Hypermart is the best hypermarket that is able to meet my expectations                                                                                                                      |
| <b><i>Variable Customer Extra Role Behaviors</i></b>                                                                                                                                                                                                                                                                    |
| Y4: I love being involved in the Hypermart shopping program<br>Y5: I will go back to shopping at Hypermart in the future<br>Y6: I prefer shopping at Hypermart compared to other hypermarkets<br>Y7: I will recommend Hypermart to my friends                                                                           |
| <b><i>Variable Construed External Image</i></b>                                                                                                                                                                                                                                                                         |
| X1: Hypermart is a hypermarket which is famous for its varied products<br>X2: Hypermart is a trusted hypermarket offering the best quality products<br>X3: Hypermart is the best hypermarket in service to consumers<br>X4: Hypermart is a hypermarket that offers products at competitive prices                       |
| <b><i>Variable Perceived Salesperson Characteristics</i></b>                                                                                                                                                                                                                                                            |
| X5: Hypermart employees can answer my questions correctly<br>X6: Hypermart employees can answer my questions clearly<br>X7: Hypermart employees have adequate knowledge regarding the products sold<br>X8: Hypermart employees always provide friendly service to me                                                    |
| <b><i>Variable Perceived Company Identification</i></b>                                                                                                                                                                                                                                                                 |
| X9: Products offered by Hypermart always have good product endurance<br>X10: Products offered by Hypermart are always in good product condition<br>X11: Products offered by Hypermart are always the highest quality products<br>X12: The product offered by Hypermart is a product that is well known in the community |

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