



From Customer Experience to Word-of-Mouth: The Mediating Role of Customer Satisfaction among Shopee Live Users in Indonesia

Gusnawati^{1*}, Grace Indri², Nanda Dian Eka³, Hairul Anam⁴

^{1,2,3,4}) Master of Management Program, Balikpapan University, Balikpapan, Indonesia

E-mail: gusnatiol33@gmail.com

* Corresponding author

Submitted: 15-05-2026	Review: 25-05-2026	Revision: 04-06-2026	Accepted: 07-06-2026
-----------------------	--------------------	----------------------	----------------------

Abstract

The rapid growth of live-commerce platforms has reshaped online shopping by offering interactive and engaging customer experiences. This study examines the effect of customer experience on word-of-mouth behavior, with customer satisfaction acting as a mediating variable among Shopee Live users in Indonesia. Grounded in Expectancy-Disconfirmation Theory (EDT), this research employs a quantitative approach using survey data collected from 120 Shopee Live users who had made at least one purchase through the platform within the previous six months. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that customer experience has a positive and significant effect on customer satisfaction, while customer satisfaction positively and significantly influences word-of-mouth behavior. However, customer experience does not directly affect word-of-mouth. Further analysis reveals that customer satisfaction fully mediates the relationship between customer experience and word-of-mouth. These findings suggest that positive customer experiences alone are insufficient to encourage recommendation behavior unless they first generate customer satisfaction. This study contributes to the live-commerce literature by highlighting the critical role of customer satisfaction as the mechanism through which customer experience translates into customer advocacy. The findings also offer practical insights for enhancing customer satisfaction and fostering positive word-of-mouth in live-commerce environments.

Keywords: Customer Experience; Customer Satisfaction; Word-of-Mouth; Live Commerce; Shopee Live Users.

INTRODUCTION

In today's highly competitive service and retail environment, organizations are increasingly challenged to create meaningful customer experiences that not only satisfy customers but also encourage them to become advocates of the brand. The rapid expansion of digital technologies, social media platforms, and online review systems has transformed the way consumers evaluate products and services and share their experiences with others ([Bhaiswar et al., 2021](#); [Watson & Wu, 2022](#)). As a result, customer experience has emerged as a critical strategic asset that influences customer perceptions, attitudes, and post-purchase behaviors. Contemporary marketing literature

emphasizes that customers no longer evaluate firms solely based on functional product attributes but also through the overall experience generated across multiple touchpoints throughout the customer journey ([Becker & Jaakkola, 2020](#); [Marchand & Marx, 2020](#)). Consequently, firms that successfully deliver superior customer experiences are more likely to establish long-term relationships and generate favorable behavioral outcomes ([McColl-Kennedy et al., 2019](#)).

Customer experience refers to customers' cognitive, emotional, sensory, and behavioral responses arising from interactions with a company before, during, and after consumption activities ([Becker & Jaakkola, 2020](#)). Recent studies have demonstrated that customer

experience significantly influences customers' evaluations of service quality, perceived value, loyalty intentions, and repurchase behavior ([Becker & Jaakkola, 2020](#); [Marchand & Marx, 2020](#)). In an increasingly connected marketplace, positive customer experiences often extend beyond individual transactions and encourage customers to voluntarily share their opinions, recommendations, and personal stories with others ([Liu et al., 2021](#)). Such recommendations are commonly expressed through word-of-mouth communication, which remains one of the most influential sources of information in consumer decision-making processes ([Manda et al., 2026](#)).

Word-of-mouth (WOM) has become particularly important because consumers tend to trust recommendations from other consumers more than traditional advertising messages. According to recent evidence, electronic and traditional word-of-mouth significantly influence consumers' purchase intentions, brand perceptions, and trust formation ([Ismagilova et al., 2020](#); [Pratama & Astarini, 2023](#)). Positive WOM can enhance a company's reputation, attract new customers, and reduce marketing costs, whereas negative WOM may damage brand image and discourage potential customers ([Zhao et al., 2020](#)). Therefore, understanding the antecedents of WOM has become a central concern for both academics and practitioners seeking sustainable competitive advantages.

Among the factors influencing WOM behavior, customer satisfaction has consistently received considerable attention in marketing research. Customer satisfaction represents a customer's overall evaluation of whether a product or service has met or exceeded expectations ([Wang & Jiang, 2024](#)). Satisfied customers are generally more willing to maintain relationships with firms, make repeat purchases, and recommend the company to others. Empirical findings suggest that customer satisfaction serves as a key determinant of positive WOM across various industries, including hospitality, retail, banking, healthcare, and e-commerce ([Khan et al., 2024](#); [Manda et al., 2026](#); [Pratama & Astarini, 2023](#)). Consequently, customer satisfaction may play a crucial role in translating favorable customer experiences into positive communication behaviors.

Although previous studies have examined the relationships among customer experience, customer satisfaction, and WOM, several inconsistencies remain in the literature. Some

studies report a direct and significant influence of customer experience on WOM behavior, while others suggest that customer satisfaction acts as an important intervening mechanism that strengthens or explains this relationship ([Bartschat et al., 2022](#); [Kuppelwieser et al., 2021](#)). Furthermore, many prior studies have focused on specific industries or geographical contexts, limiting the generalizability of their findings. As customer expectations continue to evolve in the digital era, further investigation is needed to better understand the underlying mechanism through which customer experience influences customers' willingness to engage in positive WOM communication.

The theoretical foundation of this study is grounded in the expectancy-disconfirmation perspective ([Bhattacharjee, 2001](#)) and relationship marketing theory ([Morgan & Hunt, 1994](#)). These perspectives suggest that positive experiences create favorable evaluations, which subsequently generate satisfaction and encourage customers to engage in supportive behaviors toward the firm. In this context, customer satisfaction is expected to function as an essential psychological mechanism that links customer experience with WOM behavior. Examining this mediating relationship can contribute to a more comprehensive understanding of customer behavioral outcomes and provide valuable insights for organizations seeking to improve customer retention and advocacy.

The urgency of this research arises from the growing importance of customer advocacy in an era characterized by digital communication and intense market competition. While organizations invest substantial resources in enhancing customer experiences, many still struggle to convert those experiences into positive word-of-mouth behavior. Existing studies have produced mixed findings regarding the direct and indirect effects of customer experience on WOM, indicating the need for further empirical examination of the mediating role of customer satisfaction. Understanding this mechanism is crucial because customer satisfaction may serve as the missing link that explains how experiential value is transformed into customer recommendations. The findings of this study are expected to provide both theoretical enrichment for customer behavior literature and practical guidance for managers in designing customer experience strategies that foster satisfaction and encourage positive WOM communication.

Based on the background and research gap identified above, the following research questions are proposed:

1. Does customer experience significantly influence customer satisfaction?
2. Does customer experience significantly influence word-of-mouth behavior?
3. Does customer satisfaction significantly influence word-of-mouth behavior?
4. Does customer satisfaction mediate the relationship between customer experience and word-of-mouth behavior?

LITERATURE REVIEW

Expectancy-Disconfirmation Theory (EDT) as the Grand Theory

This study is primarily grounded in Expectancy-Disconfirmation Theory (EDT), which remains one of the most influential theories for explaining customer satisfaction and post-consumption behavior ([Bhattacharjee, 2001](#)). Originally developed by Oliver, EDT posits that customers form expectations before purchasing a product or service and subsequently compare actual performance with those expectations. Satisfaction emerges when perceived performance meets or exceeds expectations (positive disconfirmation), whereas dissatisfaction occurs when performance falls below expectations (negative disconfirmation). Recent meta-analytic evidence confirms that expectancy-disconfirmation continues to be a dominant theoretical framework for explaining consumer satisfaction across various consumption contexts ([Schiebler et al., 2026](#)). Moreover, the relationship between perceived performance, disconfirmation, and satisfaction remains consistently strong across industries and customer segments ([Becker & Jaakkola, 2020](#)).

From an experiential marketing perspective, customer experience can be viewed as a source of perceived performance. When customers encounter seamless, enjoyable, and emotionally engaging interactions throughout the consumption journey, they are more likely to perceive that the service exceeds their expectations ([Marchand & Marx, 2020](#)). Such positive evaluations subsequently generate satisfaction and encourage favorable behavioral responses, including recommendations and positive word-of-mouth communication. The theoretical logic of EDT therefore provides a robust foundation for understanding how customer experience influences customer

satisfaction and, ultimately, word-of-mouth behavior.

In addition to EDT, this study is also supported by the principles of relationship marketing, which emphasize the importance of creating superior customer value to establish long-term relationships. Relationship marketing argues that positive experiences foster customer satisfaction, trust, commitment, and advocacy behaviors ([Morgan & Hunt, 1994](#)). Within this framework, customer satisfaction serves as a critical relational outcome that transforms positive experiences into favorable customer actions, including recommendations to other consumers. Therefore, integrating EDT with relationship marketing offers a comprehensive explanation of the causal mechanism linking customer experience, customer satisfaction, and word-of-mouth.

Customer Experience

Customer experience has evolved into a central construct in contemporary marketing literature. Rather than focusing solely on product quality or service performance, customer experience encompasses customers' holistic perceptions arising from interactions with a company across multiple touchpoints throughout the customer journey ([Becker & Jaakkola, 2020](#); [Marchand & Marx, 2020](#)). These interactions generate cognitive, emotional, sensory, and behavioral responses that shape overall evaluations of a brand.

Recent studies argue that customer experience represents a multidimensional construct reflecting how customers perceive, feel, think, and react during their interactions with a company ([Becker & Jaakkola, 2020](#)). A memorable experience creates emotional engagement, strengthens customer-brand relationships, and contributes to favorable behavioral outcomes ([Marchand & Marx, 2020](#)). Organizations that successfully design superior customer experiences are more likely to differentiate themselves from competitors and sustain long-term customer relationships ([Keiningham et al., 2020](#)).

The increasing importance of customer experience is driven by the fact that modern consumers seek more than functional benefits. They value convenience, personalization, emotional connection, and seamless interactions across online and offline channels. Consequently, customer experience has become a strategic

resource capable of influencing satisfaction, loyalty, repurchase intention, and advocacy behavior. Research conducted across various service industries consistently demonstrates that positive customer experiences significantly improve customers' evaluations and behavioral intentions ([Becker & Jaakkola, 2020](#); [Dash et al., 2025](#); [Moliner-Tena et al., 2023](#)).

Customer Satisfaction

Customer satisfaction refers to a customer's overall evaluation of whether a product or service fulfils or exceeds expectations ([Pagiling et al., 2024](#)). Satisfaction reflects a psychological state resulting from the comparison between expected and perceived performance, making it a key outcome variable in marketing and consumer behavior research.

The significance of customer satisfaction extends beyond immediate consumption outcomes. Satisfied customers tend to develop stronger emotional attachments to brands, exhibit higher loyalty, and engage in behaviors that support organizational growth. Recent research emphasizes that customer satisfaction functions as a central mechanism through which service quality, customer experience, and perceived value influence subsequent customer behaviors. Satisfaction not only affects future purchase decisions but also shapes customers' willingness to communicate their experiences to others ([Asiati et al., 2019](#); [Khalid, 2024](#)).

Furthermore, empirical evidence suggests that customer satisfaction often acts as a mediating variable linking customers' evaluations of company performance with behavioral outcomes ([Konuk, 2019](#); [Schiebler et al., 2026](#)). This mediating role is particularly important because customers rarely engage in advocacy behavior solely based on objective service attributes. Instead, they first develop an overall feeling of satisfaction, which subsequently motivates them to recommend the company to others.

Word-of-Mouth (WOM)

Word-of-mouth (WOM) refers to informal communication among consumers regarding products, services, brands, or companies ([Bartschat et al., 2022](#)). WOM can occur through direct interpersonal communication or digital channels such as online reviews, social media, blogs, and community forums. Compared with traditional advertising, WOM is often perceived

as more credible because it originates from fellow consumers rather than the company itself.

In the digital era, WOM has become increasingly influential in shaping consumer decisions. Positive WOM contributes to enhanced brand reputation, increased customer acquisition, and stronger market performance. Conversely, negative WOM can rapidly spread through online platforms and damage a company's image. As a result, understanding the factors that stimulate positive WOM has become a critical research priority ([Khan et al., 2024](#); [Pratama & Astarini, 2023](#)).

Contemporary studies indicate that positive WOM is strongly associated with favorable customer evaluations, particularly customer satisfaction, trust, and engagement. Consumers who perceive superior value and experience high levels of satisfaction are generally more willing to share their positive experiences with friends, family members, and online communities ([Ismagilova et al., 2020](#); [Trusov et al., 2011](#); [Zhao et al., 2020](#)). Therefore, WOM can be viewed as a behavioral manifestation of customers' positive evaluations and emotional responses toward a company.

Hypothesis Development

Customer Experience and Customer Satisfaction

According to Expectancy-Disconfirmation Theory, satisfaction is generated when perceived performance meets or exceeds customer expectations. Customer experience reflects customers' evaluations of their interactions with a company and therefore constitutes an important source of perceived performance ([Schiebler et al., 2026](#)). Positive experiences characterized by convenience, responsiveness, personalization, and emotional engagement are likely to create favorable evaluations that enhance satisfaction.

Recent studies consistently report that customer experience positively influences customer satisfaction across various service settings ([McColl-Kennedy et al., 2019](#); [Moliner-Tena et al., 2023](#)). Customers who enjoy positive interactions throughout their consumption journey tend to report higher satisfaction levels because the experience fulfills both functional and emotional expectations ([Schiebler et al., 2026](#)).

H1: Customer experience has a positive and significant effect on customer satisfaction.

Customer Experience and Word-of-Mouth

Customer experience can directly influence customers' willingness to recommend a company to others. When customers encounter memorable and enjoyable experiences, they often feel motivated to share those experiences within their social networks. Positive experiences generate emotional responses that encourage advocacy behavior and voluntary recommendations ([Liu et al., 2021](#)).

Several empirical studies have demonstrated that customer experience contributes significantly to positive WOM behavior. Customers who perceive exceptional experiences frequently communicate their impressions to others, both offline and online ([Kuppelwieser et al., 2021](#)). Such communication helps organizations attract new customers and strengthen brand reputation.

H2: Customer experience has a positive and significant effect on word-of-mouth.

Customer Satisfaction and Word-of-Mouth

Customer satisfaction is widely recognized as one of the strongest antecedents of positive WOM. Satisfied customers are more likely to recommend products and services because their expectations have been fulfilled or exceeded ([Marchand & Marx, 2020](#)). From the perspective of relationship marketing, satisfaction strengthens customers' emotional attachment to a company and increases their willingness to engage in supportive behaviors ([Morgan & Hunt, 1994](#)).

Recent empirical findings consistently confirm that satisfied customers exhibit stronger intentions to share positive experiences and recommendations with others ([Konuk, 2019](#); [Marchand & Marx, 2020](#)). Positive WOM often emerges as a consequence of customers' favorable evaluations and emotional responses following satisfactory consumption experiences.

H3: Customer satisfaction has a positive and significant effect on word-of-mouth.

The Mediating Role of Customer Satisfaction

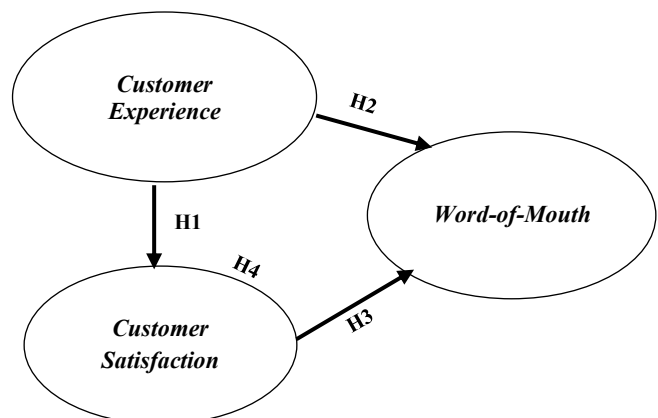
Although customer experience may directly influence WOM, the underlying psychological mechanism remains an important area of investigation. Based on Expectancy-Disconfirmation Theory, customer experience first shapes satisfaction by influencing customers' evaluations of performance relative to expectations ([Bhattacharjee, 2001](#); [Schiebler et](#)

[al., 2026](#)). Satisfied customers subsequently become more willing to engage in positive WOM behavior.

Several recent studies have highlighted the mediating role of customer satisfaction in explaining how experiential and service-related factors influence customer advocacy outcomes ([Manyanga et al., 2022](#)). These findings suggest that customer satisfaction serves as a crucial link between customer experience and WOM behavior, transforming positive experiences into customer recommendations and referrals.

H4: Customer satisfaction mediates the relationship between customer experience and word-of-mouth.

Based on the theoretical foundations of Expectancy-Disconfirmation Theory (EDT), relationship marketing theory, and the empirical evidence discussed in the preceding sections, this study proposes a conceptual framework that illustrates the relationships among customer experience, customer satisfaction, and word-of-mouth behavior. The framework posits that customer experience directly influences both customer satisfaction and word-of-mouth, while customer satisfaction serves as a mediating variable that explains the mechanism through which customer experience translates into positive customer advocacy. The proposed conceptual framework is presented in **Figure 1**.



Source: Author's perception (2026)

Figure 1. Research Conceptual Framework

METHODS

Research Design

This study adopts a quantitative research approach employing a cross-sectional survey design to examine the relationships among

customer experience, customer satisfaction, and word-of-mouth behavior. A quantitative approach is considered appropriate because it enables the systematic measurement of latent constructs and facilitates hypothesis testing through statistical procedures (Sugiyono, 2020). Cross-sectional surveys are widely used in marketing and consumer behavior research because they allow researchers to collect data from a large number of respondents at a single point in time, thereby providing an efficient means of assessing relationships among variables (Hair et al., 2022).

The study is explanatory in nature, as it seeks to investigate the causal relationships between customer experience, customer satisfaction, and word-of-mouth, as well as the mediating role of customer satisfaction. The conceptual model was developed based on Expectancy-Disconfirmation Theory (EDT) and supported by empirical findings from previous studies in the fields of customer experience management and relationship marketing.

Population, Sample, and Sampling Technique

The population of this study consists of Indonesian consumers who have utilized the Shopee Live feature and completed at least one purchase transaction through the platform. As one of the fastest-growing live-commerce features in Indonesia, Shopee Live enables consumers to interact directly with sellers, observe product demonstrations in real time, and make immediate purchase decisions. Consequently, users who have purchased products through Shopee Live represent an appropriate population for investigating customer experience, customer satisfaction, and word-of-mouth behavior.

Given that the exact number of Shopee Live users is unknown and continuously changing, this study employs a non-probability sampling technique, specifically purposive sampling. This sampling method is considered appropriate because respondents must possess specific characteristics that align with the objectives of the study (Memon et al., 2025).

To ensure that participants have sufficient experience to evaluate the constructs under investigation, respondents must satisfy the following criteria:

1. Be at least 18 years old.
2. Have an active Shopee account.
3. Have watched Shopee Live broadcasts during the last six months.

4. Have purchased at least one product through Shopee Live during the last six months.
5. Be willing to participate voluntarily in the survey.

The sample size was determined based on the complexity of the research model and the number of indicators used in the measurement instrument. The proposed model consists of three latent variables measured by a total of twelve indicators. Following the recommendations of Hair et al. (2021) for PLS-SEM studies involving simple mediation models, a sample size of 120 respondents is considered adequate to achieve acceptable statistical power and reliable parameter estimation. Therefore, this study collected data from 120 Shopee Live users in Indonesia who met the predetermined sampling criteria.

Research Location and Period

This study was conducted in Indonesia, focusing on consumers who have experience using the Shopee Live feature for online shopping activities. Indonesia was selected as the research setting because it represents one of the largest e-commerce markets in Southeast Asia and has experienced rapid growth in live-commerce adoption in recent years. The increasing popularity of Shopee Live has transformed consumers' online shopping experiences by integrating real-time product demonstrations, interactive communication between sellers and buyers, and instant purchasing capabilities. Consequently, Indonesia provides a relevant context for examining how customer experience influences customer satisfaction and word-of-mouth behavior within a live-commerce environment.

Unlike conventional field surveys conducted in a specific geographical area, this study utilized an online survey approach to reach Shopee Live users from various provinces across Indonesia. This approach was considered appropriate because Shopee Live operates through a digital platform with users dispersed throughout the country. By employing online data collection, the study was able to capture a more diverse representation of Shopee Live consumers while ensuring that respondents met the predetermined sampling criteria.

Data collection was conducted over a three-month period, from December 2025 to March 2026. During this period, questionnaires were distributed electronically through various online

channels, including social media platforms, consumer communities, and messaging applications. The three-month data collection window was deemed sufficient to obtain the targeted sample of 120 valid responses and to ensure that respondents had recent experience using Shopee Live.

Furthermore, restricting participation to users who had made purchases through Shopee Live within the previous six months helped ensure the accuracy and relevance of respondents' evaluations regarding their shopping experiences, satisfaction levels, and word-of-mouth intentions. This temporal criterion was adopted to minimize recall bias and improve the reliability of the collected data.

The selected location and research period are therefore considered appropriate for achieving the objectives of the study and generating empirical evidence regarding customer behavior in Indonesia's rapidly evolving live-commerce ecosystem.

Data Collection Procedure

Primary data are collected using a structured questionnaire consisting of two sections. The first section gathers respondents' demographic information, including gender, age, education level, and purchasing frequency. The second section measures the study constructs using established scales adapted from previous literature.

All measurement items are assessed using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The use of a five-point Likert scale is consistent with prior studies in marketing and consumer behavior and provides an appropriate balance between measurement sensitivity and respondent convenience (Hair et al., 2022).

Prior to full-scale data collection, a pilot test involving approximately 30 respondents is conducted to evaluate item clarity, content validity, and questionnaire reliability. Feedback obtained from the pilot study is used to refine wording and improve instrument quality.

Data Analysis Technique

The data collected from the respondents were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of Smart-PLS version 4 software. PLS-SEM was selected because it is well suited for examining complex relationships among latent

variables, particularly when the research objective is prediction-oriented and involves mediation analysis. In addition, PLS-SEM is considered appropriate for studies with relatively moderate sample sizes and has been widely adopted in contemporary marketing and consumer behavior research (Hair et al., 2021).

The analysis was conducted in two sequential stages, namely the evaluation of the measurement model and the evaluation of the structural model. The first stage focused on assessing the quality of the measurement instrument to ensure that all constructs were measured accurately and consistently. Reliability was evaluated using indicator loadings, Cronbach's Alpha, and Composite Reliability (CR), while convergent validity was assessed through the Average Variance Extracted (AVE) (Hair et al., 2019). Furthermore, discriminant validity was examined using the Fornell–Larcker Criterion (Fornell & Larcker, 1981) and the Heterotrait–Monotrait Ratio (HTMT) to confirm that each construct was empirically distinct from the others. These procedures are consistent with current recommendations for evaluating reflective measurement models in PLS-SEM (Hair et al., 2019; Henseler et al., 2015).

Once the measurement model demonstrated satisfactory reliability and validity, the second stage involved evaluating the structural model. This stage aimed to test the proposed hypotheses and determine the strength of the relationships among customer experience, customer satisfaction, and word-of-mouth. The explanatory power of the model was assessed through the coefficient of determination (R^2). The significance of the hypothesized relationships was assessed using the bootstrapping procedure with 5,000 resamples, which generated standardized path coefficients, t-statistics, and p-values for each relationship.

Hypothesis testing was performed at a significance level of 5 percent ($\alpha = 0.05$). A hypothesis was considered supported when the corresponding path coefficient was statistically significant, indicated by a p-value below 0.05 (Ghozali, 2021; Hair et al., 2019). In addition, the mediating role of customer satisfaction in the relationship between customer experience and word-of-mouth was examined through indirect effect analysis using the bootstrapping approach. Mediation was considered to exist when the indirect effect of customer experience on word-of-mouth through customer satisfaction was found to

be statistically significant. This approach provides a rigorous assessment of the underlying mechanism through which customer experience influences customers' willingness to engage in positive word-of-mouth communication.

Table 1. Measurement Items

Construct	Code	Measurement Item	Source
Customer Experience (CE)	CE1	Using Shopee Live provides an enjoyable shopping experience.	(Becker & Jaakkola, 2020; Kuppelwieser et al., 2021; McColl-Kennedy et al., 2019)
	CE2	Shopee Live offers a memorable shopping experience.	
	CE3	The interaction during Shopee Live sessions is engaging and interesting.	
	CE4	Overall, my shopping experience through Shopee Live is positive.	
Customer Satisfaction (CS)	CS1	I am satisfied with my decision to shop through Shopee Live.	(Konuk, 2019; Moliner-Tena et al., 2023; Pagiling et al., 2024)
	CS2	Shopee Live meets my expectations when shopping online.	
	CS3	My experience with Shopee Live has been satisfactory.	
	CS4	Overall, I am pleased with the services provided through Shopee Live.	
Word-of-Mouth (WOM)	WOM1	I would recommend Shopee Live to others.	(Ismagilova et al., 2020; Manda et al., 2026; Pratama & Astarini, 2023)
	WOM2	I often say positive things about Shopee Live to other people.	
	WOM3	I would encourage friends or relatives to use Shopee Live.	

Construct	Code	Measurement Item	Source
	WOM4	I am willing to share my positive shopping experiences with Shopee Live.	

Source: Adapted from previous research (2026)

RESULTS

Respondent Characteristics

A total of 120 valid questionnaires were collected from Shopee Live users across Indonesia. All respondents met the predetermined sampling criteria, including having watched Shopee Live broadcasts and completed at least one purchase through the platform within the last six months. The demographic profile of the respondents is presented in **Table 2**.

Table 2. Respondent Characteristics (n = 120)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	42	35.0
	Female	78	65.0
Age	18–25 years	47	39.2
	26–35 years	52	43.3
	36–45 years	15	12.5
	>45 years	6	5.0
	High School	29	24.2
Education	Diploma	18	15.0
	Bachelor's Degree	61	50.8
	Postgraduate Degree	12	10.0
Frequency of Shopping via Shopee Live (Last 6 Months)	1–3 times	33	27.5
	4–6 times	46	38.3
	7–10 times	25	20.8
	>10 times	16	13.4

Source: Primary data (2026)

Table 2 shows that female respondents dominated the sample, accounting for 65.0% of participants. This finding suggests that women are more actively engaged in Shopee Live shopping activities, which aligns with the broader trend of higher female participation in online retail purchases. In terms of age, most respondents were between 26 and 35 years old (43.3%), followed by those aged 18–25 years (39.2%). This indicates that Shopee Live is primarily utilized by younger consumers who are familiar with digital commerce and live-stream shopping features.

Regarding educational background, the majority of respondents held a bachelor's degree (50.8%), suggesting that most participants possessed sufficient educational attainment to evaluate their shopping experiences critically. Furthermore, 38.3% of respondents reported making purchases through Shopee Live between four and six times during the previous six months, indicating that a substantial proportion of the sample consisted of relatively active users of the platform.

Measurement Model Assessment

The measurement model was evaluated to assess reliability and validity. The results are presented in **Table 3**.

Table 3. Reliability and Convergent Validity Assessment

Construct	Indicator	Outer Loading
Customer Experience	CE1	0.821
	CE2	0.854
	CE3	0.836
	CE4	0.879
Customer Satisfaction	CS1	0.844
	CS2	0.861
	CS3	0.821
	CS4	0.875
Word-of-Mouth	WOM1	0.857
	WOM2	0.833
	WOM3	0.882
	WOM4	0.848

Source: Smart-PLS 4 output (2026)

Table 4. Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Customer Experience	0.868	0.910	0.716
Customer Satisfaction	0.857	0.903	0.700
Word-of-Mouth	0.872	0.912	0.723

Source: Smart-PLS 4 output (2026)

All indicator loadings exceeded the recommended threshold of 0.70, indicating satisfactory indicator reliability (Hair et al., 2019). Additionally, Cronbach's Alpha and Composite Reliability values for all constructs were above 0.70, demonstrating strong internal consistency. The Average Variance Extracted (AVE) values

ranged from 0.700 to 0.723, exceeding the minimum criterion of 0.50 and confirming convergent validity (Hair et al., 2019). Therefore, the measurement model was considered reliable and valid.

Discriminant Validity Assessment

Table 5. Fornell-Larcker Criterion

Construct	CE	CS	WOM
Customer Experience	0.846		
Customer Satisfaction	0.697	0.837	
Word-of-Mouth	0.502	0.719	0.850

Source: Smart-PLS 4 output (2026)

The square roots of AVE (diagonal values) are greater than the corresponding inter-construct correlations, indicating satisfactory discriminant validity (Fornell & Larcker, 1981; Hair et al., 2019).

Structural Model Assessment

Table 6. Coefficient of Determination (R^2)

Endogenous Variable	R^2
Customer Satisfaction	0.486
Word-of-Mouth	0.529

Source: Smart-PLS 4 output (2026)

Customer Experience explained 48.6% of the variance in Customer Satisfaction. Meanwhile, Customer Experience and Customer Satisfaction jointly explained 52.9% of the variance in Word-of-Mouth. These values indicate moderate explanatory power according to (Hair et al., 2019).

Hypothesis Testing

The significance of the structural relationships was assessed using the bootstrapping procedure with 5,000 subsamples (Ghozali, 2021; Hair et al., 2019).

Table 7. Hypothesis Testing - Direct Effects

Hypothesis	Relationship	Path Coefficient (β)	t-value	p-value	Decision
H1	CE $\rightarrow$ CS	0.697	11.284	0.000	Supported
H2	CE $\rightarrow$ WOM	0.118	1.241	0.215	Not Supported
H3	CS $\rightarrow$ WOM	0.645	7.893	0.000	Supported

Source: Smart-PLS 4 output (2026)

The results reveal that Customer Experience has a positive and significant effect on Customer Satisfaction ($\beta = 0.697$, $p < 0.001$), **supporting H1**. This finding suggests that favorable shopping experiences through Shopee Live enhance users' satisfaction levels.

However, Customer Experience does not have a significant direct effect on Word-of-Mouth ($\beta = 0.118$, $p = 0.215$). Therefore, **H2 is not supported**. This result indicates that positive shopping experiences alone are insufficient to motivate users to recommend Shopee Live to others.

Customer Satisfaction significantly influences Word-of-Mouth ($\beta = 0.645$, $p < 0.001$), **supporting H3**. Thus, satisfied customers are more likely to share positive recommendations and experiences with others.

Mediation Analysis

Table 8. Indirect Effect Testing

Hypothesis	Relationship	Original Sample	t-value	p-value	Decision
H4	CE $\rightarrow$ CS $\rightarrow$ WOM	0.450	6.715	0.000	Supported

Source: Smart-PLS 4 output (2026)

The indirect effect of Customer Experience on Word-of-Mouth through Customer Satisfaction was found to be positive and statistically significant ($\beta = 0.450$, $p < 0.001$). Since the direct effect of Customer Experience on Word-of-Mouth was not significant, while the indirect effect through Customer Satisfaction was significant, the mediation can be classified as **full mediation**.

These findings indicate that Customer Experience influences Word-of-Mouth only when customers first develop satisfaction with their shopping experiences. In other words, customer satisfaction serves as the primary mechanism through which customer experience translates into recommendation behavior among Shopee Live users.

DISCUSSION

The Effect of Customer Experience on Customer Satisfaction

The findings reveal that customer experience has a positive and significant effect on customer satisfaction among Shopee Live users in Indonesia. This result confirms the first hypothesis and indicates that consumers who perceive enjoyable, engaging, and memorable

shopping experiences through Shopee Live are more likely to report higher levels of satisfaction.

This finding can be explained through the lens of Expectancy-Disconfirmation Theory (EDT), which suggests that satisfaction emerges when perceived performance meets or exceeds customers' expectations ([Bhattacharjee, 2001](#); [Schiebler et al., 2026](#)). In the context of Shopee Live, customer experience is created through various interactive elements, including real-time communication with sellers, live product demonstrations, immediate responses to customer inquiries, promotional incentives, and seamless transaction processes. When these experiential attributes fulfill consumers' expectations, positive evaluations are formed, ultimately leading to satisfaction.

The result is consistent with previous studies that identified customer experience as one of the strongest antecedents of customer satisfaction across digital and service-based environments ([Becker & Jaakkola, 2020](#); [Marchand & Marx, 2020](#); [McColl-Kennedy et al., 2019](#)). These studies argue that customer experience extends beyond functional performance and encompasses emotional, cognitive, and social dimensions that significantly influence customers' overall evaluations.

Within the live-commerce environment, this relationship becomes particularly important because consumers are simultaneously exposed to shopping and entertainment experiences. Unlike conventional e-commerce platforms where transactions are primarily information-based, Shopee Live creates a more immersive shopping environment that enhances consumer engagement. Consequently, positive experiences during live-streaming sessions contribute significantly to customers' satisfaction levels.

From a theoretical perspective, this finding reinforces the applicability of Expectancy-Disconfirmation Theory ([Bhattacharjee, 2001](#); [Schiebler et al., 2026](#)) in explaining consumer behavior within emerging live-commerce platforms. While EDT has traditionally been applied to service and retail contexts, the present study demonstrates that its explanatory power extends to interactive digital commerce environments. Practically, the finding suggests that Shopee and its sellers should continuously improve the quality of customer interactions, content presentation, and service responsiveness to enhance customer satisfaction.

The Effect of Customer Experience on Word-of-Mouth

Contrary to expectations, the findings indicate that customer experience does not have a significant direct effect on word-of-mouth behavior among Shopee Live users. Therefore, the second hypothesis is rejected.

At first glance, this result may appear inconsistent with prior studies that reported a positive relationship between customer experience and customer advocacy behaviors ([Kuppelwieser et al., 2021](#); [Liu et al., 2021](#)). However, several plausible explanations may account for this finding. First, consumers may perceive positive experiences on Shopee Live as an expected feature rather than an exceptional experience deserving recommendation. As live-commerce becomes increasingly common, enjoyable shopping experiences may no longer be sufficient to motivate customers to actively promote the platform to others.

Second, positive experiences do not automatically translate into communication behavior. While customers may appreciate an enjoyable shopping experience, they may not feel compelled to share that experience unless it generates a stronger psychological response, such as satisfaction. This finding suggests that behavioral outcomes such as word-of-mouth involve additional evaluative processes beyond experiential perceptions alone.

Interestingly, this result differs from several studies that found a direct positive effect of customer experience on word-of-mouth intentions ([Bartschat et al., 2022](#); [Kuppelwieser et al., 2021](#)). However, it aligns with emerging research suggesting that customer experience often influences behavioral outcomes indirectly through mediating variables such as satisfaction, trust, or engagement ([Bhaiswar et al., 2021](#)). The present study therefore contributes to the literature by demonstrating that within the live-commerce context, customer experience may not be sufficient to directly stimulate recommendation behavior.

The novelty of this finding lies in the specific context of Shopee Live. Previous studies predominantly focused on hospitality, tourism, retail services, and traditional e-commerce platforms, where customer experience often exhibited a direct influence on advocacy behavior. In contrast, the current study suggests that within live-commerce ecosystems, the relationship may

be more complex and dependent upon customers' satisfaction evaluations.

From a managerial standpoint, this finding indicates that simply creating entertaining or engaging live-streaming experiences may not guarantee positive word-of-mouth. Companies must ensure that these experiences ultimately translate into customer satisfaction before expecting consumers to become active advocates.

The Effect of Customer Satisfaction on Word-of-Mouth

The results demonstrate that customer satisfaction has a positive and significant effect on word-of-mouth behavior. This finding supports the third hypothesis and confirms that satisfied customers are more likely to recommend Shopee Live to friends, family members, and other potential consumers.

This relationship can be explained by relationship marketing theory ([Morgan & Hunt, 1994](#)), which argues that satisfied customers tend to develop stronger emotional attachments toward a brand and are more willing to engage in supportive behaviors. When consumers feel that their expectations have been fulfilled, they often experience a sense of confidence and trust that motivates them to share positive opinions with others.

In the Shopee Live context, satisfied consumers may recommend the platform because they perceive benefits such as attractive promotions, product authenticity, convenience, and enjoyable interactions with sellers. Positive shopping outcomes reduce perceived risks and increase customers' willingness to encourage others to use the platform.

The finding is consistent with previous studies emphasizing customer satisfaction as one of the most important antecedents of positive word-of-mouth communication ([Marchand & Marx, 2020](#); [Zhao et al., 2020](#)). These studies suggest that satisfied customers voluntarily disseminate favorable information because they believe their recommendations may also benefit others.

Theoretically, this result reinforces the central role of satisfaction within customer behavior models. While customer experience serves as an antecedent, customer satisfaction functions as the immediate psychological driver that influences customers' behavioral intentions. This distinction is particularly important because it highlights the mechanism through which firms

can transform positive customer perceptions into advocacy behaviors.

From a practical perspective, Shopee managers and sellers should continuously monitor customer satisfaction levels through customer feedback systems, service evaluations, and post-purchase assessments. Maintaining high levels of satisfaction can significantly increase positive word-of-mouth, which remains one of the most cost-effective forms of marketing communication.

The Mediating Role of Customer Satisfaction

One of the most important findings of this study is that customer satisfaction fully mediates the relationship between customer experience and word-of-mouth behavior. The indirect effect was found to be positive and statistically significant, whereas the direct effect of customer experience on word-of-mouth was insignificant. This result confirms the fourth hypothesis and indicates the presence of **full mediation**.

This finding suggests that customer experience alone is insufficient to generate recommendation behavior among Shopee Live users. Instead, customer experience must first create satisfaction before consumers become willing to share positive recommendations with others. In other words, customer satisfaction serves as the psychological mechanism through which customer experience is converted into word-of-mouth behavior.

The result is strongly aligned with Expectancy-Disconfirmation Theory (Bhattacharjee, 2001; Schiebler et al., 2026). According to EDT, customer experience influences perceptions of performance, which subsequently determine satisfaction levels. Satisfaction then acts as a behavioral catalyst that encourages favorable post-purchase responses. The present study extends this theoretical logic by demonstrating that the pathway from customer experience to word-of-mouth operates primarily through customer satisfaction within a live-commerce environment.

Compared with previous studies, this finding offers an important contribution to the literature. Many earlier studies reported either direct effects of customer experience on word-of-mouth or partial mediation through customer satisfaction. (Kuppelwieser et al., 2021; Marchand & Marx, 2020) However, the current study identifies a full mediation mechanism, suggesting that satisfaction plays an even more critical role in

live-commerce settings than previously recognized.

The novelty of this study therefore lies not only in the Shopee Live context but also in the identification of customer satisfaction as the sole significant pathway through which customer experience influences word-of-mouth behavior. This finding enriches the growing body of literature on live-commerce and digital consumer behavior by highlighting the unique dynamics of consumer decision-making within interactive online shopping environments.

Theoretical Implications

This study contributes to the marketing and consumer behavior literature in several ways. First, it extends the application of **Expectancy-Disconfirmation Theory** to the emerging context of live-commerce, particularly Shopee Live. The findings demonstrate that customer experience influences behavioral outcomes indirectly through satisfaction, thereby supporting the fundamental assumptions of EDT.

Second, the study provides empirical evidence that customer satisfaction serves as a full mediator between customer experience and word-of-mouth. This finding contributes to the ongoing debate regarding whether customer experience directly influences customer advocacy or whether additional psychological mechanisms are required. The results suggest that customer satisfaction remains a crucial explanatory variable in understanding customer behavioral responses.

Third, the study enriches the growing literature on live-commerce by providing empirical insights from Indonesia, one of the largest digital commerce markets in Southeast Asia. Given the limited number of studies examining customer behavior in live-stream shopping environments, this research offers valuable evidence for future theoretical development.

Practical Implications

The findings provide several important managerial implications for Shopee and online sellers utilizing Shopee Live as a marketing channel.

First, businesses should focus on creating meaningful customer experiences through interactive communication, engaging content, attractive product demonstrations, and responsive customer service. While customer experience alone may not directly generate positive word-of-

mouth, it serves as the foundation for customer satisfaction.

Second, managers should prioritize customer satisfaction as a strategic objective rather than merely emphasizing customer engagement metrics. Satisfaction emerges as the key mechanism that transforms positive experiences into recommendation behavior.

Third, Shopee sellers should regularly evaluate customer feedback and identify factors that contribute to satisfaction, including product quality, delivery performance, promotional effectiveness, and seller responsiveness. Improvements in these areas can significantly enhance customers' willingness to recommend the platform to others.

Finally, marketing strategies should not focus solely on attracting viewers to live-stream sessions but should also ensure that consumers experience satisfactory outcomes throughout the entire purchasing journey. By strengthening customer satisfaction, organizations can foster positive word-of-mouth communication, enhance customer acquisition, and sustain long-term competitive advantage in the rapidly evolving live-commerce industry.

CONCLUSION

This study examined the relationships among customer experience, customer satisfaction, and word-of-mouth behavior within the context of Shopee Live users in Indonesia. Drawing upon Expectancy-Disconfirmation Theory (EDT), the study proposed and tested a mediation model in which customer satisfaction serves as the mechanism linking customer experience to word-of-mouth behavior.

The findings reveal that customer experience significantly enhances customer satisfaction, indicating that positive interactions and engaging shopping experiences within Shopee Live contribute to favorable customer evaluations. Furthermore, customer satisfaction was found to have a positive and significant effect on word-of-mouth behavior, demonstrating that satisfied customers are more likely to recommend Shopee Live to others and share positive experiences within their social networks.

However, contrary to some previous studies, customer experience did not exert a significant direct influence on word-of-mouth behavior. This finding suggests that experiencing an enjoyable and engaging live-commerce environment alone is insufficient to motivate customers to actively

advocate for the platform. Instead, customers must first develop a sense of satisfaction before translating their experiences into recommendation behavior. Consistent with this observation, the mediation analysis confirmed that customer satisfaction fully mediates the relationship between customer experience and word-of-mouth. Therefore, customer satisfaction represents the primary pathway through which customer experience influences customers' willingness to engage in positive word-of-mouth communication.

From a theoretical perspective, this study extends the application of Expectancy-Disconfirmation Theory to the rapidly growing live-commerce environment and contributes to the customer experience literature by demonstrating the critical mediating role of customer satisfaction. The findings also enrich the emerging body of knowledge on live-stream shopping by providing empirical evidence from Indonesia, one of the world's most dynamic digital commerce markets.

From a managerial standpoint, the results suggest that organizations should move beyond merely creating engaging customer experiences and focus on ensuring that such experiences culminate in genuine customer satisfaction. For Shopee and sellers operating through Shopee Live, efforts to improve service responsiveness, transaction convenience, product presentation quality, and overall shopping outcomes are likely to enhance customer satisfaction and subsequently stimulate positive word-of-mouth behavior.

Despite its contributions, this study is subject to several limitations. First, the research focused exclusively on Shopee Live users in Indonesia, which may limit the generalizability of the findings to other live-commerce platforms or cultural contexts. Second, the study employed a cross-sectional design, preventing the examination of changes in customer perceptions and behaviors over time. Third, only customer satisfaction was investigated as a mediating variable, whereas other psychological mechanisms may also influence the relationship between customer experience and word-of-mouth.

Future studies are encouraged to extend this research by incorporating additional mediating variables such as customer trust, customer engagement, perceived value, or emotional attachment. Comparative studies across different

live-commerce platforms and countries may also provide deeper insights into the factors shaping customer advocacy behavior in digital commerce environments. Moreover, longitudinal research designs could offer a more comprehensive understanding of how customer experiences evolve and influence behavioral outcomes over time.

Overall, the findings underscore the strategic importance of customer satisfaction as the critical link between customer experience and word-of-mouth behavior, highlighting its essential role in fostering customer advocacy and sustaining competitive advantage in the live-commerce industry.

REFERENCES

- Asiati, D. I., -, W., Umar, H., & Sitinjak, T. (2019). The Effects of Service Quality, Image and Trust on Satisfaction and Its Impact on Syari'ah Bank Customer Loyalty in Palembang. *Business and Economic Research*, 9(1), 295. <https://doi.org/10.5296/ber.v9i1.14205>
- Bartschat, M., Cziehso, G., & Hennig-Thurau, T. (2022). Searching for word of mouth in the digital age: Determinants of consumers' uses of face-to-face information, internet opinion sites, and social media. *Journal of Business Research*, 141, 393–409. <https://doi.org/10.1016/j.jbusres.2021.11.035>
- Becker, L., & Jaakkola, E. (2020). Customer experience: fundamental premises and implications for research. *Journal of the Academy of Marketing Science*, 48(4), 630–648. <https://doi.org/10.1007/s11747-019-00718-x>
- Bhaiswar, Rishikesh, Meenakshi, N., & Chawla, Deepak. (2021). Evolution of Electronic Word of Mouth: A Systematic Literature Review Using Bibliometric Analysis of 20 Years (2000–2020). *FIIIB Business Review*, 10(3), 215–231. <https://doi.org/10.1177/23197145211032408>
- Bhattacharjee, A. (2001). Understanding Information Systems Continuance: An Expectation-Confirmation Model. *Management Information Systems Quarterly*, 25(3), 351–370. <https://doi.org/10.2307/3250921>
- Dash, G., Paul, J., Aggarwal, S., & Alharthi, M. (2025). Determinants of repurchase intention in E-commerce and the moderating role of risks: an emerging digital economy perspective. *European Journal of Management and Business Economics*, 1–19. <https://doi.org/10.1108/EJMBE-11-2024-0389>
- Fornel, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.2307/3151312>
- Ghozali, I. (2021). *Partial Least Square: Konsep, Teknik dan Aplikasi Menggunakan Smart PLS 3.2.9* (3rd ed.). Universitas Diponegoro.
- Hair, J. F., Howard, M. C., & Nitzl, C. (2021). Review of Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook. In *Structural Equation Modeling: A Multidisciplinary Journal* (Vol. 30, Issue 1). <https://doi.org/10.1080/10705511.2022.2108813>
- Hair, J. F., Page, M., & Brunsveld, N. (2022). *Essentials of Business Research Methods* (14th ed.). Routledge. <https://doi.org/10.4324/9780367330743>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- 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(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Ismagilova, E., Slade, E. L., Rana, N. P., & Dwivedi, Y. K. (2020). The Effect of Electronic Word of Mouth Communications on Intention to Buy: A Meta-Analysis. *Information Systems Frontiers*, 22(5), 1203–1226. <https://doi.org/10.1007/s10796-019-09924-y>
- Keiningham, T., Aksoy, L., Bruce, H. L., Cadet, F., Clennell, N., Hodgkinson, I. R., & Kearney, T. (2020). Customer experience

- driven business model innovation. *Journal of Business Research*, 116, 431–440. <https://doi.org/10.1016/j.jbusres.2019.08.003>
- Khalid, B. (2024). Evaluating customer perspectives on omnichannel shopping satisfaction in the fashion retail sector. *Heliyon*, 10(16), e36027. <https://doi.org/10.1016/j.heliyon.2024.e36027>
- Khan, M. A., Minhaj, S. M., Vivek, Alhashem, M., Nabi, M. K., Saifi, M. A., & Inkesar, A. (2024). Unleashing the role of e-word of mouth on purchase intention in select Facebook fan pages of smart phone users. *PLOS ONE*, 19(9), e0305631. <https://doi.org/10.1371/journal.pone.0305631>
- Konuk, F. A. (2019). The influence of perceived food quality, price fairness, perceived value and satisfaction on customers' revisit and word-of-mouth intentions towards organic food restaurants. *Journal of Retailing and Consumer Services*, 50, 103–110. <https://doi.org/10.1016/j.jretconser.2019.05.005>
- Kuppelwieser, V. G., Klaus, P., Manthiou, A., & Hollebeek, L. D. (2021). The role of customer experience in the perceived value–word-of-mouth relationship. *Journal of Services Marketing*, 36(3), 364–378. <https://doi.org/10.1108/JSM-11-2020-0447>
- Liu, H., Jayawardhena, C., Osburg, V.-S., Yoganathan, V., & Cartwright, S. (2021). Social sharing of consumption emotion in electronic word of mouth (eWOM): A cross-media perspective. *Journal of Business Research*, 132, 208–220. <https://doi.org/10.1016/j.jbusres.2021.04.030>
- Manda, K., Jaya, A., & Halik, J. B. (2026). E-WOM dan Author Image sebagai Faktor Penentu Keputusan Pembelian Novel Karya Virda A . Putri di Indonesia. *Journal of Artificial Intelligence and Digital Business (RIGGS)*, 4(4), 10105–10112. <https://doi.org/10.31004/riggs.v4i4.4719>
- Manyanga, W., Makanyeza, C., & Muranda, Z. (2022). The effect of customer experience, customer satisfaction and word of mouth intention on customer loyalty: The moderating role of consumer demographics. *Cogent Business & Management*, 9(1), 2082015. <https://doi.org/10.1080/23311975.2022.2082015>
- Marchand, A., & Marx, P. (2020). Automated Product Recommendations with Preference-Based Explanations. *Journal of Retailing*, 96(3), 328–343. <https://doi.org/10.1016/j.jretai.2020.01.001>
- McColl-Kennedy, Janet R, Zaki, Mohamed, Lemon, Katherine N, Urmetzer, Florian, & Neely, Andy. (2019). Gaining Customer Experience Insights That Matter. *Journal of Service Research*, 22(1), 8–26. <https://doi.org/10.1177/1094670518812182>
- Memon, M. A., Ramayah, T., Ting, H., & Cheah, J. (2025). PURPOSIVE SAMPLING: A REVIEW AND GUIDELINES FOR QUANTITATIVE RESEARCH. *Journal of Applied Structural Equation Modeling*, 9(1), 1–23. [https://doi.org/10.47263/JASEM.9\(1\)01](https://doi.org/10.47263/JASEM.9(1)01)
- Moliner-Tena, M. A., Monferrer-Tirado, D., Estrada-Guillen, M., & Vidal-Meliá, L. (2023). Memorable customer experiences and autobiographical memories: From service experience to word of mouth. *Journal of Retailing and Consumer Services*, 72, 103290. <https://doi.org/10.1016/j.jretconser.2023.103290>
- Morgan, Robert M, & Hunt, Shelby D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58(3), 20–38. <https://doi.org/10.1177/002224299405800302>
- Pagiling, O. F., Jaya, A., & Halik, J. B. (2024). Pengaruh Kepuasan Pelanggan Dan Kualitas Pelayanan Terhadap Minat Beli Konsumen Restoran McDonald ' s Makassar. *JEMSI (Jurnal Ekonomi, Manajemen Dan Akuntansi)*, 10(1), 402–415. <https://doi.org/10.35870/jemsi.v10i1.2011>
- Pratama, C. A., & Astarini, R. R. D. (2023). ELECTRONIC WORD OF MOUTH AS A PREDICTOR OF PURCHASE INTENTION: EVIDENCE FROM INSTAGRAM AND TIKTOK IN INDONESIA Corresponding Author : diah.astarini@trisakti.ac.id. *International Journal of Digital Entrepreneurship and*

- Business (IDEB)*, 4(2), 84–94.
<https://doi.org/10.52238/ideb.v4i2.119>
- Schiebler, T., Lee, N., & Brodbeck, F. C. (2026). Expectancy-disconfirmation and consumer satisfaction: A meta-analysis. *Journal of the Academy of Marketing Science*, 54(1), 91–112. <https://doi.org/10.1007/s11747-024-01078-x>
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, kualitatif, dan R&D* (Sutopo (ed.); Edisi ke-2). Alfabeta.
- Trusov, M., Bucklin, R. E., & Pauwels, K. H. (2011). Effects of Word-of-Mouth versus Traditional Marketing: Findings from an Internet Social Networking Site. *SSRN Electronic Journal*.
<https://doi.org/10.2139/ssrn.1129351>
- Wang, C.-J., & Jiang, Z.-R. (2024). Exploring High-Performance Work Systems and Sustainable Development in the Hospitality Industry. In *Sustainability* (Vol. 16, Issue 22). <https://doi.org/10.3390/su162210019>
- Watson, Forrest, & Wu, Yinglu. (2022). The Impact of Online Reviews on the Information Flows and Outcomes of Marketing Systems. *Journal of Macromarketing*, 42(1), 146–164.
<https://doi.org/10.1177/02761467211042552>
- Zhao, Y., Wang, L., Tang, H., & Zhang, Y. (2020). Electronic word-of-mouth and consumer purchase intentions in social e-commerce. *Electronic Commerce Research and Applications*, 41, 100980.
<https://doi.org/10.1016/j.elerap.2020.100980>