

The Effect of Speed and Service Quality on Customer Satisfaction at FamilyMart Bandung

Ailsa Videlia Rio Putri^{1*}

Department of Business Administration
Bandung State Polytechnic
Bandung, Indonesia
ailsa.videlia.abs24@polban.ac.id

Loudia Miska²

Department of Business Administration
Bandung State Polytechnic
Bandung, Indonesia
loudia.miska.abs24@polban.ac.id

Naila Fauzianazwa³

Department of Business Administration
Bandung State Polytechnic
Bandung, Indonesia
naila.fauzianazwa.abs24@polban.ac.id

Shakira Al Fajri⁴

Department of Business Administration
Bandung State Polytechnic
Bandung, Indonesia
shakira.al.abs24@polban.ac.id

ABSTRACT

The quick growth of convenience stores in Indonesia has increased competition in the retail industry, pushing enterprises to provide effective, dependable, and customer-focused services. In this situation, maintaining long-term corporate performance and cultivating client loyalty depend heavily on consumer satisfaction. This study looks into how customer satisfaction at FamilyMart Bandung is affected by service quality and speed, and whether this link is moderated by service congruence with customer expectations. A survey approach was used to implement a quantitative research design. Customers who had made direct purchases at FamilyMart Bandung provided information via a standardized questionnaire. Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software was used to evaluate the gathered data. The findings show that customer satisfaction is positively impacted by both service quality and speed. Additionally, meeting customer expectations increases customer satisfaction and reinforces the impact of service quality on satisfaction. In order to increase customer satisfaction in the contemporary retail sector, these findings emphasize the significance of providing prompt, excellent, and customer-focused services. They also offer significant managerial implications for service improvement initiatives.

Keywords: Customer Satisfaction; Service Congruence; Service Quality; Service Speed



Received: 26 May, 2026

Accepted: 11 July, 2026

Available online: 07 August, 2026

DOI: 10.61242/ijabo.26.772

JEL Classifications: M31, L81



License

This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

INTRODUCTION

In the past few years, the retail landscape in Indonesia, particularly modern convenience stores like FamilyMart in Bandung, has expanded rapidly to cater to fast-paced consumer lifestyles. While these stores aim to deliver quick and effective services, a significant practical gap exists in the industry: despite having standardized operational procedures, convenience stores frequently experience fluctuating levels of customer satisfaction. This practical issue often stems from the operational challenge of maintaining consistent service speed during peak hours and the difficulty of meeting diverse customer expectations in real-time interactions.

Extensive research has explored the foundational elements of retail success to address these operational challenges. Addula (2025) shows that the customer service experience is significantly influenced by how quickly service is rendered, which in turn affects perceptions of the business's operational efficiency. Furthermore, elements of In the contemporary retail industry, customer satisfaction is heavily influenced by service quality attributes including dependability, responsiveness, and empathy. as stated by Asawawibul et al. (2025). Previous studies generally agree that satisfaction occurs when a customer's expectations are met or exceeded (Joshi, 2024). This is supported by research from (Titin Herawaty et al., 2022) at Alfamart outlets and another study by Amerta & Madhavi (2023) both of which highlight the significant positive impact of service quality on customer satisfaction.

However, when these ideas are applied to hyper-convenience contexts, there are significant inconsistent findings in the body of existing literature. In real-world retail practice, good service quality frequently fails to convert into customer pleasure if the service speed is poor, despite prior research assuming a linear positive relationship between service quality and contentment. This suggests that the relationship between customer happiness and service quality is not always clear-cut and can provide variable results based on how well the service meets pre-existing consumer expectations.

This discrepancy draws attention to a significant theoretical gap. The relationship between service quality and satisfaction is treated by the majority of conventional service evaluation models as a simple, direct path, mainly ignoring the ways in which external cognitive factors may change this dynamic. Abdulmateen & State (2026) highlight how service compatibility the degree to which a service meets a client's expectations prior to a transaction can either increase or decrease the relationship between service quality and customer happiness. Despite this crucial realization, service compatibility is rarely included as a moderating feature in current theoretical frameworks, particularly in models that assess service quality and speed concurrently.

As a result, there is still a clear research gap: there aren't many thorough studies that particularly look at the combined impact of service speed and quality on customer satisfaction while also examining the moderating function of service compatibility. This inquiry is based on filling this particular gap. By concentrating on FamilyMart Bandung, this study seeks to develop a more robust empirical model to assess how customer happiness is impacted by service quality and speed, with a particular focus on how service compatibility influences this relationship.

LITERATURE REVIEW

Service Speed

Service speed refers to how well a business can provide timely, accurate, and effective services to its customers. In today's retail environment, where customers are very conscious of time, service speed has become a crucial factor. Customers at convenience stores usually want a quick transaction process, so it is essential for businesses to minimize waiting times for their clients. Customers now demand quick service every time they visit a retail establishment; it is no longer merely an added bonus. Companies are more likely to keep their clients and foster enduring loyalty if they continuously achieve or above this expectation.

Amerta & Madhavi (2023) Indicate that the efficiency of a company's operations in quickly meeting customer demands is reflected in service speed. Fast service can enhance consumers' perceptions of the company's professionalism. Conversely, long waiting periods may lead to frustration and lower satisfaction among customers. When a business operates with a high level of service speed, it signals to customers that the company is well-organized, well-staffed, and capable of managing its resources effectively. Customers' perceptions of the company are greatly influenced by this sense of professionalism. Customers' initial excitement for the shopping experience, however, may rapidly change into unhappiness when they are made to wait for long periods of time. This can have long-term detrimental impacts on their inclination to return.

Mazri et al. (2025) point out that in the modern minimarket sector, service speed is linked to queue effectiveness, transaction accuracy, and smooth payment handling. When the service process runs swiftly and without significant problems, customer satisfaction tends to increase. Queue effectiveness refers to how well a business manages the flow of customers, ensuring that lines do not become excessively long and that each customer is attended to in a reasonable amount of time. Transaction accuracy, meanwhile, ensures that the speed of service does not come at the cost of reliability, as errors in pricing, scanning, or payment processing can slow down the entire process and create additional frustration. Smooth payment handling, particularly in an era where customers use a wide variety of payment methods including cash, debit cards, e-wallets, and QR codes, requires that all payment systems are functioning properly and that staff are trained to process each method efficiently.

From the perspective of service quality, service speed falls under the reliability and responsiveness dimensions of the SERVQUAL model. Amerta & Madhavi (2023) note that swift service illustrates the company's ability to fulfill customer expectations. Service speed is also associated with the company's skill in managing the queuing process and its workforce efficiently. The ability of the business to provide dependable and consistent service throughout all contacts is referred to as the reliability dimension. This means that customers can anticipate the same degree of accuracy and quickness regardless of when they visit the store. The responsiveness dimension, on the other hand, shows how willing and prepared staff members are to help clients as soon as possible. It also shows how quickly they can adjust to unforeseen circumstances, such a sudden spike in customer volume or a technical problem with the payment system. When combined, these two factors emphasize how crucial systemic effectiveness and human flexibility are to reaching high service speed. Customers' opinions on service speed are influenced not just by operational details but also by their perceptions of waiting periods.

Depending on their personal experiences and expectations, different customers

may judge the same service level differently. Therefore, it is important for businesses to take into account the psychological aspects of their customers while delivering services. Research in consumer psychology suggests that the perceived waiting time experienced by a customer does not always correspond to the actual time elapsed. Factors such as whether the customer has something to engage with while waiting, whether they are informed about how long the wait will be, and whether the surrounding environment is comfortable can all significantly affect how long the wait feels. Employees who are friendly and attentive can also make customers feel more at ease during periods of waiting, reducing the likelihood that a slightly longer wait will result in dissatisfaction. By understanding and addressing these psychological dimensions, businesses can improve their customers' overall perception of service speed without necessarily making every single process faster in a purely technical sense.

Quality of Service

How well a service satisfies the requirements and expectations of its clients determines its overall quality. Reliability, responsiveness, assurance, empathy, and tangibles are the five primary characteristics of the SERVQUAL framework, which was created by Parasuraman, Zeithaml, and Berry and is used in this study.

Reliability refers to the company's ability to provide services accurately and consistently. This means that every time a customer visits the store, they can expect the same standard of service without significant variation. Responsiveness from employees indicates their willingness to help customers quickly and effectively. Employees who demonstrate high responsiveness are those who do not wait to be asked but proactively approach customers who appear to need assistance. Assurance is associated with the capacity of employees to instill confidence and trust in clients. This dimension is particularly important in retail settings where customers may have questions about product quality, pricing, or promotions, and they rely on staff to provide accurate and trustworthy information. Empathy shows how much the company cares about and pays attention to the needs of its customers. Empathetic service goes beyond simply completing a transaction; it involves genuinely understanding what the customer needs and making them feel valued as an individual. Tangibles pertain to the condition of the physical facilities and the overall appearance of the business, including the cleanliness of the store, the neatness of product displays, the condition of equipment such as cashier counters and payment machines, and the overall atmosphere of the retail environment.

Amerta & Madhavi (2023) keep in mind that service quality has a significant impact on customer satisfaction in today's retail setting. Customers evaluate the quality of interactions with personnel in addition to the technical aspects of transactions. This implies that consumers still consider how they were handled during the transaction, even if it is finished promptly and precisely. Even if the transaction was simple, a cashier who extends a warm greeting, keeps eye contact, and conveys gratitude at the conclusion of a transaction greatly influences the customer's overall impression of service quality.

Felix & Rembulan (2023) emphasize that staff attentiveness is one of the key elements influencing the customer experience. Customers are likely to have a more favorable opinion of the company when staff members are attentive, amiable, and skilled communicators. In addition to immediately attending to direct requests, attentive staff members frequently anticipate consumer demands before they are voiced. When a staff member sees a customer having trouble finding a product, for example, and offers to help, they show a level of attention to detail that makes a good first impression.

Furthermore, service quality is linked to a company's capacity to offer convenience. The impression of service quality can be improved by a tidy store, well-organized merchandise, and sufficient amenities. A key factor in increasing consumer happiness in the convenience store industry, like FamilyMart Bandung, is service quality. A store's physical layout conveys a lot about the brand's values and regard for its patrons.

When shelves are well-stocked and organized, when floors are clean, and when facilities such as restrooms or seating areas are maintained in good condition, customers feel more comfortable and are more likely to associate the business with high quality. Customers prefer businesses that can consistently offer quick, friendly, and comfortable service, as these elements collectively create a shopping experience that they are willing to return to repeatedly.

Customer Satisfaction

Before a transaction is finalized, a customer's evaluation of the service they received in comparison to what they anticipated is referred to as customer satisfaction. The Expectation-Disconfirmation Theory suggests that satisfaction when the customer's expectations are met or surpassed by the service delivered; this is a commonly recognized idea of customer satisfaction. Because consumers usually approach a business with pre-existing expectations shaped by their prior experiences, word-of-mouth recommendations, advertising, and general brand knowledge, this idea is especially pertinent in the retail setting.

If the service received surpasses what the customer expected, they would experience positive disconfirmation, as noted by Kim & Oh (2025). This positive disconfirmation creates a sense of pleasant surprise that strengthens the customer's emotional connection to the business and increases the likelihood of repeat visits. Conversely, if the service falls short of those expectations, customers would encounter negative disconfirmation, which can result in disappointment and a reduced willingness to return. Customer satisfaction serves as a crucial indicator of how effectively a business is meeting its customers' needs. Long-term revenue and business sustainability are significantly impacted by satisfied customers' propensity for greater loyalty and repeat business.

Azhari et al. (2023) indicate that in today's retail landscape, there is a strong connection between customer satisfaction and positive word-of-mouth, as well as customer loyalty. Happy customers are more likely to recommend the business to others, whether through direct personal recommendations or through online reviews and social media posts. This organic form of promotion is particularly valuable because it carries a level of credibility and trust that paid advertising often cannot replicate. A single highly satisfied customer can influence multiple potential new customers, making customer satisfaction not only a reflection of current performance but also a driver of future business growth.

In the realm of convenience stores, customer satisfaction is typically shaped by a brief but recurring transaction experience. Unlike larger retail formats where customers may spend extended periods browsing, convenience store customers often complete their visits within a matter of minutes.

Thus, it is essential for businesses to ensure consistent service quality to keep customers satisfied, as each short interaction represents a critical opportunity to either reinforce or damage the customer's perception of the brand. Furthermore, emotional factors and the subjective experiences of customers during the service encounter influence

their overall satisfaction.

Customers not only evaluate the end result of the service but also assess the quality of the interaction that occurs throughout the transaction, including how they were greeted, how their questions were handled, and whether they felt respected and valued by the staff.

Conformity of Service with Customer Expectations

The extent to which the service provided matches what the client anticipated before a transaction is referred to as the alignment of service with customer expectations. This factor is related to the expectation-disconfirmation theory, which explains how the assessment of expectations against actual service performance influences consumer satisfaction. The basis for a fulfilling and reliable service connection is created when consumers' expectations and what they actually receive closely match.

Service appropriateness functions as a mental process that affects how customers evaluate service quality, as noted by Mamakou et al. (2024). When the service level aligns with their expectations, customers are likely to feel content. This cognitive evaluation process happens almost automatically as customers compare their experience against an internal benchmark they have formed prior to the service encounter. The closer the actual service matches this benchmark, the more satisfied people are, the more likely they are to report it. On the other hand, even small departures from expectations can have a disproportionately detrimental impact on customer satisfaction, especially for clients with high expectations or who have previously had consistently positive experiences.

According to Noor et al. (2023), service appropriateness may have an impact on the relationship between customer satisfaction and service quality. If a customer's expectations are not met, they could not be pleased even if they receive timely and excellent service. This highlights the importance of not only delivering objectively good service but also ensuring that the service delivered is aligned with what each customer specifically anticipates. For example, a customer who expects a personalized greeting and instead receives a purely transactional interaction may feel that the service, despite being technically efficient, did not fully meet their needs.

Moreover, previous customer experiences play a role in determining service appropriateness. Clients with high expectations often tend to be more discerning regarding the quality of the services they receive. Customers who have previously enjoyed exceptional service at a particular store will naturally set a higher internal benchmark for future visits, meaning that the business must continuously maintain or improve its service standards in order to meet those elevated expectations. Thus, businesses must fully understand customer needs to provide suitable services. This requires ongoing efforts to gather customer feedback, monitor satisfaction levels, and adapt service delivery strategies in response to changing customer preferences and expectations.

Research Hypothesis

The research hypothesis is a tentative notion about the interactions between variables that hasn't been verified by empirical investigation. Relevant theoretical studies, models, and past research findings pertaining to the research variables are used to construct hypotheses. The purpose of this study was to examine the relationship between customer satisfaction and service quality and speed, as well as the moderating effect of service alignment with customer expectations at FamilyMart Bandung.

Customers at convenience stores generally look for a fast and straightforward transaction process, which makes service speed a crucial aspect in today's retail environment. Efficient service can enhance customer satisfaction by creating a more enjoyable shopping experience. When services are delivered promptly, customers tend to experience greater satisfaction. In the context of convenience stores like FamilyMart, service speed encompasses not only the time taken at the cashier but also the responsiveness of staff in assisting customers, the availability of products on shelves, and the overall efficiency of store operations. A store that consistently delivers fast and seamless service is more likely to build a loyal customer base, as customers associate speed with respect for their time and overall service competence. This logic suggests that consumer satisfaction at FamilyMart Bandung will be greatly improved by service speed.

The primary factor affecting customer satisfaction, aside from service speed, is service quality. Service quality measures a company's capacity to satisfy client requests while being dependable, accommodating, and amiable. Customers who receive exceptional service usually view the business positively and have a higher level of satisfaction regarding their overall service experience. Service quality in a retail convenience store setting can be measured through multiple dimensions, including the tangibility of the store environment, the reliability of service delivery, the responsiveness of employees, the assurance conveyed through staff knowledge and courtesy, and the empathy shown toward individual customer needs. When customers perceive that the staff is well-trained, attentive, and genuinely willing to help, their overall evaluation of the store improves significantly. Service quality is anticipated to have a major beneficial impact on customer happiness at FamilyMart Bandung, as this favorable view immediately contributes to higher satisfaction levels and improves the possibility of repeat visits.

However, both the actual quality of the service and how well it meets the expectations of the client have an impact on customer satisfaction. When a customer's expectations are met prior to making a purchase, they are likely to be more satisfied. According to the idea of expectation alignment, customer happiness results from the difference or lack thereof between what they expect and what they actually experience rather than just from objective service performance. Customer happiness is naturally reinforced when they approach FamilyMart with specific expectations about the quality of service and those expectations are satisfied or exceeded. Conversely, regardless of how objectively wonderful the service may be, dissatisfaction usually results when there is a significant gap between expectations and actual service delivery. Therefore, it is thought that when the service meets the client's expectations, the relationship between service quality and customer satisfaction can be strengthened. According to this study, the link between service quality and customer satisfaction at FamilyMart Bandung is either strengthened or weakened by the moderating variable of service alignment with customer expectations.

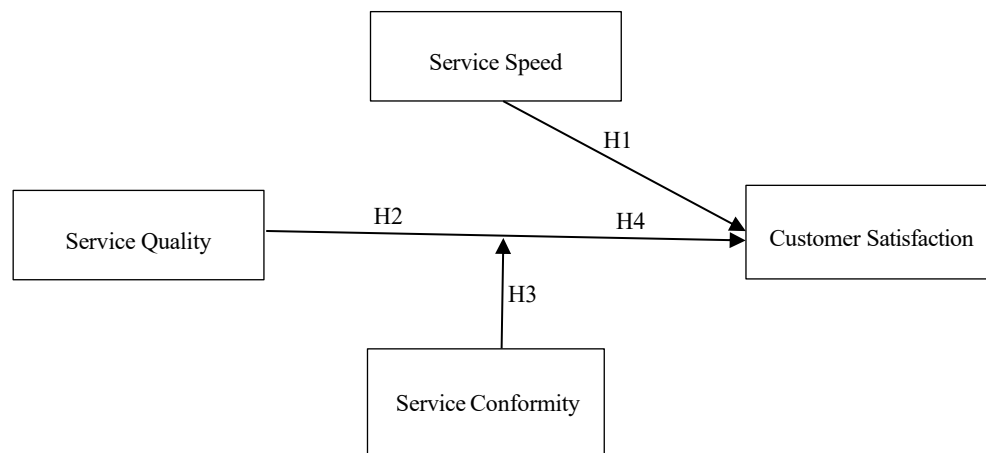


Figure 1. Research Framework Model
Source: Own Compilation (2026)

Based on the information provided, the proposed hypotheses for this research are as follows:

H1: Service speed affects customer satisfaction at FamilyMart Bandung.

Service speed is an important factor in creating customer satisfaction because customers generally prefer services that are delivered quickly and efficiently. Fast service can reduce waiting time, improve convenience, and enhance the overall customer experience. Pramesty Wahyu, Istyaningsih Siti & Nani (2022) discovered that customer satisfaction is positively and significantly impacted by service speed, suggesting that consumers tend to see services more favorably when they are provided on time. Thus, it is anticipated that FamilyMart Bandung's service speed will boost client happiness.

H2: Service quality affects customer satisfaction at FamilyMart Bandung.

A company's total service quality has a significant impact on how customers perceive their service experience. Services that are dependable, responsive, and customer-focused are more likely to earn good feedback and satisfaction. Keni & Sandra (2021) demonstrated that customer satisfaction is positively impacted by service quality. Therefore, more consumer satisfaction at FamilyMart Bandung is probably going to result from better service quality.

H3: Service conformity affects customer satisfaction at FamilyMart Bandung.

Customer satisfaction is also determined by how effectively the service meets their expectations. When clients believe that the actual service performance meets or surpasses their expectations, they are more likely to rate the service positively and experience more satisfaction. Agustinus & Keni (2021) found that customer satisfaction is positively impacted by confirmation, indicating that customers are happier when the service they receive fulfills their expectations. Therefore, it is anticipated that service conformance will raise consumer happiness at FamilyMart Bandung.

H4: Service conformity moderates the relationship between service quality and customer satisfaction at FamilyMart Bandung.

Customer satisfaction is influenced not only by the quality of service provided but also by the extent to which the service delivered matches customer expectations. When customers perceive that the service performance is consistent with their expectations, they are more likely to evaluate the service positively and experience higher levels of satisfaction. Schiebler et al. (2025) discovered that, especially in service situations, there is a strong positive correlation between expectation confirmation and customer happiness. Consequently, it is anticipated that service conformance will reinforce the favorable correlation between customer happiness and service quality at FamilyMart Bandung. is anticipated to strengthen the positive correlation between customer satisfaction and service quality at FamilyMart Bandung.

RESEARCH METHOD

Research Design

This research adopts a quantitative method using an explanatory survey format. The reason for utilizing a quantitative method is that the study intends to evaluate the interactions between variables through numerical data, which will be analyzed with statistical methods. Lim (2025) points out that quantitative research serves to assess hypotheses based on real data collected from participants.

In order to choose the explanatory survey format, this study aims to clarify the cause-and-effect dynamics involving the variables of service speed, service quality, service relevance, customer expectations, and customer satisfaction. To collect the required data, FamilyMart Bandung customers who had recently engaged in in-person transactions were given questionnaires.

This study uses a causal framework as it aims to explore how independent variables influence dependent variables. In this context, customer satisfaction is identified as the dependent variable, while service quality and service speed are categorized as independent variables. Additionally, service congruence serves as one moderating variable.

Population and Sample

The group of individuals who shop at FamilyMart Bandung and have made purchases directly in the stores is the focus of this research. Shoppers are chosen as they directly interact with the quality of services provided by the company, which is the reason for this selection.

The sampling method used is a combination of purposive sampling and non-probability sampling. This technique is adopted since the researcher sets particular criteria for the participants to ensure that the information gathered meets the study's objectives. Participants in this research need to satisfy three conditions: (1) they must have visited FamilyMart stores in Bandung; (2) they must have made direct purchases at FamilyMart; and (3) they should be aged between 17 and 25. A total of 207 responses were successfully collected.

Data Collection Procedure

Questionnaires developed from indicators of each research variable were utilized for

data gathering. To simplify the process of collecting data, the questionnaire was made available online through Google Form. A five-point Likert scale, featuring

Data Collection Procedure

Questionnaires developed from indicators of each research variable were utilized for data gathering. To simplify the process of collecting data, the questionnaire was made available online through Google Form. A five-point Likert scale, featuring responses that range from strongly disagree to strongly agree, was utilized in the research instrument. This Likert scale serves to assess the views, feelings, and judgments of participants regarding the statements included in the survey.

Variable Operations

This study encompasses four main constructs: Service Quality, Service Speed, Service Compatibility, and Customer Satisfaction. The operationalization of these variables relies on established theoretical frameworks and is measured using a 5-point Likert scale. Service Quality is defined as the overall excellence of the service provided by the convenience store and is measured through ten questionnaire items. These items cover five distinct indicators: reliability (the ability to perform promised services accurately), responsiveness (the willingness to assist customers promptly), assurance (employee competence and courtesy that inspire trust), empathy (providing caring and individualized attention), and tangibles (the visual appeal of physical facilities and staff appearance) (Tataryntseva et al., 2022). Service Speed evaluates the time efficiency customers experience during their visit and is assessed using six questionnaire items. This variable is broken down into three indicators: queue speed (effective waiting line management), transaction speed (swift payment processing), and overall service efficiency (MULIRO & A, 2023). Furthermore, Service Compatibility, acting as a moderating variable, measures the alignment between actual service delivery and customer needs using four items divided into expectation alignment and needs fulfillment (Tataryntseva et al., 2022). Finally, Customer Satisfaction is evaluated using six questionnaire items based on three indicators: overall contentment with the visit, confirmation of prior expectations, and future intentions to return or recommend the store based on past service experiences (MULIRO & A, 2023; Noor et al., 2023).

Data Analysis

The data in this study was interpreted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method using the SmartPLS program. This approach was selected because it is appropriate for studies that employ a moderation model and permits the simultaneous assessment of relationships between variables.

An evaluation of the measurement model (outer model) and the structural model (inner model) is carried out to complete the data analysis phase. While the measurement model is being evaluated to confirm the validity and reliability of the study's constructs, the structural model is being evaluated to determine the relationships between the variables inside the research model.

Additionally, in order to assess the importance of the correlations between the research variables, the bootstrapping approach was used to test hypotheses. The processed data findings were used to address the issues raised and assess the research hypotheses concerning the impact of service quality, speed, and relevance to customer expectations on customer satisfaction at FamilyMart Bandung.

RESEARCH RESULTS

Respondent Demographic

The profiles of the participants are detailed using various demographic traits, such as age and how often they use digital payments. These demographic factors help to present a more accurate picture of the background of the sample used in the study.

Table 1. Respondent Demographics

Characteristics	Categories	Frequency	Percent (%)
Gender	Male	66	31,9%
	Female	141	68,1%
Age	< 17 years old	71	34,3%
	17-20 years old	87	42%
	21-25 years old	49	23,7%
Frequency of Visits to FamilyMart	Very Rare	37	17,9%
	Rare	34	16,4%
	Quite Frequent	35	16,9%
	Frequent	77	37,2%
	Very Frequent	24	11,6%

Source: Own Compilation (2026)

The demographic traits of the 207 participants in this research are displayed in Table 1. Regarding gender, there were 141 females (68. 1%) and 66 males (31.9%)When considering age,87 of the participants (42%) were aged between 17 and 20 years, 71 participants (34. 3%) were younger than 17, and 49 participants (23. 7%) fell within the 21 to 25-year age range.

Concerning the frequency of visits to FamilyMart, 77 participants (37. 2%) indicated that they visited FamilyMart frequently, while 35 participants (16. 9%) reported visiting somewhat often. Additionally, 37 participants (17. 9%) noted that they visited very rarely, 34 participants (16. 4%) stated that they rarely visited, and 24 participants (11. 6%) mentioned that they visited very often. These results suggest that a significant portion of the respondents exhibit a relatively high frequency of visits to FamilyMart.

Evaluation of Measurement Models (Outer Model)

The measuring model (outer model) was investigated in order to evaluate the validity and reliability of the study construct. Convergent validity, discriminant validity, and composite reliability tests were used. These tests' findings demonstrate that every indicator satisfies the necessary requirements to be utilized for additional analysis.

Convergent Validity

The degree to which an indicator may accurately represent the concept being measured is determined by convergent validity. The Average Variance Extracted (AVE), Composite Reliability (CR), and outer loading values were examined in order to do this evaluation. If an indicator's outer loading value is greater than 0.60, it is deemed legitimate.

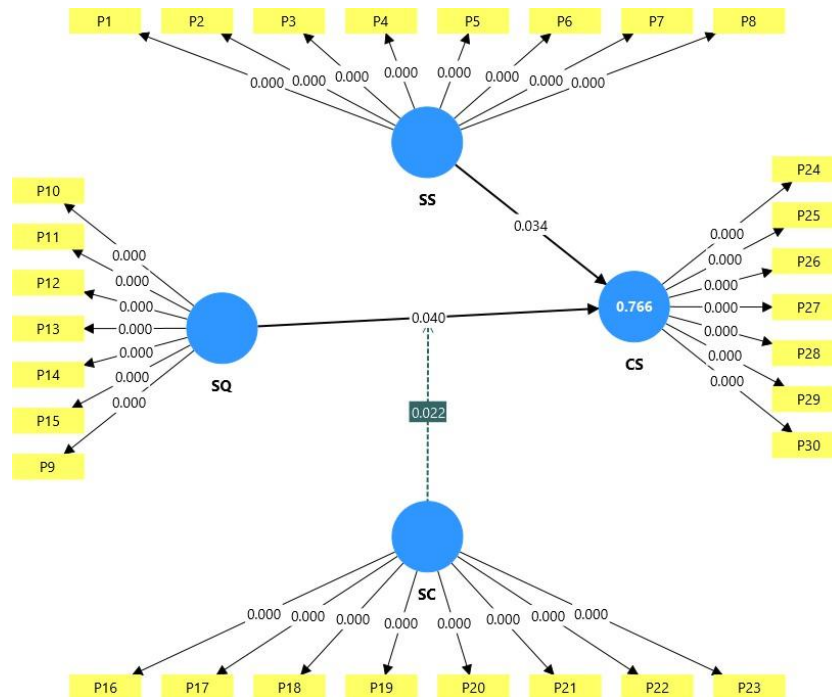


Figure 2. Research Model
 Source: Own Compilation (2026)

The results of the SmartPLS data analysis showed that each indicator related to the research variables had an outer loading value greater than 0.60. The service speed variable's outer loading value falls between 0.692 and 0.814. The service quality variable has an outer loading value between 0.702 and 0.827, whereas the service conformance variable has an outer loading value between 0.685 and 0.771. The outer loading value for the customer satisfaction variable ranges from 0.655 to 0.829. These results show that every indicator accurately captures the research construct.

Table 2. Results of Construct Validity and Reliability Tests

Variable	Outer Loading Range	AVE	Composite Reliability	Cronbach's Alpha	Remarks
Service Speed (SS)	0.692 - 0.814	0.565	0.912	0.890	Valid and Reliable
Quality of Service (SQ)	0.702 - 0.827	0.562	0.899	0.869	Valid and Reliable
Conformity of service (SC)	0.685 - 0.771	0.542	0.904	0.879	Valid and Reliable
Customer satisfaction (CS)	0.655 - 0.829	0.597	0.912	0.886	Valid and Reliable

Source: Own Compilation (2026)

Discriminant Validity

The purpose of testing for discriminant validity is to confirm that each construct in the study is separate from the others. The results indicate that each indicator showed the highest loading value on its respective measured variable. Consequently, every research construct is considered to meet the criteria for discriminant validity.

Evaluation of Structural Models (*Inner Model*)

R-Square Value

The R-square value is utilized to assess the extent to which independent variables can clarify the dependent variables in the study.

Table 3. R-Square Value

	R-Square	R-Square Adjusted
Customer Satisfaction (CS)	0.766	0.761

Source: Own Compilation (2026)

The test results showed that the customer satisfaction variable's R-square value was 0.766. This indicates that service speed, quality, and suitability account for 76.6% of customer satisfaction; other factors are influenced by factors not covered in this analysis.

The bootstrapping method was used to test the hypothesis by looking at the path coefficient, t-statistics, and p-values. If the t-values are greater than 1.96 and the p-values are less than 0.05, the hypothesis is deemed accepted.

Table 4. Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics (O/STDEV)	P Values
SS -> CS	0.132	0.138	0.062	2.127	0.034
SQ -> CS	0.158	0.160	0.077	2.059	0.040
SC -> CS	0.571	0.566	0.068	8.350	0.000
SC x SQ -> CS	-0.055	-0.054	0.024	2.295	0.022

Source: Own Compilation (2026)

The test's findings show that customer happiness is positively impacted by service speed. Additionally, it has been discovered that customer satisfaction is strongly impacted by service quality. Additionally, client satisfaction is significantly impacted by the suitability of the service; nevertheless, the relationship between service quality and customer satisfaction is negatively moderated (weakened).

DISCUSSION

The Effect of Service Speed on Customer Satisfaction

The results of the study indicate that service speed has a significant positive effect on customer satisfaction at FamilyMart Bandung. This finding implies that when transactions are handled swiftly and waiting times are minimized, customers feel more comfortable and content with their visit. This outcome aligns with the findings of Pramesty Wahyu, Istantyingsih Siti & Nani (2022) who revealed that speed-related service performance is a substantial driver of positive customer evaluations in modern service environments. From a theoretical perspective, in the hyper-convenience retail sector, waiting time acts as a psychological cost for consumers. Reducing this temporal cost significantly lowers cognitive burden and frustration, which directly translates into a positive emotional response and higher satisfaction. Practically, this implies that FamilyMart management must prioritize operational speed as a core strategy. Implementing self-checkout systems, ensuring seamless digital payment processing, and deploying additional staff during peak hours are crucial steps to maintain this rapid pace of service.

The Effect of Service Quality on Customer Satisfaction

The analysis reveals that service quality encompassing reliability, responsiveness, empathy, assurance, and tangible assets positively and significantly influences customer satisfaction. Customers who experience courteous staff interactions and a well-maintained store environment evaluate FamilyMart highly. This corroborates previous research by Keni & Sandra (2021), which established that dependable and customer-focused services consistently yield favorable satisfaction outcomes. Theoretically, this dynamic can be explained through the Expectancy-Disconfirmation paradigm; when the actual service performance (such as staff helpfulness and store cleanliness) meets or exceeds the customer's baseline expectations, a strong sense of satisfaction occurs. For practical application, FamilyMart should routinely conduct soft-skills and standard hospitality training for their employees, ensuring that the pursuit of swift service does not compromise friendliness, reliability, and human-to-human interaction.

The Effect of Service Suitability on Customer Satisfaction

The results demonstrate that service conformity (or suitability) strongly affects customer satisfaction. When the store's format and service offerings accurately match what customers anticipated prior to their visit, their overall contentment increases significantly. This finding supports the research by Agustinus & Keni (2021), which discovered that confirmation of prior expectations has a highly favorable impact on customer satisfaction. Conceptually, when a service perfectly aligns with a customer's specific lifestyle needs such as the fast-paced, grab-and-go culture favored by urban youth in Bandung it creates cognitive harmony and eliminates post-purchase dissonance. As a practical implication, FamilyMart must continuously monitor local demographic shifts and consumer behavior trends. By continuously tailoring their product assortment and store layout to reflect the specific needs of their target market, the management can ensure the store remains highly relevant and satisfying to visit.

The Role of Service Conformity in Moderating the Relationship between Service Quality and Customer Satisfaction

Interestingly, the statistical findings show that the link between service quality and customer satisfaction is strongly but negatively moderated by service conformance ($\beta = -0.055$, $p = 0.022$). Thus, the effect of overall service quality on satisfaction is actually weakened or dampened by high service uniformity. Unlike the traditional integration of models seen in Schiebler et al. (2025) which often assumes a purely synergistic effect, this finding introduces a nuanced perspective. Theoretically, this indicates a "substitution effect." When customers feel the convenience store already perfectly matches their fast-paced, functional lifestyle needs (high conformity), they no longer prioritize traditional service quality elements (like staff empathy or extended interactions). Conversely, if the store format does not quite fit their needs, excellent service quality becomes a crucial compensation to keep them satisfied. Practically, this provides a vital strategic insight for FamilyMart: for highly compatible, fast-moving customer segments, resources should not be over-invested in traditional, lengthy hospitality training. Instead, the focus must remain strictly on preserving operational speed and functional convenience, as these are the true drivers for this specific demographic.

CONCLUSIONS

The purpose of this study was to look into how customer happiness at FamilyMart Bandung is affected by service speed, quality, and conformance. The empirical findings validate that customer satisfaction is significantly influenced by both operational speed and service quality. Interestingly, the study shows that service conformity considerably but negatively moderates the link between service quality and satisfaction, suggesting that a high degree of alignment with customer expectations can lessen the dependence on conventional aspects of service quality.

Theoretically, this research enriches the existing retail marketing literature, specifically the Expectancy-Disconfirmation Theory, by introducing service conformity as a negative moderator in a hyper-convenience setting. It challenges the traditional linear assumption that higher service quality always yields proportionally higher satisfaction. Instead, this study provides empirical evidence that in fast-paced retail formats, when a store perfectly matches a customer's functional expectations, the necessity for deep, interpersonal service quality is substituted by sheer operational efficiency and format alignment. Convenience store managers, especially those at FamilyMart Bandung, might benefit from these findings from a managerial and practical standpoint. Management should strategically distribute resources depending on the main drivers of convenience rather than taking a uniform approach to staff training.

For the urban, grab-and-go customer segment, operational speed such as deploying self-checkout counters, optimizing cashier queuing systems, and ensuring seamless digital payment integration must be prioritized over extended hospitality or interpersonal interactions. Furthermore, managers must actively monitor local demographic trends and lifestyle shifts to ensure the store's layout and product assortment continuously align with the fast-paced urban lifestyle, as this conformity is the strongest baseline for customer satisfaction. Finally, future research may consider expanding the geographic scope to other convenience store brands or integrating additional variables such as store atmosphere and fully automated digital payment experiences to provide a more comprehensive understanding of the evolving factors that drive customer satisfaction in the modern retail sector.

REFERENCES

- Abdulmatee, A., & State, O. (2026). *Influence Of Online Reviews On Customer Satisfaction In E-Commerce Logistics Firm : Evidence From Temu Nigeria*. 1–27.
- Addula, S. R. (2025). Mobile Banking Adoption: A Multi-Factorial Study On Social Influence, Compatibility, Digital Self-Efficacy, And Perceived Cost Among Generation Z Consumers In The United States. *Journal Of Theoretical And Applied Electronic Commerce Research* , 20(3). <https://doi.org/10.3390/jtaer20030192>
- Agustinus, D. V., & Keni, K. (2021). Confirmation, Service Quality, Dan Quality Of Personalization Untuk Memprediksi Kepuasan Pelanggan. *Jurnal Manajerial Dan Kewirausahaan*, 3(3), 661. <https://doi.org/10.24912/jmk.V3i3.13150>
- Amerta, L., & Madhavi, I. (2023). Exploring Service Quality And Customer Satisfaction In The Service Industry: A Mixed-Methods Analysis. *Journal On Economics, Management And Business Technology*, 2(1), 1–16. [www.Plus62.id/Id/Index.Php/Jembut](http://www.plus62.id/index.php/jembut)
- Asawawibul, S., Na-Nan, K., Pinkajay, K., Jaturat, N., Kittichotsatsawat, Y., & Hu, B. (2025). The Influence Of Cost On Customer Satisfaction In E-Commerce Logistics: Mediating Roles Of Service Quality, Technology Usage, Transportation Time, And Production Condition. *Journal Of Open Innovation: Technology, Market, And Complexity*, 11(1), 100482. <https://doi.org/10.1016/j.joitmc.2025.100482>
- Azhari, N. F. B., Senathirajah, A. R. Bin S., & Haque, R. (2023). The Role Of Customer Satisfaction, Trust, Word Of Mouth, And Service Quality In Enhancing Customers' Loyalty Toward E-Commerce. *Transnational Marketing Journal*, 11(1), 31–43. <https://doi.org/10.58262/Tmj.V11i1.1003>

- Emiliana, R., & Efawati, Y. (2025). Strengthening E-commerce Customer Satisfaction through Delivery Service Transparency. *International Journal Administration, Business & Organization*, 6(1), 112-124.
- Felix, A., & Rembulan, G. D. (2023). Analysis Of Key Factors For Improved Customer Experience, Engagement, And Loyalty In The E-Commerce Industry In Indonesia. *Aptisi Transactions On Technopreneurship*, 5(2sp), 196–208. <https://doi.org/10.34306/Att.V5i2sp.350>
- Joshi, S. (2024). *Examining The Impact Of Product Quality On Customer Satisfaction, Loyalty, And Repeat Purchase Behavior*.
- Keni, K., & Sandra, K. K. (2021). Prediksi Customer Experience Dan Service Quality Terhadap Customer Loyalty: Customer Satisfaction Sebagai Variabel Mediasi. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, 5(1), 191. <https://doi.org/10.24912/Jmieb.V5i1.11196>
- Kim, K., & Oh, H. (2025). When Excessive Service Turns Bad: Service Alignment For Transaction-Specific Needs. *Journal Of Consumer Behaviour*, 24(1), 109–125. <https://doi.org/10.1002/Cb.2403>
- Lim, W. M. (2025). What Is Quantitative Research? An Overview And Guidelines. *Australasian Marketing Journal*, 33(3), 325–348. <https://doi.org/10.1177/14413582241264622>
- Mamakou, X. J., Zaharias, P., & Milesi, M. (2024). Measuring Customer Satisfaction In Electronic Commerce: The Impact Of E-Service Quality And User Experience. *International Journal Of Quality And Reliability Management*, 41(3), 915–943. <https://doi.org/10.1108/Ijqr-07-2021-0215>
- Muharam, H., Chaniago, H., Endraria, E., & Harun, A. B. (2021). E-service quality, customer trust and satisfaction: market place consumer loyalty analysis. *Jurnal Minds: Manajemen Ide dan Inspirasi*, 8(2), 237-254.
- Mazri, A. F., Cheng, J. K., & Liu, Y. (2025). Application Of Discrete Event Simulation For Enhancing Queuing System At Lotus Alor Setar. *International Journal Of Industrial Management*, 19(4), 197–209. <https://doi.org/10.15282/Ijim.19.4.2025.11959>
- Muliro, L. F., & A. (2023). Linking Waiting Lines Management And Perceived Service Quality: A Case Of Selected Commercial Banks In Ruvuma, Tanzania Lambert. *Acta Universitatis Agriculturae Et Silviculturae Mendelianae Brunensis*, 53(1), 1–19.
- Noor, I., Alhidayatullah, A., & Amal, M. K. (2023). Dimensions Of Service Quality In Influencing Customer Satisfaction. *Adpebi International Journal Of Multidisciplinary Sciences*, 2(2), 189–197. <https://doi.org/10.54099/Aijms.V2i2.656>
- Pramesty Wahyu, Istyaningsih Siti, Atonah, & Nani, I. S. (2022). *Study Of Service Speed And Service Scape As A Basic Strategy To Increase Loyalty By Evaluating Customer Satisfaction At Pt. Bank Mandiri Persero (Solo Branch)*. 09(02), 125–135.
- Rifathurrahman, R. F., Chaniago, H., & Efawati, Y. (2024). The Effect of E-Service Quality on Repurchase Interests of The Online Shopping Shopee Indonesia. *Jurnal Ekonomika dan Manajemen*, 13(1), 8-25.
- Schiebler, T., Lee, N., & Brodbeck, F. C. (2025). Expectancy-Disconfirmation And Consumer Satisfaction: A Meta-Analysis. *Journal Of The Academy Of Marketing Science*, 91–112. <https://doi.org/10.1007/S11747-024-01078-X>
- Tataryntseva, Y., Pushkar, O., Druhova, O., Makarenko, A., Osypova, S., & Mordovtsev, O. (2022). Economic Evaluation Of Digital Marketing Management At The Enterprise. *Eastern-European Journal Of Enterprise Technologies*, 2(13–116), 24–30. <https://doi.org/10.15587/1729-4061.2022.254485>
- Thariq, F., & Efawati, Y. (2024). The Influence of Website Quality on Buying Interest Consumer. *International Journal Administration, Business & Organization*, 5(2), 64-74. <https://doi.org/10.61242/ijabo.24.285>
- Titin Herawaty, M., Rahman, A., Rohimah, L., Ivan Taruna, H., Dwi Styaningrum, E., & Suleman, D. (2022). The Influence Of Service Quality And Price On Alfamart Consumer Loyalty With Customer Satisfaction As Mediation Variables. *International Journal Of Social And Management Studies (Ijosmas)*, 3(2), 246–257.