

# The relationship of ambience and interaction experiences towards customer satisfaction: case of water park visitors in Bali

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**Abstract:** *The purpose of this study is to measure the relationship between ambience and interaction towards customer's satisfaction in a unique setting which is water park. Water park is known as a place where customer come to enjoy and have fun. The question is whether it is important to invest on the ambience that could be not associate to the ultimate purpose of customer who come to the water park. Second objective is to validate the role of customer interactions towards customer satisfaction. Data were collected from 200 customers at the exit section. Only customer who exit from the water park is eligible to participate. One of the reason is because only customer who experiences the water park can help to give feedback based on their involvements. The results indicate that both ambience and customer interactions are positively related towards customer satisfaction. Customer is always expecting the best services from the service providers regardless the nature of services offered to them. The results of the study is only limited to the case of Bali, Indonesia and it may need a further validation in other part of the world. The study establishes the need to manage customers' ambience and customer interactions experiences in water parks.*

**Keywords:** *Customers interactions, ambience, Water parks,*

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## I. INTRODUCTION

Reports from Indonesia tourism department stated that Indonesia is targeting 15 million of total visitors to Bali. Most of the tourist comes mainly from China, Australia and Europeans countries. The increased number of visitors to Bali, Indonesia indirectly helps to develop the tourism industry in Indonesia especially related to tourist destination areas. Recently Indonesia was named as the second-best waterpark in Asia by Tripadvisor.com. The online travels platform gathered all the information from tourist and get the feedback through the visitors of their online portal. AT the same time there are more than 10 water and amusement parks in Bali that is continuously visited by both local and international visitors. The high numbers of visitors and the important of the services in industry signalled the important of the service providers to taking care of their customer in order to sustain and survive.

High numbers of industry players indirectly indicates the tough competition for the market players to gain the support from tourist. Each may need to look at their unique services that may be advertised and promote in order to attract and increase number of visitors. Service providers especially related to the waterpark and amusements faces tough challenges in meeting customer need, wants and demand. Today customer is well informed and knowledgeable. They learnt from the online portal and reads comment and review from past visitors. Their decision will be based on the online suggestion as well as from the word of mouth within their networking. Service providers need to be careful to understands their requirements and attempt to give the best customer experiences to the new –new customer as well as

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repeat customer. As such there is a need for proper standards to meet and provides in order to increased customer satisfaction. Having the customer satisfaction would bring greater advantage as they may help the service providers in terms of promoting and recommendation. Indirectly both parties gain the benefit by putting priority to customers.

As part of the industry players, service providers may need to observed and monitor of their competitor movement. Service provider need to ensure that they have a strong selling points in order to attract more customer from time to time. Part of the contributors towards customer satisfaction is the customer service from employee. Service providers must ensure that they recruit only a friendly staff that can interact well with customers. It is not easy for the employee to managed various type of visitors that come from various countries. Top visitors to Bali as disclosed recently are from America, China, Japan, India and Australia. They come from various country with different background, economy and culture. Understanding customer is important so that they become happy and satisfied. Besides that, service providers must ensure that their facilities and tangible services is attractive and interesting. Service provider must also need to ensure that they provide a positive experience in terms of ambience to customers. Combination of all factors may lead to customer satisfaction and good for the industry and country.

## **II. LITERATURE REVIEW**

### **2.1 Customer satisfaction**

According to (Parasuraman, Zeithaml, & Berry, 1991) customer satisfaction is the overall customer experiences based on the service delivery that meets the customer expectations. Customer expectations at the same time defined by (Kotler, 1992) as how the products or services provided by the service provider meet the customer expectations. Past research (Grönroos, 2011) indicates that customer will have satisfied if the services offered or consumes is meeting or more than the customer expectations. In another version (Kumar, Scheer, & Kotler, 2000) claimed that customer satisfaction is how the customer derived the fulfilment by subscribes or purchased of the overall transactions between customer and service provider. (Lindgreen, Palmer, & Vanhamme, 2004) argued that customer satisfaction is related to how the overall customer experience as a result of comparison between expectations and service delivery. Customer satisfaction is related to expectation disconfirmation theory (Lindgreen et al., 2004). Customer will get satisfied if the overall service performance is exceeding their expectations (Mohd Farid Shamsudin & Razali, 2015). In order to get customer satisfaction, service provider need to provide excellent customer experiences that add value to the customer visit or subscriptions (M. F. Shamsudin, Razak, & Salem, 2018). Disconfirmation theory explains that customer satisfaction is based on the standard set by the customer based on their past experiences. The standard of service performance however is subjective from one customer to another (M.F. Shamsudin, Razak, & Salem, 2018). Disconfirmation theory spelt out that customer make the decision to purchase or subscribes the services based on their attitude and behaviour (Berry, Parasuraman, & Zeithaml, 1985; Oliver, 1993; Oliver & Swan, 1989). Service provider left not many options to meet the customer expectations as they need to survive in the industry.

Recent research on marketing especially related to service industry (Chicu, Pàmies, Ryan, & Cross, 2019) emphasis that service provider to focused on customer satisfaction. The reason behind the suggestion is because marketing in the modern world is getting challenging (Borishade et al., 2018). Modern marketing at the era of internet and digital is offering more advantage to customers (M.F. Shamsudin, Ali, Ali, & Shabi, 2019). Customer is getting more complicated (Gerdt, Wagner, & Schewe, 2019; Liu et al., 2019; Zhang, Zhang, & Zhang, 2019). Customer have access to information as they can have compared the services, prices and even expect their experiences based on the review or feedback made by the previous customers in the social media, tourism based portal or applications (Davras & Caber, 2019; W. H. Kim, Cho, & Kim, 2019). The result of previous customer has been shared openly so that new customers can set their own standard based on the feedback or information (Hassan & Shamsudin, 2019). Such thing creates a challenge to the service provider in order to keep their service performance at the top level. Recent research (Hirata, 2019) also indicates

the power of electronic word of mouth to the industry as customer now can spread the news or information almost real time and cross boundary of regions (Rita, Oliveira, & Farisa, 2019). Due to that, (Razak & Shamsudin, 2019) emphasize that service provider to be more carefully in setting their service operations by focusing towards customer (Borishade et al., 2018). (M. F. M. F. Shamsudin, Esa, & Ali, 2019) suggested that service providers to practise market driven strategy in order to understand customer better.

Market driven strategy can help the service provider to achieve customer satisfaction as the service provider focused on the needs of customer at every touch point and channels (Chicu et al., 2019). Market driven strategy will also allow the service provider to change their current operations policy or standard operations procedures to make it more customer friendly and thus create customer satisfaction (Hassan & Shamsudin, 2019). (Oh & Kim, 2017) suggested that service provider to understand what is actually customer needs and wants (Walls, Okumus, Wang, & Kwun, 2011). Understanding their needs will enable the service provider to highlight their competitive advantage that meet the requirements from customers (Worsfold, Fisher, McPhail, Francis, & Thomas, 2016). Service provider such as water park operators may need to understand the reason why customer come to their venues and what else that they can offered to add more valuable experiences (Hassan & Shamsudin, 2019). Positive experiences are important especially to the first time user as that could be the reason on repeat visit (Umasuthan, Park, & Ryu, 2017). Marketing scholars such as (Bazmashin, Hosseini, & Azeri, 2015; Oviedo-García, Vega-Vázquez, Castellanos-Verdugo, & Orgaz-Agüera, 2019) emphasize that there is no easy way for service provider to enjoyed a good customer feedback. Service provider must work hard to meet the customer needs, wants and demand (Djumarno, Anjani, & Djamaluddin, 2018). Demands in the contexts of basic marketing is the ability of customer to pay for the exchange process (Muhammad, Farid Shamsudin, & Hadi, 2016).

Theme park operators or any service providers in the industry should aim to achieved customer satisfaction (Adnyana; & Sri Darma, 2015). The service delivery should always at top priority as there is no room for service provider to make an error that may cause service failure that may translated as incompetent by the customer (Hassan & Shamsudin, 2019). Customer satisfaction according to (A. C. H. Chen, Chen, & Ma, 2016; Girish & Lee, 2019) will lead to repeat patronage. Satisfied customer may repeat their experiences as they want to share the moments again or introduced any other members within their circle. The repeat purchase or revisit may provide a positive advantage to service provider as it may increase their sales and revenue (M. F. M. F. Shamsudin, Esa, et al., 2019). Repeat customers generate more income and lead to increase in profit (Legendre, Cartier, & Warnick, 2019). Customer satisfaction also lead to positive word of mouth where customer will help the service provider to advertise or communicate about the services (Girish & Lee, 2019; Huang, 2017; H. J. Kim, 2012). Service provider can have used the satisfied customer to promotes and introduce their services to a wider coverage that could not be reach by the service provider (Ahn & Back, 2018, 2019; Nayeem, Murshed, & Dwivedi, 2019). (M. Shamsudin et al., 2015) claimed that customer satisfaction will save the marketing cost in terms of acquiring new customers (M. Shamsudin et al., 2015). Marketing reports indicates that the cost to acquired new customer is 15 to 20 times more expensive than keeping the current one (Legendre et al., 2019; Trudeau H & Shobeiri, 2016; van der Westhuizen, 2018).

Recent research (Richardson, Park, Gordon, Moore, & Pan, 2014) found that customer satisfaction enables service provider to reduce their failure costs. The reason behind that is because service provider will have focused more on attaining customer requirements and needs (M.F. Shamsudin, Ali, et al., 2019). The role of customer satisfaction is important as it may also lead to lowering the cost of getting new customers (Ali, Kim, Li, & Jeon, 2018). Marketing research since many decades ago (M. F. Shamsudin, Shabi, & Salem, 2018) already highlighted that it is important for the service provider to keep customer as the cost to acquire new one is expensive (Aziz, Ariffin, Omar, & Evin, 2012). Satisfied customer may just need to promotes and invite their friends to visit or enjoy the services (M. F. Shamsudin,

Razak, et al., 2018). Service provider may not need to invest on unnecessary advertisements or campaign that most of the time is single communication and refused feedback or enquiries.

(Ali et al., 2018) indicates that customer satisfaction especially to theme parks may lead to service provider sustainable advantages. (Razak & Shamsudin, 2019) highlighted that customer satisfaction can be achieved if the service provider offered a unique services compared to others (Mohd Farid Shamsudin & Razali, 2015). Theme park in Bali should think of something why should customer come to Bali for their services? There should be a valid reason why customer come to Bali and visit their theme park. The best situation for service provider is to have customer who purposely come to enjoy the services rather than by chance. Customer satisfaction also helps the service provider to be superior in terms of competition. Strong support from customers helps the service provider to enjoyed market share and growth.

In order to get a good position in market, theme parks in the industry must grab the opportunity to gain customer satisfaction by providing good services (M. F. M. F. Shamsudin, Ali, Wahid, & Saidun, 2019). Theme parks should make sure that the benefits of visit the theme parks is justifiable to the efforts and energy spent by the customer towards that (M. F. Shamsudin, Nurana, Aesya, & Nabi, 2018). The benefits must be superior so that no one can challenge or offer the something within a shorter period of times (Kadir & Shamsudin, 2019). (Razak & Shamsudin, 2019) recommended that theme park to provides a real value to visitors so that it can able to generate more interest for them to come and feel themselves. Another important factor that can contribute to the customer satisfaction is approaching the right target market (M. F. M. F. Shamsudin, Ishak, et al., 2019). The fact is not all customer like to enjoyed the theme parks experience. There are a group of people who planned to avoid the experiences. Theme parks provider need to carefully identified their market so that it can be meaningful; for both parties (Richardson et al., 2014).

The result of resent findings (Razak & Shamsudin, 2019; M. F. Shamsudin, Razak, et al., 2018; M.F. Shamsudin, Razak, et al., 2018) indicates that competitor also play important roles towards customer satisfaction. Theme parks operator need to understand and observed what are the current trends, customer preferences and offering made by the competitors. Theme parks should not be benchmarking internally within closed market but need to compare the services offered by other theme parks in the world (Richardson et al., 2014). Theme parks provider should strive for success by focusing on customer needs and eventually reached the customer satisfaction.

Another important factor that contribute to customer satisfaction is the interaction between employee and customers (Gallarza, Arteaga, & Gil-Saura, 2019)A good customer service and hospitality from the employee will lead to customer happiness that may lead to satisfaction (Wu, 2017). There is also research conducted in employee performance related to customer satisfaction (Mattila & Ro, 2008). The results show that both factors are correlated between one to another. Happy customer lead to satisfaction. Happy employee will also lead to employee satisfaction (K. H. Chen, Chang, & Kenny, 2013). (M. F. Shamsudin, Razak, et al., 2018) concluded that happy employee will not only lead to customer satisfaction but increase the productivity and performance. The high performance will later have translated into good service delivery to customer (Borishade et al., 2018). In any situation, customer will have enjoyed the best treatments that may cause customer satisfaction.

Overall customer satisfaction is important in any business organizations because the existing and purposes of business is to make profit on top of the customers. Customer brings revenue and profit to the organizations. The more customer the business organization have means the more potential profit that the business organization can get in the future.

## **2.2 Customer interactions**

Customer interactions is referring to the service rendered by the employee in entertain customer especially in service-based industry such as theme park business. Customer interactions is actually a formal communication between customer and business organization. It is actually the best moment where business organization or service provider can take the opportunity to connect with customer. Customer interactions is also important to delight them. The advantage

of customer interactions especially in service-based business is that it can increase the level of customer satisfaction. Customer satisfaction as mentioned is the overall customer experiences over dealing with the service provider. Positive customer experience will lead to customer satisfaction. Customer may have the tendency to revisit the theme park in the future. The most important things are the customer interactions can even lead to customer retention and loyal.

Employee must have a good empathy approach in dealing with customer. Employee with high empathy skills will try to understand customer., Employee will have served the customer at their best by trying to understand the customer and put themselves at the customer position. Empathy will enable employee to be more rational and able to solve problems practically. Customer will definitely become happy and feel appreciated when the employee is able to helps and understand them. Empathy is also required in the service quality measurements and it can bring greater impact towards customer satisfaction and delighted.

Recent research recommended that employee to be more adaptability in order to serve customer better. Adaptability means that employee is being flexible in entertain each customer. Customer who comes to theme parks could be from various places and background. Customer could be local tourist or international. Each of them may have different kind of problems that is unique to themselves. Adaptability approach is necessary in order to face each of the customer. Combination of empathy and adaptability is a powerful skill set that may help employee to served customer better.

Employee in the theme park needs to work together in order to served customer better. Customer interactions is not only at the entry points or customer services. It is actually throughout the entire closed areas. Teamwork's is important in order to solve customer problems and making their experiences as positive as possible. Team works is important as it can help employee to keep their motivation and reducing stress. Handling customer sometimes may need some movements that required the employee to leave the service areas. Team works and good support from team members will ensure that the service run smooth towards the same goal. Teamwork's helps employee to be more knowledgeable and experiences where they can help each other on unique cases. The experiences sharing is important in order to gain more knowledge and understanding for future performance.

Amin et al., (2019), and Yang Xu, Yang, & Chen, (2018), highlighted that there is important to have staff who can handle multi-tasking when it comes to customer services. Multi-tasking staff can interact with customer in a better manner nothing can limit the employee for not to entertain the customer. Multi-tasking enables employee to helps and solve customer problem without a needs to let the customer waiting for another person to take care. Customer normally would like service provider to solve their problem in a quick time. They just simply cannot wait and looks for being priority. Multi-tasking employee would be able to satisfied customer as the employee will handle the customer problems. Multi-tasking however requires the staff to be more knowledgeable and experiences. Service provider need to ensure that their employee possess a good knowledge and experiences in handling customer in order to provide excellent services.

Another important dimension in customer interaction is emotional intelligence. Employee who manage customer must have a good emotional intelligence so that they can adjust their emotion in all kinds of states. They can absorb anger and stay patience trying to understand the customer. Emotional intelligence also provides and helps the employee to be more empathic based on the situation faced by the customer. Employee with high emotional intelligence is more thoughtful and managed to solve customer problem tactful. There are many things that it is very difficult to measures from the inner part of employee but service provider in service-based industry such as theme park need to be careful in recruiting their customer.

### **2.3 Ambience**

Past research indicates that ambience do play important function in promoting customer experiences and satisfaction. Ambience provides a great customer impression to customer or visitors. The effect of ambience is that it can lead to

positive and negative customer experiences. Ambience according to (Cabanias, 2019) is able to provide a positive mood or atmosphere that can stimulate the customer experiences. Example of ambience in the water park for example is the design of the place, temperature, colour scheme, interior as well as the lighting and music. Research indicates that ambience can lead to customer uncomfortable or not welcome (Milman, Okumus, & Dickson, 2010). Such thing can lead to a loss of customer to competitor.

Music have been recognised as one of the important elements in swing the visitor mood in water park. It is one of the powerful tool to shape the customer's experiences. The role of music as part of ambience is that it can give energy and entertain customer (Lewis, 1994). Service provider however must select proper music in order to match the effect of sound to the actual situation that customer supposed to feel. It is also reported that noise can influence customer experiences (L. A. D. A. Lari, Iyanna, & Jabeen, 2019). Too much noise can lead to negative experiences and satisfaction as customer would feel annoyed and such thing would interrupt them psychologically from enjoying their activities. Service provider need to ensure that the level of noise although it is from the music nut need to be control and monitor from being too loud that can lead to dissatisfaction (Torres, Milman, & Park, 2018). A good music and reasonable sound level can inspire and motivate visitors in enjoying their activities at the water park.

Ambience is also related to space and scale. The design of the water park should be taking into consideration the space for visitor's activities (Razak & Shamsudin, 2019). The space should provide convenient to visitors rather than crush together especially during the peak session. Ample space would lead to comfort to visitors. Space is however being related to cost especially in urban area. Service provider need to design their water park carefully in order to provide comfort and at the same time reduce cost in order to earn more revenue by a number of activities that can be provide within a limited number of areas. A good design should be able to arrange the area for children and adult attractions (M. F. Shamsudin, Razak, et al., 2018). Some water park does even provide a space for toddlers and infants. Service provider need to be fair in terms of achieving capacity holder and the comfortable to the visitors.

Among another important element in ambience is the visual parts that is equally important to visitors. The visual part could be derived from the proper lighting and also material used in the water park. The material used can lead to visual response. Past research (L. A. D. A. Lari et al., 2019) claimed that there is a different experience from the customer perspective in terms of material used. Each material such as woods, tile, metal or glass brings a different impact to customers (Torres et al., 2018). The used of lighting is important to balance the natural and artificial presentation. Lighting can be used to support to create a good mood when it can be aligning with the concept or theme of the activities. Overall, ambience is important as it led to customer experiences. The main concern is that service provider must know that customer or visitor satisfaction is based on the overall customer expectation over the experiences (Milman et al., 2010). As such the experiences supported by the ambience elements is very important to support the overall customer experiences (L. Lari, Jabeen, & Iyanna, 2020; Lewis, 1994; Milman et al., 2010).

### III. METHODOLOGY

The purpose of this research is to measure the relationship between ambience and employee interactions towards customer satisfaction. Scope of research is visitors that visited the water park in Bali, Indonesia. 200 respondent participated in this data collection exercise. Selection of respondent was based on convenience sampling. Questionnaire were distributed at the exit counter in order to get a fair responses based on their overall experiences. There are 2 sections in the questionnaire. One part is about the customer profile and the other part is about the items to be measured for analysis. Altogether there are 30 questions. 6 questions on profile and 24 questions on the topic of research. Data gathered was compiled and this research used AMOS and Structural equation model for analysis.

#### IV. FINDINGS

Table 1 is the summary of visitors who participated in the data collection. The gender category somehow is balance resulted from 49% male and 51% female. It means that the outcome should be able to minimise any gender bias. Out of 5 age categories, below 20 years old is the majority representing 57.50%. Only 16% of respondent were above 40 years old. The high numbers of young visitors are because the water parks are mend for them to enjoy the extreme activities. The summary also indicates that 76% of the visitors were at their first time to the water park.

Table 1: Respondent profile

Descriptions	Frequency	Percentage
Gender		
Male	98	49.00%
Female	102	51.00%
	200	100.00%
Age		
<20 years	115	57.50%
20 - 29 years	52	26.00%
30 - 39 years	16	8.00%
40 - 49 years	14	7.00%
50 and above	3	1.50%
	200	100.00%
Education level		
Secondary school	68	34.00%
Bachelor degree	105	52.50%
Master degree	25	12.50%
Doctorate	2	1.00%
	200	100.00%
Experiences		
First time	152	76.00%
2-3	32	16.00%
4-5	12	6.00%
6-7	3	1.50%
More than 8	1	0.50%
	200	100.00%

Table 2: Summary of measurement scales Constructs

Constructs	Items	$\alpha$	Mean	SD	Standardised factor loading	Sig.
Ambience	A1	0.819	3.85	0.723	0.842	<0.001
	A2		4.25	0.846	0.749	<0.001
	A3		4.00	0.829	0.765	<0.001
	A4		4.15	0.990	0.632	<0.001
	A5		4.00	0.845	0.862	<0.001
	A6		3.36	0.874	0.756	<0.001

	A7		3.85	0.725	0.635	<0.001
Employee interactions	EMP 1	0.821	3.87	0.862	0.779	<0.001
	EMP 2		3.92	0.874	0.878	<0.001
	EMP 3		4.50	0.763	0.798	<0.001
	EMP 4		4.00	0.745	0.893	<0.001
	EMP 5		3.90	0.756	0.690	<0.001
	EMP 6		4.10	0.845	0.887	<0.001
	EMP 7		3.50	0.755	0.775	<0.001
	EMP 8		3.00	0.789	0.769	<0.001
	EMP 9		4.15	0.823	0.786	<0.001
	EMP 10		4.15	0.851	0.699	<0.001
Customer satisfaction	CS1	0.932	3.72	0.861	0.798	<0.001
	CS2		3.87	0.814	0.796	<0.001
	CS3		4.00	0.801	0.865	<0.001
	CS4		4.50	0.798	0.812	<0.001
	CS5		3.50	0.796	0.835	<0.001
	CS6		3.87	0.825	0.874	<0.001
	CS7		4.00	0.744	0.890	<0.001

We can see that the highest perceptions score of the respondents were for Item EMP 3 (M = 4.50), followed closely by A2 (M = 4.25) and A4 (M = 4.15). The mean value for the seven items for customer satisfaction ranges between 3.72 and 4.50. All constructs show good alpha value which is more than minimum acceptable value. The value for ambience. Customer interactions and customer satisfaction are 0.819, 0.821 and 0.932.

Table 3: Correlations and squared correlations among the dimensions Constructs

Constructs	Ambience	Employee interaction	Customer satisfaction	AVE	CR	M <sup>a</sup>	SD <sup>b</sup>
Ambience	1			0.584	0.874	3.86	0.67
Employee interaction	0.132	1		0.637	0.913	3.98	0.74
Customer satisfaction	0.575	0.035	1	0.711	0.933	4.04	0.78

Notes: <sup>a</sup>The measures were summated and then divided by the number of items for each respective measure; <sup>b</sup>SD, standard deviation; all correlations significant at the p< 0.01 level

The square root of the AVE values was larger than the inter-construct correlation coefficients, supporting the discriminant validity of the measures. All constructs exhibit sufficient convergent and discriminant validity (Table 3).

Table 4: Structural equation modelling results

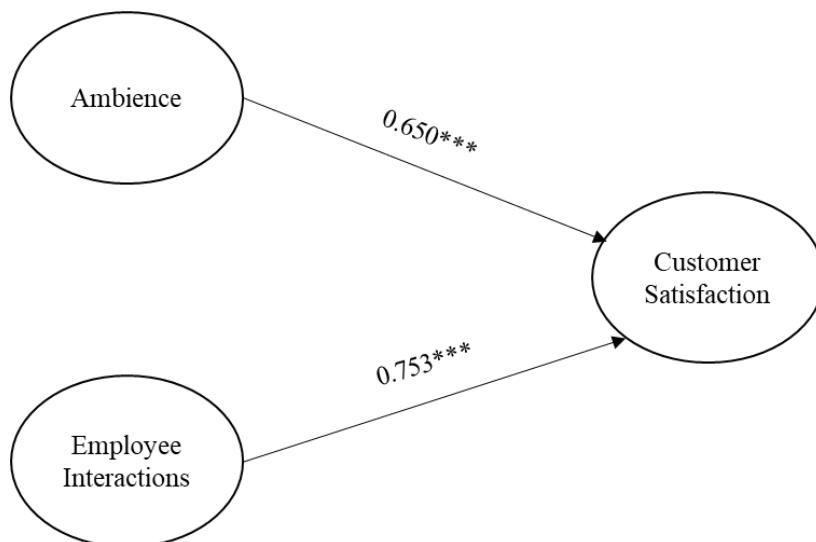
Hypothesis	Std $\beta$	S.E	Sig	Outcome
H1 :Ambience --> Customer satisfaction	0.650	0.036	**	H1: Supported
H2: Employee interactions --> Customer satisfaction	0.753	0.028	**	H2: Supported

Note: \*\*P<0.01



Structural equation modelling results as per table 4 indicates that both ambience and employee interactions influence customer satisfaction. Therefore, both hypothesis is accepted.

Figure 1: Result of hypothesis model



## V. DISCUSSIONS

This study was conducted with the customer at waterpark with the objectives to measure the relationship between ambience and employee interactions. The nature of waterparks is most of the customer are middle age and below. Most of customer come to waterpark because they want to spend their time with all the activities provided. Nevertheless, ambience and employee interactions is also important as contributions to the overall customer experiences that lead to customer satisfaction. Ambience in another word is the overall atmosphere that is associate in creating the customer mood and emotions. The emotions must be made align with the theme activities and games. The ambience will help to boost the customer overall experiences towards satisfaction. It was at the first place was expected that the ambience will positively be related to customer satisfaction based on past studies in other service based such as restaurant and SPA centre. Such results is actually support the research (Bujisic, Hutchinson, & Parsa, 2014; Ramanathan, Di, & Ramanathan, 2016; Razak & Shamsudin, 2019).

Customer interactions is found to be important in servicing the customer especially for those who are first time. First time customer may have a lot of questions and helps as they are not familiar with the area. It is also normal for the first-time customer to ask and check many other things as they are not used to the concept, rules or policy. Customer interactions is expected to be positive towards customer satisfaction as reported by many other past research (Ballantyne & Varey, 2006; Guenzi, De Luca, & Spiro, 2016; Hall, Ahearne, & Sujan, 2015; M. F. Shamsudin, Razak, et al., 2018). Service provider is recommended to improve both their ambience and customer skills in order to provide the best service to customer. It is also recommended that service provider to invest in employee training in order to offer customer at the highest level. Employee who are selected to at the frontlines need to be someone who are very patience in their job. The crowd for waterparks normally is too high especially during weekend and school holidays. The high number of customer traffic may create uncontrolled situation that may lead to poor service to customer. Service provider must always bear in mind that customer is important they will than communicate and share their experiences with other in which may invite many more customer in the future.

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