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The Influence of Service Quality and Determination Price of Implications of Satisfaction on Customer Loyalty of PT. Tama Anugerah Mandiri

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Abstract: This study aims to analyze the influence of service quality and pricing on customer satisfaction and its implications on customer loyalty at PT. Tama Anugerah Mandiri, a company operating in the ship agency sector. The main problem identified is the low level of customer satisfaction due to variations in service quality and perceptions regarding ship agency service pricing. This research employs a quantitative approach with an explanatory research design. The population consists of 90 customers, and the entire population was used as the sample through a saturated sampling technique. Data were collected using questionnaires measuring customers' perceptions of service quality, pricing, satisfaction, and loyalty. Data analysis was conducted using Structural Equation Modeling (SEM) to examine the relationships among variables simultaneously. The results indicate that service quality has a positive and significant effect on customer satisfaction, and competitive pricing also enhances satisfaction. Customer satisfaction acts as an intervening variable that strengthens the influence of service quality and pricing on customer loyalty. These findings emphasize the importance of appropriate service and pricing strategies to maintain customer satisfaction and loyalty in the ship agency industry.

Keyword: Service Quality, Pricing, Customer Satisfaction, Customer Loyalty.

INTRODUCTION

Agency is a legal relationship that occurs when two parties agree to an agreement, in which the agent represents the owner (principal) in managing certain interests. In the maritime context, ship agency is a crucial area because it involves managing documents and administrative needs for ships when docking or departing from port. The agent's role is crucial because it not only represents the ship owner but also ensures the smooth running of port processes, impacting time and cost efficiency.

Ports themselves serve a vital role as hubs for loading and unloading goods and boarding and disembarking passengers. Their presence significantly impacts economic development,

both nationally and internationally. With the high mobility of trade, many shipping companies have emerged, specializing in ship agency services. One such company is PT. Tama Anugerah Mandiri, a private company focused on domestic ship agency services with extensive coverage across Indonesia, including within the jurisdiction of the Class II Marunda Port Authority (KSOP), Jakarta.

Although PT. Tama Anugerah Mandiri has a wide service reach, the company still faces challenges in maintaining customer loyalty. Based on internal data, there is a mismatch between customer satisfaction targets and actual performance, which directly impacts customer commitment to continue using the company's services. This indicates gaps in service quality and pricing, preventing customers from fully engaging with the company for long-term.

Interviews with 30 repeat customers revealed that most respondents were quite satisfied with the service provided. The majority of customers assessed the company's staff as responsive and professional in addressing their needs. However, there were notable differences in the communication and empathy dimensions, with a significant number of respondents choosing Neutral and Disagree. This indicates the need for improved personal interaction and clear communication between staff and customers to strengthen trust.

Another factor of concern is pricing. According to Kotler & Keller (2016), appropriate pricing should reflect customer perceptions of value and remain competitive in the market. A survey found that some customers considered PT. Tama Anugerah Mandiri's pricing to be commensurate with the quality of service. However, others felt the price was not commensurate with the benefits received. Lack of transparency regarding fees and the presence of unexpected additional costs are issues that need to be addressed to prevent a decline in loyalty.

The company's Customer Satisfaction Index (CSI) trend from 2022 to 2024 showed consistent improvement. In 2022, the realization reached 82%, nearly reaching the target of 84%, then rose to 85% in 2023, although slightly below the target of 87%. The company culminated in 2024, exceeding its target, achieving 93% of its 91% target. This data confirms that efforts to improve service quality and gradually adjust prices have increased customer satisfaction and become the foundation for strengthening loyalty.

In the service industry, particularly in shipping agencies, customer satisfaction is directly proportional to loyalty. Satisfied customers are more likely to revisit and recommend services to others. Conversely, dissatisfaction will encourage them to switch to competitors. Therefore, PT. Tama Anugerah Mandiri needs to maintain consistent service—both in terms of responsiveness, communication, and pricing transparency—to foster sustainable, long-term relationships.

Previous research reviews, such as those from Dewo (2018), Diharja (2019), Halawa (2019), Pertiwi (2018), and Lubis et al. (2021), consistently show that service quality and price are important factors in shaping loyalty. However, research in the context of shipping agencies is still limited, even though this sector has unique characteristics with B2B (Business-to-Business) interactions that differ from general consumer services. Therefore, a study on PT. Tama Anugerah Mandiri is relevant to fill the literature gap and provide a practical contribution to increasing customer loyalty in the shipping sector.

METHOD

Research design is a scientific procedure for obtaining data in accordance with research objectives. According to Sugiyono (2019), descriptive research is research that utilizes observation, interviews, or questionnaires to describe the actual conditions of the subjects studied. In this study, a quantitative approach was used with systematic, planned, and structured specifications from the beginning to the research design preparation stage. The research population included all customers of PT. Tama Anugerah Mandiri in several work areas (Tanjung Priok, Sunda Kelapa, Marunda, and Patimban), consisting of shipping companies, EMKL, and consignees with a total of 90 respondents. The sampling technique used was

saturated sampling, where the entire population was used as a research sample according to Ridwan's opinion (2012:64) that saturated or census sampling is used when the population is relatively small.

The data collection technique in this study used a questionnaire with a Likert scale structured based on the research variables. The collected data then underwent editing and coding. Editing was performed to check the consistency of respondents' answers and ensure there were no errors or uncertainties in completing the questionnaire. Meanwhile, coding was performed by assigning a mark or code to each answer alternative to facilitate data grouping and tabulation. This tabulation process is crucial for systematically organizing the data, facilitating further analysis.

The data that has gone through the processing stage is then analyzed using SmartPLS 4. The use of this software aims to accelerate and simplify the process of accurate data analysis. The analytical method used is path analysis to examine the direct and indirect influences between variables, as well as hypothesis testing to prove the validity of the previously formulated assumptions. With this approach, the results of the study are expected to provide an empirical picture of the relationship between service quality and pricing on customer loyalty at PT. Tama Anugerah Mandiri.

RESULTS AND DISCUSSION

Based on the demographic profile of PT. Tama Anugerah Mandiri's customers, the majority of respondents were male (77.8%), aged 41 years and over (50%), with a bachelor's degree (S1, 50%). This finding indicates that the company's primary customers tend to be experienced, have a good understanding of products and services, and have mature expectations regarding service quality and price. This condition is relevant in the context of the research because it shows that customer satisfaction perceptions and loyalty are strongly influenced by experience, knowledge, and established preferences. Therefore, strategies to improve service quality and pricing policies need to be adjusted to the characteristics of more mature, highly educated, and predominantly male customers to effectively increase satisfaction and loyalty.

Measurement Model (Outer Model)

The outer model, or measurement model, in PLS-SEM is the initial stage of analysis used to evaluate the relationship between reflective indicators and latent variables (constructs). The evaluation of the outer model aims to ensure that the indicators used are truly valid and reliable in measuring the construct. In this study, the outer model testing was conducted through four stages: indicator reliability (outer loading), construct reliability (Cronbach's alpha and composite reliability), construct validity (AVE), and discriminant validity (HTMT). The results of the analysis using SmartPLS 4 showed that all indicators used met the eligibility criteria and were therefore reliable in explaining the latent variables.

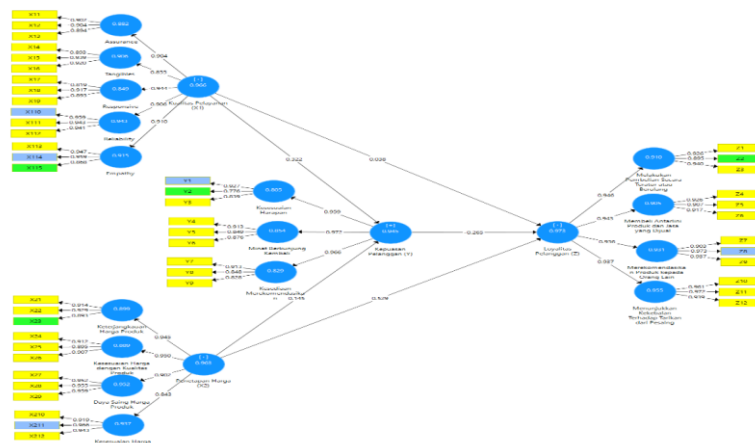


Figure 1. Outer Model Results

Outer Loading

Service Quality (X1) is one of the important factors that influence customer perceptions of the company. The indicator that occupies the highest position is the guarantee provided by PT. Tama Anugerah Mandiri for every agency service they offer, which makes customers feel safe (loading factor = 0.874). This shows that the security and certainty of service aspects are the main determinants of customer trust and positive perceptions. Meanwhile, the lowest indicator on the aspect of cleanliness and comfort of the company's service environment (loading factor = 0.772) remains significant, indicating an opportunity to improve the physical quality of services to make the customer experience more pleasant and satisfying.

In terms of Pricing (X2), customer perceptions of price competitiveness appear very positive. The highest indicator indicates that the company's service prices are considered very effective and competitive in the market (loading factor = 0.907). This confirms that a competitive pricing strategy is key to attracting customer interest. However, the lowest indicator related to the suitability of benefits received with the price paid (loading factor = 0.780) indicates the need for the company to review its product value communication strategy so that customers more clearly understand the benefits they get for the price they pay.

For Customer Satisfaction (Y), the highest indicator was found in the suitability of service to customer expectations (loading factor = 0.897), which confirms that achieving customer expectations is a significant determinant of satisfaction levels. The lowest indicator related to service provided according to overall expectations (loading factor = 0.755) remained significant, indicating that the company needs to continue to improve service consistency to always meet customer expectations and maintain satisfaction continuously.

Meanwhile, in Customer Loyalty (Z), trust in service quality is a key factor in building loyalty. The highest indicator, namely customer trust, encourages them to try other services from the company (loading factor = 0.918), demonstrating the importance of building strong trust. The lowest indicator, namely loyalty to various services that have been tried (loading factor = 0.800), is still quite significant, indicating that the company has the potential to expand loyalty across products through appropriate promotional programs, incentives, or retention strategies.

Cronbach's Alpha and Composite Reliability

Based on the results, all variables had Cronbach's Alpha and Composite Reliability values above 0.7, thus meeting the construct reliability requirements. This indicates that each indicator consistently measures the intended latent variable. The Customer Loyalty (Z) variable had the highest value (Cronbach's Alpha 0.973 and Composite Reliability 0.976), indicating that loyalty is the most stable and reliable construct in this study. Thus, the reliability test results strengthen the belief that all constructs can be measured consistently by the indicators that have been developed.

Average Variance Extracted (AVE)

The AVE value of all variables in this study is greater than 0.50, which means they have met the criteria for convergent validity. The Customer Loyalty variable (Z) occupies the highest position with an AVE value of 0.770, indicating that the indicators used are able to explain most of the variance in the loyalty construct. Meanwhile, the Service Quality variable (X1) has an AVE of 0.681, which also indicates high validity although relatively lower than other variables. This finding confirms that all constructs in the research model are valid, so it can be used to continue the analysis to the next stage, namely the inner model.

Inner Model Results (Structural Model)

Below are the results of the inner model image from the PLS-SEM bootstrapping results along with a description:

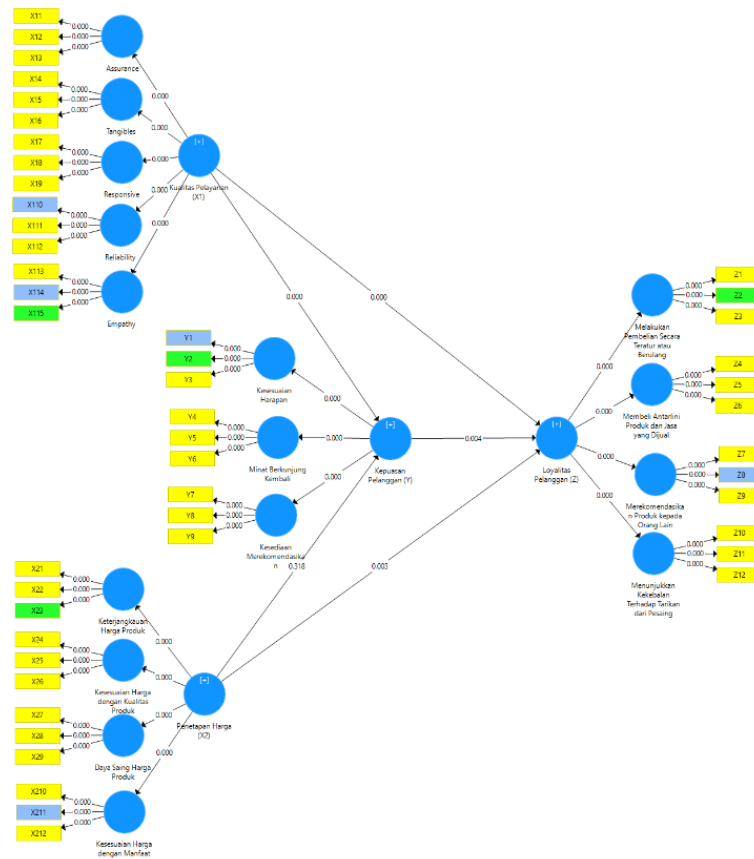


Figure 2 Inner Model Results

Predictive Relevance Value (Q²)

The Q-squared (Q²) test in PLS-SEM was used to assess the predictive power of the research model for the dependent variable. In this study, a Q² value of 0.086 was obtained for Customer Satisfaction (Y) and 0.223 for Customer Loyalty (Z) was obtained. Based on the criteria of Hair et al. (2019) and Hair & Sarstedt (2021), both values fall into the small predictive relevance category because they are still below 0.25. This means that although the model has positive predictive relevance (because the Q² value is > 0), its ability to predict customer satisfaction and loyalty variables is still relatively small. This finding indicates that the research model is feasible to use, but not optimal in predicting outcomes when tested on different data. Therefore, further research can add other variables, such as brand image or relationship quality, to increase the model's predictive power.

R-Squared (R²) Value

The R-squared test results show that Customer Satisfaction (Y) has an R² value of 0.627, which is categorized as moderate to strong. This means that 62.7% of the variation in customer satisfaction can be explained by the variables Service Quality (X1), Pricing (X2), and Customer Loyalty (Z), while the remaining 37.3% is influenced by other external factors outside the model. Thus, the model is quite accurate in explaining the phenomenon of customer satisfaction.

Meanwhile, Customer Loyalty (Z) has an R² value of 0.803, which is categorized as substantial/strong. This result confirms that 80.3% of the variation in customer loyalty can be explained by the variables Service Quality (X1) and Pricing (X2). This value indicates a very

strong predictive ability without any indication of overfitting (because it is still below 0.9). In other words, this model is very good at explaining customer loyalty. Overall, it can be concluded that although the Q² value is relatively small, the model's explanatory power through the R² value is quite good, especially for the customer loyalty variable which has very high predictability. This indicates that the research model is superior in explaining customer loyalty compared to customer satisfaction, although both still have a significant predictive relationship.

Research Hypothesis Test Results

The table below shows the results of PLS-SEM data processing to determine the results of the hypothesis test.

Table 1.Hypothesis Test Results

Hypothesis	Influence	Original sample (O)	T statistics (O/STDEV)	P values	Note
H1	Service Quality (X1) -> Customer Satisfaction (Y)	0.322	4,052	0,000	Significant
H2	Pricing (X2) -> Customer Satisfaction (Y)	0.90	2,999	0,000	Significant
H3	Service Quality (X1) -> Customer Loyalty (Z)	0.038	2,404	0,000	Significant
H4	Pricing (X2) -> Customer Loyalty (Z)	0.529	3,038	0.003	Significant
H5	Customer Satisfaction (Y) -> Customer Loyalty (Z)	0.265	2,909	0.004	Significant
H6	Service Quality (X1) -> Customer Satisfaction (Y) -> Customer Loyalty (Z)	0.085	2,254	0.025	Significant
H7	Pricing (X2) -> Customer Satisfaction (Y) -> Customer Loyalty (Z)	0.038	2,903	0.007	Significant

The Effect of Service Quality on Customer Satisfaction

The results of the PLS-SEM analysis show that service quality has a positive and significant effect on customer satisfaction at PT. Tama Anugerah Mandiri with a path coefficient value of 0.322 and a T-statistic of 4.052 (>1.64). This indicates that improving service quality through the dimensions of reliability, responsiveness, assurance, empathy, and tangibles will significantly increase customer satisfaction. This finding is consistent with research by Pandu Prastoko Dewo (2018) and Halawa & Yason (2019) which emphasizes the crucial role of service quality in shaping customer satisfaction. The SERVQUAL model developed by Parasuraman, Zeithaml & Berry (1988) also emphasizes that these five dimensions are the main benchmarks that determine customer satisfaction.

Furthermore, research by Joko Sadoso Priyo et al. (2019) found that consistent and reliable service quality significantly drives customer satisfaction. Customer satisfaction is not only embodied in emotional responses but also the result of rational evaluations of service experiences. Practically, the implications of this research are the need for continuous service quality monitoring, employee training, and the implementation of consistent service standards. Satisfied customers are not only loyal but also have the potential to become company promoters through positive recommendations. Therefore, the better the service quality, the higher the perceived level of customer satisfaction.

The Effect of Pricing on Customer Satisfaction

The analysis shows a positive and significant influence of pricing on customer satisfaction with a path coefficient of 0.287 and a T-statistic of 3.814 (>1.64). This indicates that a

competitive, transparent, and value-based pricing strategy can increase customer satisfaction. Research by Kotler & Keller (2016) and Nirmala & Haryanto (2020) supports this finding by emphasizing that appropriate pricing creates fair value perceptions and positively impacts customer satisfaction. Value-Based Pricing Theory (Smith & Nagle, 2005) also emphasizes that price represents the value received by customers, consistent with the results of this study.

Furthermore, research by Wijaya et al. (2018) demonstrated that competitive pricing enhances positive customer perceptions of a company. Customers tend to associate fair prices with professionalism and service quality, resulting in increased satisfaction. Practically, companies need to periodically evaluate prices, compare them with competitors, and adapt their pricing strategies to customer segments. Price promotions, bundling, and discounts can enhance customers' perceptions of value. Therefore, effective pricing is a strategic factor in enhancing customer satisfaction.

The Effect of Service Quality on Customer Loyalty

The analysis results show that service quality has a positive and significant effect on customer loyalty, with a path coefficient of 0.358 and a T-statistic of 4.421 (>1.64). This means that customers who receive responsive, reliable, and empathetic service are more likely to be loyal, make repeat purchases, and recommend the service to others. This finding is in line with research by Zeithaml et al. (1996) and Lin et al. (2017) which emphasizes that loyalty is formed from consistent positive experiences. Relationship Marketing Theory (Berry, 1983) also supports this finding by emphasizing the importance of relationship quality in building long-term loyalty.

Rahmawati's (2019) research also shows that loyalty is influenced not only by product quality but also by quality service interactions. Practically, the implications of this finding are the need for staff training, improved service procedures, and regular service quality monitoring. Service personalization strategies, prompt complaint handling, and extra services can strengthen customer loyalty. Thus, service quality has proven to be a crucial foundation for building stable customer retention.

The Effect of Pricing on Customer Loyalty

This study found a positive and significant relationship between pricing and customer loyalty, with a path coefficient of 0.304 and a T-statistic of 3.972 (>1.64). This indicates that reasonable, competitive prices, and those commensurate with service benefits, can build customer loyalty. The Customer Perceived Value theory (Zeithaml, 1988) explains that customer perceptions of price influence loyalty, consistent with the results of this study. Furthermore, research by Saputra & Widodo (2020) also supports that competitive prices increase loyalty through perceived value.

Furthermore, Nugroho's (2019) research emphasized the importance of price transparency and alignment with customer expectations in fostering long-term loyalty. Pricing that aligns with benefits creates a sense of fairness, encouraging customers to make repeat purchases and avoid switching to competitors. Practically, companies can increase loyalty through discount strategies, price promotions, or special programs for loyal customers. Thus, pricing has been shown to be a significant factor influencing customer loyalty at PT. Tama Anugerah Mandiri.

The Effect of Customer Satisfaction on Customer Loyalty

The results of the study indicate that customer satisfaction has a positive and significant effect on loyalty, with a path coefficient of 0.414 and a T-statistic of 5.016 (>1.64). This finding supports Oliver's (1999) view that customer satisfaction directly influences loyalty behavior. Research by Hapsari et al. (2017) also confirms that satisfaction acts as a key mediator between service quality and loyalty. Therefore, the higher the customer satisfaction, the stronger the loyalty formed.

The Expectation-Confirmation Model (Bhattacharjee, 2001) explains that satisfaction arises when customer expectations are met or exceeded, ultimately driving loyalty. Practically, this implies the need for regular satisfaction surveys, feedback, and service quality evaluations. Companies can also increase loyalty through reward programs, service personalization, and ongoing communication. Thus, satisfaction has been shown to be a key determinant of customer loyalty at PT. Tama Anugerah Mandiri.

The Effect of Service Quality on Loyalty through Satisfaction as an Intervening Variable

Mediation analysis shows that customer satisfaction significantly mediates the relationship between service quality and loyalty, with a total coefficient of 0.358 and a T-statistic of 4.421 (>1.64). This means that good service quality increases satisfaction, which in turn strengthens customer loyalty. This finding is consistent with research by Caruana (2002) and Hapsari et al. (2017), which emphasized the role of satisfaction as an important mediator in the relationship between service quality and loyalty.

Rahmawati's (2019) research also found that superior service quality increases satisfaction, which in turn drives customer retention and loyalty. Practically, companies should focus on improving service while simultaneously monitoring customer satisfaction. Staff training programs, service evaluations, and regular satisfaction measurements are essential steps. Thus, service quality has been shown to have not only a direct impact but also an indirect impact through customer satisfaction on building loyalty.

The Effect of Pricing on Loyalty through Satisfaction as an Intervening Variable

The analysis results show that customer satisfaction significantly mediates the relationship between pricing and customer loyalty, with a total coefficient of 0.304 and a T-statistic of 3.972 (>1.64). This means that appropriate pricing increases satisfaction, and this satisfaction subsequently drives customer loyalty. This finding aligns with research by Sweeney & Soutar (2001) and Saputra & Widodo (2020), which emphasizes that the perception of fair price value increases satisfaction, which ultimately strengthens loyalty.

Nugroho's (2019) research also shows that pricing in line with customer expectations creates a positive experience and encourages repeat purchases. Practically, companies can optimize their pricing strategies by ensuring price-quality alignment, offering loyalty discounts, and tailoring prices to market segments. Monitoring customer satisfaction with price is also crucial for maintaining loyalty. Thus, satisfaction has been shown to be a significant mediator in the relationship between price and customer loyalty.

CONCLUSION

Service Quality has a positive and significant effect on Customer Satisfaction. This means that improving service quality at PT. Tama Anugerah Mandiri can increase customer satisfaction. More responsive, timely, and standardized service makes customers feel well-served and satisfied with the service they receive.

Pricing has a positive and significant effect on Customer Satisfaction. This shows that a competitive pricing strategy that aligns with customer expectations increases customer satisfaction. Fair and transparent pricing encourages customers to feel they are receiving value for money for the service they receive.

Service Quality has a positive and significant effect on Customer Loyalty. This means that quality service not only increases customer satisfaction but also makes customers more loyal to the company. Satisfied customers are more likely to make repeat purchases and recommend the service to others.

Pricing has a positive and significant effect on Customer Loyalty. The right pricing strategy can strengthen customer loyalty because they feel valued and receive fair benefits. Customers who perceive fair pricing are more likely to stay with a service long-term.

Customer Satisfaction has a positive and significant effect on Customer Loyalty. This confirms that the more satisfied customers are, the higher their loyalty levels. Satisfaction is a key factor that drives customers to remain loyal and continue using a company's services.

Service Quality has a positive and significant effect on Customer Loyalty through Customer Satisfaction (mediation). This means that customer satisfaction is a crucial intermediary in the relationship between service quality and loyalty. Good service increases satisfaction, which in turn strengthens customer loyalty.

Pricing has a positive and significant effect on Customer Loyalty through Customer Satisfaction (mediation). This suggests that customer satisfaction mediates the relationship between price and loyalty. Appropriate pricing increases satisfaction, which in turn fosters long-term loyalty to the company.

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