

The Role of Customer Satisfaction in Relationship Marketing and Service Quality Towards Customer Loyalty (Study at PT Jasa Armada Indonesia Tbk, Jakarta)

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Abstract. *This study aims to analyze the influence of relationship marketing and service quality on customer loyalty, with customer satisfaction as a mediating variable. The research was conducted on active customers of PT Jasa Armada Indonesia Tbk who utilize pilotage and towage services across various delegated port areas. A quantitative approach was employed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The sample consisted of 113 respondents, determined using the Slovin formula, and data were collected through an online questionnaire. The variables examined include relationship marketing (X1), service quality (X2), customer satisfaction (Z), and customer loyalty (Y). The results indicate that relationship marketing significantly influences customer satisfaction, but does not directly affect customer loyalty. Service quality has a significant impact on both customer satisfaction and loyalty, with the reliability dimension being the most dominant. Meanwhile, customer satisfaction does not significantly influence customer loyalty, and thus does not serve as a mediating variable between the independent variables and loyalty. These findings reinforce the SERVQUAL model and highlight that in the context of port services, timeliness and reliability are key factors in building customer loyalty. This study provides strategic implications for companies in designing service quality improvement programs and fostering long-term customer relationships.*

Keywords: *Customer Satisfaction; Customer Loyalty; Relationship Marketing; Service Quality.*

1. Introduction

Indonesia is the world's largest archipelagic country, with over 17,500 islands spread from Sabang to Merauke. With a maritime territory of 3.25 million km², Indonesia plays a

strategic role in global maritime trade. As a maritime nation, ports are vital infrastructure supporting the movement of goods and services, both domestically and internationally.

In port operations, ship pilotage and towing services play a crucial role in ensuring the smooth and safe operation of port activities. Ship pilotage is a navigational activity carried out by a marine pilot with in-depth knowledge of port water conditions, shipping lanes, and weather and tidal factors to assist ships in entering and exiting ports, passing through designated shipping lanes. Meanwhile, ship towing is a service that uses tugboats to assist the movement of ships with limited maneuverability, especially when docked or navigating in confined waters. Both services aim to improve port operational efficiency and minimize the risk of maritime accidents, such as ship grounding or collisions in congested waters. In Indonesia, ship pilotage and towing services are regulated by Law No. 17 of 2008 concerning Shipping and regulations issued by the Ministry of Transportation. These activities are mandatory in compulsory pilotage areas, especially in major and strategic ports.

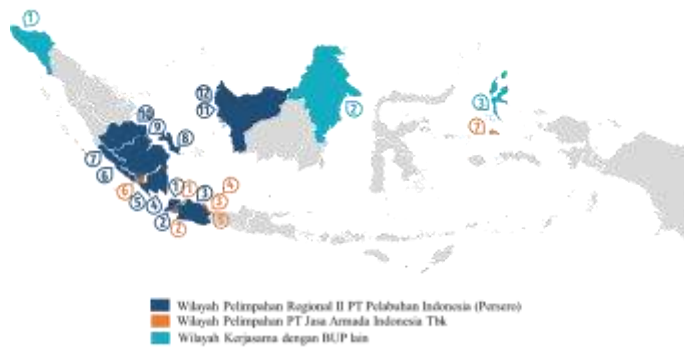
PT Jasa Armada Indonesia Tbk is a Port Business Entity (BUP) engaged in ship pilotage and towing services, sea transportation and maritime services. It has been operating since 1960, where it was previously part of the pilotage and towing services business unit of the State-Owned Enterprise (BUMN) PT Pelabuhan Indonesia II (Persero). In line with corporate policy, in 2013 PT Pelabuhan Indonesia II (Persero) spun off the business unit to become a separate entity as a subsidiary and subsequently went public through an initial public offering or IPO (Initial Public Offering) in 2017 under the trade name PT Jasa Armada Indonesia Tbk.

On October 1, 2021, through a government policy to strengthen the competitiveness of the national logistics sector, the State-Owned Enterprises (BUMN) PT Pelabuhan Indonesia I, II, III, and IV merged into a single port holding company, PT Pelabuhan Indonesia (Pelindo). As a follow-up to this merger, PT Pelabuhan Indonesia (Pelindo) clustered its businesses into four subholdings, one of which is Pelindo Jasa Maritim (PJM), which currently houses PT Jasa Armada Indonesia Tbk.

In Indonesia, pilotage and towing services are crucial aspects of port operations to ensure the safety and efficiency of navigation. The government, through the Ministry of Transportation, has the authority to delegate the implementation of these services to Port Business Entities (BUP) that meet certain requirements. According to data from the Ministry of Transportation, Indonesia has more than 2,000 ports, both commercial and non-commercial. Of these, the majority are managed by PT Pelabuhan Indonesia (Pelindo) and other Port Business Entities (BUP) that have been delegated authority for pilotage services.

PT Jasa Armada Indonesia Tbk currently carries out pilotage and towing services in some of the areas delegated to PT Pelabuhan Indonesia (Pelindo) or in 12 (twelve) ports in regional area 2, 7 (seven) special terminals in the areas delegated to PT Jasa Armada Indonesia Tbk and 3 (three) special terminals in cooperation areas with other BUPs, which are spread across Sumatra, Java, Kalimantan and Maluku.

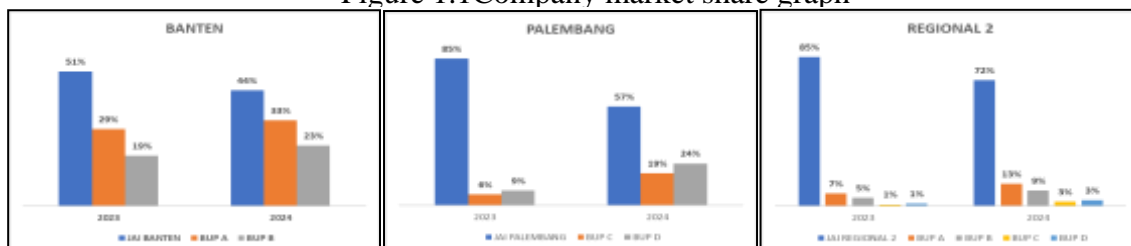
Figure Map of PT Jasa Armada Indonesia Tbk's operational area



Source: internal company data, 2025

Based on the service area, there are several locations where pilotage and towing services are carried out by several Port Business Entities (BUP) other than PT Jasa Armada Indonesia Tbk which has been delegated the implementation of services by the Ministry of Transportation in the same location. So that in these locations the market share is divided between PT Jasa Armada Indonesia Tbk and other Port Business Entities (BUP). Based on revenue data for the 2023-2024 period, there is a decrease in the proportion of revenue in service locations that were previously only served by PT Jasa Armada Indonesia Tbk, but currently there is competition where there are other Port Business Entities (BUP) that provide pilotage and towing services in the same location. The proportion of pilotage and towing service revenue in the service area of PT Jasa Armada Indonesia Tbk is as follows:

Figure 1.1 Company market share graph



Source: internal company data, 2025

Based on the data, it can be explained that, in the Banten region, the proportion of company revenue in 2023 was 51% of the total market share, while in 2024, although revenue increased, the proportion decreased, reaching only 44% of the total market share. This also occurred in the Palembang region, where in 2023 the proportion of company revenue was 85% of the total market share, experiencing a decrease in 2024, which only reached 57% of the total market share. So, when compared to the total company revenue, with the market share in the Banten and Palembang regions, the proportion of company revenue in 2023 and 2024 decreased from the previous 85% to 72%.

Based on this phenomenon, in facing increasingly competitive challenges, companies are required to focus not only on attracting new customers but also on retaining existing ones.

Customer loyalty is key to a company's long-term success. Loyal customers tend to make repeat purchases, recommend products or services to others, and provide constructive feedback.(Kotler et al., 2018)Therefore, understanding the factors that shape customer loyalty is a crucial aspect of marketing strategy. One strategic approach to building and maintaining long-term relationships with customers is through relationship marketing.(Kotler et al., 2018)This concept is a marketing strategy that focuses on building and maintaining long-term, mutually beneficial relationships between companies and customers. Through this approach, companies strive to create emotional closeness and engagement with customers, which ultimately increases their satisfaction and loyalty.(Maryamah et al., 2023).

This is in line with research conducted by(Syah et al., 2023)which found that relationship marketing influences loyalty and satisfaction, and satisfaction influences loyalty. Other research conducted by(Santoso & Japariato, 2015)also found that relationship marketing has a significant influence on customer satisfaction and loyalty, and satisfaction has a significant and positive influence on customer loyalty.

However, in another study conducted by (Ummah & Walyoto, 2024)Results showed that relationship marketing partially had no significant effect on customer loyalty. However, relationship marketing and satisfaction simultaneously influenced customer loyalty. Similar results were also found in research conducted by(Kurnia Sari, 2017)where relationship marketing does not have a significant effect on customer satisfaction and loyalty.

On the other hand, service quality also plays a crucial role in customer perception of a company. Customers who receive high-quality service tend to be satisfied, which can then encourage them to remain loyal to the company's products or services. This is proven by research conducted by(Kurnia Sari, 2017)where it was found that service quality has a positive and significant influence on customer satisfaction and loyalty. However, in another study conducted by(Danish Ali et al., 2021)And(Supriyanto et al., 2021)The results found that service quality did not have a significant effect on customer satisfaction and loyalty.

The relationship between relationship marketing and service quality and customer loyalty isn't always straightforward. One important factor believed to influence loyalty is customer satisfaction. Customer satisfaction is defined as a person's feelings of pleasure or disappointment that arise after comparing their perception of a product or service's performance with their expectations.(Kotler et al., 2018)Satisfied customers tend to have a stronger emotional connection to a brand or company, which ultimately leads to loyalty. Many studies have shown that customer satisfaction plays a significant role as a mediator. Customer satisfaction reflects an emotional evaluation of a service experience, potentially strengthening or weakening a customer's intention to remain loyal.(Kotler et al., 2018).

Several studies support this mediation model, such as that conducted by(Salindra et al., 2021), which found that relationship marketing and service quality have a positive effect on satisfaction, which in turn increases customer loyalty. However, there are also studies that find that although service quality has a positive and significant effect on customer satisfaction and loyalty, customer satisfaction does not mediate the relationship between

service quality and customer loyalty. Bootstrapping analysis shows a confidence interval that includes zero, indicating the absence of a significant mediating effect.(Pangesti et al., 2024).

2. Research Methods

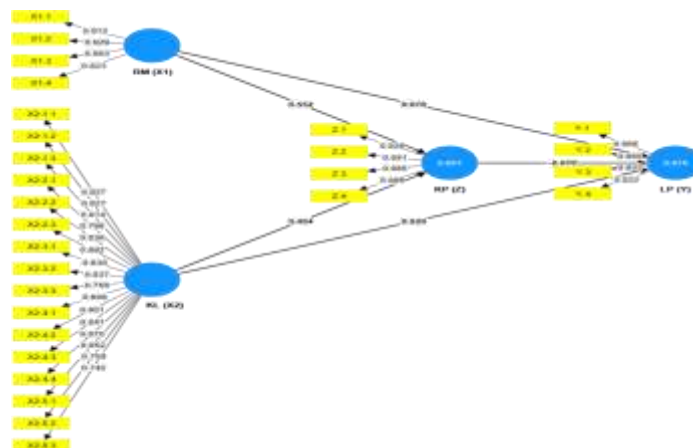
This research is a quantitative study, namely research that aims to test hypotheses that have been formulated based on existing theories, as well as measure the relationship between variables objectively through numerical data and statistical analysis. The variables examined in this study are the influence between the variables of Relationship Marketing (X1), Service Quality (X2), Customer Satisfaction (Z), and Customer Loyalty (Y).

3. Results and Discussion

3.1. Outer Model Analysis (Measurement Model)

Outer Model Analysis is used to test the relationship between indicators and latent constructs (indicator validity and reliability). Testing is performed by examining outer loading values, Average Variance Extracted (AVE), composite reliability, and Cronbach's Alpha.

Figure Algorithm *outer model*



Source: primary data processing, 2025

3.1.1. Test Reliability

a. Composite Reliability Test

The composite reliability test is used to assess the internal consistency of a latent variable. According to(Ghozali, 2021)A good composite reliability value should be greater than 0.70, indicating that the indicators in the construct have a high level of internal consistency. The higher the composite reliability value, the more reliable the indicator is in measuring the construct in question.

Based on the data processing results, all research variables had composite reliability values above 0.70, thus meeting the reliability criteria. This means that all indicators for each

research variable can provide internally consistent measurement results, and the variables can be declared reliable.

Table Summary of values *composite reliability*

Variables	Composite Reliability	Information
X1	0.940	Reliable
X2	0.970	Reliable
Z	0.922	Reliable
Y	0.930	Reliable

Source: primary data processing, 2025

b. Cronbach's Alpha Test

The Cronbach's alpha test is used to strengthen or support the internal consistency results of a latent variable obtained from composite reliability. According to (Ghozali, 2021), the Cronbach's alpha value that is considered adequate must be greater than 0.70, which indicates that the indicators in the construct have a high level of internal consistency.

Based on the data processing results, all research variables had Cronbach's alpha values above 0.70, thus meeting the reliability criteria. This means that all indicators for each research variable can provide internally consistent measurement results, and these variables can be declared reliable.

Table Summary of values *Cronbach's alpha*

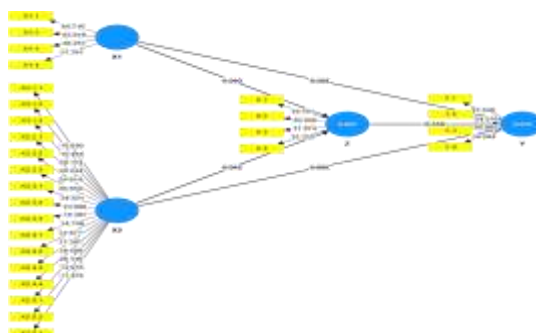
Variables	Cronbach's alpha	Information
X1	0.914	Reliable
X2	0.967	Reliable
Z	0.886	Reliable
Y	0.899	Reliable

Source: primary data processing, 2025

3.1.2. Inner Model Analysis (Structural Model)

Inner model used to evaluate the structural relationship between latent variables according to the research hypothesis.

Figure *Inner model bootstrapping*



Source: primary data processing, 2025

1. Test Coefficient of Determination (R-Square)

The R-Square value indicates the extent to which the independent variable is able to explain the variance of the dependent variable. According to (Ghozali, 2021), the criteria for interpreting the R-Square value are divided into three categories: a value of 0.67 indicates a strong influence, 0.33 indicates a moderate influence, and 0.19 indicates a weak influence.

In this study, there are two variables that are influenced by other variables: customer satisfaction (Z) and customer loyalty (Y). The customer satisfaction variable (Z) is influenced by relationship marketing and service quality. The customer loyalty variable (Y) is influenced by relationship marketing, service quality, and customer satisfaction.

Based on the R-Square test, the R-Square value of the customer satisfaction variable is 0.861, which means that the customer satisfaction variable is 86.1% influenced by the relationship marketing and service quality variables. Furthermore, the R-Square value of the customer loyalty variable is 0.876, which means that the customer loyalty variable is 87.6% influenced by the relationship marketing, service quality, and customer satisfaction variables. These two values indicate that both variables are strongly influenced by other variables.

Table Summary of values *R-Square*

Variables	<i>R-Square</i>	Information
Z	0.861	Strong
Y	0.876	Strong

Source: primary data processing, 2025

2. Test *Goodness of Fit (GoF)*

Goodness of Fit (GoF) GoF is a measure used to assess the overall model fit, combining the quality of the outer model and the inner model. GoF is calculated using the average Average Variance Extracted (AVE) value and the average coefficient of determination (R^2) value of all endogenous variables in the research model.

Based on the data processing results, the average AVE was 0.746 and the average R^2 was 0.869. The GoF value was calculated using the formula:

Referring to the criteria (Ghozali, 2021) The GoF of 0.805 is above 0.36, indicating a high model fit. This indicates that overall, this research model is very good at explaining the relationships between latent variables, both in terms of convergent validity and predictive ability.

3. Hypothesis Testing

Hypothesis testing is an inferential approach in statistics that aims to assess the validity of a statement about population characteristics based on sample data. This procedure involves comparing observed results with a theoretical probability distribution to determine whether the null hypothesis (H_0) can be rejected.

Decisions in hypothesis testing are generally based on two main indicators: the test statistic (t-statistic) and the significance level (p-value). At a 5% significance level ($\alpha = 0.05$), a t-value

of 1.96 is used as the threshold. If the t-statistic exceeds this threshold, there is sufficient evidence to reject H_0 and accept the alternative hypothesis (H_a).

In addition, the p-value based approach states that H_a can be accepted if the p-value is less than 0.05, which indicates that the analysis results have statistical significance.(Ghozali, 2021).

Based on the results of data analysis, the level of significance of the relationship between variables was obtained, which was shown through the parameter coefficient value and t-statistic value, which was calculated using the bootstrapping technique as follows:

Table Summary of values *path coefficient*

	<i>Original sample(O)</i>	<i>Sample mean(M)</i>	<i>Standard deviation(S TDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	<i>Conclusion</i>
X1 -> Y	0.078	0.089	0.118	0.662	0.508	Not significant
X2 -> Y	0.929	0.926	0.100	9,283	0.000	Significant
X1 -> Z	0.552	0.543	0.128	4,330	0.000	Significant
X2 -> Z	0.404	0.413	0.128	3,148	0.002	Significant
Z -> Y	-0.070	-0.080	0.114	0.616	0.538	Not significant

Source: primary data processing, 2025

1. The Influence of Relationship Marketing on Customer Loyalty

Mark The relationship marketing variable on customer loyalty refers to a t-statistic of 0.662, smaller than 1.96, and a p-value of 0.508, greater than 0.05. Therefore, it can be concluded that relationship marketing does not significantly influence customer loyalty. This indicates that customer loyalty is not directly influenced by relationship marketing, which means H_1 is rejected.

2. The Influence of Service Quality on Customer Loyalty

Mark The relationship between service quality and customer loyalty is shown by a t-statistic of 9.283, greater than 1.96, and a p-value of 0.000, less than 0.05. Therefore, it can be concluded that service quality significantly influences customer loyalty. This indicates that customer loyalty is directly influenced by service quality, which means H_2 is accepted.

3. The Influence of Relationship Marketing on Customer Satisfaction

Mark The relationship marketing variable on customer satisfaction refers to a t-statistic of 4.330, greater than 1.96, and a p-value of 0.000, less than 0.05. Therefore, it can be concluded that relationship marketing has a significant effect on customer satisfaction. This indicates that customer satisfaction is directly influenced by relationship marketing, which means H_3 is accepted.

4. The Influence of Service Quality on Customer Satisfaction

Mark The service quality variable on customer satisfaction refers to a t-statistic of 3.148, greater than 1.96, and a p-value of 0.002, less than 0.05. Therefore, it can be concluded that service quality has a significant effect on customer satisfaction. This indicates that customer satisfaction is directly influenced by service quality, which means H_4 is accepted.

5. The Influence of Customer Satisfaction on Customer Loyalty

Mark The relationship between customer satisfaction and customer loyalty is shown by a t-statistic of 0.616, which is smaller than 1.96, and a p-value of 0.538, which is greater than 0.05. Therefore, it can be concluded that customer satisfaction does not significantly influence customer loyalty. This indicates that customer loyalty is not directly influenced by customer satisfaction, which means H5 is rejected.

In addition to testing the direct relationship between variables, this study also conducted a mediation analysis to determine whether Customer Satisfaction (Z) acts as an intervening variable in the relationship between Relationship Marketing (X1) and Service Quality (X2) on Customer Loyalty (Y).

Mediation testing was conducted using a bootstrapping approach in the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. This technique allows statistical testing of indirect effects by examining the path coefficients, t-statistics, and p-values of the mediated relationship.

Based on the results of data analysis, the level of significance of the relationship between variables through the intervening variables is obtained, which is shown through the parameter coefficient value and t-statistic value as follows:

Table Summary of values *indirect effect*

	<i>Original sample(O)</i>	<i>Sample mean(M)</i>	<i>Standard deviation(S TDEV)</i>	<i>T statistics(O/ST DEV)</i>	<i>P values</i>	<i>Conclusion</i>
X1 -> Z -> Y	-0.039	-0.048	0.068	0.571	0.568	Not significant
X2 -> Z -> Y	-0.028	-0.028	0.048	0.590	0.555	Not significant

Source: primary data processing, 2025

6. The influence of customer satisfaction mediates the influence of relationship marketing on customer loyalty.

Based on the t-statistic value, it is known that 0.571 is smaller than 1.96 and the p-value is 0.568, greater than 0.05. The relationship between relationship marketing and customer loyalty through the mediation of customer satisfaction does not have a significant effect. Although relationship marketing has a significant effect on customer satisfaction, customer satisfaction is unable to increase the influence on customer loyalty. Thus, it can be concluded that customer satisfaction does not mediate the effect of relationship marketing on customer loyalty.

7. The influence of customer satisfaction mediates the influence of service quality on customer loyalty.

Based on the t-statistic value, it is known that 0.590 is smaller than 1.96 and the p-value is 0.555, greater than 0.05. The relationship between service quality and customer loyalty through the mediation of customer satisfaction does not have a significant effect. Although service quality has a significant effect on customer satisfaction, customer satisfaction is

unable to increase the influence on customer loyalty. Thus, it can be concluded that customer satisfaction does not mediate the effect of service quality on customer loyalty.

Overall, it can be concluded that customer satisfaction does not act as a mediator in either the relationship between relationship marketing and customer loyalty or customer satisfaction and customer loyalty. In this study, customer loyalty is more directly influenced by service quality, while relationship marketing only impacts customer satisfaction but does not have a direct or mediating effect on customer loyalty.

3.2. The Influence of Relationship Marketing on Customer Loyalty

The results of the study showed that relationship marketing did not significantly influence customer loyalty ($p = 0.508 > 0.05$). This indicates that the company's efforts to build relationships with customers have not directly increased loyalty.

This finding is different from the theory (Morgan & Hunt, 1994) which states that relationship marketing can increase customer commitment and trust, ultimately fostering loyalty. However, in the context of this research, particularly in the port sector, customers appear to value other aspects, particularly service quality, more than the long-term relationships the company has built.

3.2.1. The Influence of Service Quality on Customer Loyalty

The study found that service quality has a positive and significant effect on customer loyalty ($p = 0.000 < 0.05$). This finding indicates that the higher the quality of service provided by a company, the higher the level of customer loyalty to that service.

These results are in line with the SERVQUAL model developed by (Parasuraman et al., 1985) which confirms that service quality is one of the main determinants in forming customer loyalty. This finding is also consistent with research conducted by (Kurnia Sari, 2017) and (Maryamah et al., 2023) which states that good service quality is able to form long-term customer commitment.

In the port sector, punctuality of service is a crucial aspect for customers. Delays in service can have a cascading impact, such as disrupted shipping schedules, increased ship operating costs, and potential financial losses for service users. Therefore, service quality, manifested in timely, efficient, and reliable service, has a direct impact on customer loyalty.

The findings of this study strengthen the view (Parasuraman et al., 1985) superior service quality, particularly timeliness, accuracy, and consistency, is a key factor in building customer loyalty. This is also reflected in research findings, where the reliability dimension demonstrated the highest average value compared to other dimensions.

Customers who experience a company's consistency in providing prompt and on-time service tend to have higher levels of trust and are committed to continuing their use. While other aspects such as staff friendliness or complete facilities contribute, customer loyalty remains difficult to build if core service quality, particularly punctuality, is not met.

3.2.2. The Influence of Relationship Marketing on Customer Satisfaction

The analysis results show that relationship marketing has a positive and significant effect on customer satisfaction ($p = 0.000 < 0.05$). This means that the better a company maintains relationships, communication, and commitment with customers, the higher the level of customer satisfaction. These results support the research.(Ramadan, 2018)And(Aisyah & Budiadi, 2015)which emphasizes that relationship marketing strategies can increase satisfaction because customers feel valued and cared for.

3.2.3. The Influence of Service Quality on Customer Satisfaction

The study found that service quality has a positive and significant effect on customer satisfaction ($p = 0.002 < 0.05$). This means that the better the service provided, the more satisfied customers are with the company. This finding is consistent with research.(JCJ Elenora et al., 2024)which emphasizes that customer satisfaction is greatly influenced by perceptions of service quality.

3.2.4. The Influence of Customer Satisfaction on Customer Loyalty

The results of the study showed that customer satisfaction did not have a significant effect on customer loyalty ($p = 0.538 > 0.05$). This differs from the majority of previous studies by(Kotler et al., 2018)which states that satisfaction is an important factor in forming loyalty.

In the context of this research, specifically in the port sector, the results indicate that customer satisfaction does not automatically lead to loyalty. This contrasts with the general assumption in service marketing theory that satisfaction is the primary prerequisite for loyalty.(Kotler et al., 2018).

One of the main causes of this situation is the high level of competition in the port sector. Pilotage and towing services are an integral part of a ship's berthing cycle, which includes berthing and loading and unloading facilities. Consequently, even if customers are satisfied with the pilotage and towing services provided, they don't necessarily become loyal because other rational factors come into play.

These factors include price and operational costs, where even small cost differences can significantly impact overall logistics costs, prompting customers to compare rates between providers. Furthermore, the availability and capacity of other facilities also play a significant role. Satisfaction with a particular service does not guarantee a customer will return if another port offers greater berthing capacity, shorter queue times, lower loading and unloading costs, or strategic location and accessibility, where the port's proximity to major distribution channels is a more important factor in determining customer choice than service satisfaction alone. Therefore, even if pilotage and tug services at one port are satisfactory, customers may prefer another port that offers better operational efficiency.

This finding is in line with the view(Bloemer & Kasper, 1995)regarding the phenomenon of "satisfied but not loyal," which is a condition where customers feel satisfied but still switch due to other, more favorable external factors. This is also supported by research.(Dick & Basu, 1994)which emphasizes that loyalty is not only formed by satisfaction, but also by rational factors such as economic value, location affordability, and regulations.

In the port context, several empirical studies (Nguyen & Notteboom, 2016) found that shipowners and shipping companies often make decisions based on cost efficiency and speed of port services, rather than solely on satisfaction with the quality of service received.

Thus, the results of this study confirm that to create customer loyalty in the pilotage and towing sector, service providers must not only provide satisfactory services, but must also be able to offer other competitive advantages such as in terms of rates, facilities, location, and compliance with regulations.

4. Conclusion

Based on the results of data analysis using SmartPLS 4 and the discussion in the previous chapter, the following conclusions can be drawn: 1. Relationship Marketing (X1) does not have a significant effect on Customer Loyalty (Y): This indicates that the strategy of building good relationships with customers is not strong enough to foster loyalty among users of pilotage and towing services. Other external factors such as price, regulations, and the availability of other facilities are more dominant in influencing customer decisions. 2. Service Quality (X2) has a significant effect on Customer Loyalty (Y): This shows that punctuality of service, reliability of guides and towmen, and operational efficiency are important factors in increasing service user loyalty. 3. Relationship Marketing (X1) has a significant effect on Customer Satisfaction (Z): This means that the better a company's interaction, communication, and commitment with customers, the higher their perceived satisfaction. However, this satisfaction does not automatically guarantee customer loyalty. 4. Service Quality (X2) has a significant effect on Customer Satisfaction (Z): The better the service quality, the higher the customer satisfaction. However, as research has found, high satisfaction doesn't always guarantee full loyalty, as customers still consider other aspects of the service. 5. Customer Satisfaction (Z) does not have a significant effect on Customer Loyalty (Y): This finding shows the phenomenon of "satisfied but not loyal" (Bloemer & Kasper, 1995), where even though customers are satisfied, they still look for other alternatives that are considered more efficient in terms of cost, location, and port policies.

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