

THE EFFECT OF RELIABILITY, SERVICE PRICE, GUARANTEE, ORGANIZATION IMAGE AND RESPONSIVENESS ON CUSTOMER SATISFACTION AND CUSTOMER LOYALTY ON THE FREIGHT FORWARDING SERVICE COMPANY PT LOOKMAN Djaja

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<https://doi.org/10.37715/rmbe.v2i2.3411>

Abstract-PT Lookman Djaja is a trucking delivery service company that has been serving Business-to-Business (B2B) consumers, especially in Java, Sumatra, Bali, Lombok to NTB. To be able to exist for more than 35 years in a highly competitive industry is certainly quite demanding, not to mention very challenging. However, it is undeniable that PT Lookman Djaja has been affected from both outside and within the industry. The economic downturn since the COVID-19 pandemic coupled with intense competition from competitors and substitute services have overwhelmed the company. Furthermore, the number of consumer contracts has also decreased in the past year. This study is conducted to examine and analyze the effect of Reliability, Service Price, Guarantee, Organization Image and Responsiveness on Customer Satisfaction and Customer Loyalty in PT Lookman Djaja. This study is conducted for 7 months from December 2021 to June 2022. The population of this study is all B2B (Business to Business) consumers from the company, totaling 307 consumers throughout 2021. The research sample used in this study is 47 respondents determined by using purposive sampling technique. The analytical method used is Partial Least Square Structural Equation Modeling (SEM-PLS) and processed using the smartPLS 3 program. The result of this study indicates that the variables Reliability, Service Price and Guarantee have no effect on Customer Satisfaction, however Organization Image and Responsiveness have a significant effect on Customer Satisfaction in PT Lookman Djaja. In addition, this study also indicates that Customer Satisfaction has a significant effect on Customer Loyalty in PT Lookman Djaja.

Keywords: *Trucking, Delivery Service, Reliability, Service Price, Guarantee, Organization Image, Responsiveness, Customer Satisfaction, Customer Loyalty*

1. Introduction

The pandemic has caused many transporters to experience problems and go out of business. Indonesia's Central Statistics Agency showed that the Transportation and Warehousing sector was up to 15% in 2020. PT Lookman Djaja is one of the truck-mode land transportation transporters operating in Indonesia since 1985 by serving Business-to-Business (B2B) consumers. The effects of the pandemic resulted in 17% of the company's contract disbursements in 2020 and 24% in 2021. Therefore, a customer pre-survey was conducted as a result

about 27.8% of consumers have worked together for more than 10 years. The survey also shows that Reliability, Service Price, Guarantee, Organizational Image and Responsiveness are five important things for PT Lookman Djaja consumers. These factors are the focus of research as the main relational variable determining Customer Loyalty in the company PT Lookman Djaja.

2. Literature Review

2.1 Previous Research

Research by Tam (2020) found that there are 8 factors that affect Customer Satisfaction in logistics service users, namely Tangible, Reliability, Responsiveness, Guarantee, Empathy, Service Price, Customer Relationship, and Relationship Quality. Research by Le-Hoang (2020) found that there are 5 factors that have a significant effect on Customer Satisfaction, namely Resource, Service Capacity, Brand Reputation, Price and Management Capacity. Research by Anugrah et al. (2019) showed that customer satisfaction and trust simultaneously and partially have a significant effect on customer loyalty.

2.2 Theoretical Foundations

2.2.1 Reliability

Reliability according to Tam (2020) is the ability of service providers to provide accurate, precise and reliable service.

2.2.2 Service Price

Service Price is not solely the price of the service but is a consumer perception of the total price of the services provided including additional services and requests for services at unexpected times (Tam, 2020).

2.2.3 Guarantee

The Guarantee factor according to Tam (2020) or assurance in the SERVPERF dimension is a sense of security and guarantee provided by service providers to consumers.

2.2.4 Organization Image

Keller (in Kaniganat et al. , 2014) defines Organization Image as awareness of a company image reflected in the consumer's memory.

2.2.5 Responsiveness

Responsiveness is the ability and willingness of service companies to provide fast and targeted services and be proactive in providing information and solutions to consumers when unexpected problems arise (Tam, 2020).

2.2.6 Customer Satisfaction

Kotler (in Egodawela et al., 2021) defines Customer Satisfaction as the feeling of satisfaction or disappointment that consumers feel when they compare between the results received or felt with the expected results.

2.2.7 Customer Loyalty

Oliver (2014) defines Customer Loyalty as a deep commitment to buy a consistently selected product or service in the future, thus causing repeated purchases of the same product or service.

3. Research Framework

3.1 Analysis Models

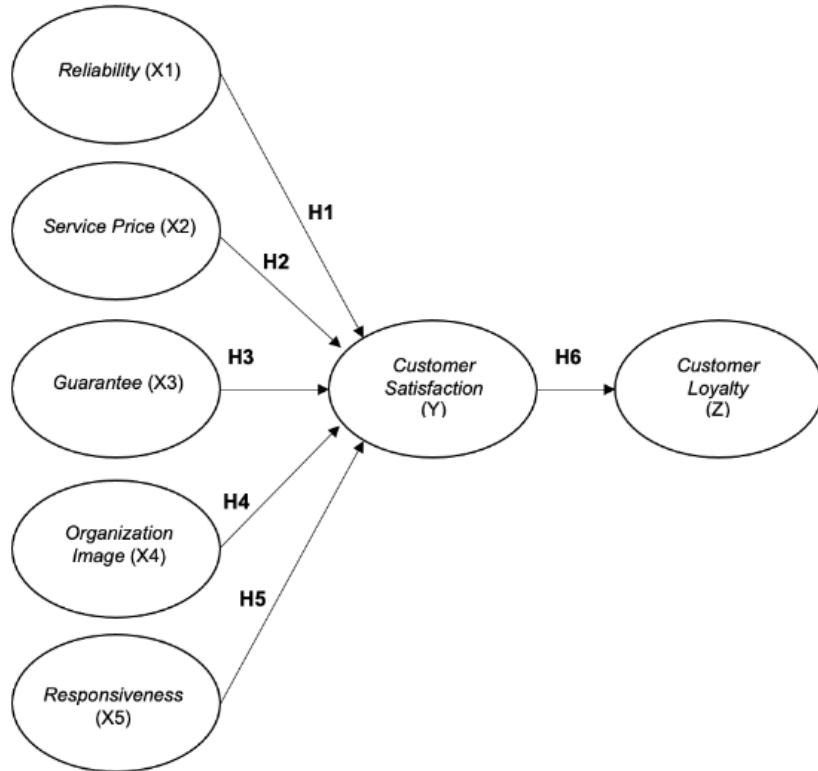


Figure 3.1 Analysis Model
Source: Author-processed (2022)

3.2 Hypothesis

H₁ = Reliability has a significant effect on Customer Satisfaction in the company PT Lookman Djaja.

H₂ = Service Price has a significant effect on Customer Satisfaction in the company PT Lookman Djaja.

H₃ = Guarantee has a significant effect on Customer Satisfaction in the company PT Lookman Djaja.

H₄ = Organization Image has a significant effect on Customer Satisfaction in the company PT Lookman Djaja.

H₅ = Responsiveness has a significant effect on Customer Satisfaction in the company PT Lookman Djaja.

H₆ = Customer Satisfaction has a significant effect on Customer Loyalty in the company PT Lookman Djaja.

4. Research Methods

4.1 Types of Research, Samples, and Data Collection

The research is quantitative with the period December 2021-June 2022 at PT Lookman Djaja covering DKI Jakarta, East Java, Central Java, and West Java. The sample technique is purposive sampling with the criteria of B2B consumers of PT Lookman Djaja with a turnover above 100 million rupiah in 2021, using the services of PT Lookman Djaja repeatedly, and representing approximately 80% of the company's total turnover in 2021 so that 47 respondents were obtained. Collection using primary and secondary data with measurements of the Likert scale 1-5.

4.2 Operational Variables and Definitions

Table 4.1 Table Operasional Variabel

Variable	Conceptual Definition	Indicators
X ₁	Reliability according to Tam (2020) is the ability of service providers to provide accurate, precise and reliable service.	<p>According to Tam (2020) Reliability indicators are:</p> <ol style="list-style-type: none"> 1. Consumers always get guidance and assistance quickly when experiencing problems regarding the delivery of goods. 2. Company employees always provide clear, accurate and timely feedback on issues related to the process and rules for shipping goods. 3. Consumers have confidence that the company will consistently provide accurate and timely records. 4. The goods are arranged and delivered on time. 5. Consumers get timely and accurate billing confirmations.
X ₂	Service Price is a consumer perception of the total price of the services provided including additional services and service requests at unexpected times (Tam, 2020)	<p>According to Le-Hoang (2020) and Tam (2020) the Service Price indicators are:</p> <ol style="list-style-type: none"> 1. The service price offered is in accordance with consumer needs. 2. The service prices offered are more competitive than other companies. 3. The price for additional service is reasonable and acceptable. 4. Prices for shipping goods are flexible and keep up with market changes.
X ₃	Guarantee according to Tam (2020) is a sense of security and guarantee provided by service providers to consumers.	<p>According to Tam (2020) the Guarantee indicator is:</p> <ol style="list-style-type: none"> 1. The company has flexibility in responding to unexpected requests from consumers. 2. Employees of the company have the necessary abilities and knowledge when facing unexpected demands from consumers. 3. Employees of the company speak politely, friendly, warm and professional when talking to consumers. 4. Consumers feel safe when transacting and using the company's services.
X ₄	Keller in Kaniganat <i>et al.</i> , (2014) define Organization Image as awareness of the company reflected in the memory of consumers.	<p>According to Le-Hoang (2020) the Organization Image indicators are:</p> <ol style="list-style-type: none"> 1. The company is trusted in the market. 2. The company has a well-known branding in the market. 3. The company's employees have a polite appearance.
X ₅	Responsiveness is the ability to provide fast and targeted services and be proactive in providing information to consumers (Tam, 2020).	<p>According to Tam (2020) the Responsiveness indicators are:</p> <ol style="list-style-type: none"> 1. The company can always answer and meet all forms of complaints and difficulties of consumers. 2. Consumers do not have to wait long for transactions. 3. The company has a 24-hour Customer Service hotline.
Y	Kotler in Egodawela <i>et al.</i> (2021) defines Customer Satisfaction as the feeling of satisfaction or disappointment that consumers feel when they compare between the results received or perceived with their expectations. When the performance is below expectations, the consumer is disappointed and when the performance is in line with or more than the expectation, the consumer will be satisfied.	<p>According to Le-Hoang (2020) Customer Satisfaction indicators are:</p> <ol style="list-style-type: none"> 1. Consumers are satisfied when using the company's services. 2. Consumers will continue to use the company's services in the future. 3. Consumers will introduce the company's services to friends and family.

Z	Oliver (1999) defines Customer Loyalty as a deep commitment to buy a consistently selected product or service in the future, thus causing repeated purchases of the same product or service, even though it is exposed to the influence of marketing and external situations that have the potential to cause movement.	According to Widjaja et al. (2019) Customer Loyalty indicators are: 1. When in need of delivery services consumers will use the services of the company. 2. Consumers have used the company's services more than 3x in 1 month. 3. Consumers believe that the company's services are the delivery solution they need. 4. Consumers are proud to use the company's services.
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Source: Author-processed (2022)

Analysis of research data using the Partial Least Square (PLS) method consisting of Outer Model or Measurement Model and Inner Model or Structural Model with SmartPLS 3 software.

5. Results and Discussion

5.1 Analysis

5.1.1 Characteristics of Respondents

53% of respondents hold the post of Managerial Level. 55.3% of respondents have worked with PT Lookman Djaja for more than 5 years. 59.6% use PT Lookman Djaja's services regularly at least 1-5x in the last 1 month.

5.1.2 Description of Research Variables

The mean value of the reliability variable is 4.013 the majority of respondents are in the agreed category. The mean value of the Service Price variable is 3.644 the majority of respondents are categorized as quite agree. The mean value of the Guarantee variable is 4.107 the majority of respondents are in the agreed category. The mean value of the Organization Image variable is 4.135 the majority of respondents are in the agreed category. The mean value of the Responsiveness variable is 4.113 the majority of respondents are in the agreed category. The mean value of the Customer Satisfaction variable is 4.177 the majority of respondents are in the agreed category. The mean value of the Customer Loyalty variable is 4.059 the majority of respondents are in the agreed category.

5.1.3 Outer Model Analysis

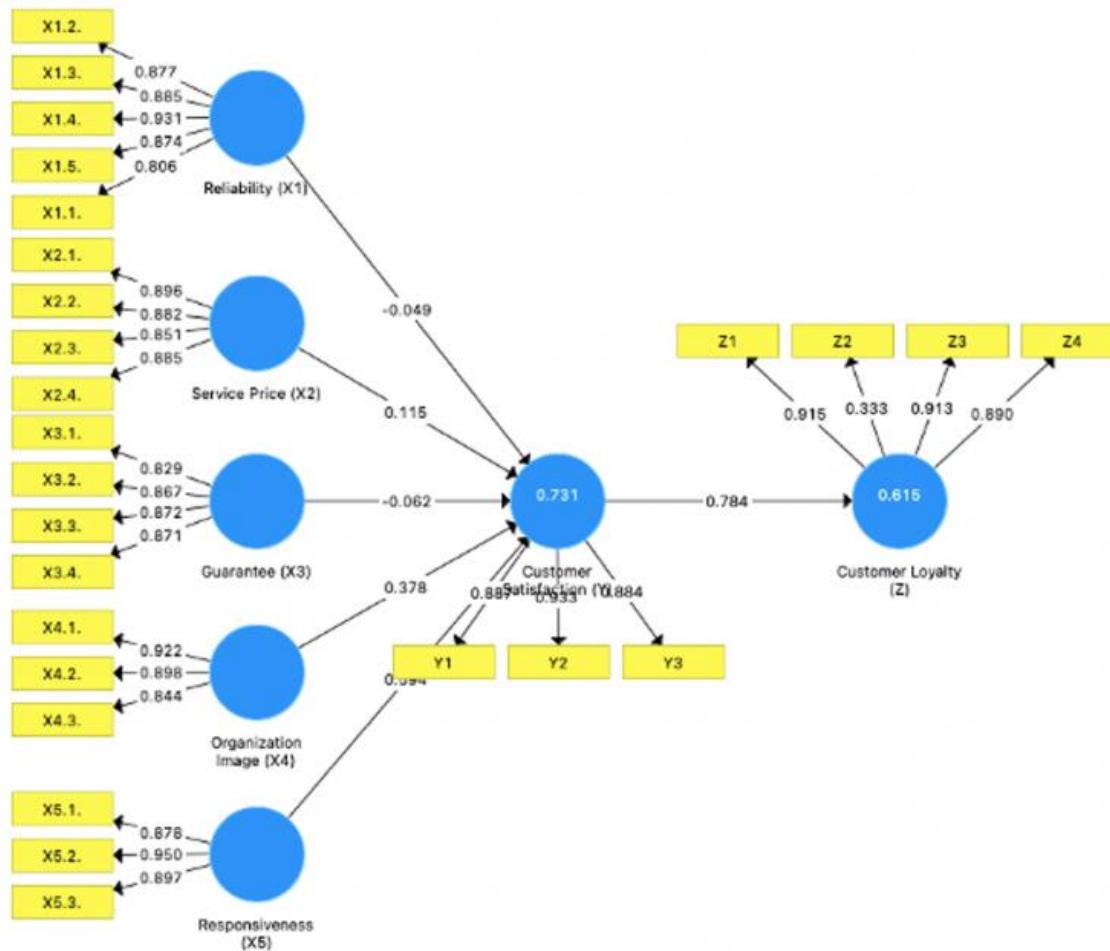


Figure 5.1 Measurement Model

Source: Author-processed (2022)

1. Convergent Validity Test

Table 5.1 Loading Factor Table

Variable	Indicators	Loading Factor	Interpretation
Reliability (X ₁)	X _{1.1} .	0,806	V a 1 i d
	X _{1.2} .	0,877	V a 1 i d
	X _{1.3} .	0,885	V a 1 i d
	X _{1.4} .	0,931	V a 1 i d
	X _{1.5} .	0,874	V a 1 i d
Service Price (X ₂)	X _{2.1} .	0,896	V a 1 i d
	X _{2.2} .	0,882	V a 1 i d
	X _{2.3} .	0,851	V a 1 i d
	X _{2.4} .	0,885	V a 1 i d
Guarantee (X ₃)	X _{3.1} .	0,829	V a 1 i d
	X _{3.2} .	0,867	V a 1 i d
	X _{3.3} .	0,872	V a 1 i d
	X _{3.4} .	0,871	V a 1 i d
Organization Image (X ₄)	X _{4.1} .	0,922	V a 1 i d
	X _{4.2} .	0,898	V a 1 i d
	X _{4.3} .	0,844	V a 1 i d
Responsiveness (X ₅)	X _{5.1} .	0,878	V a 1 i d
	X _{5.2} .	0,950	V a 1 i d

	X _{5.3.}	0,897	V a 1 i d
Customer Satisfaction (Y)	Y ₁	0,887	V a 1 i d
	Y ₂	0,933	V a 1 i d
	Y ₃	0,884	V a 1 i d
Customer Loyalty (Z)	Z ₁	0,915	V a 1 i d
	Z ₂	0,333	I n v a l i d
	Z ₃	0,913	V a 1 i d
	Z ₄	0,890	V a 1 i d

Source: Author-processed (2022)

The results show that there is a Z₂ indicator with a Loading Factor value of 0.333 which indicates that it is invalid because it is less than 0.7 so that it is deleted.

2. Test Convergent Validity After Model Repair

Table 5.2 Table Loading Factor after model repair

Variable	Indicators	Loading Factor	Interpretation
Reliability (X ₁)	X _{1.1.}	0,806	V a 1 i d
	X _{1.2.}	0,877	V a 1 i d
	X _{1.3.}	0,885	V a 1 i d
	X _{1.4.}	0,931	V a 1 i d
	X _{1.5.}	0,874	V a 1 i d
Service Price (X ₂)	X _{2.1.}	0,896	V a 1 i d
	X _{2.2.}	0,882	V a 1 i d
	X _{2.3.}	0,851	V a 1 i d
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Guarantee (X ₃)	X _{3.1.}	0,829	V a 1 i d
	X _{3.2.}	0,867	V a 1 i d
	X _{3.3.}	0,872	V a 1 i d
	X _{3.4.}	0,871	V a 1 i d
Organization Image (X ₄)	X _{4.1.}	0,922	V a 1 i d
	X _{4.2.}	0,898	V a 1 i d
	X _{4.3.}	0,844	V a 1 i d
Responsiveness (X ₅)	X _{5.1.}	0,878	V a 1 i d
	X _{5.2.}	0,950	V a 1 i d
	X _{5.3.}	0,897	V a 1 i d
Customer Satisfaction (Y)	Y ₁	0,887	V a 1 i d
	Y ₂	0,933	V a 1 i d
	Y ₃	0,885	V a 1 i d
Customer Loyalty (Z)	Z ₁	0,919	V a 1 i d
	Z ₃	0,903	V a 1 i d
	Z ₄	0,899	V a 1 i d

Source: Author-processed (2022)

Deletion is carried out to correct and obtain all indicators have values above 0.7 which indicates valid, so that a new measurement model is obtained as follows:

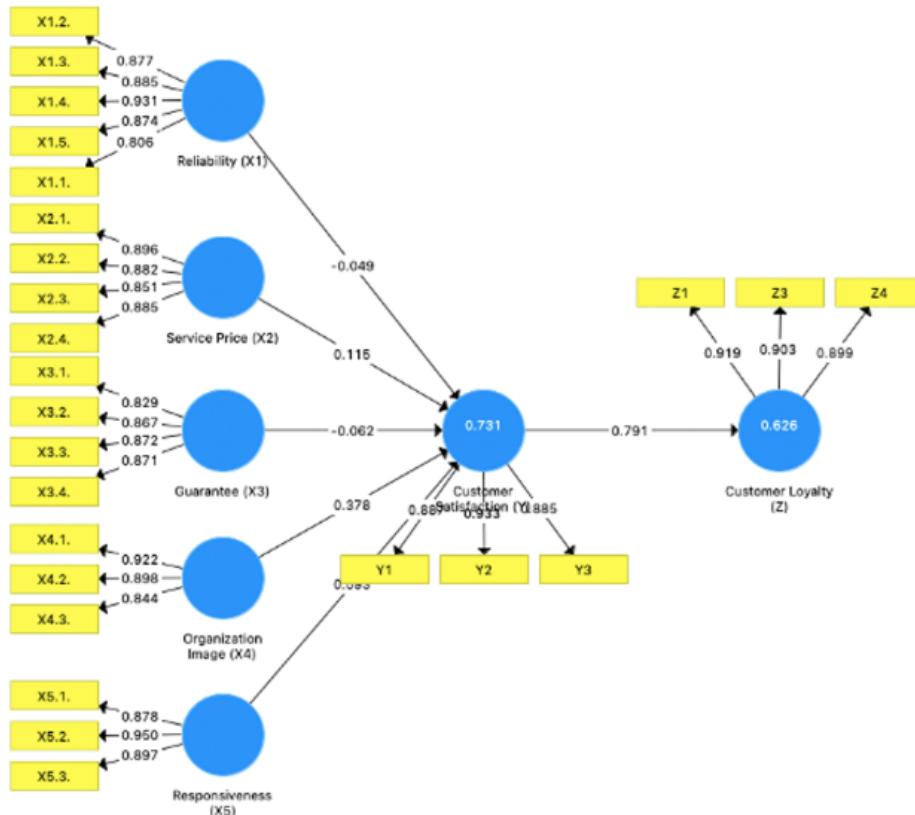


Figure 5.2 Measurement model after model repair

Source: Author-processed (2022)

Table 5.3 Average Variance Extracted (AVE) Table

	Average Variance Extracted (AVE)	Interpretation
Reliability (X ₁)	0,766	V a 1 i d
Service Price (X ₂)	0,772	V a 1 i d
Guarantee (X ₃)	0,739	V a 1 i d
Organization Image (X ₄)	0,790	V a 1 i d
Responsiveness (X ₅)	0,827	V a 1 i d
Customer Satisfaction (Y)	0,813	V a 1 i d
Customer Loyalty (Z)	0,823	V a 1 i d

Source: Author-processed (2022)

The Average Variance Extracted (AVE) value of all variables is more than 0.5 which means it is valid.

Table 5.4 Communalities Table

	Communality	Interpretation
Reliability (X ₁)	0,766	V a 1 i d
Service Price (X ₂)	0,772	V a 1 i d
Guarantee (X ₃)	0,739	V a 1 i d
Organization Image (X ₄)	0,790	V a 1 i d
Responsiveness (X ₅)	0,827	V a 1 i d
Customer Satisfaction (Y)	0,813	V a 1 i d
Customer Loyalty (Z)	0,823	V a 1 i d

Source: Author-processed (2022)

The Communalities value of the entire variable is more than 0.5 which means it is valid.

3. Discriminant Validity Test

Table 5.5 Cross Loading Table

	Reliability (X ₁)	Service Price	Guarantee (X ₃)	Organization Image (X ₄)	Responsiveness (X ₅)	Customer Satisfaction	Customer Loyalty

		(X ₂)				(Y)	(Z)
X _{1.1}	0,806	0,518	0,720	0,595	0,622	0,581	0,662
X _{1.2}	0,877	0,401	0,730	0,607	0,771	0,642	0,617
X _{1.3}	0,885	0,402	0,738	0,676	0,845	0,645	0,705
X _{1.4}	0,931	0,437	0,806	0,622	0,816	0,664	0,673
X _{1.5}	0,874	0,509	0,750	0,593	0,696	0,676	0,68
X _{2.1}	0,334	0,896	0,348	0,36	0,213	0,354	0,568
X _{2.2}	0,499	0,882	0,433	0,469	0,324	0,449	0,709
X _{2.3}	0,375	0,851	0,385	0,339	0,338	0,331	0,402
X _{2.4}	0,551	0,885	0,559	0,557	0,445	0,504	0,621
X _{3.1}	0,675	0,465	0,829	0,492	0,667	0,567	0,497
X _{3.2}	0,713	0,509	0,867	0,562	0,642	0,585	0,451
X _{3.3}	0,741	0,369	0,872	0,724	0,716	0,583	0,662
X _{3.4}	0,799	0,402	0,871	0,772	0,752	0,716	0,743
X _{4.1}	0,58	0,469	0,628	0,922	0,609	0,768	0,727
X _{4.2}	0,603	0,421	0,626	0,898	0,498	0,630	0,591
X _{4.3}	0,725	0,464	0,770	0,844	0,673	0,578	0,659
X _{5.1}	0,809	0,324	0,749	0,598	0,878	0,716	0,654
X _{5.2}	0,797	0,375	0,790	0,661	0,950	0,791	0,725
X _{5.3}	0,734	0,354	0,663	0,545	0,897	0,657	0,608
Y ₁	0,746	0,518	0,743	0,651	0,767	0,887	0,716
Y ₂	0,647	0,383	0,644	0,676	0,801	0,933	0,724
Y ₃	0,588	0,394	0,551	0,705	0,575	0,885	0,701
Z ₁	0,717	0,654	0,615	0,636	0,654	0,741	0,919
Z ₃	0,655	0,672	0,611	0,585	0,594	0,617	0,903
Z ₄	0,695	0,523	0,657	0,785	0,728	0,775	0,899

Source: Author-processed (2022)

The results show that the correlation value of the indicator with the variable nyes is greater than that of other variable indicators which means it is declared valid.

4. Reliability Test

Table 5.6 Composite Reliability Table

	Composite Reliability	Interpretation
Reliability (X ₁)	0,933	R e l i a b l e
Service Price (X ₂)	0,929	R e l i a b l e
Guarantee (X ₃)	0,919	R e l i a b l e
Organization Image (X ₄)	0,918	R e l i a b l e
Responsiveness (X ₅)	0,942	R e l i a b l e
Customer Satisfaction (Y)	0,935	R e l i a b l e
Customer Loyalty (Z)	0,931	R e l i a b l e

Source: Author-processed (2022)

Table 5.7 Cronbach's Alpha Table

	Cronbach's Alpha	Interpretation
Reliability (X ₁)	0,893	R e l i a b l e
Service Price (X ₂)	0,885	R e l i a b l e
Guarantee (X ₃)	0,883	R e l i a b l e
Organization Image (X ₄)	0,867	R e l i a b l e
Responsiveness (X ₅)	0,923	R e l i a b l e
Customer Satisfaction (Y)	0,895	R e l i a b l e
Customer Loyalty (Z)	0,902	R e l i a b l e

Source: Author-processed (2022)

The results show that the Composite Reliability value is greater than 0.7 and Cronbach's Alpha is greater than 0.6 so that all variables are declared reliable.

5.1.4 Inner Model Analysis or Structural Model

1. R-Square Test

Table 5.8 R-Square Table

	R-Square	R-Square Adjusted
Customer Satisfaction (Y)	0,731	0,698
Customer Loyalty (Z)	0,626	0,618

Source: Author-processed (2022)

The results show that the value of R-Square Customer Satisfaction is 0.731 and Customer Loyalty is 0.626 which means that the model is quite strong and the relationship between variables is quite good.

2. Q-Square Test

Table 5.9 Q-Square Table

	Q-Square
Customer Satisfaction (Y)	0,543
Customer Loyalty (Z)	0,480

Source: Author-processed (2022)

The results showed a Q-Square Customer Satisfaction value of 0.543 and Customer Loyalty of 0.480 so it was concluded that the model has predictive relevance because it is greater than 0.

3. Coefficient Path value

Table 5.10 Coefficient Path value table

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values	Interpretation
Reliability (X1) --> Customer Satisfaction (Y)	-0,049	-0,081	0,223	0,218	0,828	No Effect
Service Price (X2) -> Customer Satisfaction (Y)	0,115	0,098	0,091	1,256	0,210	No Effect
Guarantee (X3) --> Customer Satisfaction (Y)	-0,062	-0,016	0,210	0,297	0,768	No Effect
Organization Image (X4) --> Customer Satisfaction (Y)	0,378	0,377	0,15	2,519	0,012	Significant Effect
Responsiveness (X5) --> Customer Satisfaction (Y)	0,593	0,59	0,159	3,740	0,000	Significant Effect
Customer Satisfaction (Y) --> Customer Loyalty (Z)	0,791	0,787	0,058	13,564	0,000	Significant Effect

Source: Author-processed (2022)

The results show a significant influence on the Organization Image variables on Customer Satisfaction, Responsiveness to Customer Satisfaction, and Customer Satisfaction to Customer Loyalty because it has a P value of less than 0.05.

5.2 Discussion

5.2.1 The Effect of Reliability on Customer Satisfaction

Based on the results of the analysis, it is concluded that Reliability does not affect Customer Satisfaction. These results may be the effects of the pandemic, lack of facilities, and improvements in the reliability performance of logistics industry players.

5.2.2 The Effect of Service Price on Customer Satisfaction

Based on the results of the analysis, it is concluded that Service Price does not affect Customer Satisfaction. This result is possible for high switching costs for consumers due to the service personalization and customization by PT. Lookman Djaja.

5.2.3 The Effect of Guarantee on Customer Satisfaction

Based on the results of the analysis, it is concluded that Guarantee does not affect Customer Satisfaction. This result allows for consumers' understanding of the risks of buying, selling, and shipping goods that cannot be completely eliminated by warranty.

5.2.4 The Effect of Organization Image on Customer Satisfaction

Based on the results of the analysis, it is concluded that Organization Image has a significant influence on Customer Satisfaction. This is because PT. Lookman Djaja strives to maintain the company's image by establishing harmonious relationships with partner stakeholders for more than 35 years.

5.2.5 The Effect of Responsiveness on Customer Satisfaction

Based on the results of the analysis, it is concluded that Responsiveness has a significant influence on Customer Satisfaction. This is because PT. Lookman Djaja has a work culture of communication speed and responsiveness for more than 35 years.

5.2.6 The Effect of Customer Satisfaction on Customer Loyalty

Based on the results of the analysis, it can be concluded that Customer Satisfaction has a significant influence on Customer Loyalty. This is because the company's image for more than 35 years is always maintained, so consumers feel satisfied so that they loyally use the company's services.

5.3 Managerial Implications

1. Reliability needs to get attention and concrete improvements from logistics industry players and by the Government of Indonesia. It can adopt and leverage technology to improve service reliability.
2. Transporters don't need to take part in price-wars and focus more on personalizing and customizing the service.
3. Transporters can encourage consumers who have goods of a high enough value to insure their goods independently.
4. Utilization of online platforms and consumer applications to build two-way interactions on social media and provide updated information on company activities in the market.
5. Companies can form a Customer Service team and a 24-hour hotline by utilizing application technology such as "Smart Service" so that consumers can easily contact the company at any time.

6. Companies need to prioritize and increase variables or indicator points that have a significant effect on Customer Satisfaction, namely variable Organization Image and Responsiveness in order to create loyalty.

6. Conclusions and Suggestions

6.1 Conclusion

1. Reliability does not affect Customer Satisfaction in the company PT Lookman Djaja.
2. Service Price does not affect Customer Satisfaction at PT Lookman Djaja.
3. Guarantee does not affect Customer Satisfaction at PT Lookman Djaja.
4. Organization Image has a significant effect on Customer Satisfaction in the company PT Lookman Djaja.
5. Responsiveness has a significant effect on Customer Satisfaction in the company PT Lookman Djaja.
6. Customer Satisfaction has a significant effect on Customer Loyalty in the company PT Lookman Djaja.

6.2 Suggestion

6.2.1 For Companies

Companies are advised to prioritize Organization Image to ensure that PT Lookman Djaja's branding is known and trusted in the market. Companies are advised to prioritize responsiveness by ensuring consumers don't have to wait long for transactions and smooth communication lines. Reliability, Service Price and Guarantee need to be considered so that services and feedback are reliable, the prices offered are within the consumer's budget, and the company can provide a secure transaction.

6.2.2 For Further Research

Subsequent researchers are advised to use different variables or indicators such as Tangibles or Empathy variables for Customer Satisfaction or Customer Loyalty. On variables that have no effect namely Reliability, Service Price, and Guarantee can be re-examined at different times and contexts to confirm the relationship has no effect found.

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