

The Determinants Factors of Customer Loyalty with Customer Satisfaction as the Mediating Role: A Case Study of J&T Express Service in JABODETABEK

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ARTICLE INFO

Article history

Received: 13 -09- 2022

Revised: 10 - 11- 2022

Accepted: 15 - 11- 2022

Keywords

Customer Satisfaction

Service Quality

Customer Loyalty

J&T Express Jabodetabek

ABSTRACT

The rapid growth of technology, has an impact on logistics services. The need for logistics services has also increased many times along with the increasing number of consumers who shop online. Logistics services play a central role in the e-commerce business. Therefore, the study has purpose to determine the customer loyalty of a particular logistic service at Indonesia. The customer of J&T Express reside around JABODETABEK was taken as the study objective. SmartPLS was the analytical tools used to analyzed the primary data. The study found that Service Quality and customer satisfaction signified a positive and significant relationship on the customer loyalty. Customer satisfaction is determined by Service Quality. Customer satisfaction is signified under the study to possessed a partial mediating role in determining the Service Quality on the customer loyalty.

INTRODUCTION

At current time, companies are forced to compete between one another by the presence of internet technology around the people. Along with the digital technology development, company find it as one of the strategy to beat the competitors. [1]. Customer loyalty (CustLoyal) ensures the continuity of the company, loyal customers are supporters and are more tolerant of the company. Loyal customers are an important element for the survival of a company in the fierce competition to benefit in the global world of business. Customer satisfaction (CustSat) is important to penetrate the market and obtain a high market share [2].

Factors that influence consumer perceptions and expectations when buying goods or services include needs, desires, previous experiences when using goods or services, and the experiences of others who buy, as well as through advertising [3]. According to [4] Service Quality- (ServQual) can be evaluated based on several factors, one of which is based on consumer perceptions that they enjoy the goods and services offered to them. Thus, what consumers feel are the desires and expectations of the performance. ServQual is an important factor in consumer perception and has a very important impact on CustSat. The better the quality, the better the service provided. Thus creating a good image in the eyes of consumers.

According to [5] creativity in Indonesia is increasing, one of which is marked by the emergence of various e-commerce platforms (digital business) with diverse business segments. As time goes by and the rapid development of technology has also become a factor that affects aspects of life, not least in the daily activities of society. The very rapid growth of technology, has an "impact" on logistics services. The need for logistics services has also increased many times along with the increasing number of consumers who shop online. Logistics services play a central role in the e-commerce



business. Logistics services ensure that the turnaround in the e-commerce ecosystem is not bogged down or disrupted. This is what makes logistics services play a crucial role in the e-commerce business, not only product quality, now consumers also take logistics services into consideration before deciding to make a transaction. By providing excellent performance, logistics services will add value to the ongoing e-commerce business.

MarkPLUS, Inc., which is a marketing consulting company, conducted a survey in 2020 on 122 respondents throughout Indonesia, 59.8% of whom came from Greater Jakarta and 41.2% of them came from non-Jabodetabek[6]. The survey concludes that logistics services have increased, especially during the pandemic and even today. Logistics startup companies claim that 70% of their operating income comes from the Jabodetabek area, so the pandemic and the implementation of PSBB, especially in the DKI Jakarta and surrounding areas during the second quarter are very influential. In general, the company experienced a decline in profits in the second quarter of 2020. This was due to a decrease in supply from several business sectors which experienced operational restrictions due to the pandemic and also a decrease in the general public's purchasing power [7].

One of the logistics services that exist in Indonesia is J&T Express which is engaged in the delivery of goods in Indonesia. J&T was established on August 20, 2015 under PT. Global Jet Express, headquartered in Pluit, North Jakarta. J&T delivery services serve delivery to all cities in Indonesia, even to remote areas in Indonesia and abroad. In just a short time, J&T Express began to be known by consumers and received a positive response from the public. Its presence then makes market competition in logistics services even tighter because of the advantages that cannot be underestimated [8].

In the research of [9] delivery time is one of the most crucial things in determining the level of CustSat. J&T Express reads consumers' concerns about time issues through the availability of an online tracking feature called web trace and tracking. However, these systems and facilities have not fully run well because several times there are still problems with the delivery status being stopped when the goods have not yet reached the consumer. According to [10] found a difference between consumer expectations and what happened. Delivery delays, damaged goods, lost goods, delays in goods and increased traffic can cause goods not to arrive at customers on time. These issues cause consumer dissatisfaction with the services provided by J&T. This is reinforced by [11] who said that there were delays in shipping goods due to transportation limitations which were dominated by air and sea routes, caused by bad weather, uncertain schedules, natural disasters and also limited transportation.

Based on the background description above, [9] conducted research at J&T Express Kota Baru Bekasi and [10] conducted research on J&T Express Blangkejeren Aceh. So this study uses J&T Express in Jabodetabek as the object of research. The problems can be formulated as follows: (1) how is the effect of ServQual on CustLoyal at J&T Express Jabodetabek; (2) how does ServQual affect J&T Express Jabodetabek CustSat; and (3) how is the effect of CustSat on CustLoyal J&T Express Jabodetabek; (4) how is the effect of ServQual on CustLoyal through J&T Express Jabodetabek CustSat.

It is expected the study mau provide advanced contribution on the theoretical and scientific level of logistic management and can be useful for logistics service companies in Indonesia, as well as evaluation material and additional information regarding ServQual and CustSat on CustLoyal in logistics services. Therefore, the researcher wants to focus on the purpose of knowing the role of consumer satisfaction as a mediator on ServQual to CustLoyal at J&T express services in Jabodetabek.

THEORETICAL BACKGROUND

Service Quality (ServQual)

ServQual is an important factor in consumer perception and has a very important impact on CustSat. The better the quality, the better the service provided. Of course, giving a good image in the eyes of consumers[4]. According to Utama dan Kusuma, (2019) Good ServQual can affect the level of consumer satisfaction. Consumers who feel they receive the best service will continue to subscribe to using these services and, in the end, will create CustLoyal to the company. This can be measured by 5 indicators Tjiptono dan Chandra, (2020) The indicators in question are as follows: 1) Tangible, 2) Reliability, 3) Responsiveness, 4) Assurance, 5) Empathy.

Customer Satisfaction (CustSat)

Consumers today are faced with a choice of various brands and form an expectation that the product they will buy can satisfy them. If satisfaction is not achieved, it will lead to consumer dissatisfaction and in the end will result in consumers switching to other options. If consumers are satisfied, they will create an emotional connection with the brand, and result in a high level of consumer loyalty (Haryono dan Octavia, 2020). According to Fadhli dan Pratiwi, (2021) CustSat is needed to increase sales in all types of businesses. Business people realize the importance of CustSat, because the more satisfied customers the company will continue to exist and be able to maintain its survival. According to Sudirman *et al.*, (2020) Satisfaction is one of the main factors to interpret the resilience of existing customers or to attract new customers. According to Butarbutar, *et al.*, (2020) CustSat provides many advantages for the company. The main benefit of CustSat is to create long-term value for the company which is called loyalty. According to Tjiptono dan Diana, (2019) the indicators for forming consumer satisfaction consist of 1) Conformity of expectations, 2) Interest in revisiting, 3) Willingness to recommend.

Customer Loyalty (CustLoyal)

CustLoyal is one of the most important goals in modern marketing. Loyalty is expected by the company to benefit in the long term from existing relationships within a certain period of time (Putri *et al.*, 2021). According to Nursiti dan Fedrick, (2018) CustLoyal occurs when consumers have a positive perception of ServQual, showing a positive relationship between perceived ServQual and CustSat, and the higher the perception of ServQual, the higher the level of CustLoyal. According to Suwarsito dan Aliya, (2020) Loyalty can be defined as a deep commitment to repurchase or repeat a product or service in a profitable pattern in the future, repeatedly buying the same brand or group of brands, regardless of the incorporation of contextual factors and marketing and marketing efforts. can cause customers to switch brands. According to Santoso, (2019) customer loyalty is very important for business continuity and the company's business continuity. A loyal customer is someone who is so interested in a particular product or service that they want to recommend it to everyone they know. In the next step, these loyal customers extend their "loyalty" to other products from the same manufacturer. According to Kotler *et al.*, (2019) indicators of CustLoyal are: 1) Make regular repeat purchases, 2) Refer others, 3) Immune to competing products.

METHOD

The form of this research is quantitative research with Structural Equation Model-Partial Least Square (SEM-PLS) analysis using SmartPLS software for data processing and analysis. The population that is the object of this research is people who know and have used the services of J&T Express in Jabodetabek with an unknown amount. Purposive sampling technique was applied to analyze collect the primary data. The primary data was collected through a questionnaire that is filled in by particular respondents with the criteria of At least 17 years old and have used J&T services for at least 6 months. Determination of the number of samples used according to Marko *et al.*, (2021) states the minimum sample size is 5-10 X the number of statements, therefore the sample size obtained should be at least 220 respondents.

RESULTS AND DISCUSSION

Researchers conducted research on companies at J&T Express Services in Jabodetabek in the form of a questionnaire distributed online in the form of a google form as many as 22 statements to 220 J&T Express service users. There are characteristics used in this study consisting of gender, age, domiciled, how long have you used the services of J&T Express, used the services of J&T Express. Based on the calculation results, it is known that the respondents are based on gender with the number of women as many as 61% of respondents and men as many as 39% of respondents. Furthermore, the most respondents based on age were 17-25 years with a percentage of 90.7%. Furthermore, respondents based on domicile are Jakarta with a percentage of 51.2%, domicile in Tangerang with a percentage of 19.9%, domicile in Bogor with a percentage of 11.4%, domicile in Bekasi with a percentage of 10.2%, and domicile in Depok with a percentage of 7.3%. Furthermore, how long have you used J&T Express services based on how long you have used J&T Express services, the most is < 1 month with a percentage of 51.2%. Furthermore, respondents based on using J&T Express services the most were Received Packages with a percentage of 88.6%.

Outer Model Measurement

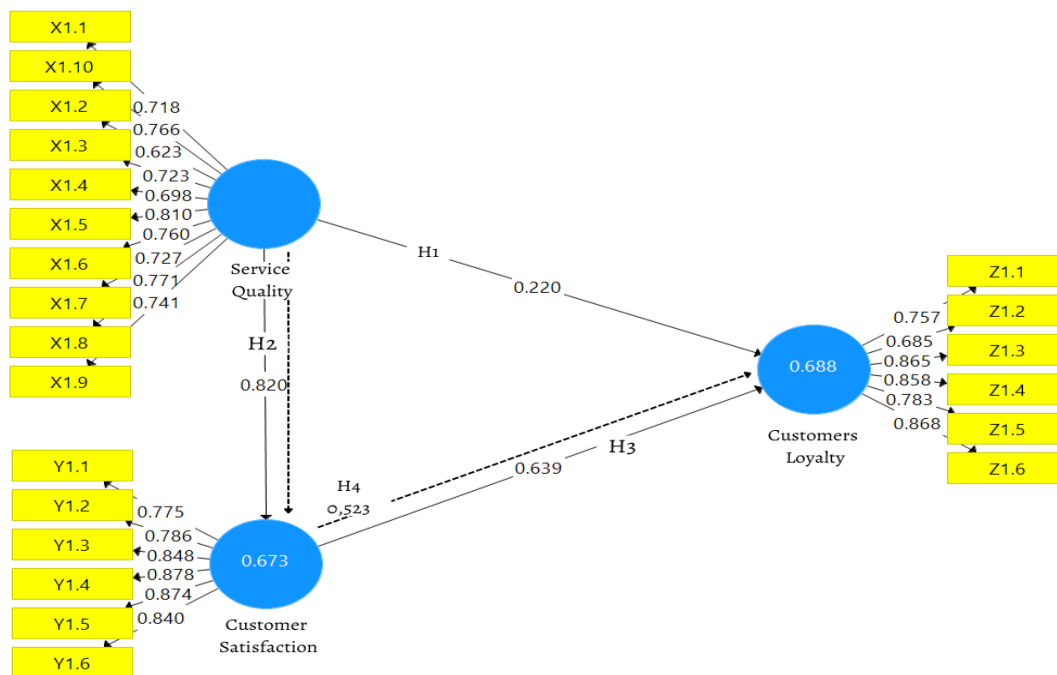


Figure 1. Loading factor test

Description:

- > : Direct Effect
- - - - -> : Indirect Effect

Outer model aims to specify the relationship between latent variables and their indicators. The analysis phase of the outer model is measured using validity and reliability testing. Researchers tested the validity and reliability of the research sample as many as 220 respondents with the number of statements in the questionnaire as many as 22 items.

Validity Test & Reliability Test

In testing the validity using the convergent validity test (judging by the loading factor > 0.5 and judging from the AVE value > 0.5). The research conducted a reliability test by looking at the Cronbach alpha value (> 0.6) and composite reliability (> 0.7) on the convergent validity. Therefore, it

can be seen in figure 1 and table 1 that the study has satisfied the cutoff threshold of the convergent validity test.

Table 1. Average Variance Extracted (AVE), Cronbach Alpha, & Composite Reliability Tests

| | Cronbach's Alpha | Composite Reliability | AVE |
|------------------|-------------------------|------------------------------|------------|
| CustSat | 0.912 | 0.932 | 0.696 |
| ServQual | 0.905 | 0.921 | 0.541 |
| CustLoyal | 0.891 | 0.917 | 0.649 |

Inner Model Measurement

The measurement of the inner model is intended to check the fit of the model and to measure the direct and indirect relationship build on the study conceptual model. To get the results of the inner model analysis, the research model must be bootstrapped. The inner model analysis using r-square, path coefficient, direct effect and indirect effect.

R-Square

R-Square aims to show how strong the exogenous variable is influenced by the endogenous variables. It can be seen in table 2 that the R-Square on CustSat indicates the value of 0.673. It means that ServQual define 67.3 % on the CustSat, while the remaining 32.7% comes from another variables that is not proposed on the study. Lastly, the R-square value on CustLoyal indicates the value of 0.688. This means that the variables of CustSat and ServQual can explain 68.8 % of the influence on the CustLoyal variable. While the rest 31.2 % are influenced by the other variables out of the study.

Table 2. Results of the R-Square Value of the Overall Sample

| | R Square |
|------------------|-----------------|
| CustSat | 0.673 |
| CustLoyal | 0.688 |

Path Coefficient

According to Ghozali, (2018) explains that a significant measure of hypothesis support can be detected by using a comparison between t-statistics and t-table. If the t-statistics value is higher than the t-table value, it can be interpreted that the hypothesis is supported. As for the t-table value > 1.96 at the 95% confidence level.

Direct Effect

It can be seen in table 3 that the T value of ServQualto CustLoyal is 3.413 and the P-Values is 0.001. Therefore, there is a positive significant direct effect between ServQual to CustLoyal. That is, when the quality of service is good, CustLoyal will increase. Second, the T-Value of ServQual to CustSat is 29.842 and the P-Values value is 0.000. Therefore, there is a positive significant direct effect between ServQual to CustSat. That is, when the quality of service is good, CustSat will increase. Third, the T-Value of CustSat to CustLoyal is 9.980 and the P-Values value is 0.000. Thus, there is a positive and significant direct effect between CustSat to CustLoyal. That is, when CustSat is good, CustLoyal will increase.

Table 3. Test Results of Direct Effect Path Coefficients

| | Path Coefficients | T Values | P Values | Hypothesis |
|---------------------------------------|--------------------------|-----------------|-----------------|-------------------|
| ServQual --> CustLoyal (H1) | 0.220 | 3.413 | 0.001 | Accepted |
| ServQual --> CustSat (H2) | 0.820 | 29.842 | 0.000 | Accepted |
| CustSat --> CustLoyal (H3) | 0.639 | 9.980 | 0.000 | Accepted |

Indirect Effect

Furthermore, the value of the Indirect Effect on the ServQual variable on CustLoyal through CustSat obtained a t-statistics value of 9.427 and a P-Values value of 0.000. Because the value of t-statistics > 1.96 and P-Values <0.05, it can be interpreted that there is a positive significant indirect effect between ServQual on CustLoyal through CustSat.

Table 4. Test Results of Indirect Effect Path Coefficients

| | Path Coefficients | T Values | P Values | Hypothesis |
|--|--------------------------|-----------------|-----------------|-------------------|
| ServQual --> CustSat --> CustLoyal (H4) | 0.524 | 9.427 | 0.000 | Accepted |

CONCLUSION

In this study, the role of consumer satisfaction as a mediator of the relationship between ServQual and CustLoyal at j&t express services in Jabodetabek. In this study, there is a mediating role, namely consumer satisfaction reflects the effect of exogenous variables on endogenous variables. The results of this study show that consumer satisfaction plays a partial mediating role in the relationship between ServQual and CustLoyal, because there are results of ServQual that directly affect CustLoyal. This means that without going through CustSat, ServQual can have a direct effect on CustLoyal. it can be interpreted that the quality of service must go through CustSat first to be able to influence CustLoyal. Based on the results of tests that have been carried out, it shows that ServQual has a positive and significant influence on CustLoyal. Good ServQual certainly helps consumers as service users to be more loyal to the services offered by service providers. Then the results of the tests that have been carried out show that ServQual has a positive and significant influence on CustSat. the results can prove that the higher or better the quality of the services provided, the greater the satisfaction of J&T Express customers. Furthermore, the results of the tests that have been carried out show that CustSat has a positive and significant influence on CustLoyal. The results can prove that when customers are satisfied with the services and products provided, it will increase J&T Express CustLoyal. Then the results of this study indicate that ServQual has a positive effect on CustLoyal through CustSat, where CustSat has a partial role as a mediator. These results indicate that the ServQual perceived by J&T Express service customers is in accordance with the satisfaction obtained by customers when using J&T Express services, resulting in high loyalty.

Discussion

First, based on the test results that have been carried out, it shows that ServQual has a positive and significant influence on CustLoyal. This means that the better the quality of service provided, it will increase CustLoyal. There is a significant influence on ServQual by providing good service and in accordance with the expectations of consumers so that consumers feel satisfied with the services provided. Based on the characteristics of the respondents, the respondents who stated that they had used the services of J&T Express the most were as package recipients, related to ServQual and CustLoyal. because the average consumer already feels safe and secure if their package is sent via J&T. This research is strengthened by previous research conducted Wijayanto, (2021), Yonata *et al.*, (2020), Nurrahman *et al.*, (2020) which stated that ServQual had a positive and significant effect on CustLoyal.

Second, based on the results of tests that have been carried out, it shows that SerQual has a positive and significant influence on CustSat. This means that the better the quality of service provided, it will increase CustSat. Based on the results of the correlation matrix, the highest value is "I will invite other people/my family to use J&T Express services." On average, consumers are satisfied with the services provided by the J&T Express company. This is done by the company as a form of service for the selection of consumers to the company. This research is strengthened by previous research conducted by Aprilla dan Amalia, (2019), Mahira *et al.*, (2021), Santosa dan Mashyuni, (2021) which stated that ServQual had a positive and significant effect on CustSat.

Third, based on the results of tests that have been carried out, it shows that CustSat has a positive and significant influence on CustLoyal. This means that the more consumers who are satisfied with the services provided by the company, it will increase CustLoyal. Based on the results of the correlation matrix, the highest value is "on time delivery" of 0.625. Consumers have been satisfied with the goods received according to their expectations as seen from the online tracking feature or J&T web trace and tracking. This research is reinforced by previous research conducted by Yonata *et al.*, (2020), Gultom *et al.*, (2020), Nurhayati, (2020) stating that CustSat has a positive and significant effect on CustLoyal.

Fourth, the results of this study indicate that ServQual has a positive effect on CustLoyal through CustSat, where CustSat has a partial role as a mediator. Based on the results of this study, ServQual directly affects CustLoyal. Because CustLoyal can be determined by ServQual has a direct role. The better the service, the more CustLoyal increases through CustSat. Based on the results of the correlation matrix, a high value is "feeling satisfied with the quality of delivery services provided by J&T Express" of 0.743 related to ServQual having a positive effect on CustLoyal through CustSat, customers have felt satisfaction with the quality of delivery services provided by J&T Express and customers are interested in using J&T Express services again. This research is strengthened by previous research conducted by Thungasal, (2019), Pratama *et al.*, (2019), Hanapi dan Arianto, (2021) showing that there is a positive influence between ServQual and CustLoyal through CustSat.

Research Limitations

There are still some limitations or limitations that need to be improved in the future. This study only takes samples from J&T Express consumers in Jabodetabek, so this research is only on a medium scale, while J&T Express is spread almost throughout Indonesia. So the results of these 3 studies cannot be generalized to consumers outside Jabodetabek. This study only focuses on ServQual on CustLoyal with CustSat as a mediating variable.

Suggestions For Further Research

In this study, it is better to develop further in adding variables so that it can increase knowledge outside of the variables used in this study. For this reason, further research is also expected to be able to develop theories or research studies on broader research objects. Then with a larger number of samples so that they can explain and explain other variables such as price variables, product quality, or marketing strategies in order to explore the possibility of other variables that can affect consumer satisfaction.

Managerial Implications

This study has several important managerial implications for increasing CustSat with J&T Express services. The first is recommended for J&T Express based on the results of the correlation matrix, the lowest value is "Waiting room and adequate facilities" of 0.374. So the ServQual variable can evaluate these factors by providing better and effective ServQual to maintain trust and loyalty from consumers so that the growth of J&T Express service customers continues to grow and achieve company targets. Furthermore, for J&T Express services, based on the results of the correlation matrix, the lowest value "feel satisfied with the responses and solutions from J&T Express when I had problems during delivery" of 0.311. So on the variable of CustSat, in order to evaluate while maintaining the trust of consumers regarding the quality provided, if the CustSat is not satisfied, the customer finally switches to another choice, then the J&T Express must increase CustSat. Then for J&T Express services, based on the results of the correlation matrix, the lowest value is "In a month at least I use J&T Express services" of 0.207. So on the CustLoyal variable in order to evaluate loyalty to the brand, as well as the products and services used, CustLoyal will have an impact on increasing company profits.

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