

Building Lion Parcel Customer Loyalty in Indonesia: The Role of Service Quality, Satisfaction and Trust

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Abstract : The phenomenon or issue this study aims to address is the increasingly intense competition in the freight forwarding industry in Indonesia. Lion Parcel, as one of the delivery service providers, has not yet ranked among the top brands according to brand index data from 2015-2024. To survive this competition, Lion Parcel needs to enhance customer loyalty, which is a key factor for business success in the future. purpose of this study is to find out how service quality can affect customer satisfaction, trust, and loyalty of Lion Parcel customers, as well as how customer satisfaction and trust serve as mediating factors in the relationship between service quality and loyalty. This study is a quantitative explanatory research. The questionnaire is distributed online, using Google Form. This study used the SEM-PLS (Structural Equation Model-Partial Least Square) data analysis method with Smart PLS 4.0 software, involving 157 respondents who were taken by purposive sampling. The results of this study show that service quality has a positive and significant influence on customer satisfaction and trust. Additionally, customer satisfaction and trust proved to be significant mediators in the relationship between service quality and customer loyalty. These findings provide important insights for Lion Parcel management in improving service quality to encourage customer satisfaction and loyalty, as well as emphasizing the need for strategies that focus on improving customer trust.

Keywords: *service quality, customer satisfaction, trust, loyalty*

1. Introduction

Currently in Indonesia, the growth and development of freight forwarding services, both domestic and international, is getting rapid. This can be seen from the emergence of freight forwarding service companies from year to year TIKI (1970), JNE (1990), Lion Parcel (2013), SiCepat Express (2014), Ninja Express (2015), J&T (2015), ID Express (2019), Antaraja (2019) are newcomers in the field of delivery services, in contrast to PT Pos Indonesia (1746). The increasing number of freight forwarding service companies poses its own challenges for the sustainability of similar service companies in the future. Based on the 2015-2024 brand index data for freight forwarding service companies, as follows;



Source : Top Brand Award (www.topbrand-award.com)

Based on information on the top brands of product delivery service companies from 2015-2024, Lion has not been included in the best brand category. In order to survive this fierce competition, Lion must increase the loyalty of its customers. Customer loyalty according to (Chinna et al., 2022) The reality facing Lion Parcel is that it has not yet achieved a position among the top brands in Indonesia's delivery service industry, as evidenced by brand index data from 2015-2024. In such a competitive environment, this lack of brand recognition poses a challenge to its sustainability. To thrive, Lion Parcel needs to increase customer loyalty, which is essential for business success. Research is relevant because it aims to identify how factors like service quality, customer satisfaction, and trust can contribute to building loyalty. By understanding these factors, Lion Parcel can develop strategies to enhance loyalty, maintain competitiveness, and ultimately improve its market position.

Customer loyalty is active and can change due to various variables. Various articles and journal articles mention factors that affect customer loyalty, including service quality, customer satisfaction, customer experience, cost fairness, and brand image . (Adrian, 2022) (Wardani et al., 2023) .

Quality service is all the company's training point that to meet clients desire. If a company gets its wants and needs benefit clients and strives to meet them, it will include appreciating (Toehartono et al., 2022) Serving quality is the result of client involvement, so it is the client itself can judge it. The quality of service can be the client's assessment of the level of benefits they get and anticipate (Toehartono et al., 2022) . When the quality of service does not meet the desires, the client becomes a traitor (Pasianus, 2021)

Customer satisfaction is the premise of authenticity of loyalty which is influenced by the quality of service. Client satisfaction is decided by the appropriateness of the administration anticipated and seen by the client. (Kotler Philip and Armstrong, 2018) Some of the components that affect client fulfillment are: quality, goods, cost, quality of service.

Trust can be a feeling of confidence in the company's unwavering quality and is decided by efficiently examining the company's wishes. According to Robbins and

Mahrinda (Cindy Mahardika Sari, 2021), consumer trust is the development of expectations that go beyond words, actions, and choices. A person can choose at any time whether to trust others and thus change his or her behavior in the future (Robin & Evyanto, 2023) .

2. Literature Review

2.1. *Quality of Service*

Service quality is a desire and trust in the gap between tourists that utilizes measurements of security, friendliness, loyalty, responsiveness, and tangible evidence. The quality of service obtained by customers of freight forwarding services must be the main variable in creating sustainable services, service quality is important for companies to maintain and continue to reach customers (Ricardianto et al., 2023) . Service quality can be interpreted as the expected level of luxury and the control of the level of greatness to meet customer needs (Gary, 2022) . Service quality plays an important role in creating customer satisfaction and service. This explanation shows that good service to customers is one of the most important components to attract customers (Ruslim et al., 2023) . In this study, the measurement of service quality uses 5 dimensions, namely Assurance, Empathy, Reliability, Responsive and Tangible with 11 indicators.

2.2. *Customer Satisfaction*

Customer satisfaction can be in the form of feelings of pleasure or disappointment for buyers that arise when the consumer's recognition or impression of the performance is lower than he wants compared to the perception or impression of the buyer that is not fulfilled. On the contrary, performance that exceeds desires makes buyers feel satisfied and happy. (Aprileny et al., 2020) . Customer satisfaction is very important for the company, especially in the coordination segment , since they are one of the most important components that allow the company to compete with its competitors. Customer satisfaction can take many forms, such as a sense of pleasure and joy when using a brand's goods and services. (This study uses 3 indicators sourced from (Lim et al., 2021) .

2.3. *Trust*

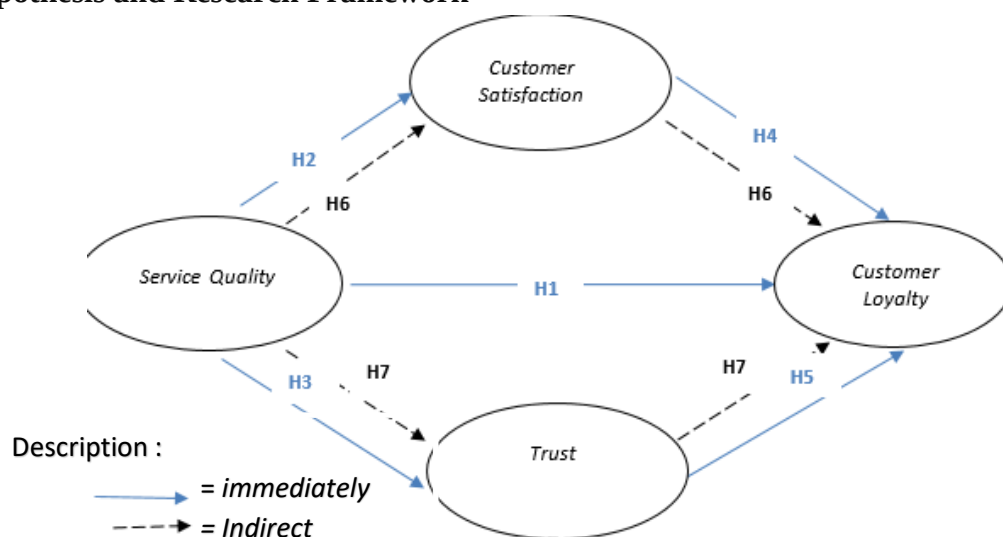
According to AD Lestari & Hidayat (2019), Customer trust refers to the desire to depend on partners in trade relationships where trust is embedded in partners. As users of delivery services, online business people are now increasingly selective in choosing delivery services. This can be due to the increasing number of options in the delivery service industry, as well as the frequent loss of packages and goods from customers, and the inability of delivery service companies to give customers a sense of trust by guaranteeing that they get their goods. The customer will get to the recipient intact. Understanding what customers expect from the quality of services provided forms a company's trust score. The services provided show value to the company. The services provided depend on the performance of each employee of the service provider. Each

company includes a range of services consisting of costs, requirements, methods, and time that employees use to provide the best service for their customers (Hartanto, 2022). According to (Yovanda et al., 2022) Trust refers to a company's willingness to depend on its trading partners. Trust is determined by several interpersonal and organizational variables such as competence, credibility, intelligence, and attention. Building trust can be difficult in an online situation because companies impose stricter control on online trading partners than other partners. Trade buyers are worried about not getting the right quality goods and services at the right time and place, and vice versa. Customer trust has a great influence on the sustainability of a company because if the goods of a company are no longer trusted by buyers, then it will be difficult for them to develop in the market. Trust can be a good plan that is built and developed and maintained and tested effectively over time. In this case, the confidence measurement uses 3 indicators (Lim et al., 2021).

2.4. Loyalty

Loyalty is considered a key construct related to the relationship between customers and their suppliers in service and marketing-related research. The definition of loyalty is summarized in terms of aiming to continue the relationship, the possibility of not switching, expressing positive word-of-mouth promotion, positive attitudes, repeat purchases, long-term commitments or any contribution of these things. Due to the large number of definitions of loyalty, it is determined that in order to conduct empirical studies, a researcher is required to decide how to handle the mutual relationship of loyalty and a specific dimension of loyalty. Some researchers have identified two dimensions of loyalty and argue that loyalty is measured by attitude and behavioral loyalty. In this study, loyalty measurement used 6.

3. Hypothesis and Research Framework



3.1 The relationship between service quality and customer loyalty

Service quality which includes physical evidence, service quality, responsiveness, trust and sympathy affects customer loyalty (Rosyida & Fatmawati, 2021) . Service quality has a positive and significant influence on customer loyalty (Nurul Anisa, 2024) . Service quality has a positive and significant influence on customer loyalty (Damaiyanti et al., 2023) . Based on the description above, a hypothesis is proposed;

H1 : There is an influence of service quality on Lion Parcel customer loyalty

3.2 The relationship between service quality and customer satisfaction

The impact of service quality on customer satisfaction is revealed to have a half-way impact, (Sugiharto & Rizki, 2021) . Customer satisfaction is a subordinate variable to service quality (Susanto & Christina, 2019) . The quality policy of the past service is often done and high quality will result in more important satisfaction, high quality service means that he is comfortable, relevant additional voice . (Fernadya Ainy Ainassyifa, 2023) . Based on the discussion above, a hypothesis is proposed;

H2 : there is an influence of service quality on Lion Parcel customer satisfaction

3.3 Relationship between service quality and trust

Customers who believe in a company will feel trusted, because they can benefit greatly from the company (Fernadya Ainy Ainassyifa, 2023) . The quality of trust will make customers feel confident in the quality of the services provided (Fernadya Ainy Ainassyifa, 2023) . The results of this study also show that there is a significant relationship between trust and e-service quality, this shows that there is a strong relationship between these factors (Nurmanah & Nugroho, 2021) . Based on the description above, a hypothesis is proposed;

H3: There is an influence of service quality on Lion Parcel's customer trust.

3.4 Relationship between customer satisfaction and customer loyalty

The more prominent the satisfaction obtained by the customer, the more it will empower high customer loyalty (Sutame & Nuvriasari, 2023) . The higher the level of consumer customer satisfaction, the greater the impact on increasing customer loyalty (Daengs et al., 2022) . Therefore, there is a positive relationship between customer satisfaction and customer loyalty. The results of previous research explain that customer satisfaction with a company can arise because of the number of transactions with the company, resulting in relationships from consumers. This satisfaction will affect customer attitudes and loyalty. Based on the description above, a hypothesis is proposed;

H4: there is an influence of customer satisfaction on Lion Parcel customer loyalty.

3.5 Relationship between customer trust and loyalty

Trust can increase customer loyalty because even so, the influence of marketing situations and efforts has the potential to cause changes in customer behavior caused by customer experience in increasing loyalty to a service and gaining trust. (As et al., 2023) . The greater the trust gained by customers, the higher customer loyalty will be encouraged (Sutame & Nuvriasari, 2023) . This is possible because customers have believed in the

credibility and integrity of the company. Based on the description above, a hypothesis is proposed;

H5 : There is an influence of trust on Lion Parcel customer loyalty

3.6 The relationship between service quality and customer loyalty through Lion Parcel customer surveys

Satisfaction

Research conducted by (Ahmed Anwar Elsaed, 2023) also states that Logistics Service Quality has a positive and significant influence on Customer Loyalty through Customer Satisfaction (Nurul Anisa, 2024) . Based on the discussion above, a hypothesis is proposed;

H6: There is an influence of service quality on loyalty through Lion Parcel customer satisfaction.

3.7 The relationship between service quality and loyalty through Lion Parcel customer trust

There is a positive relationship between service quality and loyalty through trust (Desri et al., 2024) . In a service company, service is one of the procedures that must be carried out optimally. This can happen because with good service, customers will trust the company and will be loyal or recommend it to others. . (Sa'adah & Setiawan, 2023) . Based on the discussion above, a hypothesis is proposed;

H7: There is an influence of service quality on loyalty through Lion Parcel customer trust.

4. Research methods

This research is explanatory because it aims to explain the relationship between the variables studied and provide a deeper understanding of the phenomenon that occurs. With this approach, researchers not only describe the existing data or information, but also try to identify the causes and factors that affect the results of the research.

This research is quantitative, namely because it aims to collect numerical data that can be measured and analyzed statistically. Using this method, researchers can identify and test the relationships between variables, as well as test predetermined hypotheses.

This research was conducted by distributing the questionnaire online, in the form of a google form and respondents followed the instructions in the questionnaire to answer the questions given by the researcher. The object of this research is Lion Parcel consumers. This study uses five Likert scales. The indicators used in this study amounted to 25 items.

The sample determination was using the Hair method (Hair, 2019), in this study the number of samples used was greater than the minimum, namely $5 \times 25 = 125$ respondents. The sampling method used in this study is non-probability sampling. The sampling technique in this study uses purposive sampling. The sample was taken using the criteria, namely Lion Parcel consumers who are > 17 years old and have delivered goods at least 1 (one) time in the last 1 (one) year.

The questionnaire data collection was carried out on August 8-10, 2024, with 176 incoming questionnaire answers. There were 20 respondents who did not meet the requirements because they had never sent goods or packages through Lion Parcel. Thus, the questionnaire

answers that met the requirements and were suitable for processing in this study were 156 respondents.

Referring to the theoretical framework, in this study the SEM (Structural Equation Modeling) analysis method is used. For the component approach, PLS (Partial Least Square) version 4.0 is used which is a multivariate statistical technique that compares many independent and dependent variables. In the SEM-PLS analysis, there are 2 calculation models, namely the Outer Model calculation by testing the validity and reliability values.

After that, the calculation of the Inner Model uses two methods, namely Cronbach Alpha and Composite Reliability.

5. Results and Discussion

5.1 Validity and Reliability Test From Results

The calculation with the SmartPLS tool obtained the following results:

NO	Variable	Average extracted variance (AVE)
1	CSATIS	0.678 years
2	FAITHFUL	0.705 years
3	Square	0.571 years
4	TRUST	0.659 years

Source: Processed Data (SmartPLS 4.0), 2024

The square root value of AVE for all variables is higher than the correlation coefficient between constructs and other constructs, so it can be concluded that the value has good discriminatory validity. Table 3 shows that the variables Customer Satisfaction, Loyalty, Quality of Service and Trust can reflect each of the valid variables because the AVE value > 0.50.

5.1.1. Test Reliability

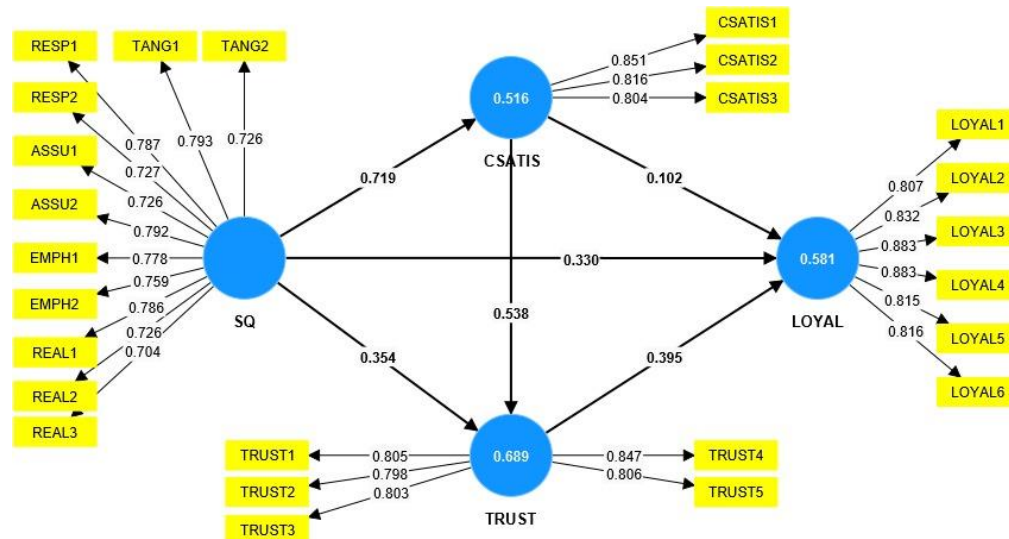
The most common way to test reliability is to look at Cronbach's alpha value and composite reliability value. If Cronbach's alpha coefficient exceeds that value, then the instrument is said to be reliable. (Conversely, the value of the composite reliability method is acceptable if the value is $< 0.70 < 0.95$. (Mardhiani et al., 2023))

NO	Variable	Composite reliability (rho_a)	Alfa Cronbach	Result
1	CSATIS	0.767 years	0.763	Reliable
2	FAITHFUL	0.919	0.916	Reliable
3	Square	0,925	0,925	Reliable
4	TRUST	0.871	0.871	Reliable

Source: Processed Data (SmartPLS 4.0), 2024

5.1.2 Validity testing

In this study, validity testing was carried out using two criteria, namely convergent validity and discriminatory validity. Convergent validity is a multi-item scale validity test that describes a situation where more than 70% of the variance is on items measuring the same construct. The degree of correlation between two conceptual measures is determined by the validity of convergence. Draw conclusions from concepts and relate them to the overall scale .



Source: Processed Data (SmartPLS 4.0), 2024

The results of the validity test in the figure above show that the loading factor value of each dimension has a loading factor value of > 0.70 so that it can be concluded that it has met the convergent validity criteria .

5.2 Validity of discrimination

his crime is the Fornell-Larcker value.

NO	Variable	CSATIS	FAITHFUL	square	TRUST
1	CSATIS	0.824			
2	FAITHFUL	0.653	0.840		
3	Square	0.719	0.696	0.756	
4	TRUST	0.793	0.721	0.741	0.812

Source : Processed Data (SmartPLS 4.0), 2024

5.3 Influence

The Direct Correlation between variables is shown in the table. If the Count > 1.97 Table Hypothesis testing is carried out at a significance level of 5%. To test the hypothesis between variables and find out how much influence there is between these variables, this study uses the Smart PLS 4.0 Bootstrapping approach.

NO	Line	Original Sample (O)	P value	T Statistics	Result
1	CSATIS -> LOYAL	0,102	0,493	0,686	Negative
2	CSATIS -> BELIEFS	0,538	0.000	6,662 people	Positive
3	SQ -> CSATIS	0,719	0.000	14.865	Positive
4	SQ -> SETIA	0,330	0,004	2.861	Positive
5	SQ -> TRUST	0,354	0.000	4,226 people	Positive
6	TRUST -> LOYAL	0,395	0,004	2,904 people	Positive

Source: Processed Data (SmartPLS 4.0), 2024

Based on the table, customer satisfaction has no effect on loyalty as shown by a tcal value of $0.686 > 1.97$. This shows that customer satisfaction has no effect on loyalty as measured by a correlation coefficient of 0.102. Customer satisfaction had a positive effect on trust with a tcal value of $6.662 > 1.97$ and with an original sample of 0.538. Customer satisfaction has a direct effect on trust. The calculation value of $14,865 > 1.97$ shows that the quality of service has a positive effect on customer satisfaction. Service quality has a direct effect on customer satisfaction. Service quality had a significant effect on loyalty, with a tcal value of

2.861 > 1.97 and a correlation coefficient of 0.330. In addition, service quality also had a significant effect on trust, with a tcal value of 4.226 > 1.97 and a correlation coefficient of 0.354. The correlation coefficient is 0.395 with a tcal value of 2.904 > 1.97, which means that trust has a significant effect on loyalty.

The hypothesis that "there is a positive impact" generally suggests that the study anticipates a beneficial or significant effect between certain variables, such as service quality positively influencing customer satisfaction, trust, or loyalty. However, in the findings, some relationships were found to be "important" and others "not important." This distinction refers to the statistical significance of the tested relationships. For example:

Important: When the p-value and t-statistics indicate a statistically significant result, the relationship (e.g., between service quality and loyalty) is deemed "important," meaning the data supports the hypothesized positive impact.

Not Important: Conversely, if the statistical tests do not show a significant relationship (e.g., customer satisfaction did not significantly affect loyalty), the result is marked as "not important," indicating the data did not support the expected positive impact.

5.4 Indirect impact

The table shows the indirect relationship between customer satisfaction and loyalty and the indirect relationship between service quality and loyalty and trust.

N0	Variable	Original sample (o)	T Statistics (O/STDEV)	P value	Result
1	SQ -> CSATIS -> SETIA	0.073 years	0.676 years	0.499	Not important
2	SQ -> TRUST -> LOYAL	0.140	2.833	0,005	Important

Source : *Processed Data (SmartPLS 4.0), 2024*

The insignificant relationship between the variables SQ -> CSATIS -> LOYAL ("service quality" to "customer satisfaction" to "loyalty") is declared as "not important" because the p-value of 0.499 and the t-statistic value of 0.676 do not meet the threshold significance limit (generally 5% or t-statistic > 1.97). These results indicate that the indirect effect of service quality on loyalty through customer satisfaction is not significant, so customer satisfaction is not an important mediator in strengthening the relationship between service quality and loyalty in this context

5.5 From the customer satisfaction and loyalty table, the results of indirect influence state that the t-statistical value is $2.264 > 1.97$, with a P value of 0.024. In addition, the quality of service and loyalty, with a t-statistical value of $3.671 > 1.97$ with a p-value of 0.000. Proving that service quality has a significant effect on loyalty relationships. Service quality also has a significant effect on trust. This is shown by the results of indirect influence with a t-statistical value of $6.078 > 1.97$ and with a p-value of 0.003.

5.6 Conformity Test Conformity

The table shows the criteria for R-squared values with strong values of 0.75, medium 0.50, and low 0.25.

NO	Variable	R-squared	Result
1	CSATIS	0,516	keep
2	FAITHFUL	0,581	keep
3	TRUST	0,689	keep

Source: Processed Data (SmartPLS 4.0), 2024

6. Conclusion

Several previous studies support the findings of this research regarding the impact of service quality on customer loyalty, satisfaction, and trust. For example, Rosyida and Fatmawati (2021) found that service quality significantly influences customer loyalty, aligning with the conclusion that improved service quality can drive customer loyalty. Similarly, Susanto and Christina (2019) discovered that service quality has a direct effect on customer satisfaction, supporting the direct influence of service quality on satisfaction found in this study. Yovanda et al. (2022) agreed that trust plays a crucial role in strengthening customer loyalty, which is consistent with this study's finding of a direct relationship between trust and loyalty. Furthermore, Sugiharto and Rizki (2021) highlighted that customer satisfaction serves as a mediating factor in the relationship between service quality and loyalty, reinforcing the conclusion that satisfaction can act as a mediator in this context. Some research diverges from these findings, particularly regarding the role of customer satisfaction as a mediator. For instance, Pasionus (2021) found that service quality alone does not necessarily lead to loyalty if satisfaction is not sufficiently high, suggesting that satisfaction's mediating effect may not always be significant.

7. Implication

Good service quality is obviously a major factor in customer satisfaction, which can ultimately increase customer trust in the company. When customers feel satisfied and trust in Lion Parcel's services, they are more likely to become loyal customers. Therefore, companies must focus on continuously improving the quality of service to meet and exceed customer expectations, build strong trust, and ultimately increase customer loyalty. It also shows how important it is to continuously evaluate and improve services to maintain standards high quality and meet the needs and expectations of Indonesian customers.

8. Research limitations

The study only looked at Lion Parcel customers as a sample, so the results may not fully reflect the opinions of customers of other courier companies in Indonesia. Second, subjective and personal factors can influence variables such as satisfaction and trust. As a result, it can be difficult to measure these variables objectively. Additionally, the data collected may be limited to a specific time and may not take into account changes in customer preferences and behavior over a long period of time. An additional limitation is the likelihood that respondents will be biased in their responses, especially if they do not provide critical responses. Finally, the study may not fully consider variables that come from outside, such as the economic situation and technological advancements, which can affect service quality and customer loyalty.

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