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Customer Satisfaction Moderates Service Quality, Timeliness, and Price on Customer Loyalty in Logistics Service Companies (Study on Logistics Companies in North Surabaya)

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Abstract

In today's increasingly complex and competitive business world, maintaining and enhancing customer loyalty is crucial for the long-term success of a company. This study aims to investigate the influence of service quality, timeliness, and competitive pricing on customer loyalty, with customer loyalty as a moderation. in the Logistics Service Company, the research method used is a quantitative approach by collecting data from 45 respondents who are customers of the Logistics Service Company. Data were analyzed using SEM PLS software to evaluate the influence of each variable on customer loyalty. The research results show that Customer Satisfaction (Z) as a moderator of Service Quality (X1) and Price (X3) significantly positively affects Customer Loyalty.

Keywords: *Customer Loyalty, Service Quality, Timeliness, Price*

INTRODUCTION

Customer loyalty in the logistics service industry is an important element for maintaining the sustainability and growth of the company, especially amidst intense competition. In this context, loyalty is not just about customers returning to use the service, but also encompasses a long-term relationship full of trust between customers and the logistics service provider. Loyal customers tend to choose the same company repeatedly despite offers from competitors, because they feel that the service provided meets or even exceeds their expectations. Lovelock and Wirtz in Firmansyah (2019) state that in the service business, especially in the logistics sector, the quality of the relationship between customers and the company is the main factor influencing customer loyalty. Customers of logistics service companies often require timely, safe, and budget-compliant deliveries. When service providers are able to consistently meet these needs, customer trust increases and loyalty is fostered.

One of the important factors that determine customer loyalty is service quality. Indiani et al (2016) revealed that reliability, responsiveness, and a proactive attitude in handling issues are the main aspects in enhancing loyalty. In the logistics industry, customers highly value punctuality and the conformity of the delivered products with what they ordered. If a logistics company can ensure high service

quality, customers will tend to continue using their services because they feel their shipping needs are being well managed. In addition to service quality, price also plays a significant role in customer loyalty. Putri and Arisanti (2024) state that in logistics services, customers tend to look for companies that offer competitive prices with commensurate value. Reasonable and transparent pricing can create a positive perception of the company. When customers feel they are getting optimal value for the costs incurred, they are more likely to show loyalty.

Timeliness is also an important factor in maintaining customer loyalty in the logistics sector. Qomariah (2021) revealed that customers who often require timely logistics services, such as e-commerce companies, tend to establish long-term relationships with companies that have proven to be reliable in terms of timing. This punctuality also helps logistics companies to enhance their reputation as professional and trustworthy business partners. In addition to these factors, customer satisfaction often acts as a reinforcing or moderating factor in the relationship between service quality, price, timeliness, and loyalty. When customers are satisfied, the impact of service quality and delivery accuracy on loyalty will be even stronger. Lukiyana (2024) reveals that customer satisfaction moderates this relationship by strengthening emotional attachment and customer trust in the logistics company, which ultimately extends their cooperative relationship.

In facing tight competition, logistics companies need to prioritize customer loyalty by providing the best and consistent service, maintaining delivery reliability, and offering prices that match the value of the services provided. Thus, the customer loyalty that is built will contribute to the sustainability of the company in a competitive market. Grand Theory of Consumer Behavior is a profound theoretical concept in understanding consumer behavior.Consumer behavior refers to actions directly related to acquiring, using, and disposing of products or services, including the decision-making processes that occur before and after these actions. Nugroho in Anjani, 2021.

According to Babin & Harris as cited by Hotimah et al., 2019, this theory emphasizes the importance of understanding consumer behavior in the context of consumer marketing. A deep understanding of consumer behavior requires special skills in analyzing and interpreting relevant information, thereby supporting the planning of effective and efficient marketing strategies. According to Kasmir in Putri et al., 2021 Explains that service quality is the efforts and actions of business actors or companies in providing satisfaction to customers. Service quality encompasses how effectively a company provides satisfaction to customers during interactions or transactions. This includes aspects such as responsiveness, reliability, accuracy, politeness, and ease of communication. Responsiveness refers to how quickly a company responds to customer requests or inquiries, while reliability indicates consistency in providing good service over time. According to Rusydi, service quality is the organization's ability to deliver the best tiered service compared to competitors. (Suada & Soedarmanto, 2022).

Consistent punctuality not only meets customer expectations but also enhances the service provider's reputation in the market. A reliable service provider

in delivery will build customer trust and sustainable business relationships. On the other hand, delivery delays can result in additional costs for storing goods or lost sales opportunities (Sahara, 2024). Timeliness means that the delivery process must be carried out according to the specified day and date. If the delivery is not on schedule, the customer may file a complaint. Therefore, it is important to ensure that goods are shipped and received on time as promised so that customers feel satisfied. Price plays a major role in the freight forwarding industry. Consumers and companies often consider shipping costs as the main factor in choosing an expedition service. Expedition companies with competitive rates tend to be more successful in attracting and retaining customers. According to Sumarwan in Nurfauzi et al. (2023), price is the characteristic of a product or service that consumers most often use to evaluate it.

Putri and Arisanti (2024) reveal that loyal customers tend to be willing to purchase even if the price is slightly higher, continue making repeat purchases, and recommend the product or service to others. The level of customer satisfaction also influences their purchasing decisions. In other words, if customers are satisfied with what they receive, this can lead to loyalty towards the product or service. Customer satisfaction is defined as the level of satisfaction felt by consumers towards the services provided by the company, including timeliness, the condition of goods upon receipt, customer service, and the reliability of the tracking system. In the logistics industry, customer satisfaction is greatly influenced by operational efficiency and effectiveness, from supply chain management to the last-mile delivery process (Jiang et al., 2020). Research by Kim et al. (2021) found that customer satisfaction in logistics not only impacts consumer loyalty but can also strengthen the company's reputation, ultimately increasing the number of new customers. Customer satisfaction in the context of logistics is also closely related to the digital technology implemented by the company. The development of technology, such as the use of big data and the Internet of Things (IoT), enables logistics companies to provide real-time tracking services and minimize errors in the delivery process. The study results show that customers are more satisfied when they can monitor the status of their shipments at any time (Yuen et al., 2022). Additionally, the speed and accuracy in conveying information play a crucial role in creating a positive customer experience (Zhang & Zhang, 2023). The use of mobile applications also enhances customer convenience, allowing them to more easily manage shipments, track packages, and receive support if there are any issues with the delivery. Thus, customer satisfaction is not only related to the speed and accuracy of delivery but also to the quality of service provided during the logistics process.

METHOD

In both quantitative and qualitative research, the use of appropriate methods of participants sampling, study design, measures, and statistical analysis critically influences the study's methodological soundness. A good methodology should be clean and clear. Clean means the use of appropriate, valid, and unflawed methods of sampling and use of instruments, procedures, and analysis. Clear means the ideal

method is written in a clear manner, such that another researcher could duplicate the study (Times New Roman, 12 pts, single space, justify alignment).

As explained by Sinambela in Wijonarko, 2023, the quantitative approach is a type of research that processes data to produce structured information, and the focus of this research is logistics service companies.

Savalas said that "population" refers to the objects being studied and is useful for helping researchers collect data so they can find solutions to research problems. During the data processing phase, researchers often use samples to simplify the research process. The population consists of all customers of the logistics service company, including individuals or organizations that use or become customers of the company. The regular customers of the Logistics Service Company, numbering 45 customers, are the subjects of this research. In the study, the selected sub-group of the population was used as a sample (Amirullah, Khuluq et al., 2024). In this study, a saturated sampling technique was used, where all 45 customers of the logistics service company were sampled because their population was less than 100 people. All the characteristics possessed by all respondents, namely based on the duration of being a customer and the age of the customers.

Operational variables the way to define variables in research so that they can be measured and observed concretely. Research variables are all things in various forms chosen by the researcher to be investigated, with the aim of obtaining information that can be used as a basis for drawing conclusions. (Sugiyono in Oktaviana, 2023) Service Quality Indicators (X1) according to Tjiptono, in (Taufiqul Huda, Sri Nuringwahyu, 2023): Responsiveness, Reliability, Empathy. The Timeliness Indicator (X2) according to Handoko (2018) in (Taufiqul Huda, Sri Nuringwahyu, 2023) is: Whether or not the delivery of goods is timely, Whether or not the agency adheres to the predetermined schedule for goods, Timeliness in the duration of the process. Price Indicator (X3) according to Kottler and Armstrong (Ilham Ardiansyah, Muhammad As'ad, 2021) includes: Affordability of price, Price suitability with product quality, Price competitiveness, Price suitability with benefits. Customer Satisfaction Indicator (Z), according to Zeithaml, et al (2020), includes: Service Quality, Perceived Value, Customer Experience, Customer Feedback. Customer Loyalty Indicators (Y) according to Philip Kotler and Kevin L. Keller in Budiarno et al., 2022 include: Repeat Purchase, Retention, Referrals.

Data Collection Methods :

1) Questionnaire; A questionnaire uses a set of written questions as a means to obtain information from respondents based on their experiences, opinions, or perceptions. This is an efficient method of data collection, especially when the researcher has a clear understanding of the variables to be measured and the information needed. Each variable being studied has several questions or statements, and the respondents' answers will be scored according to the choices they make. The scores are given to the answers "strongly agree" (5), "agree" (4), "disagree" (3), "strongly disagree" (2), and "very strongly disagree" (1) Sugiyono, 2012 (Hotimah & Widyawati, 2022);
2) Observation; Morissan in Suryani et al., 2018 states that observation is a daily human activity using the five senses as its main tools. In the context of logistics

service companies, observation is a data collection method where researchers study and observe situations directly. The goal is to collect evidence that can add to and support the results of the ongoing research.

3) Literature Study; The literature study method is a technique to obtain information by searching through various documents such as writings, photos, images, and electronic documents to support the writing. In this research, the data that forms the theoretical basis in human resource management is obtained through literature study. Additionally, to ensure the relevance of the information, the author strives to gather data from various reference sources.

Data Analysis Techniques

1. Model Measurement (Outer Model): Tests are used to ensure the relationship between latent variables and their indicators. Discriminant validity measures the extent to which constructs differ from one another. A high Average Variance Extracted (AVE) value indicates that the construct is effective in explaining its indicators. An AVE value of at least 0.5 is considered good in analysis (Yogasara and Antonius Alijoyo, 2024). The researcher used the Cronbach's alpha value to test the reliability of the measurement tool and ensure its consistency in data collection with the following steps:
   1) Validity Test: To determine the validity of the obtained data, the following can be used: a) Convergent Validity: A value used to indicate the positive relationship between one indicator and another within the context of a construct, which reflects convergent validity. Convergent validity is measured by observing the "outer loading" value. Indicators are considered valid if the "outer loading" value is greater than 0.7, whereas if the value is less than 0.7, the indicator is considered invalid. (sarwono, 2014: 44 in Yogasara and Antonius Alijoyo, 2024); b) Discriminant Validity: Discriminant validity refers to how well a construct can be distinguished from other constructs. In the context of this research, the evaluation of discriminant validity is conducted using the Average Variance Extracted (AVE) value. To be considered adequately valid, the AVE value should at least reach 0.5. If the AVE value is below 0.5, then its validity level is considered low.
   2) Reliability Test: Construct reliability is measured using two metrics, namely Cronbach's Alpha and Composite Reliability. Composite Reliability and Cronbach's Alpha are used to measure construct reliability. To test the reliability of a factor in this study, the Cronbach's alpha value is used. If the Cronbach's alpha value reaches 0.7 or higher, the factor is considered reliable. However, if the alpha value is below 0.6, then the exploratory elements in the research are absent (Aleifari and Ralandia in Feri, 2021).
2. Structural Model (Inner Model): According to the explanation provided by (Santosa, 2021 in Pramuswari et al., 2024), the Structural Model (Inner) is a tool that measures the relationship between constructs to evaluate the positive or negative impact between latent factors. Indicators in this model are used for assessment:
   a) Coefficient of determination (R^2); The coefficient of determination (R^2) is a measure that indicates the extent to which changes in the endogenous variable

are influenced by the exogenous variable. The value of *R* 2 usually ranges between 0 and 1; the higher the value, the better the model's prediction. The specific R^2 values categorize them into three categories: strong (0.67), moderate (0.33), and weak (0.19). (Feri, 2021 Pramuswari et al., 2024).

b) Path Coefficients; Path coefficients assess the significance and strength of the relationship between variables in path analysis, with values ranging from -1 to +1. Higher values indicate a strong relationship, while lower values indicate a negative relationship. In hypothesis testing, the t-statistic and P-value are used; results are considered significant if $P < 0.05$, and the t-statistic value required for a 95% confidence level is 1.

3. Hypothesis Testing: The purpose of this technique is to determine how the effect of the independent variable on the dependent variable can change at different levels of the moderator variable (Hayes, 2017).

RESULTS AND DISCUSSION

Data Analysis

The calculation results of the entire model using SmartPLS 4.1.0 are shown in Figure 2.

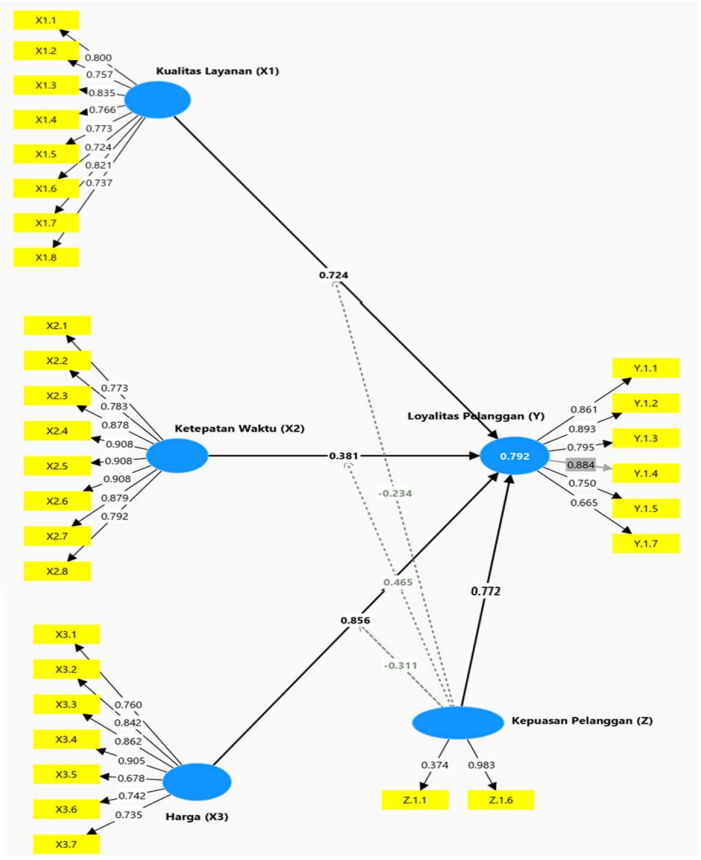

Figure 2. SEM PLS Diagram

Testing the Measurement Model (Outer Model).
1. Validity Test Convergent validity is measured by looking at the outer loading value. Indicators are considered valid if their outer loading value is ≥ 0.7, whereas if the value is ≤ 0.7, the indicator is considered invalid. The test results using the SmartPLS 4.0 software, as shown in Table 1.

Table 1. Outer Loading Values after Indicator Elimination

Variable	**Indicator**	***Outer Loading***
Service Quality (X1)	X1.1	0.800
	X1.2	0.757
	X1.3	0.835
	X1.4	0.766
	X1.5	0.773
	X1.6	0.724
	X1.7	0.821
	X1.8	0.737
Timeliness (X2)	X2.1	0.773
	X2.2	0.783
	X2.3	0.878
	X2.4	0.908
	X2.5	0.908
	X2.6	0.908
	X2.7	0.879
	X2.8	0.792
Price (X3)	X3.1	0.760
	X3.2	0.842
	X3.3	0.862
	X3.4	0.905
	X3.5	0.678
	X3.6	0.742
	X3.7	0.735
Customer Satisfaction (Z)	Z.1.1	0.374
	Z.1.6	0.983
Customer Loyalty (Y)	Y.1.1	0.861
	Y.1.2	0.893
	Y.1.3	0.795
	Y.1.4	0.884
	Y.1.5	0.750
	Y.1.7	0.665
Moderatirng Effect 1	X1 * Z	1000
Moderatirng Effect 2	X2 * Z	1000

Variable	Indicator	*Outer Loading*
Moderatirng Effect 3	X3 * Z	1000

Source: Data Processed, 2024

Based on Table 1, it can be seen that the outer loading values are greater than or equal to ≥0.7. This means that these indicators have strong validity in explaining their latent variables, namely: indicators on the Service Quality variable (X1), Timeliness (X2), Price (X3). Meanwhile, the Customer Satisfaction Variable (Z) is somewhat weaker, and the Customer Loyalty Variable (Y) has one indicator that is less strong in explaining their latent variables.

The Average Variance Extracted (AVE) value and the square root of AVE are used as metrics to evaluate discriminant validity. To be considered to have good validity, the AVE value should be ≥ 0.5. If the AVE value ≤ 0.5, then its validity is considered low. The following are the AVE (Average Variance Extracted) values reported in this study.

Table 2. AVE Value

Service Quality (X1)	0.605
Timeliness (X2)	0.732
Price (X3)	0.620
Customer Satisfaction (Z)	0.553
Customer Loyalty (Y)	0.660
Moderatirng Effect 1 X1 * Z	1000
Moderatirng Effect 2 : X2 * Z	1000
Moderatirng Effect 3 : X3 * Z	1000

Source: Data Processed, 2024

Based on the results in Table 2, it can be seen that the AVE value for Service Quality (X1) is 0.605, Timeliness (X2) is 0.732, Price (X3) is 0.620, Customer Satisfaction (Z) is 0.553, and Customer Loyalty (Y) is 0.660, indicating that the discriminant validity is met.

Reliability Test

Table 3. Composite Reliability and Cronbach's Alpha

Variabel Laten	*Cronbach's Alpha*	*Composite reliability* (rho_a)	Keterangan
Service Quality (X1)	0.906	0.910	Reliable
Timeliness (X2)	0.947	0.958	Reliable

Price (X3)	0.900	0.908	Reliable
Customer Satisfaction (Z)	0.330	0.965	Reliable Moderate
Customer Loyalty (Y)	0.894	0.965	Reliable

Source: Data Processed, 2024

Table 3 above shows that the results of the reliability test on Cronbach's alpha and composite reliability for each latent variable in the study, namely Service Quality, Timeliness, Price, and Customer Loyalty, the Cronbach's alpha value for each latent variable indicates a value above 0.5. And Customer Satisfaction is below 0.5. Then the composite reliability value of the latent variables has a value above 0.7, which are the variables of Service Quality, Timeliness, Price, Customer Satisfaction, and Customer Loyalty. It can be concluded that the average latent variables in this study have been reliable in measuring their respective variables.

Structural Model Testing (Inner Model)

The coefficient of determination (R Square) is used as an indicator for the structural model in this study. The R2 value is classified into three categories based on (Chin in Feri, 2021): strong if ≥ 0.67, moderate if 0.33 - 0.67, and weak if ≤ 0.19. Here are the R square test results for this study shown in Table 4.

Table 4. R Square Test Results

R-Square Overview	R-Square	R-Square Adjusted
Customer Loyalty (Y)	0.792	0.753

Source: Data Processed, 2024

Table 4 shows that the adjusted R square value of the model in the study is 0.792. This indicates that the exogenous variables are able to explain variable Y by 79.2% (strong category), showing that Service Quality, Timeliness, and Price have a significant influence on Customer Loyalty by 79.2%. The remaining variance of 21.8% is influenced by other independent variables not examined in this study.

Hypothesis Testing

In hypothesis testing, it was found that the path coefficient for the first hypothesis has a TStatistics of 0.894, which is lower than the critical value of 1.98 at a significance level of α = 0.05, with a PValues of 0.000 greater than 0.05, and a positive Original Sample value of 0.132. This analysis shows that Service Quality has a significant impact on Customer Loyalty, which is quite significant for the first hypothesis.

In hypothesis testing, it was found that the path coefficient for the second hypothesis has a TStatistics of 1.819, which is lower than the critical value of 1.98 at a significance level of α = 0.05, with a PValues of 0.000 greater than 0.05, and an Original Sample value of 0.215. This analysis shows that Timeliness has a

significant impact on Customer Loyalty, making it quite significant in the second hypothesis.

In hypothesis testing, it was found that the path coefficient for the third hypothesis has a TStatistics of 1.452, which is lower than the critical value of 1.98 at a significance level of α = 0.05, with a PValues of 0.000 greater than 0.05, and a positive Original Sample value of 0.336. This analysis shows that Customer Satisfaction has a significantly substantial impact on Customer Loyalty, which supports the third hypothesis.

In hypothesis testing, it was found that the path coefficient for the fourth hypothesis has a TStatistics of 0.151, which is lower than the critical value of 1.98 at a significance level of α = 0.05, with a PValues of 0.000 greater than 0.05, and a positive Original Sample value of 0.327. This analysis shows that Customer Satisfaction has a significant impact on Customer Loyalty, which supports the fourth hypothesis.

In hypothesis testing, it was found that the path coefficient for the fourth hypothesis has a TStatistics of 0.129, which is lower than the critical value of 1.98 at a significance level of α = 0.05, with a PValues of 0.000, which is lower than 0.05, and an Original Sample value of -0.029. This analysis shows that Customer Satisfaction has a less significant impact on Customer Loyalty, which weakens the fifth hypothesis.

In hypothesis testing, it was found that the path coefficient for the fourth hypothesis has a TStatistics of 0.438, which is lower than the critical value of 1.98 at a significance level of α = 0.05, with PValues of 0.000, which is lower than 0.05, and a positive Original Sample value of 0.054. This analysis shows that Customer Satisfaction has a significantly substantial impact on Customer Loyalty, which weakens the sixth hypothesis.

In hypothesis testing, it was found that the path coefficient for the fourth hypothesis has a TStatistics of 0.419, which is lower than the critical value of 1.98 at a significance level of α = 0.05, with a PValues of 0.000 greater than 0.05, and a negative Original Sample value of -0.077. This analysis shows that Customer Satisfaction has a less significant impact on Customer Loyalty, which weakens the seventh hypothesis.

CONCLUSION

Primary data in this study were obtained through the distribution of questionnaires to 45 regular customers of the logistics service company. Here is the discussion of the research results, based on the duration of being customers: the majority of respondents (55.6%) have been customers of the logistics service company for 1-5 years, followed by those who have been customers for less than 1 year (20%) and 6-10 years (22.2%). Only a small number of respondents (2.2%) have been customers for more than 10 years.

This data shows that most customers have a relatively long experience as customers of the company. 1) The Influence of Service Quality on Customer Loyalty, Based on the test From the results of the t-test, the service quality variable

(X1) shows that there is a significant effect on customer loyalty (Y). The t-value with a significance of less than 0.05 indicates that an improvement in service quality has the potential to increase customer loyalty; 2) The Influence of Timeliness on Customer Loyalty, On the variable of Timeliness, the hypothesis found that the path coefficient at significance α = 0.05, with a PValue of 0.000 greater than 0.05, and an Original Sample value of 0.215. This analysis shows that Timeliness has a significant impact on Customer Loyalty, making it quite significant in the second hypothesis; 3) The Influence of Price on Customer Loyalty, On the Price variable in the hypothesis testing, it was found that the path coefficient at significance α = 0.05, with a PValue of 0.000 greater than 0.05, and a positive Original Sample value of 0.336. This analysis shows that Customer Satisfaction has a significantly substantial impact on Customer Loyalty, which supports the third hypothesis; 4) The Influence of Customer Satisfaction on Customer Loyalty, in the hypothesis testing, it was found that the path coefficient for the third hypothesis had a PValue of 0.000, which is greater than 0.05, as well as a positive Original Sample value of 0.336. This analysis shows that Customer Satisfaction has a significantly substantial impact on Customer Loyalty, which reinforces the third hypothesis; 5) Customer Satisfaction moderates Service Quality on Customer Loyalty, Customer Satisfaction moderates Service Quality on Customer Loyalty at a significance level of α = 0.05, with a PValue of 0.000, which is lower than 0.05, and a negative Original Sample value of -0.029. This analysis shows that Customer Satisfaction has a less significant impact on Customer Loyalty, which weakens the fifth hypothesis; 6) Customer Satisfaction moderates Timeliness towards Customer Loyalty Customer satisfaction moderates the effect of time consistency on customer loyalty, with a PValue of 0.000, which is lower than 0.05, and a positive Original Sample value of 0.054. This analysis shows that Customer Satisfaction has a significantly substantial impact on Customer Loyalty, moderately reinforcing the sixth hypothesis; 7) Customer Satisfaction moderates Price on Customer Loyalty Customer satisfaction moderates the price on customer loyalty, with PValues of 0.000, which is greater than 0.05, and a negative Original Sample value of -0.077. This analysis shows that Customer Satisfaction has a less significant impact on Customer Loyalty, which weakens the seventh hypothesis.

Based on the tests in this study, several conclusions can be drawn, finding that the following factors influence customer loyalty in logistics companies, as follows:

a. Service Quality Variable (X1) has a significantly strong influence on customer loyalty;
b. Timeliness Variable (X2) has a significant impact on customer loyalty;
c. Price Variable (X2) has a significant impact on customer loyalty;
d. Customer satisfaction variable (Z) has a significant influence on customer loyalty;
e. Customer Satisfaction moderates Service Quality on Customer Loyalty, this analysis shows that Customer Satisfaction has a less significant impact on Customer Loyalty;

f. Customer Satisfaction moderates Timeliness towards Customer Loyalty, this analysis shows that Customer Satisfaction has a significantly substantial impact on Customer Loyalty, which moderately strengthens the sixth hypothesis;
g. Customer Satisfaction moderates Price on Customer Loyalty, this analysis shows that Customer Satisfaction has a less significant impact on Customer Loyalty, which weakens the seventh hypothesis.

Based on the analysis of customer loyalty towards the quality of service, timeliness, and price of the Logistics Service Company, with user satisfaction as a moderator, the following recommendations can be presented: a) This research found that service quality, timeliness, and competitive pricing are significant independent variables, and customer loyalty is the dependent variable. This provides a significant contribution to the logistics marketing industry, but the moderation is lacking, necessitating further in-depth research; b) For future researchers, it is recommended to investigate other factors that can influence customer loyalty in logistics service companies, such as customer interactions, satisfaction levels, trust, and service reliability. This will enhance our understanding of the components that influence customer loyalty in the context of logistics companies; c) It is hoped that these suggestions can make a positive contribution to efforts to increase customer loyalty in the logistics service company through improved service quality, timeliness, and competitive pricing strategies.

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