
**THE EFFECT OF SERVICE QUALITY ON CUSTOMER LOYALTY:
CUSTOMER SATISFACTION AS AN INTERVENING VARIABLE AT HELLEN
HEALTH AND BEAUTY SALON, KARIMUNTING VILLAGE**



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Abstract

The beauty industry in Indonesia has shown rapid development along with the increasing public awareness of personal care and appearance, which drives the growth of businesses and intensifies competition in the beauty services sector. This condition is accompanied by rising customer demands for optimal service quality, but there are still issues in retaining customer loyalty, which is influenced by the level of satisfaction experienced. This study aims to analyze the effect of service quality on customer loyalty: customer satisfaction as an intervening variable at Hellen Health and Beauty Salon, Karimunting Village. This study uses a quantitative approach with a causal associative design. The population of the study is all salon customers, with a sample of 150 respondents determined through purposive sampling. Primary data were collected through questionnaires, observation, and interviews, while secondary data were obtained from publications related to the development of the beauty industry. Data analysis was performed using SEM-PLS with SmartPLS by evaluating the outer model (convergent validity, discriminant validity, AVE, and reliability) and the inner model (R-square, F-square, and hypothesis testing through bootstrapping). The results show that all constructs meet the validity and reliability criteria. The model has moderate explanatory power with a customer satisfaction R^2 value of 0.538 and a customer loyalty R^2 value of 0.583. Service quality significantly positively affects both customer satisfaction and customer loyalty, and customer satisfaction significantly positively affects customer loyalty. Customer satisfaction also acts as a partial mediator in the relationship between service quality and customer loyalty.

Keywords: Service Quality, Customer Satisfaction, Customer Loyalty, Beauty Services

INTRODUCTION

The beauty industry has become one of the important elements in the lifestyle of Indonesians, both for women and men who have high awareness about personal appearance. This sector not only functions for basic treatments like haircuts or facials, but has also become a holistic service center that provides relaxation experiences, boosts self-confidence, and contributes to physical and mental health (Indonesian Cosmetic Companies Association, 2021–2024). The growth of the cosmetic industry in Indonesia is reflected in the increase of total revenue from USD 1.31 billion (around IDR 21.45 trillion) in 2021 to USD 1.94 billion (around IDR 31.77 trillion) in 2024, as well as the growing number of businesses, especially Small and Medium Enterprises (SMEs), which are predicted to exceed 1,500 business units by 2024 (Indonesian Cosmetic Companies Association, 2023; Investment Promotion Agency of Bengkayang Regency, 2025).

The rapid development of the beauty sector at the national level is also occurring in West Kalimantan Province, particularly in Bengkayang Regency. The local community has shown increased awareness of the importance of self-care, reflected in the growing demand for hair, face, and body care services. The Bengkayang Regency Investment and One-Stop Integrated Services Agency (DPMPTSP) recorded 38 beauty salon businesses spread across the region in 2024–2025, including Sungai Raya District and Sungai Raya Kepulauan, with three beauty salon businesses located in Karimunting Village (Bengkayang Regency Investment Promotion Agency, 2024–2025).

The phenomenon of increasing beauty salon businesses in Karimunting Village has created competitive issues in the beauty services sector. Customer choice is influenced by price variations, service quality, and the facilities offered. Observations and interviews at Hellen Health and Beauty revealed that customers prefer in-salon services because the prices are more affordable compared to home service options, despite a variety of treatments available, ranging from facials to premium treatments like Dermapen Acne Scars and DNA Salmon (Hellen Health and Beauty Beauty Salon, 2025). This situation shows dynamics in customer behavior related to service quality and the satisfaction they receive.

The urgency of this study arises from the impact of service quality on customer satisfaction, which in turn affects loyalty. The revenue data of Hellen Health and Beauty from 2022–2024 shows an increase from IDR 167,500,000 to IDR 206,500,000, a cumulative increase of 22.19% over the past three years, largely attributed to the increase in transaction numbers and demand for various treatments (Hellen Health and Beauty Beauty Salon, 2022–2024). This phenomenon indicates the scientific relevance of analyzing the effect of service quality on customer satisfaction and loyalty within the local context.

Previous studies have highlighted the relationship between service quality, satisfaction, and customer loyalty in general, but research specifically focusing on customer satisfaction as an intervening variable in beauty salons in Karimunting Village is still limited. This gap is reflected in the lack of empirical data regarding customer preferences for home service versus in-salon services and their impact on loyalty, measured through repeat purchases, retention, and referrals (Hellen Health and Beauty Beauty Salon, 2025; Bengkayang Regency Investment Promotion Agency, 2024–2025).

This study fills the gap by examining the causal relationship between service quality and customer loyalty with satisfaction as an intervening variable at Hellen Health and Beauty Beauty Salon. This study also focuses on the context of Karimunting Village, where

variations in services, pricing, and salon facilities can be empirically analyzed specifically, thus complementing previous research that was more general or not segmented by service method (home service vs. salon) and local customer characteristics (Hellen Health and Beauty Beauty Salon, 2025).

Based on this context and the research gap, the objective of this study is to analyze the effect of service quality on customer loyalty: customer satisfaction as an intervening variable at Hellen Health and Beauty Salon, Karimunting Village. This study focuses on measuring service quality through dimensions of reliability, responsiveness, assurance, empathy, and tangible evidence, while customer satisfaction is measured through expectations, interest in revisiting, and willingness to recommend, and customer loyalty through repeat purchases, retention, and referrals.

REVIEW OF LITERATURE

Service Quality

According to Kotler (2009), service quality refers to any activity or benefit provided by one party to another that is essentially intangible and does not result in ownership of something, and the process of delivery may or may not be related to physical products. Service quality has become one of the strategies companies use to create positive experiences for consumers (Arizal et al., 2023). Service quality can be defined as efforts to meet customer needs and desires, while determining how to deliver services to meet customer expectations (Gunawan et al., 2024). High-quality services can drive sales growth, expand market share, and lead customers toward loyalty (Wijaya & Megawati, 2024). When assessing service quality, customers tend to use perceptions formed in their minds. If a service provider fails to meet the specific needs of customers, they may switch to another provider who is considered to offer better services (Agussalim & Ali, 2017).

The dimensions of service quality according to Parasuraman, Zeithaml, and Berry (1988) include: (1) Reliability, which refers to the consistency of performance and the ability to deliver services accurately; (2) Responsiveness, which refers to the willingness of employees to help customers and deliver services promptly; (3) Assurance, which refers to the ability of the service provider to instill consumer confidence; (4) Empathy, which refers to personal attention to customers and understanding their individual needs; and (5) Tangibles, which refers to the physical appearance, personnel, equipment, and facilities supporting the service (Luturmas, 2023). Previous studies have shown that service quality has a significant impact on customer loyalty, as indicated by Khoirunnisa and Wijayanto (2021) in their study of IndiHome customers in Semarang. Similar findings were also reported by Zahara (2020), who found a significant effect of service quality on customer loyalty among Gojek app users. Additionally, Putri and Utomo (2017) also stated that service quality directly and significantly influences customer loyalty among Dian Comp Ambarawa's customers.

Customer Satisfaction

Irawan (2002) explains that satisfaction comes from the Latin word *satis*, meaning enough, and *facio*, meaning to do, so satisfaction can be understood as an effort to meet or make something adequate. Customer satisfaction plays a very important role, as satisfied customers tend to show higher levels of loyalty, give positive recommendations to others, and have a greater tendency to repurchase (Chandra et al., 2023). Customer satisfaction is an

important indicator in determining future business success because it reflects customer attitudes toward the company and is more effective in predicting performance compared to historical data such as sales. Although building customer satisfaction takes time and costs, it provides long-term benefits for the company (Tjiptono & Diana, 2022). Furthermore, service quality is a form of customer evaluation of a service's ability to meet or even exceed their expectations. When these expectations are met or exceeded, customers will experience satisfaction (Irawan & Wabiser, 2025).

Customer satisfaction measurements include: (1) Expectation fulfillment, which compares customer expectations with the received performance; (2) Interest in revisiting, which refers to the willingness of customers to use the company's services again; and (3) Willingness to recommend, which refers to the customer's decision to recommend the product or service to others (Indrasari, 2019 in Masili et al., 2022). Previous research shows that customer satisfaction has a positive and significant effect on customer loyalty, as stated by Gultom et al. (2020). This finding is further supported by Alim et al. (2025), who stated that customer satisfaction significantly affects customer loyalty, where satisfied customers tend to be more loyal and are more likely to repurchase on the Shopee platform.

Customer Loyalty

Griffin (2005) suggests that customer loyalty is more related to behavior than attitude. Loyalty can be understood as a customer's commitment to continue making repeat purchases in the future (Dewi et al., 2022). However, retaining customers as part of loyalty-building efforts is not easy. Companies need to integrate all aspects of their business and determine the right strategy to create value for customers. By delivering value that meets customer needs, companies can build and maintain consumer loyalty (Aprelyani, 2025). Customer loyalty can be defined as the tendency of consumers to continue purchasing products or services consistently, reflected through repeat purchases and continuous positive recommendations (Rohmatilla et al., 2025).

The indicators of loyalty include: (1) Repeat Purchase, which refers to the willingness to make another purchase; (2) Retention, which refers to the ability of customers to remain loyal despite negative influences; and (3) Referrals, which refers to the customer's willingness to recommend the company to others (Auliaurrahman & Kusumahadi, 2022).

In this research framework, customer loyalty acts as a dependent variable influenced by service quality through customer satisfaction. Previous studies show that service quality impacts customer loyalty, both directly and indirectly through customer satisfaction as a partial mediating variable, as stated by Dewi (2016). However, these findings are not entirely consistent, as Novianto and Akbar (2019) state that customer satisfaction does not play a role in the relationship between service quality and customer loyalty.

RESEARCH METHOD

This study examines the effect of service quality on customer loyalty with customer satisfaction as an intervening variable at Hellen Health and Beauty Beauty Salon in Karimunting Village. The study uses an associative approach to understand the relationship between several factors in the study object (Siregar, 2017). Data were collected through primary and secondary data. Primary data were obtained through direct observation, interviews, and questionnaires to gather information from respondents about their behaviors and experiences, while secondary data included data published by other parties, such as

reports on the number of businesses (Siregar, 2017). Data collection in this study was conducted through direct observation, interviews, and questionnaires given to customers, as well as using secondary data in the form of publications related to the number of beauty salons in Indonesia from 2022 to 2024.

The population in this study is considered infinite (unknown population), so the sample size determination used the Roscoe approach to ensure an adequate sample size between 30 and 500 respondents, with purposive sampling techniques based on specific criteria such as age and experience interacting with the study object (Sugiyono, 2023). The study population includes all customers of Hellen Health and Beauty Beauty Salon, with a sample of 150 respondents determined using the Roscoe formula and purposive sampling based on criteria such as being at least 17 years old and having undergone at least two treatments. The measurement of respondents' attitudes, opinions, and perceptions was carried out using a 5-point Likert scale (Sugiyono, 2023).

Data analysis was performed using Partial Least Square (PLS) in the framework of Structural Equation Modeling (SEM) through the Smart-PLS software, which includes validity testing, reliability testing, outer model, inner model, and testing direct and indirect effects to examine the relationships among constructs (Musyaffi et al., 2021; Siregar, 2017; Yamin, 2023). Validity was measured using outer loading, AVE, and discriminant validity (Ghozali, 2013), reliability using Cronbach's Alpha (Siregar, 2017), and item-construct relationships through outer loading, Average Variance Extracted (AVE), and composite reliability (Yamin, 2023). The structural model was evaluated using R square, F square, Goodness of Fit Index, and direct and indirect effects to test causal relationships among the analyzed factors (Yamin, 2023).

RESULTS AND DISCUSSION

Outer Model Measurement

a. Convergent Validity Test

Convergent validity is used to assess the extent to which indicators measuring the same construct have high correlation, thereby effectively representing that construct. The test was conducted through the loading factor value on each indicator, where values greater than 0.7 are considered to meet the criteria. The results of the convergent validity test for each research variable are presented in Table 1.

Table 1. Convergent Validity Test Results

Variable	Indicator	Loading Factor	Description
Service Quality (X)	X1.1	0.783	Valid
	X1.2	0.753	
	X1.3	0.735	
	X1.4	0.792	
	X1.5	0.751	
	X1.6	0.740	
	X1.7	0.784	
	X1.8	0.755	
	X1.9	0.779	
	X1.10	0.756	

	X1.11	0.763	
	X1.12	0.795	
	X1.13	0.800	
	X1.14	0.794	
	X1.15	0.716	
Customer Satisfaction (Z)	Z.1	0.743	Valid
	Z.2	0.737	
	Z.3	0.809	
	Z.4	0.745	
	Z.5	0.781	
	Z.6	0.765	
	Z.7	0.809	
	Z.8	0.786	
	Z.9	0.728	
Loyalty Customer (Y)	Y.1	0.736	Valid
	Y.2	0.801	
	Y.3	0.823	
	Y.4	0.779	
	Y.5	0.808	
	Y.6	0.791	
	Y.7	0.836	
	Y.8	0.800	
	Y.9	0.719	

Source: Processed Data, 2026

Based on Table 1, the results of the convergent validity test show that all indicators for the Service Quality, Customer Satisfaction, and Customer Loyalty variables have loading factor values greater than 0.7, thereby meeting the convergent validity criteria and being declared valid for use as measurement tools in the study.

b. Discriminant Validity

Discriminant validity testing uses the Fornell–Larcker criterion to assess the ability of constructs to distinguish themselves from other constructs. The value of a construct should be higher than its correlation with other constructs to be considered to have good discriminant validity. The results of the discriminant validity test for this study are presented in Table 2.

Table 2. Discriminant Validity Test Results

Variable	Customer Satisfaction	Service Quality	Customer Loyalty
Customer Satisfaction	0.768		
Service Quality	0.734	0.767	
Customer Loyalty	0.751	0.646	0.789

Source: Processed Data, 2026

Based on the results of the discriminant validity test in Table 2, each construct has a Fornell–Larcker value higher than its correlation with other constructs, indicating that the indicators can dominantly reflect their respective constructs. Thus, all constructs meet the discriminant validity criteria.

c. Average Variance Extracted (AVE)

Construct validity can also be assessed through Average Variance Extracted (AVE), where a construct is considered valid if $AVE > 0.5$. The AVE values for this study are presented in Table 3.

Table 3. AVE Test Results

Construct	AVE
Service Quality (X)	0.588
Customer Satisfaction (Z)	0.589
Customer Loyalty (Y)	0.622

Source: Processed Data, 2026

Based on Table 3, all variables have AVE values above 0.5, thus meeting the convergent validity criteria, and the indicators are valid to represent each construct in the study.

d. Reliability Test

The reliability test was conducted to assess the consistency of the questionnaire items as measurement tools. Reliability was measured using Composite Reliability (criteria > 0.7) and Cronbach's Alpha (minimum threshold 0.6). The results of the reliability test are presented in Table 4.

Table 4. Reliability Test Results

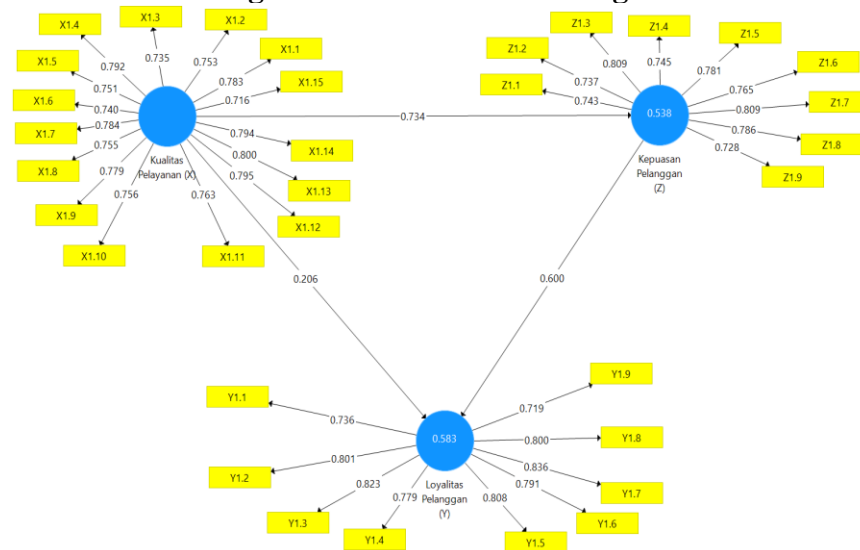
Variable	Cronbach's Alpha	Composite Reliability
Service Quality (X)	0.950	0.955
Customer Satisfaction (Z)	0.913	0.928
Customer Loyalty (Y)	0.924	0.937

Source: Processed Data, 2026

Based on the results of the reliability test in Table 4, all constructs meet the reliability criteria with Composite Reliability > 0.7 and Cronbach's Alpha > 0.6 , indicating that the measurement items are reliable and suitable for use in the study.

The outer model test results are presented in Figure 1.

Figure1. Outer Model Testing Results



Source: SmartPLS Output, 2026

Inner Model Measurement

a. Coefficient of Determination (R-Square Test)

In SEM-PLS analysis, R-square (R^2) is used to measure how much the independent variable explains the variance in the dependent variable. A high R^2 value indicates the predictive ability of the model, and the results are presented in Table 5.

Table 5. R-Square Test Results

Endogenous Variable	R-Square	R-Square Adjusted
Customer Satisfaction (Z)	0.538	0.535
Customer Loyalty (Y)	0.583	0.578

Source: Processed Data, 2026

Based on the R-Square test results in Table 5, the results can be interpreted as follows:

- 1) The R-Square value of 0.538 indicates that Service Quality (X) explains 53.8% of the variance in Customer Satisfaction (Z), with the remaining variance influenced by other factors outside the model. The Adjusted R-Square value of 0.535 places this effect in the moderate category (0.50–0.75).
- 2) The R-Square value of 0.583 indicates that Service Quality (X) and Customer Satisfaction (Z) explain 58.3% of the variance in Customer Loyalty (Y), with the remaining 41.7% influenced by other factors. The Adjusted R-Square value of 0.578 also falls in the moderate category.

b. F Square Test

In SEM-PLS analysis, F-Square is used to measure the magnitude of the independent construct’s effect on the dependent construct in the structural model. The test results are presented in Table 6.

Table 6. F-Square Test Results

Model	F Square
Service Quality (X) → Customer Satisfaction (Z)	1.167
Service Quality (X) → Customer Loyalty (Y)	0.047
Customer Satisfaction (Z) → Customer Loyalty (Y)	0.399

Source: Processed Data, 2026

Based on the F-Square test results in Table 6, the following interpretations can be made:

- 1) The F-Square value of 1.167 for the Service Quality (X) → Customer Satisfaction (Z) model indicates a strong effect, as it is above the 0.35 threshold.
- 2) The F-Square value of 0.047 for the Service Quality (X) → Customer Loyalty (Y) model indicates a weak effect, as it falls between 0.02 and 0.15.
- 3) The F-Square value of 0.399 for the Customer Satisfaction (Z) → Customer Loyalty (Y) model indicates a strong effect, as it is above the 0.35 threshold.

c. Goodness of Fit (GoF)

Goodness of Fit (GoF) testing in SEM-PLS was conducted to assess the overall model fit for both the inner and outer models. The model fit level is evaluated using the SRMR (Standardized Root Mean Square Residual) indicator, where a lower value indicates better model fit. The GoF calculation results are presented in Table 7.

Table 7. Goodness of Fit Test Results

<i>GoF</i>	Model Estimasi 0.064
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Source: Processed Data, 2026

Based on the Goodness of Fit test results in Table 7, the SRMR value of 0.064 is below the threshold of 0.10, indicating that the model has a very good fit and represents the research data optimally.

d. Direct Effect

Direct effect tests are used to assess the direct effect of exogenous latent variables on endogenous latent variables based on path coefficients from bootstrapping results. The direct effect test results in this study are presented in Table 8.

Table 8. Direct Effect Results

Hypothesis	Variable Relationship	Original Sample Estimate	T Statistic	P Value	Accepted
H1	Service Quality → Customer Satisfaction	0.817	20.944	0.000	Accepted
H2	Customer Satisfaction → Customer Loyalty	0.580	6.186	0.000	Accepted
H3	Service Quality → Customer Loyalty	0.236	2.643	0.008	Accepted

Source: Processed Data, 2026

Based on the results of the direct effect hypothesis testing displayed in Table 8, the direct effect results can be explained as follows:

- 1) Service Quality (X) → Customer Satisfaction (Z): t-statistic = 20.944 > 1.96 and p-value = 0.000 < 0.05, indicating a positive and significant direct effect. An increase in the service quality provided by the salon will directly improve customer satisfaction.
- 2) Customer Satisfaction (Z) → Customer Loyalty (Y): t-statistic = 6.186 > 1.96 and p-value = 0.000 < 0.05, indicating a positive and significant direct effect. The higher the customer satisfaction, the greater the likelihood of them continuing to use the service and recommending it to others.
- 3) Service Quality (X) → Customer Loyalty (Y): t-statistic = 2.643 > 1.96 and p-value = 0.008 < 0.05, indicating a positive and significant direct effect. This suggests that service quality not only increases satisfaction but also directly drives loyalty, though the effect is smaller compared to the path through satisfaction.

e. Indirect Effect

Indirect Effect is used to measure the indirect impact of an exogenous variable on an endogenous variable through a mediating variable. The specific indirect effect test results using bootstrapping are presented in Table 9.

Table 9. Indirect Effect Results

Hypothesis	Variable Relationship	Original Sample Estimate	T Statistic	P Value	Description
H4	Service Quality → Customer Satisfaction →	0.474	5.826	0.000	Accepted

Customer Loyalty

Source: Processed Data, 2026

Based on the results of the indirect effect test in Table 9, it is known that Service Quality (X) has a significant positive indirect effect on Customer Loyalty (Y) through Customer Satisfaction (Z), with $t\text{-statistic} = 5.826 > 1.96$ and $p\text{-value} = 0.000 < 0.05$. This shows that customer satisfaction acts as a partial mediator in the relationship between service quality and customer loyalty.

The Effect of Service Quality on Customer Satisfaction

The testing results show that Service Quality has a positive and significant effect on Customer Satisfaction. The $t\text{-statistic}$ obtained is 20.944 with a $P\text{-value}$ of 0.000, indicating that improvements in service quality, such as timeliness, staff friendliness, and the quality of treatments, directly enhance customer satisfaction. This effect is also considered strong based on the $F\text{-square}$ value of 1.167. This finding reaffirms that service quality is a key factor in creating a satisfying customer experience, aligning with service marketing theory. This result is consistent with previous research conducted by Ayunani et al. (2023), which found that service quality has a significant effect on customer satisfaction. A similar result was found in the research by Nanincova (2019), which stated that service quality significantly affects customer satisfaction at Noach Cafe and Bistro.

The Effect of Customer Satisfaction on Customer Loyalty

The direct effect test shows that Customer Satisfaction has a positive and significant effect on Customer Loyalty. The $t\text{-statistic}$ of 6.186 and a $P\text{-value}$ of 0.000 indicate that satisfied customers tend to continue using the salon services and recommend them to others. The $F\text{-square}$ value of 0.399 shows a strong effect, making customer satisfaction a key determinant in forming customer loyalty. This finding supports the research by Gultom et al. (2020), which shows that customer satisfaction has a positive and significant effect on customer loyalty. This result is further confirmed by Alim et al. (2025), who stated that customer satisfaction significantly affects customer loyalty, with satisfied customers being more loyal and more likely to make repeat purchases on the Shopee platform.

The Effect of Service Quality on Customer Loyalty

The study also shows that Service Quality has a positive and significant direct effect on Customer Loyalty. Although significant ($t\text{-statistic}$ 2.643; $P\text{-value}$ 0.008), its effect is considered weak compared to the indirect path through customer satisfaction ($F\text{-square} = 0.047$). This confirms that service quality can drive customer loyalty, but its effect is more effective when customers first experience satisfaction with the service provided. This finding aligns with the research by Khoirunnisa & Wijayanto (2021), who concluded that service quality significantly affects customer loyalty among IndiHome customers in Semarang. Additionally, Zahara (2020) found that service quality has an effect on customer loyalty among Gojek app users. Similar results were also found by Putri and Utomo (2017), who stated that service quality significantly affects customer loyalty among Dian Comp Ambarawa's customers.

The Effect of Service Quality on Customer Loyalty Through Customer Satisfaction

The indirect effect test shows that Service Quality has a positive and significant indirect effect on Customer Loyalty through Customer Satisfaction. The t-statistic of 5.826 and a P-value of 0.000 confirm that customer satisfaction acts as a partial mediator in the relationship between service quality and loyalty. In other words, customer loyalty is more strongly formed when service quality first enhances satisfaction, making satisfaction the main path in driving loyal customer behavior. This finding is consistent with the research by Dewi (2016), who stated that service quality affects customer loyalty both directly and indirectly through customer satisfaction as a partial mediating variable. However, this result contradicts the findings of Novianto & Akbar (2019), who stated that customer satisfaction does not have an effect on the relationship between service quality and customer loyalty.

CONCLUSION

Based on the results of the study, it can be concluded that Service Quality has a significant effect on both Customer Satisfaction and Customer Loyalty, both directly and indirectly through satisfaction as a mediator. This result shows that improvements in service quality, including consistency in treatments, friendliness, and professionalism of employees, directly enhance customer satisfaction, which in turn drives customer loyalty. This finding strengthens service marketing theory by emphasizing the role of service quality as a key determinant in building customer loyalty in the beauty service sector. Practically, this study provides guidance for salons to focus on improving service quality and consistently managing customer experiences. For future research, it is suggested to develop the model by including additional variables such as brand image, price, product quality, customer experience, or customer trust, as well as expanding the scope of the study to other types of beauty service businesses or different regions. This is expected to provide a more comprehensive understanding of the factors that influence customer loyalty and improve the generalizability of the findings, while also contributing to the development of both service marketing theory and practice.

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