

THE EFFECT OF SERVICE QUALITY, CORPORATE IMAGE, CUSTOMER TRUST, CUSTOMER SATISFACTION, AND CUSTOMER EXPERIENCE ON CUSTOMER LOYALTY AT PT PELINDO (PERSERO) (CASE STUDY AT TANJUNG INTAN, GRESIK, AND TANJUNG PERAK PORT)



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Abstract

This study aims to analyze the effect of service quality, company image, customer trust, customer satisfaction, and customer experience on customer loyalty at PT Pelindo (Persero). The data collection technique uses a purposive sampling method, where the requirement to be sampled is service users who have used PT Pelindo (Persero) services for 1 year. Based on this technique, a sample of 112 respondents was obtained—data analysis using SEM PLS. The results showed that service quality, company image, customer trust, customer satisfaction, and customer experience positively and significantly affect customer loyalty at PT Pelindo (Persero). This study recommends PT Pelindo (Persero) maintain and continue to improve service quality to maintain service user loyalty to compete with TUKS Ports in Indonesia.

Keywords: Service Quality, Company Image, Customer Trust, Customer Satisfaction, Customer Experience, Customer Loyalty

INTRODUCTION

Ports are now playing an important role in the economic and social development of countries since the inception of maritime trade. More than 80 percent of global goods trade (by volume) is transported by sea (World Bank, 2023) . Currently, the development of the business world in Indonesia is increasing, and intense competition requires companies to have the ability to compete in the market to continue to grow and develop in the long term. The business sector that has a high level of competition is in the service sector, one of which is port services. Competition in the port business is getting tighter, especially with the opening of the tap from the government through the Minister of Transportation Regulation, which facilitates Tersus / TUKS (Terminal for Own Use) permits, even to serve the public interest. As stipulated in the Decree of the Director General of Sea Transportation Number KP-DJPL 762 Year 2022 dated 22 December 2022. This regulation was prepared in the context of the continuation of the implementation of the Tersus/TUKS structuring policy, and/or the Use of Tersus/TUKS for its Interests to Temporarily Serve the Public Interest within the Directorate General of Sea Transportation (hubla.dephub.go.id, 2024).

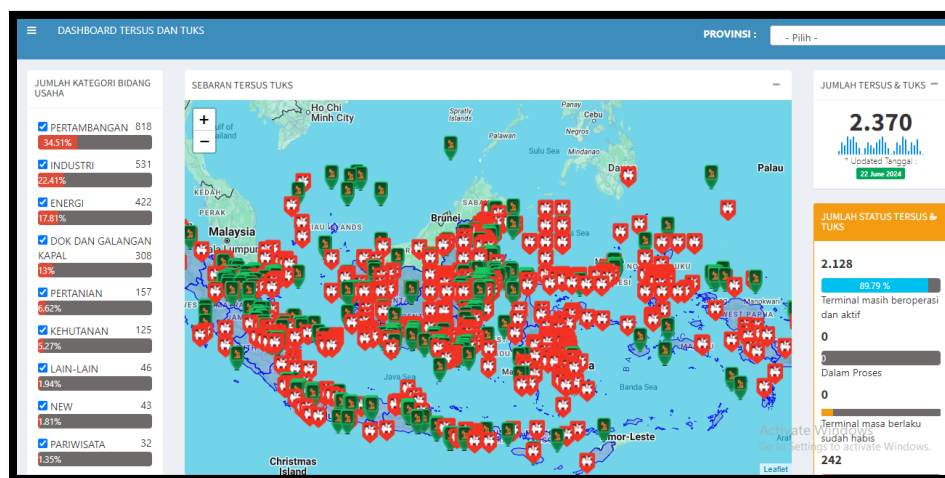


Figure 1.
Distribution of TUKS in Indonesia
Source (simpel.dephub.go.id)

According to data from the Department of Transportation, the number of TERS and TUKS in Indonesia is 2,370 ports with a detailed status of 2.128 Terminals are still operating / active and 242 Terminals are no longer active, compared to the total coverage area managed

and operated by PT Pelindo (Persero) which is spread from Sabang to Merauke with 71 Ports (Pelindo, 2021), thus the special terminals and TUKS that are always growing will become threats and direct competitors of PT Pelindo (Persero) so that in the future tariffs and services will become the benchmark for competition between ports in Indonesia, so to maintain customer loyalty, PT Pelindo (Persero) must always improve the quality of its services

Concrete evidence in early 2023 has shifted the operational activities of one of the prime customers of PT Pelindo (Persero) Tanjung Intan Cilacap, namely PT S2P (Sumber Segara Primadaya), which has invested in building its jetty and supporting facilities so that the loading and unloading activities of ships for the supply of their coal raw materials have shifted to their own TUKS Port, this has caused a drastic decrease in operational activities at the Port of Tanjung Intan Cilacap. Meanwhile, the Ports of Tanjung Perak and Gresik will also be affected by the commencement of the construction of the Maspion Container Port in collaboration with DP World in 2023, a port that is planned to serve container business activities in Gresik, East Java. Based on the results of the PT Pelindo Customer Loyalty Index in 2023 at the Tanjung Intan Cilacap, Gresik, and Tanjung Perak Port locations which are ports under Regional 3 have an index result of 4.37 (very loyal) in 2023. However, with the revision of the Shipping Law and customers or goods owners who are given the convenience of building their own TUKS ports several competitors increasingly appear and massively compete so that customer loyalty, company image, customer trust, customer satisfaction, and experience become variables that need to be reviewed, especially in the port service sector. Based on the 2023 customer satisfaction survey index data, the quality of the Ports of Tanjung Perak, Cilacap, and Gresik in 2023 has an index provided to customers that has been maximized so as to obtain a Port quality satisfaction value of 3.78, which is satisfactory, but this achievement needs to be increased to be very satisfying so that service user loyalty remains consistent and is even expected to increase during increasingly fierce competition in the port sector due to customer expectations for PT Pelindo (Persero) port services increasing after the merger.

Customer loyalty is the key to the sustainability of a company during increasingly fierce competition (Debiana et al, 2022). According to Kotler & Keller (2019), customer loyalty is the willingness of customers to buy products or services from a company for a long

time and recommend these products to those closest to them, including preference desires and desire to buy in the future. Loyalty not only produces customers who are willing to buy back but also encourages them to recommend services to others, which in turn improves the company's overall image. Customer loyalty also affects the quality of services provided or implemented. Many factors affect customer loyalty, including service quality, company image, customer trust, customer satisfaction, and customer experience.

Kotler and Keller (2019: 156) define service quality as a form of consumer assessment of the level of service received with the expected level of service. The services provided by the company will have an impact on consumers' loyalty. This is following the results of the research Pratama & Andreani (2022) , Subekti (2019) and Sasono et al., (2021) shows that service has a significant positive effect on loyalty. In contrast to research Rachmawati & Syafarudin (2022) and Handayani et al. (2021) which states that service quality has no direct effect on customer loyalty

Then, what can affect customer loyalty is the company image. Company image is the perception or opinion of consumers on a brand based on the good and bad of the brand that consumers remember. According to Kotler and Keller (2019), customer experience can be defined as a feeling of pleasure or disappointment arising from the comparison between product or service performance and customer expectations. Companies that have a good image in the eyes of customers will have an impact on consumer loyalty. This is following the results of the research Utomo & Saragih (2023) , Gustiwinarah (2022) and Diansyah & Yonatan (2022) that the company's image is very influential. Therefore, container terminal management in the future can continue to improve branding. But in contrast to the research of Triandewo et al. (2020) and Patmawati & Andjarwati (2023) there is no positive influence on loyalty.

According to Diatmika & Anggitha (2023), Trust is a very important factor in making consumers their first customers. Customer loyalty needs to be maintained and increased because it is easier and cheaper to maintain existing customers than to find new ones. Triandewo et al., (2020), munthe, et al (2022), and Putri & Telagawathi (2021) show customer trust there is a positive influence on loyalty, but Murhadi & Reski (2022) and Tandiwaijaya & Rini (2022) explain there is no significant effect of trust on loyalty

Furthermore, customer satisfaction is also a crucial factor in building loyalty (Buana et al, 2023). Satisfaction is a positive emotional reaction that results when a product or service meets customer expectations (Marcella et al., 2022) . Nurofik & Wiana (2022), Lookman (2022) and Putri & Telagawathi (2021) also show that Customer Satisfaction has a significant effect on Customer Loyalty. In contrast to research by Aprileny, et al (2022), Salim & Rodhiah (2022), and Rachmawati & Syafarudin (2022) obtained that customer satisfaction has a positive but insignificant effect on e-loyalty.

Another factor that can affect customer loyalty is the customer experience itself. Utami & Padmantlyo (2024) defines customer experience as an overall description of all the clues that customers feel in the process of purchasing goods or services. Customer experience also includes all interactions that customers experience during their relationship with the company. According to Utami & Padmantlyo(2024) , Salim & Rodhiah (2022), and Suryantini & Sujana, (2023) state that customer experience affects customer loyalty. In contrast to the results of the research, Setiawati & Susanti (2022) and this study show that customer experience has no significant effect on loyalty.

With this research, it is hoped that it can analyze the extent of customer loyalty at PT Pelindo (Persero). This research is development research from Salim & Rodhiah (2022), which examines the use of LINE Webtoon in Jakarta with research results that show quality, satisfaction, brand image, and customer experience have a positive and significant effect on customer loyalty. Furthermore, following existing phenomena and research gaps, researchers added the variables of trust and company image from Surip et al (2023), which examined customer trust and company image on customer loyalty at PT Agung, and researchers changed the research subject to PT Pelindo.

REVIEW OF LITERATURE

Theoretical Foundations

This research uses the S-O-R Theory (Stimulus-Organism-Response), which was first developed by (Hovland et al., 1953). This theory assumes that a stimulus of verbal or non-verbal words, or certain symbols, will stimulate other people as organisms to respond in certain ways (Effendy, 2003). Thus, the S-O-R theory is relevant to understanding how

certain elements (such as service quality, company image, trust, customer satisfaction, and experience) act as a stimulus that affects the organism (consumer) and ultimately leads to a response in the form of loyalty. This theory provides a clear framework for explaining the relationship between internal and external factors that influence customers to be loyal to products.

Service Quality

Kotler and Armstrong in Pratama (2022) define the term service quality as the company's ability to retain customers. According to (Handayani et al.,2021) competition in goods and services companies not only lies in quality products but also lies in service, even though a company sells the same product, customers will consider products from companies that provide good service, provide convenience, will consider these products to be of quality. Based on the S-O-R theory, service quality (fast, friendly, professional) as a stimulus captured by the five senses then causes customer perceptions about the quality of service provided (Sibuea et al, 2022). Therefore, every company has a strategy and strives to provide quality service to its customers and consumers. very instrumental in creating loyalty. Services that meet or even exceed customer expectations can increase their commitment to the company.

Indicators of service quality according to Kotler (2019) are:

- a. Reliability: The ability to provide reliable and accurate service.
- b. Responsiveness: Willingness to help customers and provide prompt service.
- c. Assurances: Knowledge and courtesy of employees and their ability to assure quality.
- d. Empathy: Individualised attention to customers.
- e. Tangibles: Appearance of physical facilities, equipment, facilities, and infrastructure

Company Image

Brand Image, later called Company Image, is the perception or opinion of consumers on a brand based on the good or bad qualities of the brand that consumers remember. According to Kotler and Keller (2019: 249), brand image is consumers' perceptions of a brand as a reflection of the associations that exist in consumers' minds. Brand image is an association that appears in the minds of consumers when remembering a particular brand. Based on the S-O-R theory, the stimulus received by customers through the five senses

through the company's perceived reputation has an impact on customers' emotional involvement in repurchasing. When customers receive services that exceed expectations or resolve complaints quickly, they will view the company's image positively compared to other companies of the same service. According to Keller & Swaminathan (2020: 239), brand image indicators consist of:

1. Corporate Image: A set of associations that consumers perceive towards a company that makes a good or service.
2. Product image: A set of associations that consumers perceive of a good or service.
3. User image: A set of associations that consumers perceive towards users who use a good or service.

Customer Trust

Trust is a very important factor in making a consumer their first customer. Customer loyalty needs to be maintained and increased because it is easier and cheaper to maintain existing customers than to find new ones Diatmika & Anggitha (2023). Based on the S-O-R theory, Stimulus (product/service quality, communication) affects customer perception. Customer perceptions influence the formation of trust through experience. Customer trust arises by itself if customers are served wholeheartedly and the results provided are above average standards, and good communication management in handling customer complaints or complaints (Anggraeni & A'yuni, 2023). Naturally, these customers will be loyal to the services we provide and will even be able to invite other customers. The following are some indicators of trust that can be used to measure customer trust, according to Kotler & Keller (2016: 231):

1. Perceived Competence, the real assessment of one's ability. The seller's ability to persuade and convince a prospective buyer while ensuring safety and satisfaction during the transaction.
2. Integrity is the level of trust potential buyers have in the seller during the transaction.
3. Benevolence, the extent to which potential buyers believe that the seller will behave honorably.

Customer Satisfaction

Customer satisfaction is also a crucial factor in building loyalty. Satisfaction is a positive emotional reaction that results when a product or service meets customer expectations (Marcella et al., 2022). Based on the S-O-R theory, the stimulus (product/service quality) affects customer perception of the comparison between expectations and company performance, customer perception affects satisfaction. The higher the quality of service provided to customers, the higher customer satisfaction. Service quality becomes all efforts in meeting the needs and desires, as well as in serving the expectations of port service users. The following are some indicators of trust that can be used to measure customer trust, according to Kotler & Keller (2016):

1. Expectation Confirmation
2. Product performance
3. Overall Customer Satisfaction

Customer Experience

Utami & Padmanty (2024) define customer experience as an overall description of all the clues that customers feel in the process of purchasing goods or services. Customer experience also includes all interactions that customers experience during their relationship with the company. Based on the S-O-R theory, the stimulus captured by the five senses of service, company reputation, and satisfaction encourages customers to come back again. A positive experience can encourage customers to use the service again and recommend it to others. According to Schmitt (1999), customer experience can be measured through five dimensions, namely sense, feel, think, act, and relate.

Hypothesis Development

The Effect of Service Quality on Customer Loyalty

Service quality is a benchmark for winning the competition, especially in the service sector. Kotler and Armstrong in Pratama (2022) define the term service quality as the company's ability to retain customers. Service quality is a determinant of whether consumers will ultimately stay with the company or depend on their competitors. In line with the research by Pratama & Andreani (2022), Sasono et al. (2021), and Subekti (2019), which

states that service quality has a positive and significant effect on customer loyalty. Therefore, researchers propose the following hypothesis:

H1: Service quality has a positive and significant effect on customer loyalty.

The Effect of Company Image on Customer Loyalty

Company Image is one of the components in building a company to be able to survive in the era of intense competition. Utomo & Saragih (2023) state that brand awareness is very influential in winning the competition. The better the image or impression given by the company to customers, the higher the level of customer loyalty. Also in line with the research by Utomo & Saragih (2023), Gustiwinarah (2022), and Diansyah & Yonatan (2022), which states that company image and service quality have a significant effect on customer loyalty. So, researchers take the hypothesis:

H2: Company image has a positive and significant effect on customer loyalty.

The Effect of Customer Trust on Customer Loyalty

Customer trust is very important in business, the level of conformity of expectations and actual results is key. If the customer expects a service at a certain level, and it is felt that the service received is higher than expected, the level of customer trust will increase, which makes it easier to attract other customers to become new customers. Following the results of research from Marcella et al. (2022), Triandewo et al. (2020), and Diatmika & Anggitha (2023), which state that trust has a positive effect on customer loyalty. So, researchers propose the following hypothesis:

H3: Company image has a positive and significant effect on customer loyalty.

The Effect of Customer Satisfaction on Customer Loyalty

Customer satisfaction is one of the important characteristics that must be the focus of business owners. Customer satisfaction is also customer feedback on the goods or services we provide; to win the competition the company must provide excellent service to provide satisfaction to customers so that customers will be loyal to the company. According to Ramadhania & Sigit (2023), Nurofik & Wiana (2022), and Pradana et al. (2024) customer satisfaction affects customer loyalty. Therefore, the researcher took the hypothesis:

H4: Customer satisfaction has a positive and significant effect on customer loyalty.

The Effect of Customer Experience on Customer Loyalty

In business or trade transactions, customers also have a reference for repurchasing goods or services, namely customer experience. Based on previous transaction experiences, customers can decide to make repeat purchases or even switch to another competitor. So it is in line with the results of the research Suryantini & Sujana (2023), Salim & Rodhiah (2022), and Utami & Padmantlyo (2024), which states that the quality of customer experience has a positive effect on customer loyalty.

H5: Customer Experience has a positive and significant effect on customer loyalty.

Research Framework

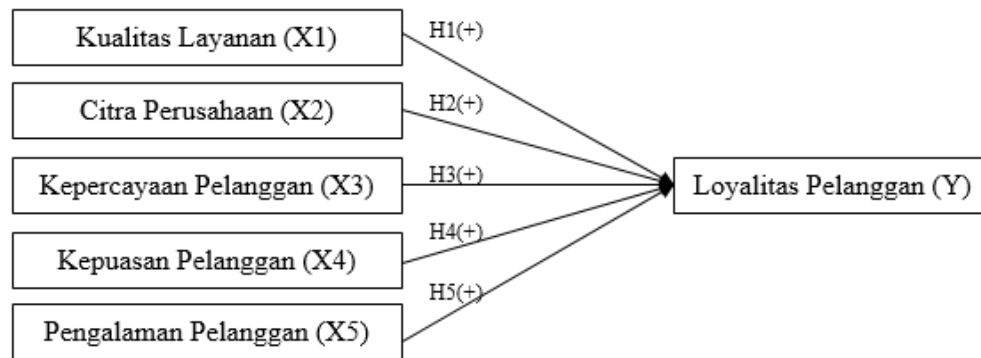


Figure 2.
Conceptual Framework

RESEARCH METHOD

This study uses a quantitative approach that aims to analyze the effect of service quality, company image, customer trust, customer satisfaction, and customer experience on customer loyalty at PT Pelindo (Persero). The population of this study is service users at the Port Branch of PT Pelindo (Persero) as follows: Tanjung Intan Cilacap, Gresik, and Tanjung Perak Surabaya, a many of 150 service users. The sample was selected using a purposive sampling technique to ensure a relevant representation of users who have experience with PT Pelindo services for 1 year. This purposive sampling technique was chosen so that the samples taken were respondents who had experienced the quality of PT Pelindo's services so that the data obtained could reflect valid perceptions related to the research variables. So, the sample was obtained from as many as 112 respondents.

The method used in collecting questionnaires, namely questionnaires (google form), while to measure respondents' answers using a Likert scale of 1-5 (5 points), with interpretation criteria, namely 1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree. The testing tool in this study uses SEM PLS 3.0 (Widarjono, 2015) . The tests used are Convergent Validity, Discriminant validity & Composite Reliability, Fornell Larcker test, R square test and Hypothesis Test.

RESULTS AND DISCUSSION

Respondent Characteristics

The research was conducted on service users of PT Pelindo (Persero), The population of this study were service users at the Port Branch of PT Pelindo (Persero) as follows: Tanjung Intan Cilacap, Tanjung Perak Surabaya, and Gresik as many as 150 and a sample of 112 respondents.

Table 1.
Frequency of Respondents Based on Service Subholding

Subcategory	Frequency	Percentage
Regional or Sub-Regional - Property Services, Harbour Passes, Electricity and Others	3	2,7%
SPJM (Subholding Pelindo Maritime Services) - Ship Services (pilot, tug, other services)	75	67%
SPMT (Subholding Pelindo Multi Terminal) - Bulk and General Cargo Loading and Unloading Services	30	26,8%
SPTP (Subholding Pelindo Terminal Petikemas) - Container Loading and Unloading Services	4	3,6%

Source: Processed 2024

Table 2.
Frequency of Respondents Based on Respondent Category

Respondent Category	Frequency	Percentage
Shipping Agent	66	58,9%
Expeditions	5	4,5%
Construction	7	6,3%
Owner of Goods	10	8,9%
Stevedoring Company	10	8,9%
Tug Guide Service Company	7	6,3%
Heavy Equipment Rental Service Company	2	1,8%

Shipping Logistics Company	5	4,5%
Total	112	100%

Source: Processed 2024

Table 3.
Frequency of Respondents Based on Frequency of Using Services

Frequency of Using the Service	Frequency	Percentage
Very Irregular	1	0,9%
Not Routine	11	9,8%
Routine	64	57,1%
Very Routine	36	32,1%
Total	112	100%

Source: Processed 2024

Description:

Very Irregular = 1 x transaction in 6 months

Non-Routine = 1 x transaction in 3 months

Routine = 1-2 x transactions in 1 month

Very Regular = Transactions > 2 x in 1 month

The table above shows that the frequency of using the service most is routine for as many as 64 respondents or 57.1%. The lowest frequency of using the service is very irregular as many as 1 respondent or 0.9%. The frequency of using the service is not routine for as many as 11 respondents or 9.8% and the frequency of using the service is very routine for as many as 36 people or 32.1%.

Table 4.
Frequency of Respondents Based on Length of Time as a Customer

Length of Time as a Customer	Frequency	Percentage
1 Year	3	2,7%
1 - 2 Years	10	8,9%
> 3 Years	99	88,4%
Total	112	100%

Source: Processed 2024

The data shows that most respondents have been customers for more than 3 years, as many as 99 respondents or 88.4%. This result shows that most respondents come from the

Shipping Agent category with 66 respondents or 58.9%, while the least category is Heavy Equipment Rental Service Company with only 2 respondents or 1.8%.

Outer Model

Used to assess indicator variables. The measurement applies a reflective model. Indicator variables in the reflective model show a very close relationship and can replace each other, so the assessment is based on reliability and validity. Reflective model measurement includes indicator reliability, discriminant validity, composite reliability, and convergent validity (Widarjono, 2015).

Table 5.
Variables, Indicators, Loading Factor Running 1, Loading Factor Running 2, Running 3 Loading Factor, AVEs, and Composite Reliability

Variable	Indicator	Loading Factors ^a Running 1	Loading Factors ^a Running 2	Loading Factors ^a Running 3	AVEs ^b	Composite Reliability
Service Quality (Kotler & Keller, 2019)	X1.1 Physical Evidence (Tangibles)	0.493	Rejected	Rejected	0.561	0.831
	X1.2 Reliability.	0.557	0.508	0.508		
	X1.3 Responsiveness.	0.799	0.821	0.821		
	X1.4 Assurance.	0.696	0.716	0.715		
	X1.5 Empathy (Emphaty)	0.865	0.896	0.896		
Company Image (Keller & Swaminathan, 2020)	X2.1 Personality.	0.772	0.772	0.771	0.669	0.889
	X2.2 Reputation.	0.907	0.907	0.907		
	X2.3 Value.	0.810	0.810	0.810		
	X2.4 Corporate Identity	0.775	0.775	0.775		
Customer Trust (Kotler & Keller, 2019)	X3.1 Ability.	0.772	0.772	0.772	0.739	0.894
	X3.2 Integrity.	0.913	0.913	0.913		
	X3.3 Benevolence	0.888	0.888	0.888		
Customer Satisfaction (Kotler & Keller, 2016)	X4.1 Expectation Confirmation	0.928	0.928	0.928	0.822	0.933
	X4.2 Product performance	0.897	0.897	0.897		
	X4.3 Overall Satisfaction	0.895	0.895	0.895		
Customer Experience (Schmitt, 1999)	X5.1 Logic (Sense)	0.729	0.729	0.747	0.558	0.834
	X5.2 Feel	0.698	0.698	0.705		
	X5.3 Mind (Think)	0.781	0.780	0.781		
	X5.4 Action	0.754	0.755	0.753		
	X5.5 Relate	0.510	0.510	Rejected		

Customer Loyalty (Kotler & Keller, 2016)	Y1 Customer Recommended	0.837	0.842	0.842	0.607	0.820
	Y2 Refuse substitute product (reject other similar products)	0.844	0.844	0.846		
	Y3 Repeat Purchase	0.639	0.634	0.631		

Source: Processed 2024

AVE: Average Variant Extract

^aAcceptable value of the Loading Factor is greater than 0.5

^bAcceptable value of AVE is greater than 0.5

^cAcceptable value of Composite Reliability is greater than 0.7

The first analysis has not passed the outer loading and has not passed the ave test, so it is done casewise on X1.1 which shows a value below 0.5. The second analysis still did not pass the test that X5 was still below 0.5 so casewise was done on X5.5. The results of running test 3 indicator variables of service quality (X1), company image (X2), customer trust (X3), customer satisfaction (X4), and customer experience (X5) on customer loyalty (Y) have an outer loading value > 0.5, average variance extracted value > 0.5 and composite reliability value > 0.7.

Table 6.

Discriminant Validity Fornell-Larcker Criterion

Variables	Service Quality	Company Image	Customer Trust	Customer Satisfaction	Customer Experience	Customer Loyalty
Service Quality	0.749					
Company Image	-0.122	0.818				
Customer Trust	0.030	0.013	0.860			
Customer Satisfaction	0.067	0.274	0.141	0.907		
Customer Experience	0.027	0.001	-0.039	-0.177	0.747	
Customer Loyalty	0.379	0.339	0.345	0.627	0.236	0.779

The Fornell Larcker test results in Table 6 show that the AVE square root value for all variables is higher than the correlation value between variables. This shows that all statement items used in this study are valid or valid.

Inner Model

The internal model is carried out through two stages, namely the analysis of the coefficient of determination and the path coefficient (significance). Significance is used to measure the influence of each independent latent variable by looking at the path coefficient value. Furthermore, hypothesis testing is carried out by calculating the path coefficient and r-square value. The significance of the relationship between variables is indicated by the t-statistic value obtained through the calculation of the path coefficient using the bootstrapping method.

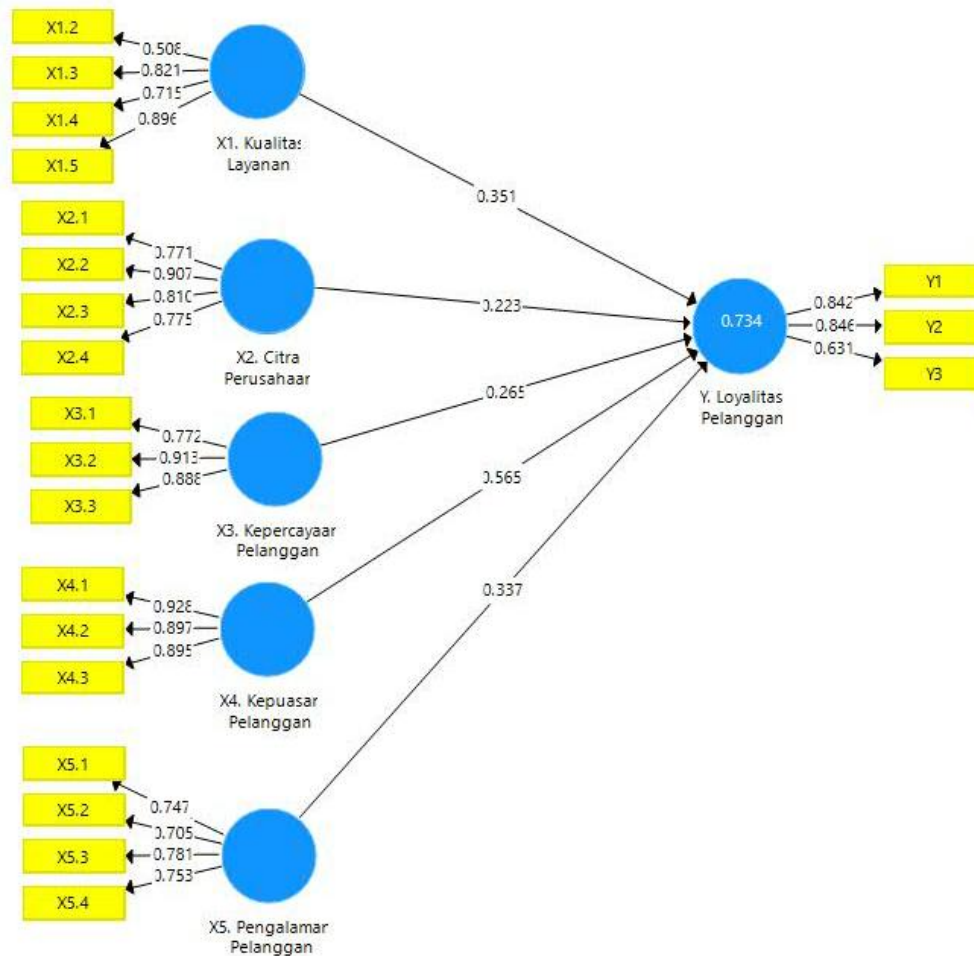


Figure 3.
PLS Research Model
Source: PLS, 2024

From the picture above, showing the results of testing the inner model, all indicators of service quality (X1), company image (X2), customer trust (X3), customer satisfaction (X4), customer experience (X5) on customer loyalty (Y) have an outer loading value > 0.5, and the average variance extracted value > 0.5 which shows the data results are valid.

Table 7.
R Square Test

	R Square	R Square Adjusted
Customer Loyalty	0.734	0.721

The R-square test results above show that the Adjusted R square value of the customer loyalty variable is 73% and the adjusted R-square value of the customer loyalty variable is 72%.

Table 8
Path Coefficients Test

Hypothesis	Variables	Original Sample	T Statistics	P Values	Conclusion
H1	Service Quality -> Customer Loyalty	0.351	4.933	0.000	Significant
H2	Company Image -> Customer Loyalty	0.223	3.664	0.000	Significant
H3	Customer Trust -> Customer Loyalty	0.265	4.630	0.000	Significant
H4	Customer Satisfaction -> Customer Loyalty	0.565	5.679	0.000	Significant
H5	Customer Experience -> Customer Loyalty	0.337	3.520	0.000	Significant

Based on the hypothesis test shown above, the variables of service quality, company image, customer trust, customer satisfaction, and experience <0.05 so they have a significant influence. Thus, the results of this study indicate that service quality, company image, trust, satisfaction, and customer experience significantly affect the customer loyalty of PT Pelindo (Persero).

The Effect of Service Quality on Customer Loyalty

The quality of service provided by PT Pelindo (Persero) causes customers to become loyal. Services that meet or even exceed customer expectations can increase their

commitment to the company. Based on the S-O-R theory, service quality (fast, friendly, professional) as a stimulus captured by the five senses then causes customer perceptions about the quality of service provided. Consumers who get this stimulus will generate customer loyalty (repeat purchases, recommendations). This is in line with his research Pratama & Andreani (2022) , Sasono et al, (2021) , and Subekti (2019) which states that service quality has a positive and significant effect on customer loyalty.

The Effect of Company Image on Customer Loyalty

The image of PT Pelindo (Persero) resulted in customers becoming loyal. Based on the S-O-R theory, the stimulus received by customers through the five senses through the company's perceived reputation has an impact on the emotional involvement of customers to repurchase. Company image is the perception or opinion of consumers on a brand based on the good and bad of the brand that consumers remember. In this case, PT Pelindo (Persero) customers become transacting again and using its services. This is in line with his research Diansyah & Yonatan (2022) , Utomo & Saragih (2023) , and Gustiwinarah (2022) which states that company image and service quality have a significant effect on customer loyalty.

The Effect of Customer Trust on Customer Loyalty

PT Pelindo (Persero) customer trust can cause customers to become loyal. Based on the S-O-R theory, Stimulus (product/service quality, communication) affects customer perception. Customer perceptions influence the formation of trust through experience. If the customer expects a service at a certain level, and it is felt that the service received is higher than expected, the level of customer trust will increase. This is in line with the results of his research by Marcella et al, (2022) , Triandewo et al. (2020) , and Diatmika & Anggitha (2023) which states that trust has a positive effect on customer loyalty.

The Effect of Customer Satisfaction on Customer Loyalty

PT Pelindo (Persero) customers who feel satisfied cause them to become loyal. Based on the S-O-R theory, the stimulus (product/service quality) affects customer perception of the comparison between expectations and company performance, customer perception affects satisfaction. Customer satisfaction is also customer feedback on the goods or services we provide, to win the competition the company must provide excellent service to provide satisfaction to customers so that customers will be loyal to the company. This is following

the results of his research Ramadhania & Sigit (2023) , Nurofik & Wiana (2022), and Pradana et al, (2024) customer satisfaction affects customer loyalty.

The Effect of Customer Experience on Customer Loyalty

PT Pelindo (Persero) customers' experience of perceived services causes emotional involvement with the company and causes them to become loyal. Based on the S-O-R theory, the stimulus captured by the five senses of service, company reputation, and satisfaction responds to customers coming back again. Such indicators of customer experience as sense, feel, think, act, and relate have formed good perceptions and emotions and caused them to become loyal. This is following the results of his research Suryantini & Sujana (2023) , Salim & Rodhiah (2022), and Utami & Padmanty (2024) which states that customer experience has a positive effect on customer loyalty.

CONCLUSION

This study shows that each independent variable in the study, namely service quality, company image, customer trust, customer satisfaction, and customer experience, has a significant positive effect on customer loyalty at PT Pelindo (Persero). This study has limitations, the sample used was only 112 port service users, the results may differ if the sample is larger by adding other port locations. Based on the results of Adjusted R Square with a value of 72%, in the future, it is hoped that 28% can be developed or added in further research using other variables besides service quality, company image, customer trust, customer satisfaction, and customer experience.

Based on the results of this study, PT Pelindo (Persero) is advised to place the main focus on increasing customer satisfaction to strengthen loyalty. One of the steps that can be taken is to continue to maintain service standards and improve the quality of services provided, then continuous innovation and ensure that every customer interaction with company services runs optimally, and meets customer expectations. In addition, strengthening the company's image through positive promotions and transparency can improve customer perceptions so that customers feel more confident and comfortable using PT Pelindo (Persero) services in the long run. Finally, customer experience also needs to be considered by PT Pelindo (Persero), for example by providing more personalized and

responsive services so that in the end loyal customers are more encouraged to recommend the company to others.

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