Determinants Of SERVQUAL Dimensions on Customer Satisfaction and Loyalty in Maritime Transportation and Logistics Services

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Abstract

Objective: This study aims to examine the SERVQUAL dimensions (tangibles, reliability, responsiveness, assurance, and empathy) in relation to service quality and customer loyalty.

Design/Methods/Approach: This study employs a quantitative research approach. The population consists of all customers of PT. Bintang Samudera Mandiri Line's maritime transportation and logistics services, totaling 110 companies. The sampling technique used is random sampling, with a sample size of 86 respondents. Data was collected through questionnaires distributed via Google Forms. The data analysis method utilizes SmartPLS 4.0 software.

Findings: Tangibles have a significant impact on customer satisfaction. Reliability also influences customer satisfaction. Similarly, responsiveness affects customer satisfaction. However, assurance and empathy do not impact customer satisfaction. Furthermore, customer satisfaction does not significantly influence customer loyalty. Tangibles, reliability, responsiveness, assurance, and empathy do not indirectly affect customer loyalty through customer satisfaction.

Originality/Value: No previous studies on SERVQUAL, customer satisfaction, and loyalty have been conducted at PT. Bintang Samudera Mandiri Line.

Practical/Policy implication: Companies can use the results of this study to improve their service quality, the findings of this study provide guidance for companies to focus on the service dimensions that most affect customer satisfaction. Companies can prioritize strengthening Tangibles and Reliability to achieve increased customer satisfaction and loyalty, this study also shows the importance of efficiency and reliability in the delivery process. Therefore, companies can improve their logistics infrastructure and management system to ensure on-time delivery and better management of customer complaints.

Keywords: Tangibles, Reliability, Responsiveness, Assurance, Empathy, Customer Satisfaction, and Customer Loyalty

JEL Classification: M4, M40, M41

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Introduction

The high volume of goods movement between regions largely relies on maritime transportation services. The growth of the shipping industry is closely tied to the country's economic development. As the economy improves, it also drives growth in the maritime transport business in Indonesia. However, this growth comes with increasingly intense competition. The heightened competition and the rising number of players in the market force companies to constantly focus on customer needs and desires while striving to meet customer expectations by providing better and faster services than their competitors. On the other hand, this growing competition also creates an environment where customers are increasingly pampered, giving them greater bargaining power to choose companies that can meet and satisfy their expectations (DJPL, 2023).

In 2023, national investment growth reached 6.1%. Additionally, the export growth of goods and services surged positively by 21.64% in the third quarter of 2022. This national export growth in 2023 was supported by enhanced competitiveness of leading export products, such as processed natural resources(Sipayung, 2024).

Customer loyalty is a continuation of customer satisfaction derived from using a company's facilities or services and their decision to remain a loyal customer(Tumanung, 2021). Loyalty reflects customers who consistently choose the company, exhibiting strong and positive attitudes toward it. Meanwhile, customers are individuals who repeatedly purchase and use a product, whether goods or services. Customers or users of a product interact directly or indirectly with business companies(Kotler, 2022).

Companies providing maritime transportation and logistics services must work hard to retain and increase their customer base to prevent them from switching to competitors. According to Hammer and Champy, as cited in Sarasati et al. (2022), stated that changes in the business environment accompanied by economic globalization have an impact on 3C, including customers, competition, and change. By determining the services to be used to support customer satisfaction, a company must choose a transportation service that is ready to serve customer demand.

PT Bintang Samudera Mandiri Lines was established in 2012, engaged in sea transportation services and providing logistics services, with integrity and professionalism that prioritizes excellent service. PT Bintang Samudera Mandiri Lines has a commitment and confidence to always be able to provide the best quality of service to customers. Supported by reliable human resources, the company is committed to providing the best solutions in cargo transportation and logistics. Customer loyalty plays a very important role in a company. Maintaining them means improving performance and maintaining the survival of a company. Customer loyalty in general can also be interpreted as a person's loyalty to a product, either goods or certain services. However, there are several problems that can affect customer loyalty at PT Bintang Samudera Mandiri Lines. These problems include internal procedures: miscommunication in sending minutes of meetings to dooring agents. Where this will cause a loss of trust in service providers; insufficient fleet: lack of fleet used in shipping, resulting in a buildup of goods in the warehouse. This will result in a delay in ordered goods where customers will be disappointed because their ordered goods do not arrive on time and customers will run to other shipping service providers; delay schedule: delay in goods to customers due to delays in departure or arrival of ships from the shipping company. This can result in a delay in ordered goods that are in accordance with the estimated time that has been determined. This delay schedule can affect customer loyalty, so that customers will switch to other shipping companies; delay in bill of lading: delay in updating the bill of lading to customers will cause concern about the status of shipping goods. This can affect customer trust in shipping service providers. From several of these problems, it will affect business competition. Susanto (2018) states that maintaining customer loyalty is the main thing because it will affect the continuity of a company. As one of the sources of information for companies to determine policies in providing services to their customers, input from customers will be the basis for improving the quality and development of their products and services. By obtaining quality products and services, it is expected to provide an encouragement to customers to establish a strong relationship with the company. In the long term, this kind of bond allows companies to understand customer expectations and needs. In the context of measuring service quality variables (SERVQUAL),Parasuraman et al., (1990) developing five dimensions of service quality measurement, namely reliability, responsiveness, assurance, tangibles (direct evidence), and empathy.

Customer satisfaction is an after-sales evaluation, if customer satisfaction is achieved then customer loyalty will arise, therefore customer satisfaction is important for the company. Customers who are satisfied with a product from a brand, then generally the customer will continue to buy and use it. This also does not rule out the possibility that customers will tell others about their experience with the quality of the product that has been used. One way to achieve customer satisfaction is by improving the quality of service from the company itself (Sinollah & Masruro, 2019).

Based on the description above, a study was conducted with the title "Determinants of (SERVQUAL), Dimensions on Customer Satisfaction and Loyalty of Ship Cargo Services at PT. Bintang Samudera Mandiri Line".

Literature Review

Customer Loyalty

Tjiptono (2016) Loyalty is defined as a reflection of psychological commitment to a particular brand, whereas repeat behaviour solely refers to repeatedly purchasing the same brand (which could be due to availability, the lowest price, or other factors).

Hasan (2016) consumer loyalty refers to individuals who regularly and repeatedly make purchases. They continuously return to the same place to full fill their needs, whether by acquiring a product or receiving a service, and willingly pay for it.

Sumarwan (2015) states that consumer loyalty is a positive attitude of consumers towards a brand. Consumers have a strong desire to repurchase the same brand now and in the future.

According to Oliver (2014), Consumer loyalty is a strong commitment to re-purchase or patronize a preferred product consistently in the future, resulting in a series of repeat purchases of their same product, even though situational influences and marketing efforts have the potential to cause brand switching.

Hurriyati (2010) expresses the definition of customer loyalty is a deep customer commitment to re-subscribe or re-purchase selected products or services consistently in the future, even though the influence of situations and marketing efforts have the potential to cause behavioural changes. From the definition above, it can be concluded that customer loyalty is a deep commitment to re-purchase or subscribe to a product or service consistently in the future. So that it can cause repeated purchases of the same brand even though there are influences of situations and various marketing efforts that have the potential to cause brand switching actions, companies to gain customer loyalty or loyalty need the right and complex marketing strategy.

Griffin (2005), states that many companies rely on customer satisfaction as a guarantee of future success but are then disappointed to find that their satisfied customers can shop for competitors' products without hesitation. In contrast, customer loyalty appears to be a more reliable measure for predicting sales and financial growth. Unlike satisfaction, which is an attitude, loyalty can be defined based on buyer behaviour. Indicators of customer loyalty according to Afrida et al. (2020) and Farisi & Siregar (2020) can be explained as follows making repeat purchases regularly, buying across product and service lines, referring to others, demonstrating immunity to the pull of competitors.

Customer satisfaction

Oliver (2019) defines customer satisfaction as the level of a person's feelings after comparing the performance or results felt compared to their expectations. Consumers can experience one of three general levels of satisfaction, namely if the performance is below expectations, consumers will feel disappointed but if the performance is in accordance with expectations, consumers will feel satisfied and if the performance can exceed expectations, consumers will feel very satisfied.

Kotler et al. (2021) argues, satisfaction is a person's feeling of pleasure or disappointment that arises from comparing the perceived performance of a product (or result) to their expectations. If performance fails to meet expectations, customers will be dissatisfied. If performance matches expectations, customers will be satisfied. In addition, if performance exceeds expectations, customers will be very satisfied or happy.

Sunyoto in Leonardo et al. (2021) stated that consumer satisfaction is one of the reasons why consumers decide to shop at a place. If consumers are satisfied with a product, they tend to continue to buy and use it and tell others about their pleasant experiences with the product. According to Sangadji et al. (2013), Consumer satisfaction is defined as a condition where consumer expectations of a product/service are in accordance with the reality received by consumers. If the product is far below expectations, consumers will be disappointed. Conversely, if the product/service meets expectations, consumers will be satisfied.

Rosyda (2023) states that customer satisfaction occurs when what is the customer's needs, desires, or expectations can be met. Customer satisfaction is a feeling of pleasure or satisfaction that the product or service received matches or exceeds customer expectations. One of the main goals of a service company in this case is to create customer satisfaction. Customer satisfaction as a result of customer assessment of what is expected by purchasing and consuming a product or service. Customer satisfaction states that satisfaction and dissatisfaction are customer responses to the evaluation of conformity (disconfirmation) felt between previous expectations (other performance norms) and the performance of the product/service felt after its use Rania (2024); Rosyda (2023); Warsito (2024) mentions five indicators

concerning consumer satisfaction, namely expectations, performance, perception, experience, confirmation and disconfirmation.

***Service Quality* (**(SERVQUAL),**)**
Tjiptono (2014) states that service quality is the fulfillment of customer needs and desires and the accuracy of delivery to match customer expectations. Thus, there are two main factors that influence service quality, namely expected service and perceived service.

Arianto (2017) defines service quality as focusing on meeting needs and requirements, as well as on timeliness to meet customer expectations. Service Quality applies to all types of services provided by the company while the client is in the company.

Subagiyo & Adlan (2017) states that service quality is a requirement for the survival of the company, the high quality provided will reflect on the aspect of customer satisfaction. Quality is often considered a relative measure of the goodness of a product or service consisting of design quality and conformity. Design quality is a specific function of the product, while conformity quality is a measure of how far a product is able to meet the requirements or quality specifications that have been set. Service quality is a question of attitude, the relationship resulting from the comparison between expectations and performance (results). Another definition of service quality is a measure of the extent to which the service provided can meet customer expectations

(SERVQUAL), (Service Quality) is one of the service quality approach models that is often used as a reference. In this approach model, if the reality is more than expected, then the service can be called quality, and so on. There are five dimensions of (SERVQUAL),, namely as follows (Parasuraman et al., 1998):

1. Tangible, namely the company's ability to show its existence to external parties. The appearance and ability of the company's reliable physical infrastructure are real evidence of the services provided by the service provider. Ifansyah (2020); Tika (2023) mentioning tangible indicators, including: Physical facilities, Equipment and tools used (technology), Employee appearance.
2. Reliability, which is the company's ability to provide services as promised. Performance must be in accordance with consumer expectations, such as punctuality, equal service to all consumers, sympathy, and service with high accuracy. The reliable dimension relates to the ability to provide promised services reliably and accurately. Ifansyah (2020) and Azis (2022) mentioning reliable indicators including: Accurate and precise, Conformity to promises, Ability to solve problems.
3. Responsiveness, which is a policy to help and provide fast (responsive) and accurate service to customers, with clear information delivery. Leaving customers waiting will create a negative perception in service quality. Irma (2020) mentions indicators of responsiveness including: fast and accurate, communication.
4. Assurance and certainty, namely the knowledge and ability of employees to foster consumer trust in the company. Zeithaml et al in Rosyda (2023), Assurance is the knowledge, courtesy and ability of company employees to foster customer trust in the company. This includes several indicators, including: Credibility, Security, Competence, Courtesy.
5. Empathy, namely providing sincere and personal attention by understanding consumer desires. Jayanti (2016); Waruwu (2020) expresses that a company is expected to have an understanding and knowledge of customers and understand customer needs specifically, the indicators are: giving attention to customers individually, employees understand the specific needs of customers, respond to customer complaints, employees always prioritize customer interests.

Based on the description of the relationship between the variables above and in order to clarify the implementation of the research and at the same time to facilitate understanding, it is necessary to explain the framework of thought regarding the determinants of the (SERVQUAL), dimensions on customer satisfaction and loyalty of sea transportation services and the provision of logistics services at PT. Bintang Samudera Mandiri Line as follows:
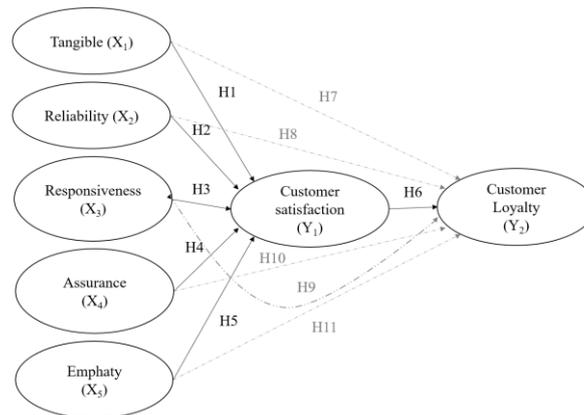
Chart 1. Research framework

Method

The research approach is quantitative, namely research that emphasizes its analysis on numerical data processed using statistical methods. Quantitative research was put forward by Sugiyono (2017) is a study by obtaining data in the form of numbers or qualitative numbers. The population in this study were all customers of sea transportation services and logistics service providers of PT. Bintang Samudera Mandiri Line, totaling 110 customers, using the Slovin formula, the sample set was 86 respondents.

The data collection method used a survey. Surveys are comprehensive research, surveys conducted in conducting research are usually carried out by distributing questionnaires or interviews.

Data processing in this study used the SmartPLS 4.0 program, because the program can be used to analyze the relationship between latent variables (variables that cannot be measured directly) and their indicators, as well as testing the relationship between latent variables, suitable for models that have many indicators or latent variables. In addition, Smart PLS provides clearer results for direct, indirect, and total relationships, making it easier to understand the data and can provide more precise interpretations.

Result and Discussion

Outer Model Analysis

Outer model analysis is done by looking at the results of indicator validity and construct reliability. The rule of thumb on convergent validity is loading factor > 0.7. After calculating 3 times, all manifest variables are in valid condition.

Average Variance Extracted (AVE) value with the provision that each variable indicator with a value criterion greater than 0.5 is considered valid. The following are the Average Variance Extracted (AVE) values in this study:

Table 1. Average Variance Extracted (AVE)

	Average variance extracted (AVE)	Conclusion
Assurance (X4)	0,619	Valid
Emphaty (X5)	0,707	Valid
Customer satisfaction (Y1)	0,816	Valid
Customer loyalty (Y2)	0,644	Valid
Reliability (X2)	0,813	Valid
Responsiveness (X3)	0,667	Valid
Tangibles (X1)	0,718	Valid

Reliability is the part used to test the reliability value of the variable indicator. A variable can be said to be reliable if the Composite Reliability or Cronbach's alpha value of each reliable is > 0.7.

Tabel 2. Composite Reliability

	Composite reliability (rho_a)	Composite reliability (rho_c)	Keterangan
Assurance (X4)	0,891	0,906	Reliabel
Emphaty (X5)	0,8	0,878	Reliabel
Customer Satisfaction (Y1)	0,774	0,898	Reliabel
Customer Loyalty (Y2)	0,817	0,879	Reliabel
Reliability (X2)	0,77	0,897	Reliabel
Responsiveness (X3)	0,818	0,857	Reliabel
Tangibles (X1)	0,784	0,834	Reliabel

In the evaluation of the structural model above, an evaluation is carried out by looking at the significance of the relationship between constructs indicated by the t-statistic value by looking at the output of the bootstrap. Where variables that have a t-statistic value ≥ 1.96. are said to be valid or significant (Haryono, 2017, p. 410). The bootstrap output can be seen in the image Chart 2.
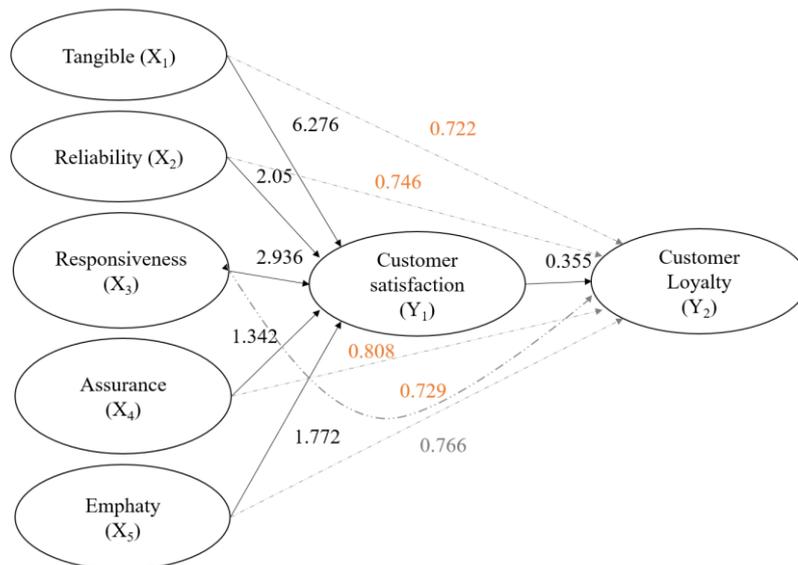
Chart 2. T-statistic

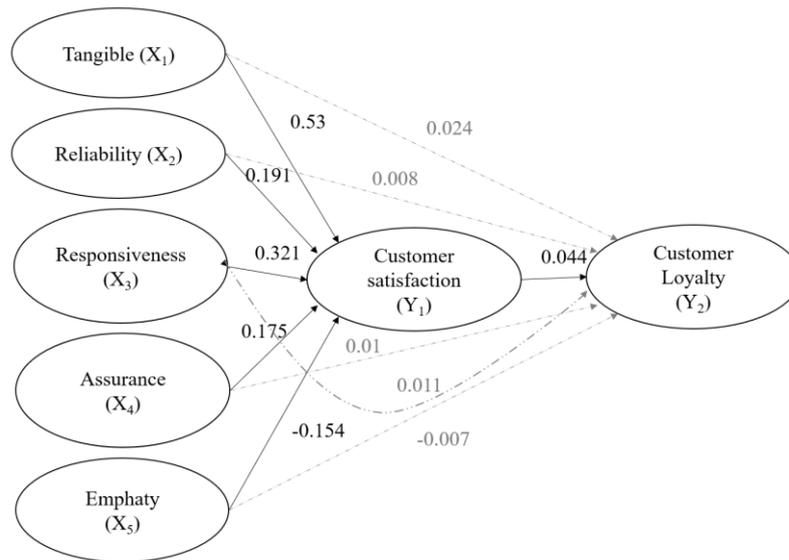The influence between variables is presented in chart 3.

Chart 3. Path Coeffisien

Discussion
The influence of tangible service quality on customer satisfaction
Tangibles have an effect on customer satisfaction by 0.53 or 53%. Tangibles are the physical or tangible aspects of a service, the better the physical or tangible aspects of a service, the more it will increase customer satisfaction.

Tangibles are real aspects of a service that contribute to the customer experience. The dominant loading factor on tangible is the statement "PT. BSM line provides good physical facilities". In the context of logistics and sea transportation, tangibles can include port facilities, modern equipment, and the professional appearance of staff. The main components of tangible are:
1. Physical facilities, availability and cleanliness of facilities such as offices, waiting rooms, vehicles, or supporting equipment. Example: Interior of a shipping vessel, logistics company building, or cargo terminal.
2. Equipment, quality and modernity of equipment used to provide services. Example: Port cranes, cargo tracking systems, or heavy equipment for loading and unloading.
3. Personnel, appearance and neatness of staff or officers who interact directly with customers. Example: Uniforms of port staff or logistics truck drivers.
4. Communication Materials, design and quality of documents, brochures, websites, or applications used to communicate with customers. Examples: Service information sheets, invoices, or online ordering systems. The results of this study are not in line with the results of research conducted Abbas (2023); Asnawi (2017); Jayanti (2016); Pratiwi et al. (2019); Noor et al. (2023); Waluyo & Waluyo (2020). .

The influence of service quality dimension of reliability on customer satisfaction
Reliability influences customer satisfaction by 0.19 or 19%. Reliability refers to the company's ability to provide services consistently, on time, and in accordance with customer promises or expectations. The better the company's ability to provide services consistently, the greater the customer satisfaction.

The influence of reliability on customer satisfaction, including: fulfillment of promises increases trust, service consistency creates comfort, problem management increases positive perceptions. The dominant loading factor on reliability is the statement "PT. BSM line provides solutions to existing problems". In cases of disrupted service, a quick response and appropriate solution indicate that the company can still be relied on, so that customers remain satisfied. For example, if there is a delay in delivery, the company provides early notification and solutions such as reimbursement or compensation or if their requests, such as changes to the delivery schedule, are processed quickly and accurately.

Reliability has a direct and significant impact on customer satisfaction. By providing consistent service, keeping promises, and managing problems effectively, companies can create a positive customer experience. In the context of logistics and ocean freight, operational reliability is key to maintaining

customer trust and loyalty. The results of this study are not in line with the results of research conducted by Asnawi (2017); Syafri et al. (2023); Waluyo & Waluyo (2020) found that reliability has an effect on customer satisfaction.

The influence of responsiveness dimension service quality on customer satisfaction

Responsiveness has an effect on customer satisfaction of 0.231 or 23.1%. Responsiveness refers to the ability and willingness of a company or service provider to help customers and provide fast and responsive service to their needs. This dimension focuses on how responsive the company is in responding to customer requests, complaints, or questions. The higher the responsiveness, the higher the customer satisfaction.

Responsiveness has a significant effect on customer satisfaction because it reflects how quickly and effectively the company handles customer needs and problems. In the context of logistics and sea transportation, responsiveness to shipping information, complaints, and customer requests is a major factor in determining a positive customer experience. By increasing responsiveness, companies can strengthen relationships with customers, create satisfaction, and encourage long-term loyalty.

The dominant loading factor on responsiveness is the statement "PT. BSM line provides fast service" which is a fast response to customer questions, complaints, or requests creates a sense of trust, in uncertain situations, such as shipping delays or schedule changes, fast responses help reduce customer anxiety, fast and effective problem handling makes customers feel valued, and customers who feel served quickly and efficiently tend to have positive experiences, which directly increases their level of satisfaction.

The results of this study are not in line with the results of research conducted by Asnawi (2017); Ristanti et al. (2011); Sinollah & Masruro (2019); Syafri et al. (2023) found that responsiveness has an effect on customer satisfaction.

The influence of service quality of assurance dimension on customer satisfaction

Assurance has no effect on customer satisfaction. Assurance includes competence, courtesy, security, and the ability of staff to in still a sense of trust in customers. For sea freight and logistics services, customers usually expect services that are reliable, safe, and supported by competent staff. Assurance has no effect on customer satisfaction because trust has been formed. Customers may already assume that service providers must have competence and expertise as "normal" or standard, so they do not pay special attention to this dimension. In the sea freight and logistics sector, customers may prioritize other dimensions, such as reliability or responsiveness, compared to assurance.

The results of this study are not in line with the results of research conducted by Abbas (2023); Asnawi (2017); Sinollah & Masruro (2019); Syafri et al. (2023) but in line with research results Ifansyah (2020); Waruwu (2020).

The influence of empathy dimension service quality on customer satisfaction

Empathy has no effect on customer satisfaction. Empathy includes individual attention to customers, understanding their needs, and a personal approach. In logistics and sea freight services, empathy can be seen through good communication, attention to special needs, and a friendly approach.

Empathy may be less relevant to customers in the logistics sector because their needs are more technical and transactional, in addition to customers being more focused on functional aspects, customers in sea freight and logistics services may care more about reliability and responsiveness than attentive interactions or a personal approach. The logistics and freight industry often focuses on efficiency and speed, so customers may consider empathy a less relevant attribute. In addition, it could also be because customers may consider empathy as an insignificant "added value" compared to their primary needs, such as on-time delivery or security of goods.

The results of this study are not in line with the results of research conducted by Abbas (2023); Mulatsih et al. (2018); Sinollah & Masruro (2019) but in line with the results of research conducted by Waruwu (2020).

The influence of customer satisfaction on customer loyalty

Customer satisfaction has no effect on customer loyalty. In B2B (business-to-business) businesses, customer decisions are often based on rational considerations such as cost, delivery time, and security of goods, rather than on emotional connections that influence loyalty. In the logistics sector, the decision to use a particular service may be more influenced by efficiency factors, or availability of service than by experience or emotional satisfaction. Loyalty in this industry is often based on contracts or existing

business relationships, rather than on day-to-day satisfaction. If there are many similar service providers with comparable prices and quality, customers may not be emotionally attached even if they are satisfied. The results of this study are not in line with the results of research conducted by Dewa & Yenita (2023); Felix et al. (2021); Ristanti et al. (2011); Trianah et al. (2017) but in line with research results Asnawi (2017); Erica & Rasyid (2018).

The effect of service quality on tangible dimensions on customer loyalty through customer satisfaction
Tangibles do not affect customer loyalty through customer satisfaction. This shows that the physical aspect of service does not play a major role in building stronger relationships with customers in the maritime transport and logistics sector. Tangibles include physical elements that can be seen and felt by customers, such as physical facilities, equipment, staff appearance, and service support materials (brochures, documents, etc.).
Customers in the logistics sector may be more concerned with the end result of the service (delivery reliability, timeliness) than the physical elements. In many cases, customers may only see the results of the service, such as goods arriving on time, without paying attention to physical facilities or other elements. Customer loyalty in logistics often depends on trust in service performance (reliability and responsiveness) rather than physical elements. Customers may consider physical elements as part of the basic standard of service, so they do not have a significant impact on satisfaction or loyalty. The insignificance of tangibles to customer loyalty through satisfaction shows that customers in the maritime transport and logistics sector focus more on service performance and results than physical elements.
The results of this study are not in line with the results of previous studies Ifansyah (2020); Irma (2020); Shrestha (2021); Sinollah & Masruro (2019); Waruwu, (2020) found that through customer satisfaction, the tangible dimension influences customer loyalty.

The influence of service quality on the reliability dimension on customer loyalty through customer satisfaction
Reliability does not affect customer loyalty through customer satisfaction. Reliability does not affect customer loyalty through customer satisfaction, indicating that service reliability, which is usually one of the main dimensions in building satisfaction and loyalty, is not a determining factor in the specific context of sea freight and logistics services.
Customers may consider reliability as a fundamental aspect that must be met by service providers, so it does not have a significant impact on their satisfaction or loyalty. Customer loyalty may be more influenced by business relationships, long-term contracts, or customer company policies, rather than perceptions of reliability. In this industry, customers often use more than one service provider to minimize risk, so the reliability of one provider alone is not enough to build loyalty.
The results of this study are not in line with the results of previous studies Dewa & Yenita (2023); Lestari (2023); Sinollah & Masruro (2019) who found that through customer satisfaction, reliability influences customer loyalty.

The effect of service quality on the responsiveness dimension on customer loyalty through customer satisfaction
Responsiveness does not affect customer loyalty through customer satisfaction. This shows that the responsiveness of service providers in responding to customer requests or problems is not a major factor in building loyalty in the maritime and logistics services sector.
In the logistics sector, customers prioritize the end result of services such as on-time delivery and goods in good condition over a quick response to problems. If customers rarely interact with service providers (for example, using an automated system for tracking), the responsiveness dimension may not appear significant. If all service providers in the market have similar levels of responsiveness, customers may not see it as a differentiator that affects loyalty.
The results of this study are not in line with the results of studies conducted by Lestari (2023); Shrestha (2021); Waluyo & Waluyo (2020).

The influence of service quality on the assurance dimension on customer loyalty through customer satisfaction

Assurance has no effect on customer loyalty through customer satisfaction. This shows that customer trust and confidence in service providers do not play a significant role in driving loyalty in the maritime and logistics services sector.

Customers may consider assurance as something that must be fulfilled by all service providers, so it does not have a significant impact on their satisfaction or loyalty. Customer loyalty may be more influenced by tangible results, such as on-time delivery and competitive costs, than by the sense of trust offered by the service provider. In the logistics sector, customer decisions are often rational, such as considering price, efficiency, or reliability, rather than emotional relationships or trust. If all service providers in the market provide similar levels of assurance, customers may not see it as a differentiator that affects loyalty.

The results of this study are not in line with the results of Arianto (2017); Ristanti et al. (2011).

The effect of service quality on the empathy dimension on customer loyalty through customer satisfaction

Emphaty has no effect on customer loyalty through customer satisfaction. This shows that personal attention or understanding of customer needs is not a major factor in building loyalty in the maritime transportation and logistics services sector.

In the logistics sector, customers care more about the end result (such as on-time delivery and cost efficiency) than personal attention or emotional understanding from the service provider. Interactions between customers and service providers are often formal and transactional, so that the empathy aspect is not felt or appreciated significantly. Customers tend to make decisions based on rational factors such as price, reliability, and delivery time, rather than emotional relationships with service providers. In some cases, customers may continue to use certain services not because they feel understood, but because of external factors such as contracts, prices, or limited alternatives.

The results of this study are not in line with the results of research conducted by Ristanti et al. (2011); Waruwu (2020).

Conclusion and future direction

The conclusions that can be drawn from this study are as follows: Tangibles affect customer satisfaction by 0.53 or 53%, Reliability affects customer satisfaction by 0.19 or 19%, Responsiveness affects customer satisfaction by 0.231 or 23.1%, Assurance does not affect customer satisfaction, Empathy does not affect customer satisfaction, Customer satisfaction does not affect customer loyalty, Tangibles do not affect customer loyalty through customer satisfaction, Reliability does not affect customer loyalty through customer satisfaction, Responsiveness does not affect customer loyalty through customer satisfaction, Assurance does not affect customer loyalty through customer satisfaction, Empathy does not affect customer loyalty through customer satisfaction.

Suggestions that can be given for future development are:
1. Tangibles affect customer satisfaction. So to increase customer satisfaction can be done through increasing tangibles, for example in providing facilities such as warehouse facilities Modernizing the warehouse with an integrated stock management system, using a fleet with company branding that reflects reliability, providing an item tracking application with an easy-to-use interface, adding a comfortable waiting room for customers who come directly. These steps not only create a better service experience but also strengthen the company's professional image in the eyes of customers.
2. Reliability affects customer satisfaction. So to increase customer satisfaction can be done through increasing reliability. Focusing on timeliness, security, transparency, and efficient communication helps ensure that customers are satisfied and confident with the quality of service provided, which ultimately drives long-term loyalty.
3. Responsiveness affects customer satisfaction. So it is necessary to improve responsiveness or the ability to respond to customer needs and problems quickly and effectively, for example by setting a clear response time for each customer question or request, for example within 24 hours for information requests or within a few hours for urgent problems, creating a special team that can respond to customer requests or complaints quickly through various communication channels (telephone, email,

chat, social media), using technology to speed up responses (chatbots or AI-based customer support), improving internal processes to resolve problems quickly, flexibility in handling customer requests, Actively Receiving Feedback.

Implication

This study has important implications for practitioners in the marine transportation and logistics industry, especially in efforts to improve customer satisfaction and loyalty. Some practical implications that can be applied are This study has important implications for practitioners in the marine transportation and logistics industry, especially in efforts to improve customer satisfaction and loyalty. Some practical implications that can be applied are:

1. Improving Service Quality: Companies can use the results of this study to improve their service quality. For example, improving Tangibles through fleet and facility maintenance, improving Reliability by ensuring on-time delivery, and accelerating Responsiveness by increasing response time to customer complaints.
2. Focus on Key Dimensions: The findings of this study provide guidance for companies to focus on the service dimensions that most affect customer satisfaction. Companies can prioritize strengthening Tangibles and Reliability to achieve increased customer satisfaction and loyalty.
3. Improving Shipping Management Systems: This study also shows the importance of efficiency and reliability in the shipping process. Therefore, companies can improve their logistics infrastructure and management systems to ensure timely delivery and better management of customer complaints.

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