

Analysis of the Effect of Service Quality on Customer Loyalty Through Commitment Service Quality: Study in Rest Area 65A and 65B Jasa Marga Kualanamu Tol

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ABSTRACT

The purpose of this study is to examine the impact of service quality on customer loyalty using commitment to service quality as a mediating variable. The approach used in this study is a quantitative approach. This research using the sample from the tenant partners in Rest Area 65A and 65B Jasa Marga Kualanamu Toll. With the total of 190 respondents. The survey data were obtained from the results of completing a questionnaire and analyzed using the SEM-PLS analysis technique with the help of the SmartPLS program. The results show that service quality influences service quality commitment. Commitment to service quality affects service quality, but service quality does not directly affect customer loyalty. Quality of service can impact tenant retention when mediated through the involvement of tenant sales engagement in quiet areas.

Keywords: Commitment to Service Quality, Customer Loyalty, Service Quality.

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I. INTRODUCTION

The increase in land transportation modes causes the need for toll roads to also increase along with the development of community mobility in all fields. Toll roads are included in public roads and are part of the road network system as a national road where users are required to pay a certain amount of money. The authority of toll roads is exercised by the government in this case the Toll Road Regulatory Agency (BPJT). The authority includes the regulation, development, operation, and supervision of toll road. In addition to the government, toll road concessions are also carried out by state-owned enterprises, regionally-owned enterprises, and the private sector (PUPR, 2021). According to the Ministry of PUPR, the achievement and target of toll road construction on October 14, 2020, is 2.7 thousand km from 1978-2024. This means that the dynamics surrounding the development of this toll road are also developing, namely internal and external problems. External problems include social impacts related to toll road development, because of this, the toll road manager (PT Jasa Marga) resolves these impacts by partnering with various parties in its management. Along with the emergence of toll roads is the development of rest areas called Rest and Service Areas (TIP) which are located along toll roads. This TIP serves as a place of rest and part of CSR for the community affected by the construction of toll roads. TIP is divided into 3 categories following PUPR Ministerial Regulation No. 10 of 2018, namely types A, B, and C. Following the specifications of the facilities available in it.

The focus of this research is taking motorcycle taxis at TIP type A because the partners of this facility are quite diverse, namely having a wider area and complete public facilities. The area is at least 6 hectares with a minimum width of 150 meters. The facilities include ATMs, toilets, gas stations, health clinics, workshops, minimarkets, prayer rooms, stalls, parking lots, and green open spaces to restaurants. This condition causes many partners to be involved in its management.

This partner is needed in the long term in the development of consumer to government (C2G) relationships, three stakeholders, namely the government, companies, and consumers, interact with each other in product development. The government launched various regulatory incentives to improve the quality of life, become the competitiveness of the people, and ensure the safety of citizens.

Customer loyalty plays an important role in maintaining and increasing sales volume, because the cost of acquiring new customers is significantly higher than the cost of retaining existing customers (Hur *et al.*, 2010). Therefore, creating customer loyalty to increase the loyalty of existing customers is a central issue in the economy (Cater & Cater, 2010). It is well known that engagement is a prerequisite for customer loyalty (Cater & Cater, 2010; Cater & Zabkar, 2009; Fullerton, 2005). Engagement plays an important role in stabilizing a business relationship as it reflects the desire for a sustainable business. the importance of identifying, understanding, and managing mediating effects, in the context of royalty development (McMullan & Gilmore, 2008)

Engagement creates psychological pressure on companies

to secure long-term cooperation with business partners in the face of disappointments and difficulties in transactional relationships (Tellefsen & Thomas, 2005). Understanding the role of participation in business relationships requires a multi-dimensional view because participation as a psychological state is a complex concept, representing many different aspects such as feelings and beliefs associated with the relationship. In addition, different components of participation may have different antecedents and consequences (Gounaris, 2005).

For example, (Meyer & Allen, 1991) identified a three-component commitment model consisting of affective, ongoing, and normative commitment, each of which represents wants, needs, and obligations. Particularly in the context of C2G, the basis of long-term consumer-government relationships is the company's ability to provide basic value and high-quality inputs to buyers (Ruyter & Wetzels, 1999). However, due to recent rapid technological advances and increasingly fierce competition, suppliers have difficulty distinguishing their products from competitors' products based solely on product quality (Ulaga, 2003). They instead began to compete on product service quality, this competition aims to build a committed long-term relationship with their partners (Cater & Cater, 2010). This long-term relationship will cause consumers to be loyal to the business activity relationship. Product services, by definition narrowly, include not only the product itself, but a variety of support services and activities, such as tailoring of offerings and activities provided before and after the sale and during use of the product, and play an important role in maintaining long-term relationships with customers (Frambach *et al.*, 1997; Helander & Möller, 2007). Thus, the quality of services and supporting activities, not to mention the quality of the product itself, is very important for the strategic formulation of quality competition.

Studying and understanding customer loyalty is critical in today's dynamic world due to changing technologies, contexts and lifestyles. This can assist marketing practitioners in developing reliable plans and tactics. the importance of different approaches to develop and manage customer loyalty by providing appropriate rewards to customers at different levels (McMullan & Gilmore, 2008).

Several existing studies suggest that it is not clear how product-related variables affect buyer-supplier relationships (Ruyter *et al.*, 2001). In addition, the research method used for C2G Relations still focuses on the service facilities provided in the form of a citizen-to-government e-commerce model that allows consumers (citizens) to send feedback or request information about the public sector directly to the administration or government authorities. These transactions either request information concerning the public sector or payments to governments. C2G (consumer to government) are electronic transactions made by individuals to the government or public administration. For example, a consumer can pay his income tax online.

In addition, it is possible for the government to provide services in different forms, one of which is toll road services. To optimize assets, company develops non-toll roads that support the development and operation of toll road through business development in toll road corridors or business development that utilizes is the company's competencies.

The development of this non-toll-road business is by capitalizing on the company's tangible and intangible assets to increase added value for stakeholders, such as property development, or installation of fiber optic network. Business development can be carried out independently or in collaboration with strategic partners: <https://s.id/1gsf9>. The development of services that utilize the company's assets, including leasing of land for advertising and utilities as well as toll road operation and maintenance services. The differences in previous research open up opportunities for this study to conduct an in-depth examination of how service quality relates to customer loyalty, by identifying the causal relationship between the sub-dimension of commitment to service quality in C2G.

According to information from PT Jasa Marga, the large and varied volume of vehicles is highly correlated with the level of visits to the high cliff rest area, at least 50% of other users take advantage of the rest area to rest. Shows that the rest area has considerable potential to be developed by maintaining the quality of the products served from each rest area partner so that C2G is better and developing, and can subsequently become a profitable business for all stakeholders. This can be predicted from the data given in Fig. 1.

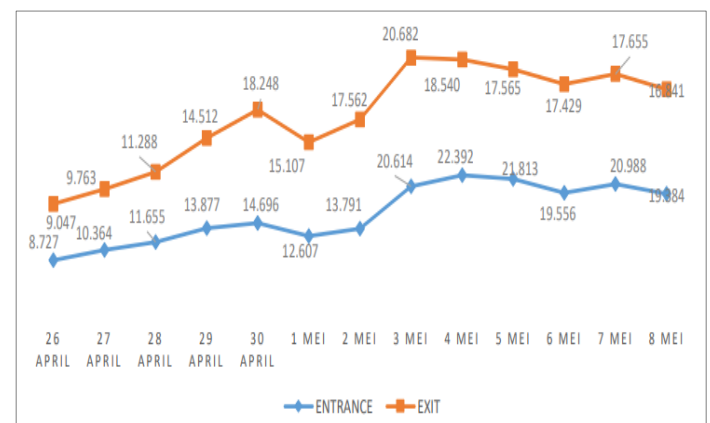


Fig. 1. Tebing Tinggi Highway Traffic Volume Chart.

The high traffic flow on the Tebing Tinggi Toll Road has the potential for the development of a rest area (TIP) because it is related to the level of usage of the surrounding rest area. Rest Areas KM 65A and KM 65B PT Jasa Marga Kualanamu Tol are located at the coordinates of KM 65A: 3°32'13"N 99°04'37"E and KM 65B: 3°33'35"N 99°03'48"E The implementation of this TIP is a collaboration between JMKT and JMRB Based on Agreement Number: 058/SPK-JMRB/III/2020 dated February 26, 2020. Operated functionally using Container in December 2020 in anticipation of Nataru 2020–2021. And until 2022, development continues and has been operated permanently by prioritizing Food Court Buildings for MSMEs and Local Retail. From the description above, the title of the study is Analysis of the Effect of Service Quality on Customer loyalty through Commitment to Service Quality.

II. LITERATURE

A. Relation between Service Quality and Commitment to Service Quality

The level of customer commitment to service providers in the professional service industry is proven to be commensurate with the service performance they feel (Park *et al.*, 2012). However, according to service characteristics, the effect of technical service quality (outcome) and functional service (process) on relationship commitment among customers is different (Park *et al.*, 2012). Technical service quality is a more important commitment antecedent in financial and real estate consulting services because of the importance of return on investment, while functional service quality is more important in IT services because customers benefit more from the exchange of information in the service process itself. Although research on the extent to which service quality affects the different dimensions of commitment is limited, the existing literature confirm that service quality is an important antecedent of relationship commitment. Excellent service quality tends to involve a lot of positive interactions that increase the buyer's trust in the service provider. Trust creates a positive influence and thus helps buyers develop an affective commitment to their service providers (Gounaris, 2005).

H1: There is an influence of service quality on the commitment to service quality.

B. Relation between Commitment to Service Quality and Customer Loyalty

Customers in a B to B relationship experience a growing need to address problems comprehensively (Frambach *et al.*, 1997). To meet the comprehensive needs of customers, competitive suppliers have learned to provide total solutions, or turn-key solutions, by including various support activities with their products, rather than just selling the product (Petrin & Train, 2009). Total solutions are tailored to the unique needs of specific customers. Suppliers can use support services to incorporate the features of their customers' needs into a customized solution design. When their suppliers offer customized solutions, buyers are less likely to identify sourcing alternatives and will experience high switching costs to replace customized services with standard services. As a result, the excellent quality of supplier support is likely to increase the buyer's continuing commitment.

H2: There is an Influence of Commitment to Service Quality on Customer

C. Relationship between Commitment to Service Quality and Customer Loyalty

Compared to general services, industrial services have several characteristics related to specialization and technology (Cooper & Jackson, 1988). Since customers in the service industry demand a wide range of specialized technical support services for the efficient use of machines and materials, suppliers must offer customers appropriate support and services (Hallgren & Olhager, 2006). Thus, industrial suppliers have to offer customized services to meet the different needs of customers. If the supplier provides the desired service, the buyer is likely to have a sense of duty to maintain the transaction relationship.

H3: There is an effect of service quality on customer loyalty.

III. METHODS

This research used quantitative approach with the aim of testing the effect of service quality on customer loyalty through commitment to service quality. The population in this study is the tenant partners of Rest Area A toll Kualanam, North Sumatra and the number of suppliers to partners of rest area users and developers is unknown. Determination of the number of samples in this study using the formula suggested by Hair *et al.* (2000), where the minimum number of samples to be processed by SEM analysis is at least 5 to 10 times the number of indicators. Because there are 19 indicators in this study, the number of samples in this study is between 95-190 respondents, the number of samples in this study is set at 190 respondents.

Data collection in this study was obtained from the results of distributing questionnaires using a Likert scale of 1-5. The gradation of answers are Strongly Disagree (STS)=1; Disagree (TS)=2; Doubtful (RR)=3; Agree (SS)=4; and Strongly Agree (SS)=5. The number of indicators for each variable is quite diverse. Service quality has 5 indicator, stirre atmosphere has 4 indicators, discount; customer satisfaction and repurchase intention have 3 indicators. All indicators are measured using an instrument in the form of a questionnaire that has gone through a process of expert validation and statistical reliability validity. The reliability level of the instrument is reached at the Cronbachs alpha value of 0,980, while the r count for each question item is in the range 0,575-0,841, which means that the instrument has a high level of reliability and all question items in the research instruments are valid because they have an r value < r table=0,05; df=28 (0,361).

The data in this study were analyzed through several stages of analysis, namely (1) descriptive analysis of the respondent's characteristics; (2) Descriptive analysis of research variables, and (3) PLS SEM analysis. Descriptive analysis of respondent characteristics and descriptive analysis of research variables were carried out with the help of the SPSS program while PLS analysis will be carried out with the help of the SmartPLS version 3 program, using SmartPLS as an analytical tool for CFA analysis because the number of samples in this study was small < 100, while Smartpls worked very well with small and large samples (Hair *et al.*, 2000).

This test was conducted to determine the level of validity of each relationship between the indicator and its latent construct. In this test, the indicator is valid if it has a loading factor value > 0.7 and each construct has an AVE value > 0.5. The results of the outer model test in Table III show that all indicators in the PLS model are valid in measuring the construct, because they already have a loading factor value > 0.7 and each construct has an AVE value > 0.5.

IV. DISCUSSION

This research shows that Service Quality has a positive and significant impact on Commitment to Service quality. Therefore, the higher the Service Quality the higher the

Commitment to Service Quality. This result is in accordance with the study of (Nafisatin *et al.*, 2018) conducted in Larisso Supermarket Ambulu Jember. The better Supermarket Larisso Ambulu, Jember provides services to customers, the higher the customers commitment to continue shopping at the supermarket. The result also prove that customers will tend to have high commitment if the service provider (bank) can provide good service to its customers. . (Afifah, 2012) in her research conducted at Bank Kalbar also showed result that service quality affected customer commitment, both affective, normative, and sustainable commitment. Other researches that are also in line with the result of this studies are Setia Lestari (2021), Cayadi & Robin (2021), Pitria & Mulyanto (2016), Fatiya *et al.*, (2021), Berlianto (2018), Wally *et al.* (2020), Pohan and Simanjorang, (2019), and Sudirman and Suasana (2018).

The results of this study have proven that Commitment to Service Quality has a positive and significant effect on Customer Loyalty. Means that the higher the commitment of Jasa Marga users to Jasa Marga's services, the higher the loyalty of Jasa Marga users. This study is in line with the results of research (Suparmi & Handhoko, 2018) conducted at PT. Yodya Karya (Persero) Semarang Main Branch, his research show that the higher the customer commitment, the higher the customer loyalty. Furthermore, the results of this study are also in line with the results of research (Aini, 2020) in his research conducted at JNE Yogyakarta. The study proves that consumers with high commitment tend to have high loyalty. The results of this study are also in line with the results of the research conducted at the Indomaret minimarket located on Jl. Demangan Baru, Depok, Sleman, Yogyakarta (Adinugroho, 2015). The results showed that the higher the customer commitment, the higher the customer loyalty. The results of this study are also in line with research which show that high customer commitment will increase customer loyalty results (Pertiwi & Farida, 2021; Lapasiang *et al.*, 2017; Cassandra, 2014; Ramadhan, 2020; Aini, 2021; Adinugroho, 2015; Suseno & Suddin, 2017).

The effect of Service Quality on Customer Loyalty is not directly proven in this study. Means that high service quality is not necessarily able to form high consumer loyalty. The results of this study are in line with the results of research (Choiriah & Liana, 2019) conducted in Semarang by taking Honda motorcycle buyers as respondents. The results of this study indicate that high service quality does not necessarily increase consumer loyalty. The results of this study are also in line with the results of research (Saputra, 2013) conducted at PT Bank BNI 46 small credit centers (Surabaya). The results show that the high quality of bank services has not been able to foster high customer loyalty. Other research results that are also in line with the results of this study shows the results that good service quality does not necessarily increase customer loyalty (Muh, 2020; Yanti, 2019a; 2019b; Al Ghofiqi, 2018; Hariadji, 2018; Saputri *et al.*, 2021; Mutmainnah, 2019; Thungasal, 2019; Haryanto *et al.*, 2020; Herokholiqi & Sidhi, 2018; Sitingjak & Andrew, 2020).

V. CONCLUSION AND SUGGESTION

A. Conclusion

1. Service Quality has a positive and significant effect on Commitment to Service Quality. The higher the security quality, the higher the commitment to service quality.
2. Commitment to Service Quality has a positive and significant effect on Customer Loyalty. This means that the higher the commitment of Jasa Marga users to Jasa Marga's services, the higher the loyalty of Jasa Marga users.
3. Service Quality cannot directly affect Customers Loyalty. This means that high service is not necessarily able to firm high consumers loyalty.

B. Suggestions

In terms of service quality, although most of the respondent considered that Rest Area 65A and 65B of Jasa Marga Kualanamu Toll had provided a good service, in terms of tangibility and responsiveness still need to be improved. Rest Area 65A and 65B of Jasa Marga Kualanamu Toll Road should be able to pay more attention to customer's needs even though they are so busy. So that customers still feel they are getting good service. In addition, Rest Area 65A and 65B of Jasa Marga Kualanamu Toll Road should also improve their skills so the can be more professional in managing customers.

In terms of customer commitment, there are several things that make them dissatisfied with the services provided by Rest Area 65A and 65B Jasa Kualanamu Toll, so their commitment is low. Some of these things are related to the good relations that have been established, friendly service, trust, giving time periods, and moral obligations that they feel they have not received from Rest Area 65A and 65B of Jasa Marga Kualanamu Tol. Thus, to increase partner commitment, staff at Rest Area 65A and 65B of Jasa Marga Kualanamu Tol Road can build better relationships, friendlier in service, and able to maintain trust, willing to give extra time and perform moral obligations properly.

In terms of loyalty, although the loyalty of some partners is quite high, in terms of trust and confidence in getting the best service, it is still low. Thus, Rest Area 65A and 65B of Jasa Marga Kualanamu Toll Road must continue to evaluate the performance of its staff so that it can further increase the trust of the partners and also provide the best service so that partner's confidence in getting the best service is higher.

CONFLICT OF INTEREST

Authors have no conflict of interest in writing this research.

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