

Analysis of Service Quality, Ship Rental Prices, and Ship Management Influence on Charterer Loyalty Satisfaction and Impact at PT Buana Lintas Lautan Tbk.

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ABSTRACT

This study aims to analyze the effect of service quality, ship charter prices and ship management on customer satisfaction and customer loyalty or commonly called charterers, by the shipping company world. The research sample was 200 people from charterers or customers from *PT. Buana Lintas Lautan Tbk.* The data were collected using a questionnaire and Structural Equation Modeling (SEM) as an analytical technique using the AMOS 22 program. The study results prove that service quality, ship charter prices and ship management have a positive and significant impact on customer satisfaction and customer loyalty. The results of this study have implications for service quality, ship rental prices and ship management, which need to be improved to increase customer satisfaction and loyalty.

INTRODUCTION

The need for energy in Indonesia or worldwide is very high and runs without stopping. Energy has an essential role in sustaining all human activities and business activities wherever they are located. What is called by energy is all components that transform primary energy (such as coal, natural gas, and crude oil) to final energy (such as electricity, methane, and gasoline) are included in the energy supply system (Holden, Linnerud, & Rygg, 2021). This encourages the need for transportation or delivery of refined fuel oil (*BBM*) and LPG from upstream or energy processing processes to communities throughout Indonesia that are downstream. Sea transportation services or energy delivery that compete in the era of globalization are increasing and vary due to market openness and the cabotage principle. The cabotage principle carried out by the government, which means the sovereignty of the country by prioritizing sea transport shipping companies owned by domestic companies can also be victorious in their own country and has the power to maintain state

sovereignty from the security and defence aspects in order to encourage development and national economic growth (Rahmawati, Arifin, & Hufron, 2019).

A national trading company with tight market competition from national commercial shipping and supported by the cabotage principle, a significant strategic advantage by maintaining customer satisfaction and loyalty (Pasal 8 UU No.17 Tahun 2008 Tentang Pelayaran, 2008). Satisfaction and loyalty will provide returns that make it a long-term and cumulative investment.

PT. Buana Lintas Tbk wants to measure how the influence of their service quality on charterers or, for example, *PT. Pertamina (Persero)*, their charter prices when conducting tenders, the value of ship management on charterer satisfaction and charterer loyalty to the use of *PT. Buana Lintas Lautan Tbk* as the leading vendor in the distribution of energy throughout Indonesia.

PT. Buana Lintas Lautan Tbk wants to maintain charter satisfaction and loyalty to make its business activities can also run in the long term and help energy suppliers not only from fuel energy

such as *PT. Pertamina* but mining energy in various sectors in many companies. National mining, as well as taking part in building national energy security.

According to Khaeng, Mahamed, Ramayan, and Moshab (2010), customer satisfaction is a mediator in the influence of service quality to create service loyalty. Service quality also affects service loyalty through customer satisfaction. Price is also an important factor in customer satisfaction. When prices fluctuate, customers will shift their choice to other service providers or market competitors. According to Alafiyanto and Djumarno (2018), customer satisfaction intervenes in the effect of price on customer loyalty. Meanwhile, according to research Desiyanti, Sudja, and Martini (2018), service quality does not affect customer satisfaction and customer loyalty.

METHOD

The object of research is the foundation that becomes the fulcrum and attention in research; the object of research is the target and goal in research to obtain results and conclusions from the problems in question.

According to Satibi (2011), the object of research, in general, is a tool to identify and map a research environment that is the purpose of research to get a broad general picture consisting of the nature of the environment, structure, history and function of everything in the environment. the research. The framework chart can be seen in Figure 1.

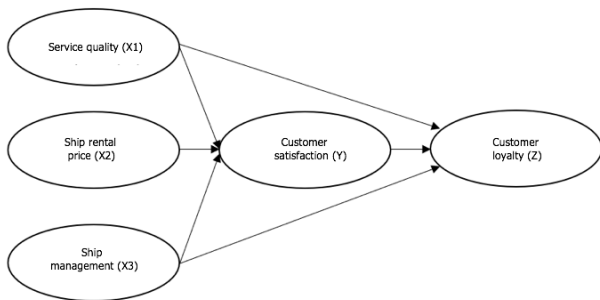


Figure 1 Research Framework

The model framework is developed as presented in Figure 2 below.

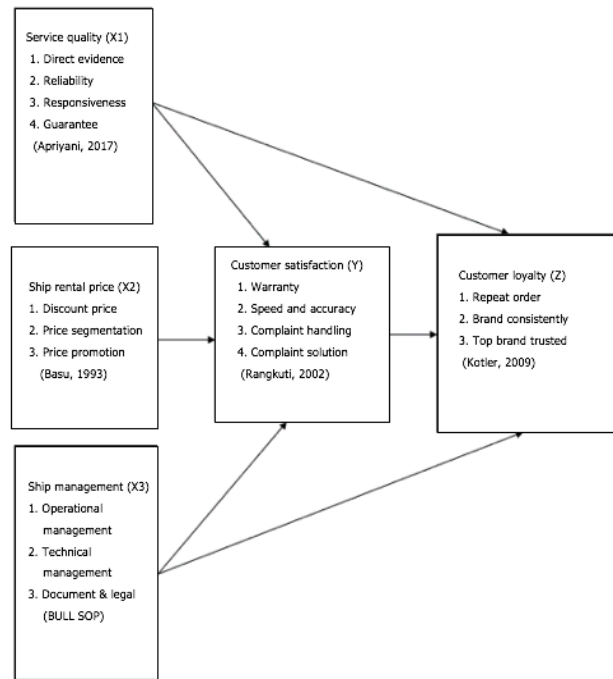


Figure 2 Model Framework

Data obtained from data sources directly relates to the research problem. The primary data sources in this study were obtained in the field directly from the answers of various respondents regarding questionnaires relating to the assessment of service quality, price, and ship management that affect customer satisfaction and their impact on *PT. Buana Lintas Lautan Tbk* loyalty.

Questionnaires were distributed to 200 respondents of *PT. Buana Lintas Lautan Tbk* customers. In this case, the customer is referred to as a tenant or charterer. The variable measurement scale in this study uses the Likert scale, which is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena (Sugiyono, 2019). In this study, the researcher gave five alternative answers to the respondents using a scale of 1 to 5 contained in table 1 below.

Table 1 Likert Scale Table

No	Responses	Scores
1	Strongly agree	5
2	Agree	4
3	Neither agree nor disagree	3
4	Disagree	2
5	Strongly disagree	1

The data analysis technique in this study used SEM or Structural equality modelling. There are essential factors, and reasons underlying the use of SEM are:

- a) SEM has the power and ability to estimate the relationship between variables that are multi-

relational. This relationship is formed in the structural model (the relationship between the dependent and independent constructs)

- b) SEM can describe and describe the pattern of relationships between latent constructs and manifest variables and indicator variables.

RESULTS AND DISCUSSION

A. Respondents Response

Based on the results of the calculation of the class length for each interval, the classification of the assessment categories for the average value is presented, as follows:

Table 2
Criteria for assessing indicators on research variables

No	Interval	Criteria
1	1.00 – 1.79	Poor
2	1.80 – 2.59	Fair
3	2.60 – 3.39	Good
4	3.40 – 4.19	Very good
5	4.20 – 5.00	Extremely good

Here are also the responses from the respondents on each variable, as follows:

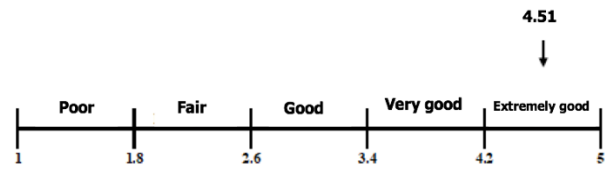
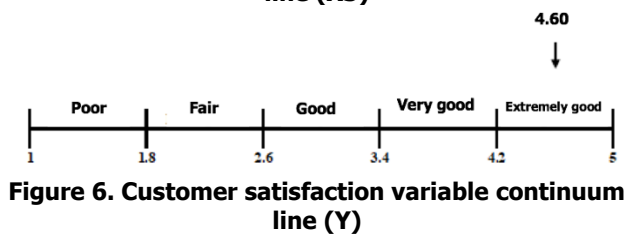
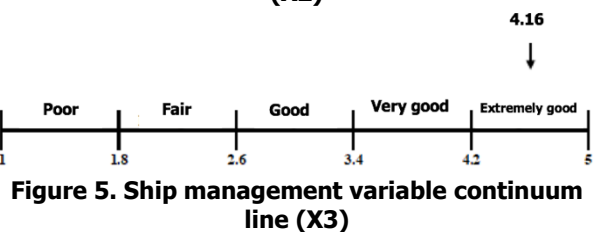
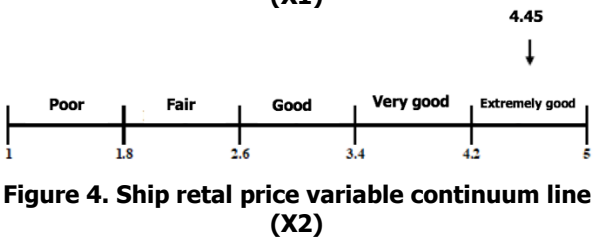
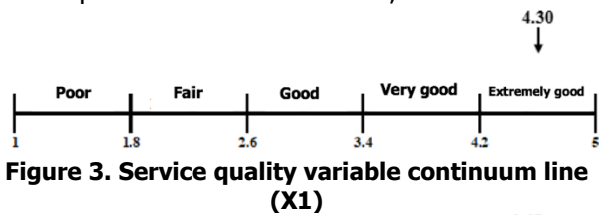


Figure 7. Customer loyalties variable continuum line (Z)

B. Descriptive Analysis

The description of the research data can be used to enrich the discussion. The description of the respondent's response data shows how the respondent's response to each variable is being studied. To make it easier to interpret the variables being studied, categorization of the respondent's response scores is carried out. The principle of categorization of the number of respondents' response scores in this study uses the calculated average value as a reference for determining the classification of assessment categories.

The specification of the research model, which represents the problem under study, is essential in SEM. (Hoyle, 1995) says that the analysis will not start until the researcher specifies a model that shows the relationship between the variables to be analyzed.

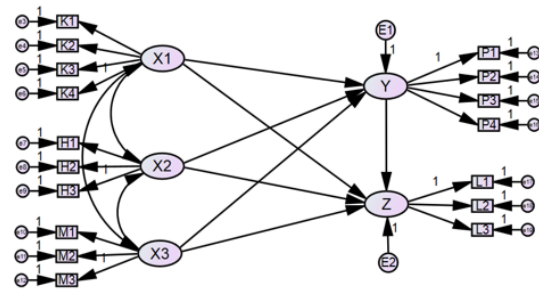


Figure 8. Model Specification Scheme

The tables below show no model identification problem in this study.

Table 3

	Estimate	S.E.	C.R.	P	Label
Y ← X1	.220	.038	5.768	***	par_13
Y ← X2	.212	.046	4.568	***	par_14
Y ← X3	.132	.038	3.494	***	par_15
Z ← X1	.273	.052	5.222	***	par_16
Z ← X2	.151	.056	2.680	.007	par_17
Z ← X3	.112	.056	2.517	.012	par_18
Z ← Y	.308	.045	3.239	.001	par_19
K4 ← X1	1.000				
K3 ← X1	1.017	.051	20.108	***	par_1
K2 ← X1	1.024	.047	21.732	***	par_2
K1 ← X1	1.015	.050	20.323	***	par_3
H3 ← X2	1.000				
H2 ← X2	.978	.067	14.645	***	par_4
H1 ← X2	1.034	.067	15.372	***	par_5
M3 ← X3	1.000				
M3 ← X3	1.127	.055	20.323	***	par_6

M1 ← X3	1.060	.057	18.729	***	par_7
P1 ← Y	1.000				
P2 ← Y	1.054	.066	17.565	***	par_8
P3 ← Y	1.287	.073	17.699	***	par_9
P4 ← Y	1.250	.075	16.703	***	par_10
L1 ← Z	1.000				
L2 ← Z	1.147	.099	11.546	***	par_11
L3 ← Z	1.379	.122	11.292	***	par_12

Based on the output of the AMOS calculation, the common factor load values are obtained and then used to calculate the construct reliability coefficient values, which are summarized in the following table:

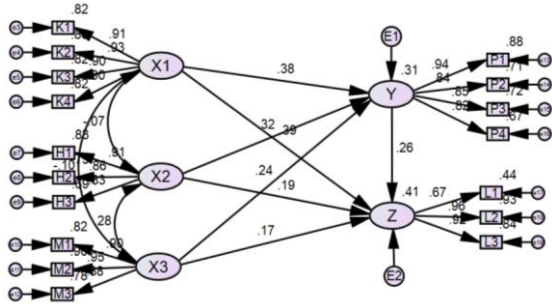


Figure 9 Estimation Results of Standardized Loading factors

C. Structural Model Results

This section deals with evaluating the coefficients or parameters that indicate a causal relationship or the effect of one latent variable on another latent variable. These causal relationships are hypothesized in a study. A causal relationship is declared insignificant if the critical ratio (C.R.) is between the ranges of -1.96 and 1.96 with a significance level of 0.05 (Wijanto, 2008). Meanwhile, calculations were carried out using the Sobel test with the Calculation for the Sobel Test (<http://quantpsy.org/sobel/sobel.htm>). With the help of the AMOS 22 program application, the results of the estimated critical ratio value of the structural model are obtained through the following table:

Table 4 Value of Path Coefficient of Influence

	Estimate
Y ← X1	.381
Y ← X2	.321
Y ← X3	.240
Z ← X1	.393
Z ← X2	.191
Z ← X3	.170
Z ← Y	.256

Table 5 C.R. Value Direct Effect

	Estimate	S.E.	C.R.	P	Label
Y ← X1	.220	.038	5.768	***	par_13
Y ← X2	.212	.046	4.568	***	par_14

Y ← X3	.132	.038	3.494	***	par_15
Z ← X1	.273	.052	5.222	***	par_16
Z ← X2	.151	.056	2.680	.007	par_17
Z ← X3	.112	.045	2.517	.012	par_18
Z ← Y	.308	.095	3.239	.001	par_19

Table 6 Indirect Influence Value Effect

	Standardized Indirect Effects	C.R.	P
Z ← Y ← X1	.061	2.602	.009
Z ← Y ← X2	.082	2.514	.012
Z ← Y ← X3	.098	2.479	.013

1. The influence of service quality (X1) on customer satisfaction (Y)

Path coefficient	t-count	t-table	Conclusion	
X ₁ -> Y	0.381	5.768	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H1 is accepted, meaning that Service Quality (X1) significantly affects Customer Satisfaction (Y).

2. The effect of boat rental prices (X2) on customer satisfaction (Y)

Path coefficient	t-count	t-table	Conclusion	
X ₂ -> Y	0.321	4.568	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H2 is accepted, meaning that the Vessel Rental Price (X2) significantly affects Customer Satisfaction (Y).

3. The influence of ship management (X3) on customer satisfaction (Y)

Path coefficient	t-count	t-table	Conclusion	
X ₃ -> Y	0.240	3.494	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H3 is accepted, meaning that Ship Management (X3) partially affects Customer Satisfaction (Y).

4. The effect of service quality (X1) on customer loyalty (Z)

Path coefficient	t-count	t-table	Conclusion	
X ₁ -> Z	0.393	5.222	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H4 is accepted, meaning that Service Quality (X1) significantly affects Customer Loyalty (Z).

5. The effect of boat rental prices (X2) on customer loyalty (Z)

Analysis of Service Quality, Ship Rental Prices, and Ship Management Influence on Charterer Loyalty Satisfaction and Impact at PT Buana Lintas Lautan Tbk.

	Path coefficient	t-count	t-table	Conclusion
X ₂ -> Z	0.191	2.517	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H5 is accepted, meaning that the Vessel Rental Price (X2) significantly affects Customer Loyalty (Z).

6. The influence of ship management (X3) on customer loyalty (Z)

	Path coefficient	t-count	t-table	Conclusion
X ₃ -> Z	0.170	2.517	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H6 is accepted, meaning that Ship Management (X3) has a significant partial effect on Customer Loyalty (Z).

7. The effect of customer satisfaction (Y) on customer loyalty (Z)

	Path coefficient	t-count	t-table	Conclusion
Y-> Z	0.256	3.239	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H7 is accepted, meaning that Customer Satisfaction (Y) significantly affects Customer Loyalty (Z).

8. The Influence of Service Quality (X1) on Customer Loyalty (Z) through Customer Satisfaction (Y)

	Path coefficient	t-count	t-table	Conclusion
X ₁ -> Y-> Z	0.061	2.602	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H8 is accepted, meaning that Service Quality (X1) has a significant effect on Customer Loyalty (Z) through Customer Satisfaction (Y).

9. The Effect of Boat Rental Prices (X2) on Customer Loyalty (Z) through Customer Satisfaction (Y).

	Path coefficient	t-count	t-table	Conclusion
X ₂ -> Y-> Z	0.082	2.514	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H9 is accepted, meaning that the Vessel Rental Price (X2) has a significant partial effect on Customer Loyalty (Z) through Customer Satisfaction (Y).

10. The Effect of Ship Management (X3) on Customer Loyalty (Z) through Customer Satisfaction (Y).

	Path coefficient	t-count	t-table	Conclusion
X ₃ -> Y-> Z	0.098	2.479	1.96	H ₀ Declined

Source: Data analysis (2022)

Thus, H10 is accepted, meaning that Ship Management (X3) has a significant effect on Customer Loyalty (Z) through Customer Satisfaction (Y).

Discussion

1. Service quality has a direct positive and significant effect on customer satisfaction.

This means the quality of service from *PT Buana Lintas Lautan Tbk* can increase customer satisfaction. The results of this study indicate that the service quality of *PT Buana Lintas Lautan Tbk* can increase charterers' satisfaction such as *PT Pertamina (Persero)*, where the better service quality will undoubtedly increase customer satisfaction. In marketing research, service quality is considered more valuable since it is an intangible factor (Uzir, Jerin, Al Halbusi, Hamid, & Latiff, 2020). This also indicates that most respondents agree that the quality of services of *PT Buana Lintas Lautan Tbk*, such as ship class standards, ship quality, staff who directly serve charterers, and the guarantees provided, provide good value from all dimensions. The increasing service rate leads to increased customer satisfaction with the ship charter services offered by *PT Buana Lintas Lautan Tbk*.

Quality certainly reflects all dimensions and factors of service or product offerings that generate benefits for customers (Tjiptono, 2002). The management of *PT Buana Lintas Lautan Tbk* must implement a strategy to maintain and improve the quality of service to charterers by focusing on market search and balancing it with service quality that creates profits for customers, which in general generates steady income benefits and will also increase. This is also in line with research from (Kwak, Park, and Back, 2016; Hwang, Choi, Hong, Lee, and Lee, 2012; Yuen and Van Thai, 2015; and Handayani, 2016), which states that service quality has a positive and significant effect on customer satisfaction. The increasing rate of service will lead to increased customer satisfaction.

2. The price of charter ships has a direct and significant negative effect on customer satisfaction.

The smaller the price issued by the customer or offered in participating in the tender and *PT Buana Lintas Lautan Tbk* offers the boat rental price to be the best price and compete with the prices offered by competitors, the customer satisfaction will increase. If the price set is higher than competitors and does not follow the current project tender, customer satisfaction will also be disrupted and even decrease. With the suitability of prices, affordability and the similarity of benefits and prices offered to customers are one of the factors for the emergence of customer satisfaction, so that when *PT Buana Lintas Lautan Tbk* can later set the boat rental price slightly higher, or there is an increase, customers will remain satisfied, where they no longer pay for the charter of the ships, but also the satisfaction they feel for the quality of service. This is also in line with the theory, which states that the formulation and strategy of pricing can be classified into five parts, namely pricing, discounting, discriminatory, product mix and promotion (Kotler & Armstrong, 2018).

This is evident from the repeated use of services from *PT Buana Lintas Lautan Tbk* by oil and gas energy producers or suppliers such as *PT Pertamina (Persero)*, which continues to use *PT Buana Lintas Lautan Tbk* in several gases and oil delivery projects for the needs of people throughout Indonesia for more than 20 years. They reasoned that the boat rental price offered by *PT Buana Lintas Lautan Tbk* was very competitive and provided an opportunity. According to research, it is also evident from (Laely, 2016; Ali Arval, 2017; and Handayani 2016), who state that price has a negative and significant effect on customer satisfaction.

3. Ship management directly has a positive and significant impact on customer satisfaction.

The results of this study indicate that ship management can increase charterer or customer satisfaction, such as *PT Pertamina (Persero)*, where better ship management will undoubtedly increase customer satisfaction. This also indicates that most respondents agree that the ship management carried out by *PT Buana Lintas Lautan Tbk* in terms of operational management, technical management and legal compliance, documents and certificates are very well maintained and following national and international class and standards, meaning from all sides. Dimensions of ship management

provide good value to ship management and increase customer satisfaction. This means that ship management from *PT Buana Lintas Lautan Tbk* can increase customer satisfaction.

Ship management reflects all the dimensions and factors of managing or organizing ships in a perfect way and according to international terms, conditions and standards that generate benefits for customers who use the services of *PT Buana Lintas Lautan Tbk*. This follows what was said by (Kwak et al., 2016), who stated that good ship management would increase customer satisfaction because customers will feel safe and comfortable using ships from ship providers if ship management is following standards. Hwang et al. (2012) also stated that the ship management system affects management performance in terms of customer satisfaction. As well as research from (Yuen & Van Thai, 2015), Ship management affects customer satisfaction in shipping companies based on operational, technical and complete certificates and seaworthiness documents.

4. Service quality has a direct positive and significant effect on customer satisfaction.

This means that the quality of service from *PT Buana Lintas Lautan Tbk* can increase customer loyalty. The results of this study indicate that the service quality of *PT Buana Lintas Lautan Tbk* can increase and determine the loyalty of charterers such as *PT Pertamina (Persero)*, where the better the service quality will certainly increase the customer loyalty. This also indicates that most respondents agree that the quality of services of *PT Buana Lintas Lautan Tbk*, such as ship class standards, ship quality, staff who directly serve charterers, and the guarantees provided, provide good value from all dimensions. The increasing quality of service causes an increase in customer loyalty to the ship charter services offered by *PT Buana Lintas Lautan Tbk*.

Quality certainly reflects all the dimensions and factors of the service or product offering that produce benefits for customers in line with opinions from (Tjiptono, 2002). The management of *PT Buana Lintas Lautan Tbk* must implement a strategy to maintain and improve the quality of service to charterers by focusing on market search and balancing it with service quality that creates profits for customers, which in general generates steady income benefits and will also increase. This is also in line with research from (Kwak et al., 2016; Hwang et al., 2012; Yuen & Van Thai, 2015; and Handayani, 2016), which states that service quality has a positive and significant effect on

customer loyalty. The increasing quality of service will lead to increased customer loyalty.

5. The price of charter ships has a direct and significant negative effect on customer loyalty

Loyal customers, where they no longer pay for the charter of the vessels but also the loyalty they generate because of the services they get from *PT Buana Lintas Lautan Tbk*. The lower the price issued by the customer or offered in participating in the tender and *PT Buana Lintas Lautan Tbk* offers the boat charter price to be the best price and compete with the prices offered by competitors, consumer loyalty will increase. If the price set is higher than competitors and does not follow the current project tender, customer loyalty will also be disrupted and even decrease. With the suitability of prices, affordability and the similarity of benefits and prices offered to customers are one of the factors for the emergence of customer loyalty, so that when *PT Buana Lintas Lautan Tbk* can later set the boat rental price slightly higher, or there is an increase, customers will also be loyal and remain loyal. This is also in line with the theory, which states that the formulation and strategy of pricing can be classified into five parts, namely pricing, discounting, discriminatory, product mix and promotion (Kotler & Armstrong, 2018).

This is evident from the repeated use of services from *PT Buana Lintas Lautan Tbk* by oil and gas energy producers or suppliers such as *PT Pertamina (Persero)*, which continues to use *PT Buana Lintas Lautan Tbk* in several gases and oil delivery projects for the needs of people throughout Indonesia for more than 20 years. They reasoned that the boat rental price offered by *PT Buana Lintas Lautan Tbk* was very competitive and provided an opportunity. According to research, it is also evident from (Laely, 2016; Ali Arval, 2017; and Handayani, 2016), who states that price has a negative and significant effect on customer loyalty.

6. Ship management directly has a positive and significant impact on customer loyalty.

The results of this study indicate that ship management can increase charterer or customer loyalty, such as *PT Pertamina (Persero)*, where better ship management will undoubtedly increase customer loyalty. This also indicates that most respondents agree that the ship management carried out by *PT Buana Lintas Lautan Tbk* in terms of operational management, technical management and legal compliance, documents and certificates are very well maintained and following national and

international class and standards, meaning from all sides. The dimension of ship management gives good value to ship management and its impact on increasing customer loyalty. This means that ship management from *PT Buana Lintas Lautan Tbk* can increase customer loyalty.

Ship management reflects all the dimensions and factors of managing or perfectly organizing ships. According to international terms, conditions and standards that generate benefits for customers who use the services of *PT Buana Lintas Lautan Tbk*, this is under what (Kwak et al., 2016) which states that good ship management will increase customer loyalty because customers will feel safe and comfortable using ships from ship providers if ship management is by international security and safety standards. The research of (Hwang et al., 2012) also stated that the ship management system affects management performance in terms of customer loyalty. As well as research from (Yuen & Van Thai, 2015), Ship management affects customer loyalty in shipping companies based on operational, technical and complete certificates and seaworthiness documents.

7. Service quality indirectly has a positive and significant effect on customer loyalty through customer satisfaction.

Service quality is a comparison between the quality expected by the customer and the service or product received by the customer, and this is a service from *PT Buana Lintas Lautan Tbk*. The service quality is excellent and satisfying if the service received or perceived is requested, needed, and expected by customers from *PT Buana Lintas Lautan Tbk*. The excellent service quality in the Company will create satisfaction for its customers. After customers get satisfied with the services they receive, customers will compare the services provided by other companies. If the customer is satisfied, there will be a sense of loyalty to the Company, which is manifested in repeat purchases and believes that *PT Buana Lintas Lautan Tbk* has the best brand or sea transportation company for transporting oil and gas.

The strategy to retain customers with loyalty from customer satisfaction with the Company's ability to service quality is one. In this study, *PT Buana Lintas Lautan Tbk* managed to find out that respondents have a high sense of satisfaction and loyalty to the Company. This is also in line with research from (Kwak et al., 2016; Hwang et al., 2012; Yuen & Van Thai, 2015; and Handayani, 2016), which states that service quality has a positive and significant

effect on customer loyalty from customer satisfaction.

8. The price of charter boats has an indirect and significant negative effect on customer loyalty through customer satisfaction

Companies need to issue policies and price adjustments to charter vessels to continue maintaining and increasing customer loyalty and satisfaction. The price that has been issued to meet the expectations desired by the customer becomes the emergence of customer satisfaction. With customer satisfaction that arises, it will appear and create customer loyalty. Suppose a company as a customer is satisfied as a charterer from *PT Buana Lintas Lautan Tbk*. In that case, it is very likely to become a loyal customer to the Company for an extended period or a lengthy contract. The results of this study are also by proven research from (Laely, 2016; Ali Arval, 2017; and Handayani, 2016), which states that price has a negative and significant effect on customer loyalty through customer satisfaction.

9. Ship management indirectly has a positive and significant effect on customer loyalty through customer satisfaction.

Customer satisfaction is the level of customer feeling after comparing what is received and his expectations. This means that ship management from *PT Buana Lintas Lautan Tbk* can increase customer satisfaction and loyalty. The results of this study indicate that ship management can increase charterer or customer loyalty, such as *PT Pertamina (Persero)*, where better ship management will undoubtedly increase customer loyalty through customer satisfaction. This also indicates that most respondents agree that the ship management carried out by *PT Buana Lintas Lautan Tbk* in terms of operational management, technical management and legal compliance, documents and certificates are very well maintained and by national and international class and standards, meaning from all sides. The ship management dimension gives good value to ship management and increases customer loyalty through customer satisfaction.

Ship management reflects all the dimensions and factors of managing or perfectly organizing ships. According to international terms, conditions and standards that generate benefits for customers who use the services of *PT Buana Lintas Lautan Tbk*, this is by what (Kwak et al., 2016) states that good ship management will increase customer loyalty because customers will feel safe and comfortable using ships from ship providers if ship

management is by international security and safety standards and this creates a sense of satisfaction, which triggers the emergence of loyalty. The research of (Hwang et al., 2012) also stated that the ship management system affects management performance seen from customer loyalty through customer satisfaction. As well as research from (Yuen & Van Thai, 2015), Ship management affects customer loyalty and customer satisfaction in shipping companies based on operational, technical and complete certificates and seaworthiness documents.

10. Customer satisfaction indirectly has a positive and significant effect on customer loyalty

Customers are satisfied after using the services or ships from *PT Buana Lintas Lautan Tbk* because of the quality of services provided, the price of ship rentals offered, and the ship management has done very well by *PT Buana Lintas Lautan Tbk* and by the expectations and desires of customers. The higher customer satisfaction with *PT Buana Lintas Lautan Tbk* services can increase customer loyalty. This indicates that customer loyalty from suppliers of oil and gas producers such as *PT Pertamina (Persero)* to energy transport vessels from *PT Buana Lintas Lautan Tbk* is very dominant in influencing customer satisfaction as an intervening variable. So it can be concluded that the customer satisfaction of *PT Buana Lintas Lautan Tbk* can be continuously improved, so customer loyalty is in a perfect position.

It should be noted that customer satisfaction will be analyzed in relationship marketing or marketing management in the Company. Thus, companies must maintain long-term relationships with customers. Expect perfect quality from the primary services provided and add benefits to continue a relationship. Customer satisfaction that arises from customer perceptions of the service performance of *PT Buana Lintas Lautan Tbk* creates a desire for customers to return to using the services of *PT Buana Lintas Lautan Tbk's* ships again. So this indicates that if there is an increase in customer satisfaction for customers or charterers who use or lease back *PT Buana Lintas Lautan Tbk* vessels, then customer loyalty will increase.

The existence of customers who are loyal to the use of *PT Buana Lintas Lautan Tbk's* vessels is very much needed so that the Company can continue and develop while trying to retain these customers. This is a far more effective strategy than attracting new markets back. The Company

has a loyal customer base and base, which means that it is the same as obtaining certainty to achieve continuous income into the future. (Amron & Mahmud 2017). Because loyal customers are expected to continue to make transactions in the future. This study is by research conducted by many researchers, such as Arval Ali (2018), and Prasito (2020), which explain that customer satisfaction has a very positive effect on customer loyalty. Satisfied customers or charterers usually have resistance to the negative influence of the Company.

CONCLUSION

After the author conducted a discussion in the previous chapter, the writer in this chapter will try to draw a conclusion based on the description above.

Quality of service directly has a positive effect on customer satisfaction. The customer or charterer views that the Quality of the services provided by *PT. Buana Lintas Lautan Tbk's* sea transportation services is by the expectations desires and supports the customer's business sector.

Ship rental prices directly hurt customer satisfaction. The application of the right boat rental price and the implementation of business or project tenders is an essential factor in determining satisfaction for consumers. If the rental price is higher, the attractiveness and customer satisfaction will decrease.

Ship Management directly has a positive effect on customer satisfaction. Ship management improves customer satisfaction by planning, managing and controlling ships very well and seaworthy according to international shipping standards and supporting the business processes of customer companies.

Service quality directly has a positive effect on customer loyalty. Customers are satisfied with the Quality of service provided by *PT. Buana Lintas Lautan Tbk*. where the quality of service is higher, customer loyalty will also be higher.

Ship rental prices directly have a positive effect on customer loyalty. This means that customers will become loyal when the price offered is by the service received by the customer.

Ship Management has a direct positive effect on customer loyalty. This means that in carrying out ship management, *PT. Buana Lintas Lautan Tbk* makes customers feel safe and comfortable when carrying out the business process of delivering sea transportation goods using ships from *PT. Buana Lintas Lautan Tbk* and finally creating customer loyalty to use ships from *PT.*

Buana Lintas Lautan Tbk to enter into the customer's business processes.

Service quality indirectly has a positive effect on customer loyalty through customer satisfaction. Customer satisfaction fully mediates the effect of service quality on customer loyalty. This causes the higher the Quality of service provided by *P.T. Buana Lintas Lautan Tbk*, the more satisfied and subsequently the higher the loyalty of the customer or charterer.

Ship rental prices indirectly have a positive effect on customer loyalty through customer satisfaction. Customer satisfaction fully mediates the effect of price on customer loyalty. The price offered by *PT. Buana Lintas Lautan Tbk* is proportional to customers' benefits, expectations, desires, and smooth business processes.

Ship Management indirectly positively affects customer loyalty through customer satisfaction. Customer satisfaction fully mediates the influence of ship management on customer loyalty. This makes the better ship management carried out by *PT. Buana Lintas Lautan Tbk*; the more confident customers are in using the services or ships of *PT. Buana Lintas Lautan Tbk*.

Customer satisfaction directly has a positive effect on customer loyalty. This means that customers are satisfied after using the services or ships from *PT. Buana Lintas Lautan Tbk* because of the quality of service provided, the price of ship rentals offered and the ship management that is done very well by *PT. Buana Lintas Lautan Tbk* and by the expectations and desires of customers.

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