The Effect of Service Quality to Customer Loyalty Mediated by Customer Satisfaction on Package Delivery at Palembang Post Office 30000

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ARTICLE INFO	ABSTRACT
  Corresponding author: **Nico Ferdiansyah**	This research aimed to analyze: (1) direct effect of service quality to customer loyalty and (2) indirect influence of service quality through customer satisfaction to customer loyalty. Customer satisfaction was used as the mediator. This type of research was a quantitative research. The population involved in this research was customers who have used package delivery service at Palembang Post Office 30000. It was carried out by using purposive sampling technique that obtained the samples as many as 200 respondents. SEM analysis was an analytical method used in this research. SEM analysis aimed to know the direct and indirect effects that occurred between the variables. The research findings indicated that service quality had direct and indirect effects to customer loyalty. Based on the findings of this research, it was found that service quality had significantly direct effect to customer loyalty. In addition, service quality through customer satisfaction had indirect effect to customer loyalty which meant that customer satisfaction variable was the variable that mediated service quality and customer loyalty.

1. INTRODUCTION

Satisfaction is one's feeling of pleasure or disappointment that appears after comparing the performance (or outcome) of the product they think with the performance (or outcome) of the product they expect. If the performance is below the expectation, then the customer is not satisfied. If the performance meets the expectation, then the customer is satisfied. If the performance exceeds the expectation, then the customer is very satisfied or happy (Kotler and Keller, 2012).

According to Kaihatu, Daengs and Indrianto (2015), the measurement of customer satisfaction is an important element to provide better, more effective and efficient service. If the customer is not satisfied with a service provided, it can be assured that the service is ineffective and inefficient. Especially, this is very important for public services. In perfect competition conditions that have many service firms, where the customers are able to select multiple service alternatives and have sufficient information, customer satisfaction is a key determinant of service demand and supplier operational/ functionalities. But if there is only one agent, both in the government and private sectors, which then becomes the sole service provider, then the use of customer satisfaction to measure the effectiveness and efficiency of services is often unclear.

PT Pos Indonesia is one of the longest delivery service companies in Indonesia. This company is a State Owned Enterprise (SOE) engaged in the traffic activities of information, money, and goods. Package delivery service is a product differentiation offered by PT Pos Indonesia. In the past, this company is the market leader for this business. Since the emergence of competitors such as JNE, TIKI and others, the company's market share continues to decrease gradually. The development of postal package services over the last 5 years from 2012 to 2016 can be seen in Table 1 below.

Table 1: Postal Package Production by its Type in 2012 – 2016 (In thousands of bale)

Package Types	2012	2013	2014	2015	2016
Standard Package	7,405	6,971	6,524	2,099	2,738
Express Package	3,801	4,114	6,106	2,056	1,447
Standard Overseas Package	89	109	51	183	17
Express Overseas Package	48	64	83	18	19
Re-mailing	7,095	2,912	-	-	599
Express Mail Service	13,001	17,622	12,497	522	382
Total	31,439	31,792	25,261	4,879	4,185

Source: www.posindonesia.co.id

From the table, it can be explained that the production of postal package for 5 consecutive years continues to experience a significant decrease. The postal package had increased its production in 2012 to 2013 from 31,439 to 31,792. In the following years its production continued to decline from 25,261 in 2014 to 4,185 in 2016. Based on table 1 above, it can also be explained that the overall production amount of each package type of PT Pos Indonesia had decreased in recent years.

In terms of service, PT Pos Indonesia over the past few years has not been able to outperform its competitors, such as JNE and TIKI. It was evident when JNE over the past few years continuously got the Top Brand Awards for the service category (www.topbrand-award.com). It can be seen in Table 2 below.

Table 2: Top Brand Index on Service Category in 2014 - 2017(In percent)

Trademark	Top Brand Index (Service Category)			
	2014	2015	2016	2017
JNE	45,1	43,5	47,6	49,4
TIKI	33,2	36,2	35,7	34,7
Pos Indonesia	8,4	6,7	9,6	8,4
DHL	5,5	2,1	1,3	1,3

Source: www.topbrand-award.com

Table 2 above shows that PT Pos Indonesia was in the third position for 4 consecutive years. In 2014, it got the brand service index of 8.4% and in the following year it decreased by 6.7%. By 2016, the index had increased by 9.6% but in the year 2017 had decreased again by 8.4%.

Based on the concept of customer satisfaction (Zeithaml, Bitner and Gremler, 2013), service quality is one of the aspects that can affect customer satisfaction. Customer satisfaction is generated through good service quality which is the key to achieve it (Bitner in Li, 2012). Several research have been conducted to see the correlation, as conducted by Ratanavaraha et al. (2015), Hussain et al. (2016), Meesala and Justin (2016), and Jiang and Zhang (2016) which indicated that service quality has effect on customer satisfaction.

In addition to the effect on customer satisfaction, service quality also has effect to loyalty. It is based on the findings of Sadeh's (2017) research, and Priporas et al. (2016) stating that service quality has positive effect on loyalty. This is reinforced by Gultom et al. (2016) which stated that service quality has positive effect to loyalty.

However, other research found different findings. Research conducted by Qadeer (2013) and Akroush et al. (2016) states that service quality has no direct effect on loyalty. This is reinforced by Hapsari et al. (2017) found that service quality has no direct effect on loyalty.

Customer satisfaction also has effect on customer loyalty. It is proven in the research conducted by Kasiri et al. (2017) and

Ali et al. (2016) who mentioned that satisfaction has positive effect on loyalty. It is reinforced by Riduan et al. (2015) who stated that satisfaction is very influential on loyalty. The findings of this research are different from Jiang and Zhang's (2016) who revealed that satisfaction has no significant effect on loyalty. It is reinforced by Izogo et al. (2015) who said that satisfaction does not have a strong effect on loyalty.

This research was conducted based on the phenomenon of research objects that has been described above and yet still has the difference in the research findings that were conducted by the previous researchers. This research aimed to analyze: (1) direct effect of service quality to customer loyalty and (2) indirect influence of service quality through customer satisfaction to customer loyalty.

2. LITERATURE REVIEW
A. Service Quality
Parasuraman et al. (2008) defined the service quality as the basis for the marketing of services, because the core product that is going to be marketed is a performance (quality) which then the performance will also be purchased by the customers. Therefore, the service quality of a performance is the basis for service marketing. According Tjiptono (2009) service quality is a dynamic condition associated with products, people, processes and environments that meet the expectation. Parasuraman et al. in Lupiyoadi (2013) divided the service quality dimensions as the following:

a. Tangible is the ability of the company to show its existence to external parties.
b. Reliability is the ability of the company to provide services in accordance with what has been promised accurately and reliably.
c. Responsiveness is a policy to help and provide prompt and responsive service to customers with clear information delivery.
d. Assurance is the knowledge, courtesy, and ability of company employees to foster the trust of customers in the company.
e. Empathy is a sincere and individualized or personal attention which is given to the customers by trying to understand their desires.

B. Customer Satisfaction
According to Kotler and Armstrong (2012), consumer satisfaction is the extent to which perceived product performance meets buyer expectation. When the product performance is lower than customer expectation, then the customer is satisfied or very happy. Meanwhile, Tse and Wilton in Tjiptono and Chandra (2015) stated that customer satisfaction is customer response to a perceptual evaluation of the difference between the initial expectation before purchase (or other performance standard) and the actual performance of the product as perceived after using or consuming the product. The customer satisfaction indicators according to Hawkins and Lonney in Tjiptono (2011) are as follows:

a. Product or service is in accordance with or exceeds the expectation.
b. Service from the employees is in accordance with or exceeds the expectation.
c. Support facilities are in accordance with or exceed the expectation.

C. Customer Loyalty

In the business context, Lovelock, Wirtz, and Mussry (2012) described customer loyalty as customer's willingness to use the company's products in the long term, especially to use them exclusively, and recommend the company products to friends and colleagues. Levy and Weitz (2012) also defined that customer loyalty is a commitment of the customer to keep selecting and buying the products and services from the company and will ignore the various persuasions of the competitor companies. Parasuraman et al. (1996) stated that some indicators of customer loyalty are as follows:

a. Say positive things means talking about positive things about the products or services that have been consumed.
b. Recommend friend means recommending the products or services that have been consumed to friends or others.
c. Continue purchasing means making re-purchases on products or services that have been consumed.

C. Conceptual Framework and Hypotheses

The theoretical framework of this research is a development model from the theories and the findings of previous research. The theoretical framework of this research is described in Figure 1 as follows:
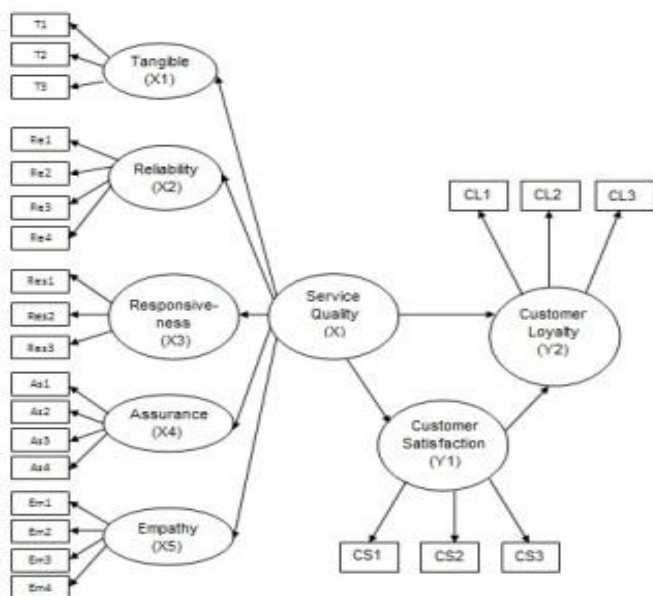

Figure 1: Conceptual Framework

Research Hypotheses

The research hypotheses described the correlation within the conceptual framework in Figure 1. The hypotheses of this research:

H1: Service quality has direct effect on customer loyalty
H2: Service quality has direct and indirect effect on customer loyalty through customer satisfaction

3. RESEARCH METHOD

This is the type of quantitative research that applied causality research design aiming to determine the effect of service quality to customer loyalty on the package delivery at Palembang Post Office 30000. There are 3 (three) variables in this research in which service quality (X) variable is independent variable or exogenous variable. Meanwhile, the mediating variable is customer satisfaction (Y1) variable and customer loyalty (Y2) variable as the dependent or endogenous variables. The service quality variable was measured by using 5 (five) dimensions: Tangible (X1), Reliability (X2), Responsiveness (X3), Assurance (X4) and Empathy (X5). The number of indicators used in this research was 24 indicators. This research uses primary data through the distribution of questionnaires in which the scale measurement applied likert scale from 1 to 5 (1 = strongly disagree to 5 = strongly agree).

A. Population and Sample

The population of this research was all customers who use the service delivery of post package at Post Office Palembang 30000. The sampling technique used was non-probability sampling with purposive sampling type in which the selection of the sample was based on certain criteria, namely: adult aged 17+ based on ID card, using delivery service at Post Office Palembang 30000 within 4 months for minimum 5 times, and recommending the post package to others. The number of samples used in this research was 200 respondents. The number had met the minimum requirement for the sample in the research using the Structural Equation Model (SEM) technique that is at least 5 times the number of indicator variables used (Ferdinand, 2006). If there are 24 indicators used, the minimum number of respondents will be 120 respondents.

B. Analysis Method

The analysis technique used in this research consisted of descriptive analysis by looking at frequency table of respondent characteristics and quantitative analysis by using SEM analysis method. The model development in this research uses Second-Order Confirmatory Factor (SOCF) technique which was two-level measurement model while the estimation method used is Maximum Likelihood Estimation (ML). The evaluation of goodness of fit was performed by using three measures of fit: (1) the fit of the measurement model, consisting of construct validity and construct reliability, (2) the fit of the structural model by looking at the p-value < of α where α = 5% and the fit of the overall model by looking at the goodness of fit index (Hair et al, 2010).

4. FINDINGS AND DISCUSSION

A. Respondent Characteristics

The respondents of this research, based on their gender, the majority were women with the percentage of 51%, aged between 20 to 45 years with the percentage of 61.5%. Based on the occupation, most respondents work as students with the percentage of 49.5%. Based on the duration frequency of using postal package, the majority used it for 1 to 5 years with the percentage of 67.5%. The last thing is seen from the source in getting the information about the postal package in which the majority got it from radio and television ads with the percentage of 28%.

B. Measurement Model

The fit evaluation of the measurement model was determined from two sizes: construct validity and construct reliability. In construct validity measurement, the indicator was considered to be significant if probability or p-value value < 0.05 and standardized factor loading value was valid if standardized factor loading > 0.50. Based on Table 1, from the two test points above, it could be concluded that all measurement models were valid. In the measurement of construct reliability, an indicator was considered to be reliable if the value of Construct Reliability (CR) > 0.7. Based on Table 3, all CR values of each variable were above 0.7 so it could be concluded that the measurement model was reliable.

Table 3.

Variables	Indicators	Standardized Loading Factor	P-Value	CR
Service Quality				
Tangible	T2	0.629	<0.001*	0,720
	T3	0.727	<0.001*	
Reliability	Re1	0.664	<0.001*	0.727
	Re3	0.590	<0.001*	
Responsiveness	Res1	0.822	<0.001*	0.792
	Res3	0.794	<0.001*	
Assurance	As2	0.764	<0.001*	0.755
	As4	0.771	<0.001*	
Empathy	Em1	0.667	<0.001*	0.737
	Em4	0.786	<0.001*	
Customer Satisfaction	CS1	0.803	<0.001*	0.791
	CS2	0.782	<0.001*	
	CS3	0.654	<0.001*	
Customer Loyalty	CL1	0.797	<0.001*	0.792
	CL2	0.750	<0.001*	
	CL3	0.697	<0.001*	

Source: Processing Results of Amos Output

In conducting the overall model fit test, it was based on SEM model estimation as shown in Figure 2 below:
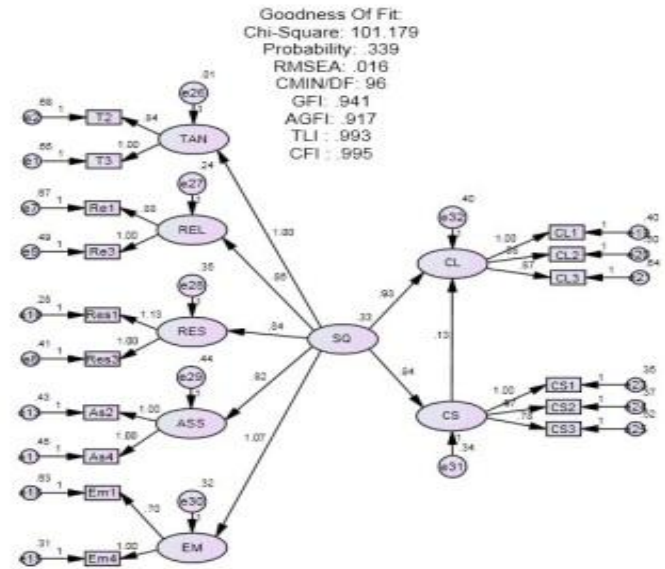
Figure 2: SEM Model

Based on Figure 2 above, it obtained the evaluation results for all SEM models as shown in the following Table 2:

Table 4: The Result of Goodness of Fit Test

Goodness of Fix Index	Cut-off Value	Results	Conclusion
Square	Expected to be small (below the value of the table)	101.179	Good Fit
Significant Probability	≥ 0.05	0.339	Good Fit
RMSEA	≤ 0.08	0.016	Good Fit
GFI	≥ 0.90	0.941	Good Fit
AGFI	≥ 0.90	0.917	Good Fit
CMIN/DF	≤ 2.00	96	Not Good Fit
TLI	≥ 0.95	0.993	Good Fit
CFI	≥ 0.95	0.995	Good Fit

Source: Output Amos

Based on the results of the overall model fit test, there were 8 tests showing that the model was good (87.5% was good). The results of the empirical study found that if the criteria were met more than those were not met, the model was considered to be good (Wijanto, 2008). According to this, it could be concluded that the SEM model was good and it could be continued to answer the research hypotheses. From the results of the mediation variable test, by using Sobel test, the t-value for indirect effect of service quality variable through customer satisfaction to customer loyalty was above 1.96.

The Results of Hypothesis Test. After conducting the overall fit model test, hypotheses testing was carried out with the aim to know whether or not the hypothesis was rejected or

accepted. A hypothesis was accepted if the p-value was less than 0.05. Based on Table 3, from the 7 hypotheses used in this research, there was only one hypothesis that was rejected namely the Hypothesis 1b (H1b). The summary of hypotheses testing results of this research can be seen in the following Table 3:

Table 5: The Results of Hypothesis Testing

Description	Parameter Estimation Values	P-Value	Conclusion of the Result
Hypothesis 1 (H1)	0.933	$< 0.001*$	The hypothesis is accepted
Hypothesis 2 (H2)	0.120	< 0.031	The hypothesis is accepted

Source: Output Amos

1. Direct Effect of Service Quality on Customer Loyalty

For Hypothesis 1, the findings showed that the service quality had a direct positive and significant effect on customer loyalty. It supported the findings of research conducted by Sadeh (2015), Priporas et al. (2015), Gultom et al. (2016), Meesala et al. (2016) and Makanyeza et al. (2017) stating that the quality of service had positive effect on customer loyalty. Kotler (2012) mentioned that quality can provide a boost to customers to forge a strong bond with the company. This long-term bond allows the companies to understand carefully the expectations and needs of their customers. Thus, the company can achieve its goal in obtaining total customer loyalty through the improvement of company performance in accordance with customer expectations, so they will have high competitiveness in the market. The same findings were also put forward by Griffin (2009) who mentioned that if the customer valuation is good on the service quality, customers will repurchase, even they will do word of mouth promotion to their colleagues, relatives and acquaintances, and have defense over the competitor's offer. Basically, satisfactory performance of service quality will create customer loyalty to the company (Jaspar, 2009).

2. Indirect Effect of Service Quality on Customer Loyalty through Customer Satisfaction

Hypothesis 2 showed that service quality had positive and indirect effect on customer loyalty through customer satisfaction. It was in accordance with the findings of research conducted by Shabbir (2016), Annamdevula et al. (2016), Arif et al. (2013), and Walid et al. (2016) who stated that service quality had positive and indirect effect on loyalty mediated by. It could be concluded that if postal package provided good service quality then the customer will feel be satisfied so that it would have effect to the loyalty of the customer who would discuss, recommend and do repetitive package delivery by using postal package services.

Based on the SEM output, the indirect effect of service quality through customer satisfaction on customer loyalty was higher compared with the direct effect of service quality on customer loyalty. It explained that customer satisfaction had been able to mediate the indirect effect of service quality on customer loyalty.

5. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

This study aimed to analyze the direct and indirect influence of service quality on customer loyalty in which customer satisfaction variable became the mediation variable between service quality and customer loyalty. Based on the findings of the research, it was found that the service quality had direct and significant effects on customer loyalty. In addition, service quality had indirect effect through customer satisfaction on customer loyalty which meant that customer satisfaction variable was the variable that mediated between service quality and customer loyalty.

B. Suggestions

Based on the findings of this research, there were several suggestions that could be given such as: (1) Palembang Post Office 30000 is suggested to pay more attention to the most dominant factors of service quality that may have effect on customer loyalty. (2) By the higher level of competition in the delivery service, Palembang Post Office 30000 should find the right strategy for this business. (3) Further research should be conducted on other types of postal services such as letters, money transfers, credit payments and others. (4) Further researchers are suggested to discuss other factors that many have effect on customer loyalty such as price and others.

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