



The Impact of Service Quality and Loyalty on the Users Satisfaction at PT. Adhigana Pratama Mulya Batam

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Abstract

In an increasingly competitive service industry, understanding the determinants of user satisfaction is essential for organizational growth and customer retention. This study aims to examine the effects of service quality and service loyalty on user satisfaction at PT. Adhigana Pratama Mulya Batam. Employing a quantitative ex-post facto design, data were collected through questionnaires distributed to 200 respondents, consisting of ship crew members as direct users of the company's services. The data were analyzed using multiple linear regression with the SPSS application. The results reveal that both service quality ($t(197) = 4.419 > 1.984$, $p < 0.001$) and service loyalty ($t(197) = 9.957 > 1.984$, $p < 0.001$) have significant positive effects on user satisfaction, while their combined influence is also statistically significant ($F(2, 197) = 96.379 > 3.00$, $p < 0.001$). These findings indicate that higher levels of service quality and employee loyalty lead to greater user satisfaction. The study suggests that the company should strengthen employee training, enhance user engagement, and continuously improve global service standards. Future research should incorporate additional factors such as infrastructure, technological facilities, pricing competitiveness, and brand image to obtain a more comprehensive understanding of user satisfaction.

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INTRODUCTION

Success in a business managed by a company lies in users or customers satisfaction. [Gonu et al., \(2023\)](#) stated that the main focus of organizing company activities is customers or markets, while the main goal of managing a company's business is to reach users satisfaction. This is in line with the opinion of [Dandis et al., \(2021\)](#) which states that users of services or consumers of goods (customers) currently have a large contribution to the business actors in companies. This is because good business growth is synonymous with customer satisfaction which continually increasing demand for services provided by the company. Therefore, companies are obliged to keep, maintain and build good relationships with customers, so that customers will always feel satisfied with the services or products provided by the company.

In the context of global efforts to achieve the United Nations Sustainable Development Goals (SDGs), service-oriented industries play a pivotal role in fostering inclusive economic growth (SDG 8) and building resilient infrastructure (SDG 9) ([Azmat et al., 2023](#)). Despite significant progress in maritime service provision, there remains a critical need to ensure that companies not only meet

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customer expectations but also contribute to broader sustainability agendas (Karakasnaki et al., 2023). At PT Adhigana Pratama Mulya Batam, enhancing service quality and loyalty can drive economic resilience by securing stable employment and promoting responsible consumption patterns (SDG 12). However, empirical evidence linking these organizational practices to user satisfaction and by extension to sustainable development outcomes is limited (Barta et al., 2023). This study therefore addresses an urgent research gap by evaluating how targeted improvements in service delivery and employee commitment can accelerate progress toward SDG objectives (Ahmad et al., 2024). By quantifying these impacts, this research findings will inform both industry stakeholders and policymakers on strategies that simultaneously enhance customer satisfaction and advance sustainable development.

An urgent need exists to investigate the impact of service quality and service loyalty on user satisfaction at PT Adhigana Pratama Mulya Batam, as mounting competitive pressures, evolving regulatory requirements, and post-pandemic recovery imperatives have exposed critical vulnerabilities in maritime service delivery (Pan et al., 2025). Batam's strategic role as a regional transshipment hub means that any decline in customer satisfaction can rapidly translate into revenue losses, workforce instability, and reputational damage undermining not only company performance but also the broader economic resilience of the island's logistics ecosystem (Le et al., 2020). Furthermore, rising stakeholder demands for environmentally and socially responsible operations intensify the imperative to align service processes with the United Nations Sustainable Development Goals, especially SDG 8 (decent work and economic growth), SDG 9 (industry, innovation and infrastructure), and SDG 12 (responsible consumption and production) (Aliogullari et al., 2024). By empirically quantifying how specific dimensions of service quality and employee-driven loyalty behaviors influence user satisfaction, this research will deliver actionable insights to help PT Adhigana Pratama Mulya, and similar maritime service providers, shore up service standards, foster sustainable customer relationships, and safeguard critical supply-chain continuity in an increasingly disrupted global marketplace.

This research is conducted because of the problems found at PT. Adhigana Pratama Mulya. From the initial interview with some of top management at PT. Adhigana Pratama Mulya, several obstacles still happened from the last five years. The first obstacle is related to permits for foreign ships to enter the Batam area. PT. Adhigana Pratama Mulya has not cooperated and coordinated optimally with the Batam Port Management Agency. Besides that, agents of PT. Adhigana Pratama Mulya have not been optimal in processing entry permits for foreign ships to Batam. Therefore, foreign ships wishing to enter the Batam area are still having problems and go through long procedures in obtaining entry permits. The second obstacle is related to the quality of ship agency services. Based on data from questionnaires addressed to 100 ship crews who use the services of PT. Adhigana Pratama Mulya, it can be concluded that the quality of service from PT. Adhigana Pratama Mulya is still not felt very well by service users. Data from the questionnaire results can be seen in Figure 1.

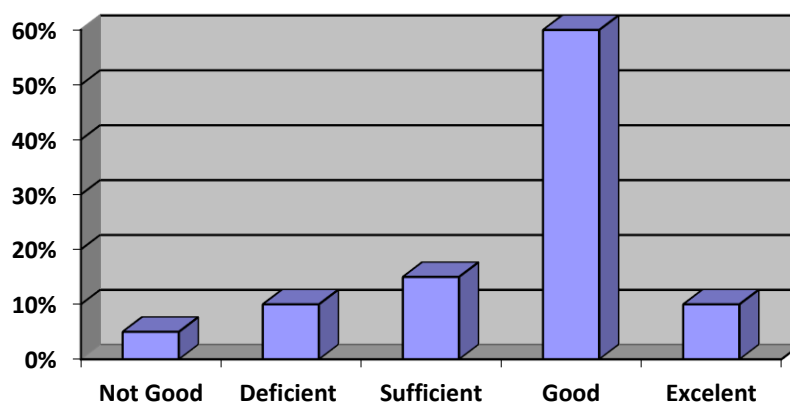


Figure 1. Users Satisfaction for PT. Adhigana Pratama Mulya Services (*Source: Preliminary Research Data*)

Based on the data above, it can be concluded that out of 100 service users of PT. Adhigana Pratama Mulya, 5% of users felt that the service provided was not good, 10% of users felt that it was

deficient, 15% of users felt that it was sufficient, 60% of users felt that it was good and only 10% of users felt that the service was excellent. This is still far from the company's expectations, which is to make the quality of service become very good or excellent, so that the users feel higher satisfaction with the services provided. From the data above, it can be stated that the context of this research focuses on the service quality, service loyalty and the impact of those on the users satisfaction. User satisfaction is very important for the development of a company's business. The satisfaction from the service users of shipping company is the expectations of consumers or customers that are achieved as a result of the services provided by the shipping company through its employees or staff, (De Leon et al., 2020). This opinion is supported by Wireko-Gyebi et al., (2024) who describes that user satisfaction is the result of service quality and service loyalty from the company after being consumed by the user. Customer satisfaction is the ultimate goal of a business provided by a company, that is providing customer needs by service providers.

There are several previous studies which became the basis for researchers to choose the title of this research. First, research from Tambayong & Tan (2022) which proves that the quality of salon services has a significant effect on customer satisfaction, trust and loyalty. Second, research from Cahyono et al., (2023) which explains that service quality and service grade play roles in increasing customer satisfaction. Third, research from Rezeki et al., (2023) which describes that service quality and customer satisfaction influence customer loyalty. Fourth, research from Santoso & Alawiyah (2021) which discusses service quality as a measure of customer satisfaction. Fifth, research from Kana (2018) which mentioned that company location and service facilities influence service user satisfaction.

Although existing research robustly establishes that service quality positively influences customer satisfaction and loyalty across diverse contexts, these investigations share three critical limitations when applied to PT Adhigana Pratama Mulya Batam's maritime Business-to-Business (B2B) environment: first, they predominantly address Business-to-Consumer (B2C) or domestic settings, leaving the dynamics of complex, contract-driven ship-agency services underexplored; second, their service-quality dimensions (e.g., "service grade," salon-specific attributes) lack direct relevance to maritime indicators such as permit turnaround, vessel handling efficiency, and regulatory compliance; and third, none incorporate the heightened post-pandemic sustainability mandates or Batam's unique status as a transshipment hub, thereby underscoring the urgent need for sector-tailored metrics and models that capture the simultaneous effects of quality and loyalty on user satisfaction within this specialized logistics context.

Based on the results of previous researches above, it can be stated that service quality, customer loyalty and customer satisfaction are reciprocally related. However, there has been no previous research that discusses the influence of service quality and service loyalty on customer satisfaction. The previous researches discussed about customer loyalty influenced by customer satisfaction (Zukhrufani & Ratnasari, 2022). Besides that, there was a research about the effect of brand loyalty on the customer satisfaction (Revaldi et al., 2022). In conclusion, the impact of service loyalty on the users satisfaction becomes novelty of this research. The present study makes two key scientific contributions. First, it pioneers the empirical investigation of service quality and service loyalty within a complex maritime B2B ship-agency context, operationalizing novel, sector-specific dimensions, such as permit-processing speed, vessel-turnaround efficiency, and regulatory-compliance responsiveness, that have not been examined in prior B2C or domestic-retail frameworks. Second, by integrating post-pandemic recovery and explicit alignment with SDG 8, SDG 9, and SDG 12 into a single simultaneous-effects model, it illuminates how targeted improvements in employee-driven loyalty behaviors and service delivery jointly drive user satisfaction and sustainable development outcomes.

Therefore, this research will prove "The impact of service quality and service loyalty on the user satisfaction at PT. Adhigana Pratama Mulya Batam". The objectives of this research are to find out: (1) the impact of service quality on the users satisfaction, (2) the impact of service loyalty on the users satisfaction, and (3) the impact of service quality and service loyalty on the users satisfaction.

THEORETICAL FRAMEWORK

In this research, the users satisfaction becomes the main theoretical focus which depends on service quality and service loyalty. The service quality and service loyalty serve as independent theory which affected users satisfaction. The framework of this research can be seen from Figure 2.

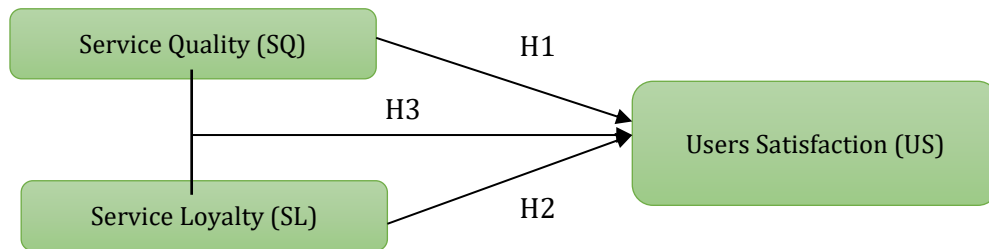


Figure 2. Research Framework

2.1 The Impact of Service Quality on The Users Satisfaction

Service quality refers to how well someone or a company meets users expectation related to the services given (Fianto et al., 2021). In this research, the service quality refers to how well the employee of PT. Adhigana Pratama Mulya serve and meet the users needs. Nugraha (2021) assumes that users satisfaction and trust built by the service quality presented by the employee of the company. This also in line with an opinion from Ekaabi et al. (2020), who stated that the service quality given by the company is in line with the satisfaction of the users or customers. It means, the users are satisfied with the service from a company because it aligns their expectations in terms of the services required.

Service quality is an approach to assess user satisfaction through the five elements, namely RATER (Reliability, Assurance, Tangible, Empathy, and Responsiveness) (Taufiq et al., 2023). User or customer satisfaction is achieved when all of the five elements has been fulfilled by the company. Customer satisfaction relies on service quality provided by the company as well as the employee in that company (Kristiawan et al., 2021). The service quality has a significant influence on the users satisfaction. In other words, the higher quality of the company service, the higher satisfy the users of that company. Thus, the Hypothesis 1 that is proposed in this research is as follows:

H1: There is a significant impact of service quality on the users satisfaction.

2.2 The Impact of Service Loyalty on The Users Satisfaction

The service loyalty of the employee will always bring satisfaction for the users, since employee loyalty is all about the continuity of proper service given to the customers (Quico, 2023). In this research, the term service loyalty refers to the commitment and dedication from the employee of PT. Adhigana Pratama Mulya to the company and the customers, while users satisfaction is the level of contentment customers feel regarding the service received PT. Adhigana Pratama Mulya, (Najmuddin & Tan, 2024). Both of the terms are interrelated because service quality defined such good behavior of someone or company, with the users satisfaction is the impact from that behavior (Maryanto & Kaihatu, 2021).

Happy and loyal employees create a positive relationship with the customers, and the loyal employee will directly impact on the users satisfaction (Susanto & Handayani, 2020). The relationship between service loyalty of the company's employee and users satisfaction is a virtuous cycle. Loyal employees will provide better services, which lead to higher customer satisfaction. Satisfied customers are likely to stay loyal to the company and it creates a positive feedback to the employee and will direct the employee give higher and sustainable better service in the future (Vo et al., 2022). Furthermore, the Hypothesis 2 that is proposed in this research is as follows:

H2: There is a significant impact of service loyalty on the users satisfaction.

2.3 The Impact of Service Quality and Service Loyalty Simultaneously on The Users Satisfaction

In this research, the terms service quality and service loyalty refers to the employee behavior of PT. Adhigana Pratama Mulya which are indicated by the better and sustainable services given to

the users in order to meet and exceed users satisfaction. These three terms are interrelated and influenced each other (Tirtayasa et al., 2024). The service quality and loyalty from the company influence users satisfaction, and users satisfaction creates better service quality and loyalty from the employee (Arifin et al., 2020). Sulaiman et al. (2021) stated that customer satisfaction is created by providing service quality and service loyalty from the employee of the company.

According to Wireko-Gyebi et al., (2024), both service quality (how well the service meets customer expectations) and employee service loyalty (the commitment and dedication of employees to the company) play significant roles in shaping how satisfied the users are. It is supported by Arli et al. (2024) which explained that high-quality service from the employee will create users satisfaction, retention and word of mouth referrals, then employee loyalty drives service improvement that create users trust and satisfaction. So, service quality and loyalty from the employee are deeply intertwined with users satisfaction. Therefore, the Hypothesis 3 that is proposed in this research is as follows:

H3: There is a significant impact of service quality and service loyalty on the users satisfaction.

METHOD

This research is quantitative research using the ex-post facto method, guided by the four main research stages adapted from (Creswell, 2014), as presented by Figure 3.

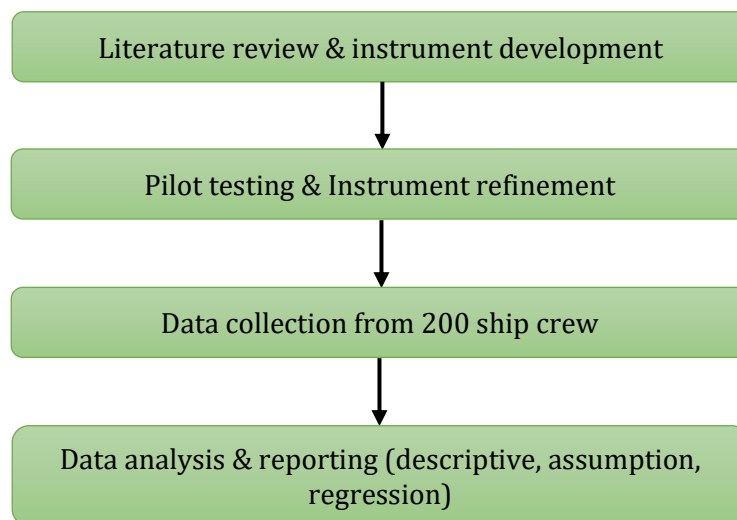


Figure 3. Research Stages Flowchart

Based on figure 3 above, it can be described the research stages. First, a focused literature review informed the conceptual framework and guided the development of measurement instruments aligned with the study constructs. Second, the draft instruments underwent pilot testing and subsequent refinement to ensure content clarity, validity, and reliability prior to field deployment. Third, data were collected from a purposive sample of 200 ship crew members, and finally the dataset was subjected to systematic analysis, including descriptive statistics, assumption testing (normality, linearity, heteroscedasticity), and regression modeling with results reported and interpreted in relation to the theoretical and practical implications.

The research location is at PT. Adhigana Pratama Mulya Batam. This research was conducted from March 2024 to June 2024. The population of this study included ship crew, ship owners and the users of company services. The sample selection technique was carried out using a purposive sampling, which was only selecting ship crew as the research sample. This is considered because the ship's crew is direct and permanent users of the services from PT. Adhigana Pratama Mulya Batam. Thus, the sample chosen in this study was 200 ship crew involved in the services of PT. Adhigana Pratama Mulya Batam, because the total number of ship crews recorded from March 2024 to June 2024 was 200 crews.

The instrument of this research is a questionnaire about service quality, service loyalty and user satisfaction. The research questionnaire grid can be seen in Table 1. The research questionnaire

was tested on 30 ship crew members (the users of company's service) before given to the research sample, in order to ensure the rigorous of the instrument, namely validity and reliability. The research data collection technique is by administering questionnaires directly to the research sample. The data analysis technique uses multiple linear analysis with the help of the SPSS application.

Table 1. Research Instrument Grid

No.	Variable	Indicator	Description	Code
1	Service Quality, adapted from: (Supriyanto et al., 2021)	Tangibility	Facilities and infrastructure are complete	SQ1
			Office building is large and comfortable	SQ2
			The appearance of employees is clean and neat	SQ3
		Reliability	Services are accurate and reliable	SQ4
			Service standards are consistent and stable	SQ5
			Service information is accurate and reliable	SQ6
		Responsiveness	Questions and requests from the users are responding quickly	SQ7
			Service is performing ethically	SQ8
			Service is doing by easy, simple and convenience	SQ9
		Assurance	Service is providing users trust	SQ10
			Service ability is giving guarantees to the users	SQ11
			Service is giving security to the users	SQ12
		Empathy	Service is providing concern to the users	SQ13
			Service is aimed to give attention to users' needs	SQ14
2	Service Loyalty, adapted from: (Abd-El-Salam, 2023)	Employee Empowerment	Employee gives a service as a part of the company	SL1
			Employee keeps intend to improve the best service in the future	SL2
		Employee Satisfaction	The frequency of employee empowerment is increasing every month	SL3
			Employee provides the best and excellent services to the users or customers	SL4
			Employee is rational to the company	SL5
			Employee has a pride in being employee in that company	SL6
		Employee Planning	Employee provides the leading choices of logistics services to the users	SL7
			Employee gives advice to other employees to keep giving an excellent service to the users	SL8
			Employee plans to have better rating for the company	SL9
			Employee has strong commitment to the company	SL10
3	Users Satisfaction, adapted from: (Supriyanto et al., 2021)	Users Attitude	Users will introduce the services from the company to other users	US1
			Users have a good attitude towards the services from company	US2
			Users have a good attitude towards the product provided by company	US3
			Users have good attitudes towards the Employee services	US4
		Users Happiness	Users have good opinion and say good things to the service provided by the company	US5
			Users feel secure for the company services	US6
			Users feel convenient for the company services	US7
			Users feel happy for the company services	US8
		Users Satisfaction	Users will reuse the service providers from the company	US9
			Users satisfy with the stability of the company service	US10
			Users feel harmony with the relationship build by the company	US11
			Users have a trust in the company	US12
			Users have good communication with the company	US13

RESULTS AND DISCUSSION

The questionnaire was distributed to 200 ship crews as the sample of this research. The characteristics of sample presented in descriptive data include gender, age, seafarer's education, rank onboard, and name of ship. The sample descriptions can be seen in Table 2.

Table 2. Characteristics of the Sample

Characteristics	Amount	Percentage (%)
Gender		
Male	183	91.5%
Female	17	8.5%
Total	200	100%
Age		
20 – 30	35	17.5%
30 – 40	105	52.5%
40 – 50	60	30%
Total	200	100%
Seafarer's Education		
ANT I	15	7.5%
ANT II	20	10%
ANT III	30	15%
ANT IV	28	14%
ANT V	17	8.5%
ATT I	15	7.5%
ATT II	16	8%
ATT III	25	12.5%
ATT IV	23	11.5%
ATT V	11	5.5%
Total	200	100%
Rank Onboard		
Master / Captain	15	7.5%
Chief Officer (C/O)	18	9%
Third Officer (3/O)	27	13.5%
Able Bodied Seaman (AB)	30	15%
Deck Cadets	8	4%
Chief Engineer (C/Eng)	15	7.5%
Third Engineer (3/Eng)	17	8.5%
Oiler	20	10%
Electrician	15	7.5%
Cook (Chef)	30	15%
Engine Cadets	5	2.5%
Total	200	100%
Name of Ship		
MT. VENTURE III	15	7.5%
LPG/C GAS STAR	18	9%
LPG MARIA	11	5.5%
LPG/C SENNA 5	9	4.5%
LPG/C SENNA 4	8	4%
B-LPG SOPHIA	9	4.5%
ELEANOR 1	15	7.5%
LPG/C SENNA 7	15	7.5%
BASHUNDHRA LPG CHATOKI	15	7.5%
MT. MORVIKEN	16	8%
MT. OLYMPUS	17	8.5%
MT. ATLANTIC INFINITY	18	9%
MT. ARDMORE SEAVALIANT	14	7%
MT. TORM ANABEL	10	5%
MT. ATILA	10	5%
Total	200	100%

Source: Research Data 2024

The validity and reliability test of the research questionnaire was carried out on 30 trial samples. The R-table with a sample size of 30 persons is 0.361 ($df=28$, $\alpha=0.05$). To determine valid questionnaire items, this is done by comparing the r-count with the r-table. If the r-count is higher than the r-table, then the questionnaire items are declared valid, and can then be used for research samples. To determine reliable questionnaire items, it is stated by Cronbach's Alpha value. If the Cronbach's Alpha value is higher than 0.6, then the questionnaire items are declared reliable, then they can be used for research samples. The results of the validity and reliability test of the research questionnaire can be seen in Table 3.

Table 3. Validity and Reliability Results

Validity Test Result			Reliability Test Result	
Variable	Indicator	Pearson Correlation	Description	
Service Quality (X1)	SQ1	0.374	Valid	0.981 Reliable
	SQ2	0.960	Valid	
	SQ3	0.970	Valid	
	SQ4	0.960	Valid	
	SQ5	0.806	Valid	
	SQ6	0.806	Valid	
	SQ7	0.902	Valid	
	SQ8	0.976	Valid	
	SQ9	0.953	Valid	
	SQ10	0.970	Valid	
	SQ11	0.960	Valid	
	SQ12	0.806	Valid	
	SQ13	0.960	Valid	
	SQ14	0.956	Valid	
Service Loyalty (X2)	SL1	0.694	Valid	0.960 Reliable
	SL2	0.830	Valid	
	SL3	0.900	Valid	
	SL4	0.905	Valid	
	SL5	0.812	Valid	
	SL6	0.863	Valid	
	SL7	0.858	Valid	
	SL8	0.918	Valid	
	SL9	0.535	Valid	
	SL10	0.914	Valid	
Users Satisfaction (Y)	US1	0.939	Valid	0.976 Reliable
	US2	0.909	Valid	
	US3	0.779	Valid	
	US4	0.944	Valid	
	US5	0.884	Valid	
	US6	0.940	Valid	
	US7	0.859	Valid	
	US8	0.922	Valid	
	US9	0.922	Valid	
	US10	0.824	Valid	
	US11	0.959	Valid	
	US12	0.813	Valid	
	US13	0.474	Valid	

Source: Research Data 2024

Multiple linear regression analysis requires prerequisite tests, namely the multicollinearity test, heteroscedasticity test and normality test. The results of the multicollinearity test can be seen in Table 4.

Table 4. Multicollinearity Result

No.	Independent Variable	VIF	Tolerance	Result
1	Service Quality (X1)	1.547	0.647	There is no multicollinearity
2	Service Loyalty (X2)	1.547	0.647	There is no multicollinearity

Source: Research Data 2024

The results of heteroscedasticity test can be seen in the VIF value and tolerance value. If the VIF value is lower than 10 and the tolerance value is higher than 0.1, then it can be said that heteroscedasticity does not occur. The condition for testing multiple regression analysis is that there is no heteroscedasticity in the research data. Next, the heteroscedasticity test can be seen in Figure 3.

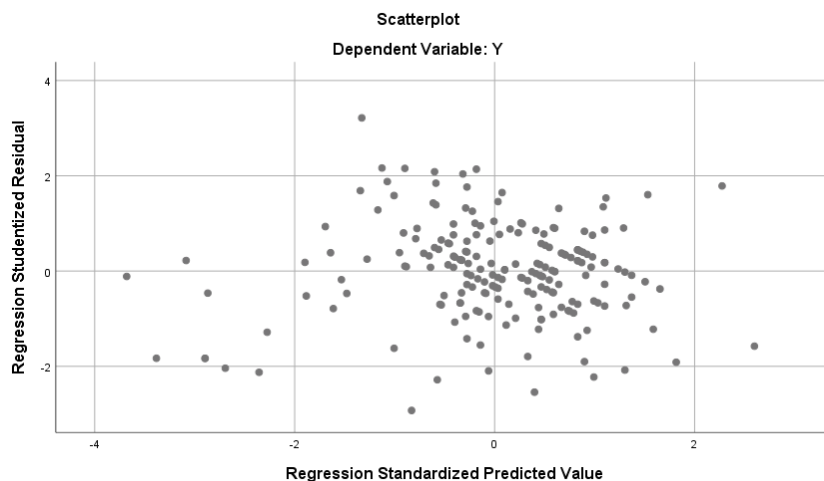


Figure 3. Heteroscedasticity Test

Figure 3 explains that the points spread without forming any pattern. It means that heteroscedasticity does not occur. The condition for testing multiple regression analysis is that heteroscedasticity does not occur in the research data. Next, the data normality test can be seen in Figures 4 and Figure 5.

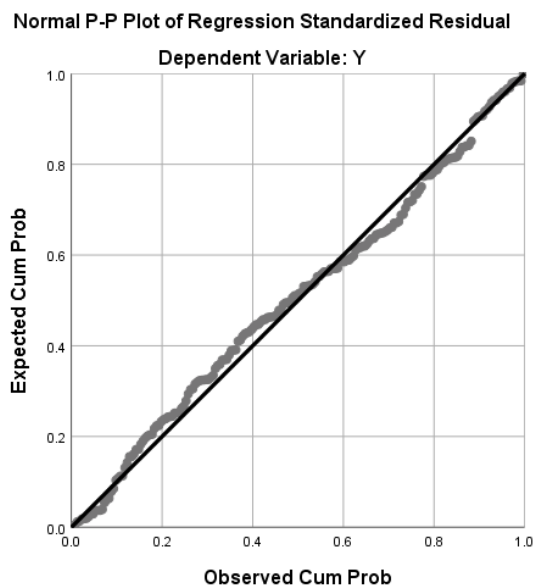


Figure 4. PP Plot

The normality of the data for the three research variables can be seen in the PP Plot image. In the picture above, it can be stated that the PP Plot follows a diagonal line, thus the three research variable data are normally distributed. In addition, the data normality test can also be seen in the histogram form as in Figure 5.

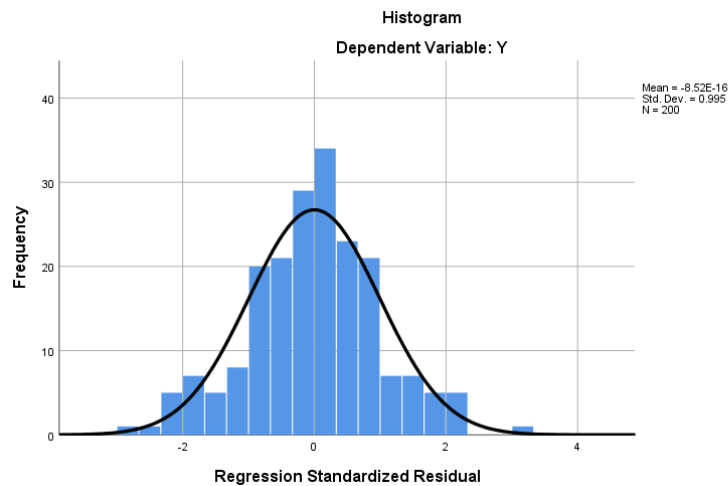


Figure 5. Histogram Graphic

The histogram above shows a curve following the data graph, so that all research variables can be said to be normally distributed. Since all the prerequisite tests have been fulfilled, multiple linear regression analysis tests can be carried out.

4.1 The Result of Hypothesis 1 and Hypothesis 2

Hypothesis 1 of the research is to look at the impact of service quality on the users satisfaction. Hypothesis 2 is to look at the impact of service loyalty on the users satisfaction. The research hypothesis is accepted if the t-count value is higher than the t-table value. The t-table value for the research sample size of more than 100 persons is 1.984. The T-test results of Hypothesis 1 and Hypothesis 2 can be seen in Table 5.

Table 5. T-Test Result

No.	Independent Variable	t-count	t-table	Result
1	Service Quality (X1)	4.419	1.984	Hypothesis 1 is Accepted
2	Service Loyalty (X2)	9.957	1.984	Hypothesis 2 is Accepted

Source: Research Data 2024

Based on table 5, it can be concluded that Hypothesis 1 is accepted, so that service quality has a significant impact on the users satisfaction. This relationship can be explained by established mechanisms in service literature, improvements in core dimensions of service quality (e.g., reliability, responsiveness, assurance, empathy, and tangibles) increase the likelihood that users' expectations are confirmed, enhance perceived value and trust, reduce perceived risk, and facilitate positive disconfirmation processes that together translate into higher satisfaction and continued use. The present finding concurs with [Abriandi & Puspa \(2023\)](#), who emphasize that employee-delivered service quality is a crucial antecedent for customers' decisions to subscribe to services, and with [Siagian \(2020\)](#), who argues that service orientation toward customer needs aligns service delivery with customer expectations and thus raises satisfaction. It also echoes ([Christina & Hartini, 2020](#)), who show that continual service quality improvements and innovation secure both current and future customer satisfaction, and is consistent with empirical evidence from [Saputra & Putra \(2020\)](#) and [Purba & Paramita \(2021\)](#) that better service quality leads to greater user satisfaction. Unlike some prior studies that focus on single aspects of service or use different sectoral samples, the current analysis integrates multiple quality dimensions within the same model and confirms their combined explanatory power, suggesting managers should prioritize comprehensive quality management, such as staff training, process reliability, responsive feedback systems, and ongoing service innovation to sustain and deepen user satisfaction.

This study's finding that service quality delivered by frontline employees significantly enhances user satisfaction is novel in three key ways. First, unlike [Abriandi & Puspa \(2023\)](#) and most B2C-focused investigations, such as the consumer decision-making improvements demonstrated by service-quality information in retail settings ([Blijlevens et al., 2024](#)), this research examines these dynamics in a complex B2B maritime ship-agency environment. Second, this present operationalize

service quality through sector-specific indicators, such as permit-processing speed and vessel-turnaround efficiency rather than generic tangibility or responsiveness measures. Third, by integrating continuous service innovation, exemplified by higher innovation performance through combined product and service innovation (Shin et al., 2022) with loyalty behaviors, this research demonstrates how iterative employee-driven improvements sustain satisfaction over both short and long terms. Fourth, the use of ex-post facto analysis on a purposive sample of ship crews provides empirical rigor beyond typical cross-sectional surveys, as seen in recent logistics research linking service quality to repurchase intentions (Hui et al., 2025). Fifth, this study uniquely links service quality to Sustainable Development Goals 8, 9, and 12, highlighting how service processes can advance inclusive growth and responsible consumption (Sorooshian, 2024) positioning customer satisfaction as both an operational metric and a sustainability lever. Finally, the simultaneous modeling of quality and loyalty effects offers a holistic roadmap for maritime service providers to strategically prioritize personnel practices, thereby driving resilience and growth.

Furthermore, Hypothesis 2 is accepted, so that service loyalty also has a significant impact on the users satisfaction. This relationship can be explained by several mechanisms, loyal employees and loyal users produce more consistent, reliable, and personalized interactions that build trust, increase perceived value, lower perceived risk and switching costs, and generate repeated positive disconfirmation that raises overall satisfaction. Key factors influencing employee-driven service loyalty include adequate training and competence, empowerment and autonomy, job satisfaction, managerial support, recognition and incentive systems, and a service-oriented organizational culture; these factors enable staff to deliver reliable, empathetic, and responsive service. On the customer side, loyalty is strengthened by sustained service quality, effective communication, relationship management, and tailored offerings that meet evolving needs. These explanations are consistent with Tobing et al., (2021), who view loyalty as an indicator of the relationship between customers, employees, and the firm, and with Pratondo & Zaid (2021), who emphasize employees' commitment to maintaining good relationships as the basis for continued high-quality service. The present findings align with prior empirical work (Farhana, 2021; Hakim et al., 2023) showing that employee loyalty is a critical driver of customer satisfaction, suggesting managers should invest simultaneously in human-resource practices and customer-relationship strategies to sustain both loyalty and satisfaction.

This study's demonstration that service loyalty among frontline employees significantly enhances user satisfaction is novel in several respects. First, unlike prior work by several B2C-focused studies, such as the examination of service quality's direct effects on customer loyalty in banking contexts (Supriyanto et al., 2021), and the mediation of customer satisfaction between service quality and loyalty in mobile social media (Yum & Yoo, 2023), this research isolates employee loyalty behaviors within the specialized B2B maritime ship-agency sector, where contractual continuity and vessel-turnaround commitments critically shape satisfaction. Second, by employing an ex-post facto design on a purposive sample of active ship crews, the authors move beyond the cross-sectional snapshots common in earlier hospitality and logistics studies, enabling stronger inferences about loyalty's causal impact (Yudi & Ruswanti, 2021). Third, this research uniquely contextualizes loyalty's value within post-pandemic recovery and SDG-driven sustainability goals, Ahmed et al., (2023) demonstrate how seaport service innovations can simultaneously advance inclusive economic growth and infrastructure (SDG 8 & 9). Finally, by linking employee loyalty behaviors to measurable sustainable-development outcomes, this present research provide a pathway for maritime firms to leverage human-resource practices as strategic levers for resilience, growth, and long-term stakeholder value.

4.2 The Result of Hypothesis 3

The calculation result of hypothesis 3 can be seen from the F test. The research hypothesis can be accepted if the F-calculated value is higher than the F-table. The F-table value for a sample of more than 121 persons is 3.00. The results of the F Test can be seen in Table 6.

Table 6. F-Test Result

F-count	F-table	Result
96.379	3.00	Hypothesis 3 is Accepted

Source: Research Data 2024

Based on the table above, it can be said that hypothesis 3 is accepted, thus the service quality and service loyalty give significant influence on the users satisfaction. Razak et al., (2023) state that the variables of service quality, loyalty and user satisfaction are the three things that influence each other. These three variables are widely researched in the fields of education, business, health, politics and other fields that sell or provide products and services. Guspiano et al., (2023) explain that service quality, service loyalty and the value of a hospital influence significantly on the patients satisfaction. Handayani et al., (2021) explained that service quality, customer trust, and branding image of a company will influence customer satisfaction and customer loyalty in using the same product from the same company. This was also stated by Tedjokusumo & Murhadi (2023) who explained that customer satisfaction can be realized by maximizing service quality and service loyalty from a company. This finding is related with the result from the former researches which are found that service quality, service loyalty are interrelated with the users satisfaction (Omoregbe & Azage, 2022; Lay et al., 2018; Suryawirawan et al., 2022).

This study's confirmation that service quality and service loyalty jointly drive user satisfaction is novel in several respects. First, unlike Yu et al., (2020) who examined patient loyalty in outpatient healthcare contexts and Liu et al., (2021) who modeled patient satisfaction and loyalty in hospital service, this work focuses on the highly specialized B2B maritime ship-agency sector, where service delivery dynamics are more complex and contractual. Second, by measuring loyalty through concrete employee behaviors, such as proactive permit follow-ups and personalized crew communications, this present research moves beyond the broad "value" constructs used in ocean-freight loyalty analyses (Justavino-Castillo et al., 2023). Third, whereas earlier studies treated quality and loyalty as separate or sequential predictors, we employ a simultaneous-effects regression model, advancing beyond the integration frameworks in Nguyen et al., (2024). Finally, this integrated, sector-tailored approach produces actionable insights for ship-agency managers seeking to optimize both human-resource practices and service processes for long-term stakeholder value.

Research implications and contributions of this work are manifold. Theoretically, the study extends service quality and loyalty frameworks into a specialized B2B maritime context, demonstrating that these constructs retain explanatory power under complex contractual and operational conditions and thereby filling a gap in sector-specific literature. Methodologically, the operationalization of loyalty through observable employee behaviors and the use of a simultaneous-effects regression model contribute a more granular and causally informative approach that other scholars can adapt in logistics and professional service research. Practically, the findings imply that ship agency managers should prioritize targeted HR interventions (training, empowerment, performance management) alongside process improvements (standardized follow-up protocols, personalized communication systems) to jointly enhance quality, cultivate loyalty, and thereby lift user satisfaction. For policy and governance, results suggest that service contracts and SLA designs incorporate measurable behavioral commitments and feedback mechanisms to sustain long-term stakeholder value. Finally, the study contributes actionable measurement tools and an analytic template for future research while identifying avenues for longitudinal and cross-cultural validation to strengthen causal inference and generalizability.

LIMITATION

Although has been conducted carefully, this research was limited on the sample size which only include 200 sample as the users in 4 months, and the scope was also limited that only conducted at one shipping company. Future research should aim to include larger sample size and at more than two companies, in order to generate the research results. Then, this study focused solely on the impact of two variables; service quality and service loyalty, meanwhile there are other factors which also essential and give impact on the users satisfaction, for example the infrastructure, technology facilities, price competitiveness and brand image. So, the future research should incorporate these elements for a more comprehensive analysis.

CONCLUSION

In conclusion, it can be stated that users satisfaction affected significantly by the service quality and service loyalty from a company. Applied in practice, enhancing frontline service quality

and fostering employee loyalty can markedly improve user satisfaction, leading to stronger customer retention and more resilient operational performance. Key results reveal that both service quality and service loyalty exert significant independent effects on user satisfaction and together account for the majority of its variance. Therefore, the authors suggest to company owners to maximize service quality and service loyalty from workers to achieve customer satisfaction, so that they become permanent customers at the company. Furthermore, it is recommended that workers or company employees always improve service quality and service loyalty to customers to increase customer satisfaction and maintain the quality of work for leaders. As the recommendation for PT. Adhigana Pratama Mulya Batam, this company should focus on continuous training programs for employee, strengthen the users engagement, and improve service standards globally. Furthermore, as the recommendation for further researches, this research can be a basis for conducting further researches related to service quality, service loyalty and customer satisfaction. Further research can be developed by adding other relevant variables such as customer trust, service innovation, Word of Mouth, facility services and other variables that will influence users satisfaction.

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