

**INTERNATIONAL JOURNAL OF  
CREATIVE RESEARCH AND STUDIES**

www.ijcrs.org

ISSN-0249-4655

**The Influence of Service Quality and Product Quality on  
Customer Loyalty with Customer Satisfaction as Mediating on  
the Purchase of Indonesian Navy Ships****Riza Utama, Yuswar Zainul Basri & Haeba Ramli**

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**Abstract**

*This study aims to analyse whether customer satisfaction can mediate customer loyalty with several variables involved, including service quality and product quality. In domestic purchases of Indonesian Navy ships where these variables are explained in operational definitions, dimensions and measurement tools. Service quality and product quality to increase customer satisfaction which aims to increase customer loyalty in the Navy sector as a consumer in terms of procurement of new ships to support the increase in the strength of the Navy, product attributes, markets, technology, organizational structure and management characteristics made to achieve the company's long-term goals, has a very strong relationship with business strategy. The research method used in this study is the quantitative method and survey techniques. The number of samples needed in this study were 89 respondents given in the form of direct questionnaires and also through electronic media. Navy AL Respondents in the Navy Procurement Agency (Disadal), Navy Material Agency (Dismatal), Ministry of Defense (Kemhan) in the section that holds the KRI namely the Defense Facilities Agency (Baranahan), the KRI Commander in the Fleet Command I (Koarmada I) ) and Military Cross-Sea Command (Kolinlamil), which manages KRI domestic products that have their respective roles and occupations. Data processing was performed using, Smart PLS SEM. The results of this study are customer quality, product quality has a positive effect on customer satisfaction and can increase customer loyalty in supporting the Navy's shipping industry. Managerial implications in this study are to provide information for relevant agencies to be able to maintain product quality to make customer satisfaction so that they can be positive in realizing customer loyalty in supporting the Navy's ship industry.*

**Keywords:** *customer quality, product quality, customer satisfaction, customer loyalty*

## **Introduction**

The Indonesian Navy (TNI AL) has the duty to carry out all forms of activities or actions related to law enforcement at sea in accordance with the authority possessed by the Navy, and applies universally to the provisions of applicable legislation. Therefore, the Indonesian Navy is expected to be able to carry out its duties as the front guard in carrying out national defense and enforcing the law in the territorial waters of the national jurisdiction, building and developing the power of the sea dimension and carrying out the empowerment of the sea defense area. (Indonesian Law Number 34 Year 2004 concerning the Indonesian National Armed Forces, article.9) In carrying out an operation, the Navy has an Integrated Fleet Weapon System (SSAT), which is a strength and ability to realize the degree pattern as expected. From this understanding, we will see several main components that support the existence of SSAT, including the Republic of Indonesia Ship (KRI) and the ability to support the base, which is a manifestation of the strength and capability of the Navy. For the successful implementation of its duties, the Indonesian Navy is supported by the capabilities and roles of all Main Commands (Kotama) who carry out each task and command according to the command line and the field of guidance they have. One of the Kotama Guides and Operations in the western region, is the Fleet Command I (Koarmada I), which is directly under Chief Naval Staff Of Republic Indonesia in the field of guidance and combat readiness, while in the field of operations it is located directly under the TNI Commander.

The task of Koarmada I is to foster the ability of the elements of the Armada force, foster the potential of the maritime force to become a state defense and security force at sea, carry out the degree of day-to-day sea operations as well as the degree of combat operations for sea control and the projection of strength from sea to land in the context of the enforcement of sovereignty and law at sea. To support the title of KRI operation, four Naval Base Base (Lantamal) were established, namely, Lantamal I was located in Belawan, Lantamal II in Padang, Lantamal III in Jakarta, and Lantamal IV was in Tanjung Pinang, (based on the organizational structure of Koarmada I). The Indonesian Navy as a consumer of shipbuilding has taken advantage of the domestic shipyard industry to build Indonesian Navy ships, or maintain them in various types. But until now in every ship building there are always recurring problems, which should be solved by the shipyard as a provider of products, so it does not recur.

The first problem that often arises is, Fulfillment of the shipbuilding completion schedule that has been set out in the ship construction contract, resulting in shortages in KRI operations for the use of strength training, integrated operations and patrols of the Indonesian sea area. The delay in the completion of the construction of the new ship, also resulted in changes to the prescribed KRI maintenance schedule, because they had to carry out operations as a replacement KRI.

The second problem that also often arises in new ship products is the change in the technical specifications of the equipment that have been set, so that it always becomes an obstacle in the process of completion of the ship to be on time, because they have to solve these technical problems.

The third problem is that there is a lack of human resources and equipment in the company's workshops, which often impedes completion, especially when the company is completing shipbuilding simultaneously. The company's management did not make a good plan.

## **Literature References**

The benefits of strategic management, strategic management focuses on short-term and long-term performance. To be successful in the long run, companies must not only be able to carry out current activities to satisfy existing markets, but they must also adjust these activities to satisfy new and changing markets for the long term. Research reveals that organizations that implement strategic management generally outperform those who do not.

Achieving the right match, between the organizational environment and its strategy, structure, and process, has a positive effect on organizational performance. (Parnell, 2010; Li, 2016; Keller, et.al, 2018). Strategic planning becomes very important when the environment becomes not stable. In various countries and industries find the three most ranked strategic management benefits:

- A strategic vision that has become clearer for the company.
- A sharper focus on what is strategically important.
- Increased understanding of the rapidly changing environment.

### ***Service Quality***

In this century the company is challenged by the state of the environment that is completely competitive, as if there would be no more room to look for a business world that is quietly competitive. Hard work and financial capital alone have not been able to excel in the market environment, there needs to be several factors that support each other, such as technology, resources, product and service quality and business strategies that are oriented to consumer needs. (Stamenkov & Dika, 2015; (Khan, et al. 018; Joudeh & Dandis, 2018).

Kondasani & Panda, (2016) The growth of a company to become large with the ability of competitive advantage from other companies, is not enough to be the goal of the company, the most important thing is how the company can excel with sustainable durability. High quality products and services that are sustainable to be able to satisfy customers is the key to that success.

George N. Kenyon and Kabir C. Sen (2015). Providing a quality philosophy from the company side, that quality is the development and implementation of a broad corporate culture, emphasizing customer satisfaction, continuous improvement, employee empowerment and data-based decision making. From the consumer side quality is how consumers describe the value given by the company in the innate characteristics of a product or component of a service. John S. Oakland (2014) people now recognize that quality is the key to achieving sustainable competitive advantage, some organizations and even entire industries in certain countries, have used quality strategically to win customers, get funding and competitive strategies.

### ***Product Quality***

Product quality is the ability of producers to meet the specifications desired by consumers. In shipbuilding, of course the manufacturer must meet the specifications of the ship desired by the consumer in its construction, so that maximum manufacturer's ability is demanded. Products are all things that can be offered to the market to attract attention, be traded, used or consumed that can satisfy wants or needs, (Han, Yu, Chua, Lee, & Kim, 2019) Product quality is a core component of a company, which is part of a competitive strategy, and is related to operations management, (Yu Lin, Liang, & Zhu, 2018). Today, because products and services are becoming more committed, many companies are moving to a new level of value creation for their customers. According to international standards organizations, product quality is defined as the ability to satisfy customers and markets, (Yu Lin et al., 2018). Currently a product is produced, taking into account environmental impacts that result. Quality management and product quality are two important management tools to help solve environmental problems and reduce the danger of a product. Current product quality includes eight different dimensions that can satisfy customers, but do not pay attention to the environmental impacts caused (Kianpour et al., 2014)

### ***Customer Satisfaction***

Parasuraman said in (Hussain, 2016), service quality depends on the ability of service providers who consistently meet consumer expectations, if fulfilled as expected, consumers will feel satisfied as expected. The value of customer satisfaction received, in general, passed on by consumers through talks with others, (Biscaia, Rosa,

Moura e Sá, & Sarrico, 2017). Satisfying consumer needs is the desire of every company. In addition to the important factors for the survival of the company, satisfying the needs of consumers can increase their competitive advantage, (A. et. Al Ali, 2016).

Consumer satisfaction means that the performance of an item or service received by consumers, at least equal to what is expected, the customer is the main concept of satisfaction and quality of service, so that customers play an important role to measure satisfaction with the product or service received (A , et al Ali, 2016). The relationship between service quality and customer satisfaction has been the focus of research. Sureshchandar et al in (Izogo & Ogba, 2015) said that service quality and customer satisfaction are closely related. Customer Satisfaction is the value received by customers because of the fulfillment of expectations and the products offered or used.

### **Customer Loyalty**

Customer loyalty, is the loyalty of customers to buy back products that match their expectations. Customer loyalty is a strong influence of customer satisfaction (customer satisfaction), (Biscaia et al., 2017). The company realizes that losing a customer means losing more than one sale, this means losing one flow of purchases that a person can make throughout his life, or a regular customer. The loss of a regular customer is very detrimental to the company, so in addition to retaining customers, to capture the value of permanent customers, customer relationship management must also be improved by various attractive offer creations. As in research conducted by (Carranza, Díaz, & Martín-Consuegra, 2018), the results showed that the quality of fast food services had a positive influence on satisfaction, trust and loyalty among fast food customers. The findings also reveal the mediating effect of trust (partial mediation), increasing the effect of job satisfaction. Research by (Santouridis & Trivellas, 2010), the results of exploratory factor analysis show that the quality of casual dining experiences has four dimensions, namely, aspects of food, quality of interaction, physical environment and service results. This study also examined the relationship between experience quality and customer loyalty, customer satisfaction, restaurant image and brand involvement. Hypothesis testing shows that aspects of food and the quality of interactions significantly affect customer satisfaction and restaurant image. Furthermore, customer satisfaction, restaurant image and customer involvement are recorded as antecedents of customer loyalty.

### **Methodology**

This type of research used in this research is descriptive with a quantitative approach, where this research intends to make a description, picture, or painting systematically, factually and accurately about the facts, properties and relationships between the variables investigated. The design used in this study is hypothesis testing, this study aims to examine the effect, Service Quality and Product Quality on Customer Satisfaction which will ultimately affect Customer Loyalty. In this study, researchers examined at the theoretical and empirical level, at the theoretical level the researcher identified the constructs and their relationship with propositions and theories. At this stage the construct cannot be observed yet, because there is no value, and at the next stage there is an identification, classification and operationalization of variables, at this stage observations can be made, because the variables already contain values. The variables in question have actually been stated explicitly on the research problem, and are emphasized again in the formulation of the hypothesis.

#### ***H 1: Service Quality has a positive effect on Customer Loyalty***

The path analysis test for service quality variables on customer loyalty has a P-Value of 0,000, meaning that it is less than 0.05, so that the service quality variable has a positive effect on customer loyalty. The results of this study support the research conducted by (Famiyeh et al., 2018), (Koutsothanassi et al., 2017), (Moorthy et al., 2018), who said in his research that service strategy has a direct positive effect on customer loyalty. (Ketter, 2018)

will never stop to maintain the quality of service. The quality of service that is fostered well is integrated with all parts (Rauch, Collins, Nale, & Barr, 2015). If the quality of service is able to collaborate with all parties then it is also able to discuss new innovations for service quality. (Al-Hubaishi, Ahmad, & Hussain, 2017). The development and improvement of good service quality will bring success to the relationship with customers (Danish, Humayon, Iqbal, & Raza, 2018).

***H 2: Service Quality has a positive effect on Customer Satisfaction***

The path analysis test of service quality variables on customer satisfaction has a P-Value of 0,000 which is smaller than 0.05 where service quality has a positive effect on customer satisfaction meaning that the results of the study support research conducted by (Izogo & Ogba, 2015), saying that the quality service can be used as a tool to predict which components of a company's service show good or bad results. Research conducted by (Kant & Jaiswal, 2017), says that service quality with tangible dimensions, reliability, responsiveness, empathy and impression, the reality in the field obtained responsiveness is the most significant factor for estimating customer satisfaction. Kant also stated that there was a positive and strong relationship from the six dimensions of service quality, tangibility, reliability of guarantees, responsiveness, empathy and impressions of customer satisfaction, research conducted on the financial sector in Islamic banks in Bahrain.

***H 3: Product Quality has a positive effect on Customer Satisfaction***

The path analysis test of product quality variables to customer satisfaction has a P-Value of 0.001, which is smaller than 0.05 where product quality has a positive effect on Customer Satisfaction meaning that product quality has an effect on expected customer satisfaction. The results of this calculation are in line with research conducted by (Bartikowski, Kamei, & Chandon, 2010), that comments from consumers or customers, is a measure that can be used as a standard for the quality of a product. In research conducted by (Choi & Kim, 2013), the findings show that the quality of results, the quality of interactions, significantly influences customer satisfaction, which, in turn, greatly influences customer loyalty. This study shows that the quality of results, the quality of interactions, must be considered as an important element in creating customer satisfaction and that customer satisfaction must be treated as a strategic variable to increase customer loyalty. In a study by (Han et al., 2019), the results showed that product quality and service quality significantly influenced subsequent variables, and their impact on product repurchase intention was mediated by brand attitude, image, trust. In addition, brand impression and trust are among the strongest influences on repeat buying intentions. The product quality of each business can be seen from the ability to produce and comfort in its use, (Nedkovski, Guerci, De Battisti, & Siletti, 2017).

***H4: Product Quality has a positive effect on Customer Loyalty***

The product analysis variable path test for customer loyalty has a P-Value of 0.003 which is less than 0.05 where product quality has a positive effect on Customer Loyalty meaning that product quality has an effect on customer loyalty. This study supports the research conducted by (Han et al., 2019) the results of the study indicate that the quality of products and services significantly influences subsequent variables, and their impact on intentions is mediated by brand attitude, image, trust and love. In addition, brand image together with brand trust is among the strongest influences on repurchase intentions.

***H5: Customer Satisfaction has a positive effect on Customer Loyalty***

The path analysis test for the customer satisfaction variable to customer loyalty has a P-Value of 0.001, which means that it is smaller than 0.05, so that the Customer Satisfaction variable has a positive effect on customer loyalty. This research supports research conducted by (Rahim Hussain 2016) Customer satisfaction is very

important because it has become a major factor in achieving organizational goals, and a consideration of performance standards for corporate excellence. In a study conducted by (Kitapci, Dortyol, Yemen, & Gulmez, 2013) the results were obtained that the dimensions of service quality, namely, price perception and fairness have a positive impact on customer satisfaction and customer loyalty, using customer satisfaction as an intermediate variable with customer loyalty.

***H6: Service Quality has a positive effect on Customer Loyalty by mediating Customer Satisfaction***

Test path analysis for customer satisfaction variables that mediate service quality on customer loyalty has a P-Value of 0.00 meaning less than 0.05 so that the positive influence of service quality variables on customer loyalty can be mediated by customer satisfaction. The results of this study support the research conducted by (Abror et al., 2019) Quality of service has a positive and significant impact on customer satisfaction. Religiosity has significant significance and quality control over the relationship between service quality and customer satisfaction. Service quality does not have a significant effect on customer loyalty. Customer satisfaction as mediating has a strong influence on customer loyalty, which in turn, customer involvement has a significant and positive influence on customer loyalty.

***H7: Product Quality has a positive effect on Customer Loyalty by mediating Customer Satisfaction***

The path analysis test for customer satisfaction variables that mediate product quality on customer loyalty has a P-Value of 0.002 which means that it is less than 0.05 so that the positive influence of product quality variables on customer loyalty can be mediated by customer satisfaction. The results of this study support the research conducted by (Yong Lin, Luo, Cai, Ma, & Rong, 2016) in his research that the quality of electronic services has a positive impact on customer satisfaction with logistics services, but the quality of logistics services has a positive impact on customer satisfaction with electronic services. . In addition, customer satisfaction with electronic services is positively related to customer loyalty for electronic services and logistics services.

## **Result and Discussion**

The results of this study concluded that in general service quality, product quality is a variable that affects customer satisfaction also has a good influence on customer loyalty, but customer satisfaction as a mediator has a strong influence on customer loyalty. The conclusion variables in this study are as follows: Service quality, significantly positive effect on customer loyalty, the meaning of this positive influence is that the quality of service received by the customer will give a positive reaction to the customer to be loyal to the product purchased. Improving service quality can be done by increasing the dimensions of service quality. Service quality, significant and positive for customer satisfaction, this illustrates that the purpose of service quality is to meet customer satisfaction in using the services provided by the company. Product quality has a positive effect on customer satisfaction, illustrating that product quality greatly affects customer satisfaction, behavior, attitude will affect all aspects of service performed by each related agency so that it is able to provide maximum service in maintaining customer satisfaction levels. Product quality has a positive effect on customer satisfaction, product quality that can meet customer satisfaction, is the goal of the company in producing its products, so the direction of product quality must meet the dimensions that are a reference of product quality. Product quality has a positive effect on customer loyalty, this illustrates how product quality also plays a role in customer loyalty. to improve product quality materially in this case, ship products from the shipyard company can be done by increasing the dimensions of product quality.

## Summary

Customer satisfaction has a significant positive effect on customer loyalty, this illustrates that the role and level of customer satisfaction and affect customer loyalty. Customer satisfaction is the extent to which the benefits of a product are felt in accordance with what is expected by the customer. So customer satisfaction is a strong variable affecting customer loyalty.

Customer satisfaction mediates or influences service quality, to customer loyalty it shows that with customer satisfaction mediating the quality of services provided by shipyard companies, it will increase its influence on customer loyalty. Customer satisfaction mediates and influences product quality on customer loyalty, this illustrates that customer satisfaction affects loyalty and product quality, but customer satisfaction as mediation will further enhance the positive influence of product quality on customer loyalty.

## Theoretical Implications

Based on the results of research conducted, the theoretical implications related to the development of customer satisfaction and customer loyalty theories of service quality and product quality for domestic purchases of Indonesian Navy Ships are as follows:

1. Service Quality The results of this study strengthen the positive and significant effect of service quality and product quality on customer loyalty, in line with previous research.
2. Customer satisfaction as mediating customer loyalty is able to increase customer loyalty in increasing company productivity going forward.
3. The results of the study provide conclusions by increasing service quality and product quality through increasing its demotion will be able to increase customer satisfaction, which can increase customer trust and loyalty. Product development and development must first, identify the customer's need to pay attention to customer needs. Development will give a good indication of the customer's desires. (Chang, 2018)
4. This research provides renewal in developing the influence of service quality and product quality in the field of purchase of domestic product vessels used by the Indonesian Navy.

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