



#### Research Article

# The Influence of Service Quality and Company Reputation on Service User Satisfaction With Perceived Value As An Intervening Variable in Crew Manning Agency

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### Abstract.

This research aims to analyze the influence of service quality and company reputation on service user satisfaction, with perceived value as an intervening variable at the Crew Manning Agency. The research sample in the study was 110 staff from 17 service user companies. The type of data for this research is quantitative data. The research data source is primary data in the form of a questionnaire. Data analysis used includes validity and reliability tests consisting of Convergence Validity, Average Variance Extracted (AVE), Discriminant Validity, and Construct Reliability. The analysis technique used is SEM (Structural Equation Modeling) which is operated through the AMOS program. The results show that service quality has a direct effect on increasing perceived value, company reputation is able to increase perceived value, and service quality is able to increase service user satisfaction. Likewise, company reputation also has a positive impact on user satisfaction, perceived value has a positive and significant impact on user satisfaction, while indirectly, the perceived value variable plays an important role as an intervening variable that influences improving service quality on service user satisfaction, whereas reputation has a more effective direct influence on user satisfaction than perceived value.

Keywords: service quality, company reputation, perceived value, user satisfaction

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Published: 4 June 2024

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Selection and Peer-review under the responsibility of the ICEMA Conference Committee.

# 1. INTRODUCTION

Indonesia is a maritime country located in a considerable sea area or territory, has many islands, and is encompassed by sea and water areas. The Indonesian people believe that the ancestors of this nation were strong sailors. This is proven by the fact that large Indonesian kingdoms were able to travel across the seas to interact with other nations. The development of the world of shipping, which was initially exploitation, then moved towards trade and industry pioneered by countries from the European Continent. As time goes by, there is a shift in developed countries, where they do not want to be seafarers and instead choose to become business or industrial actors. (Engkos & Hananto, 2019) In developed countries, the attractiveness of working at sea

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is decreasing. This is caused by: (1) With the containerization era, the number of days at the port is very short. (2) The decreasing number of crew members on the ship. (3) The salary on the ship is almost the same as the payment on land and is separate from the family. From this, companies in developed countries look for human resources (HR) for seafarers in developing countries that have the number of human resources for seafarers, including Indonesia.

The demand for human resources for seafarers in developing countries has resulted in the emergence of crew manning agency companies as representatives of foreign shipping companies in Indonesia that specifically look for human resources for seafarers, such as in Japan, Korea, Singapore, Taiwan, and India. They need good quality crews to be engaged on their ships. Crew Manning Agency is a company that only takes care of ship manning for ship owners abroad. Crew Manning Agency collaborates with many foreign companies, namely companies from countries of Asia such as Japan, Korea, Singapore, Taiwan, and India. According to company data in June 2022, the Crew Manning Agency placed 1215 crew members from Indonesia on ships belonging to the ship owner. This number has not been added to the stand-by crew who carries out the post-disembarkation rest period (sign-off) on ships handled by the Crew Manning Agency, namely around 500 ship crew. This makes the company's crew replacement activities very busy, with the Crew Manning Agency carrying out ship crew replacements 44 times in a month. Therefore, Crew Manning Agencies are required to implement the ship crew replacement mechanism effectively to facilitate ship crew replacement.

Crew Manning Agency, in order to increase service user satisfaction, tries to provide optimal service quality to its service users or ship owners abroad. Crew Manning Agency tries to provide optimal service to service users, in this case, ship owners. Apart from improving service quality, Crew Manning Agency also needs to improve the company's reputation. Reputation is a goal and an achievement to be achieved in the world of public relations. The role and function of public relations in building a reputation can be realized if there is a strategy that is carefully structured and planned. The strategy here can be a chosen alternative to achieve public relations goals within the framework of a public relations plan. A good company reputation will have an impact on increasing company profitability, such as by increasing ship owner satisfaction, sales, and so on. On the other hand, if a company's reputation is known to be bad, it could be a problem for the company and cause the company to lose its service users, or, in other words, service users' trust in the company will decrease and switch to other companies' service products (Groumpos & Groumpos, 2018:52).

Min (2022) defines perceived value as a service user seeing the benefits and value of a service product. This value can be anything, such as money saved, better health, or higher social status. Businesses use many ways to show service users that their service products are better than those of competitors. This is usually done to make a service product stand out from similar ones. Perceived value is also called the perceived value of service users and it is important for businesses to consider when marketing their service products. People buy things based on how valuable they think they are. This makes people want to buy service products that suit their needs and desires. Even if the people who make the service product think it is great, it will not sell if the service users do not find it valuable enough.

The research gap in this study includes service quality having a positive and significant effect on perceived value. This is supported by the results of Rinuastut's research (2023), Farkhan Lutfi et al (2019) and (Demir et al., 2020), (Hossain & Kim, 2023), Zietsman & Mostert (2017), which differ from the research (Lee, 2020) that service quality does not have a significant effect on perceived value. Hossain & Kim, (2023) state that company reputation has a positive effect on perceived value. Meanwhile (Arslanagic-Kalajdzic & Zabkar, 2017) state that company reputation does not affect perceived value. Service quality has a positive and significant effect on service user satisfaction based on Sefnedi's research (2019), Septian et al(2019), Didik Prayitno (2019), Hosain et all, (2022), and Hossain & Kim (2023), different from (Wong & Rasoolimanesh, 2020) which states that service quality has no effect on service user satisfaction. Company reputation has a positive and significant effect on service user satisfaction based on the research results (Prayitno, 2019), (Hossain & Kim, 2023). Meanwhile (Kevin & Mukti, 2018) state that company reputation has no effect on user satisfaction. Perceived value has a positive and significant effect on user satisfaction, according to research by Hossain & Kim (2023), and Chen & Lin (2019), while the research by Wong & Rasoolimanesh (2020), and Ringgold & Daniel (2020) while perceived value has no effect on service user satisfaction.

### 2. LITERATURE REVIEW

### 2.1. Service quality

Service is the key to success in various businesses or activities of service products. Service quality is a crucial element in determining the success of a service product company. Gilaninia, (2019) states that user satisfaction and trust are the comparisons of



what service users expect with what service they have received. Marketing is closely related to efforts to create and provide value to service users (Tjiptono, 2017:85). Service quality is a concept that accurately represents the essence of the performance of a service, namely a comparison of reliability (excellence) in service encounters made by service users. (Parasuraman et al., 2018:85). Service quality is the overall impression of service users regarding the inferiority or superiority of arguments and the service products offered (Bitner & Zeithaml, 2019:52). Service quality is the expected level of excellence, and control over this excellence is needed to meet the expectations of service users (Christoper & Wright, 2021:63).

# 2.2. Company Reputation

Company reputation is a form of perception, evaluation, or assessment by service users of the company's attributes or capabilities based on their reactions to the use of service products, and services, as well as their interaction and communication with the company, to form an image of past conditions and prospects. A company's reputation is an intangible asset. Reputation is a manifestation of someone's experience with the product, service, or service they receive. A good reputation will increase credibility, making service users more confident that they will get what has been promised to them. A company's reputation results from the accumulation of all contacts made by its various stakeholders with the company. Company reputation is an overall belief or decision regarding the level to which a company is given high and honorable honors. Company reputation from several books and reference sources (Rosidah, 2019:52).

### 2.3. Perceived Value

Perceived value can be stated as a concept of perceived value that has been considered an important prerequisite for business continuity, especially in fierce market competition, and has been considered the key to success for all companies. One definition of perceived value is the overall assessment of service users' usefulness of service products based on what is received and what is given (Bitner & Zeithaml, 2019:75). Perceived value or perceived value as a function of product or service features, quality, delivery, service, and price. (Kotler & Armstrong, 2018) state that customer perceived value is a service user's evaluation of the difference between all benefits and all marketing costs of an offer relative to the other competitors' offers. Perceived value is concluded to



be the value felt by service users from a service feature or product, which is used as evaluation material between the perceived quality and sacrifices of service users.

### 2.4. Service User Satisfaction

Service user satisfaction is the overall attitude shown by service users towards goods and services after they obtain and use them (Mowen & Minor, 2018:52). Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance in relation to his or her expectations. (Kotler, 2018:42). Service user satisfaction is a response in the form of feelings of satisfaction that arise due to the experience of consuming a product or service, or a small part of that experience (Buttle, 2019).

### 2.5. Influence Between Variables

### 2.5.1. The Influence of Service Quality on Perceived Value

The relationship between service quality and perceived value by product or service users is very close and influences each other. Service quality refers to the extent to which a service provider meets or exceeds customer expectations in the service provision process, while perceived value is the customer's subjective assessment of the product or service based on their experience. The better the quality of service, the higher customers' expectations for certain products or services. When customers receive service that exceeds their expectations, this tends to increase the perceived value of the product or service (Kotler, Philip, and Keller, 2013:31). Perceived value is a subjective evaluation made by customers regarding good service quality, which can create a positive environment, which in turn can increase customer perceptions about the quality of products or services. Service quality also plays a role in the extent to which customers have expectations. High service quality can influence the customers' view of products or services, thus having a positive impact on their perceptions and customer loyalty (Tjiptono, 2016).



# 2.5.2. The Influence of Company Reputation on Perceived Value

The influence between company reputation and perceived value (the value felt by customers) is very significant. A company's reputation has a major impact on how customers assess the value of the products or services offered by the company. Corporate reputation, which includes the image, reliability, and quality of services provided by a company, can influence how customers assess the value of the products or services it offered (Rangkuti, 2018:63). When customers feel that a company is reliable and has a strong reputation, they are more likely to believe that the products or services offered have high value. A company's reputation is often linked to the quality of products or services offered. If a company is known for high quality, customers may have a higher perception of the quality and value of the product or service. A company's reputation can also influence customers' assessments of risk. Customers may feel more comfortable investing in products or services from companies with a strong reputation, and this may influence perceived value by reducing feelings of risk (Kotler, 2018:21).

# 2.6. Influence of Service Quality on User Satisfaction

Quality Service quality has an essential role in creating customer satisfaction. Customer perceptions regarding the company's service quality are good or bad, depending on suitability and the desire for the service quality they receive. For service provider companies, the quality of service provided is a measure of customer satisfaction. If the perceived service quality is lower than expected, customers will feel disappointed and dissatisfied, which may have other negative impacts on the company. States that with the service user quality satisfaction index, which is measured in any measure, the quality aspects of service quality, namely tangible, empathy, reliability, responsiveness, and assurance, influence service user satisfaction. (Tjiptono, 2017:85).

### 2.6.1. The Influence of Company Reputation on User Satisfaction

The influence between company reputation and service user satisfaction is very close. A company's reputation has a significant impact on how customers feel about their experience using the company's services. A good reputation can create a positive predisposition among service users. Before they even use it, they may have positive expectations based on what they hear or read about the company. This can influence how they feel about their experience in the first place. A strong reputation can increase



service users' expectations. They may expect better service or a more positive experience because of the company's good reputation. If a company meets or even exceeds these expectations, it can increase user satisfaction (Widayat & Amirullah, 2016:21).

### 2.6.2. The Influence of Perceived Value on User Satisfaction

Perceived value is a crucial concept in understanding service user satisfaction. Perceived value refers to customers' perceptions of the benefits they receive from a product or service about the cost or effort they expend to obtain the product or service. In the context of service, perceived value can have a significant influence on user satisfaction. Perceived value can influence how customers assess service quality. Customers who receive high perceived value tend to be more loyal to the service provider. If customers are satisfied with the value they receive, they may leave positive reviews and contribute positively to the service provider's reputation. Customers who are satisfied with perceived value tend to be more likely to recommend the service to others (Tjiptono, 2016:32). These efforts may include improving service quality, making price adjustments, and having effective communication about the benefits offered by the service (Kotler, 2018:32).

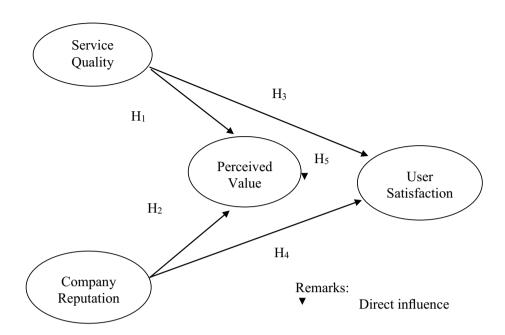
# 3. RESEARCH CONCEPTUAL FRAMEWORK AND HYPOTHESIS

# 3.1. Research Conceptual Framework

# 3.2. Research Hypothesis

A hypothesis is a temporary answer to a problem that is intended as a temporary demand in an investigation to find the real answer. The hypotheses in this research are explained as follows:

- H<sub>1</sub>: There is a positive and significant influence of service quality on perceived value.
- ${\rm H}_2$ : There is a positive and significant influence of company reputation on perceived value.
- H<sub>3</sub>: There is a positive and significant influence of service quality on service user satisfaction.
- $H_4$ : There is a positive and significant influence of company reputation on service user satisfaction.



Source: Putra & Rahyuda (2018), Sefnedi (2019), Septian et al (2018), Prayitno (2019), Farkhan Lutfi et al (2019).

Figure 1: Theoretical Thinking Framework.

H<sub>5</sub>: There is a positive and significant influence of perceived value on service user satisfaction.

# 4. RESEARCH METHODS

The population in this study are service users at the Crew Manning Agency, the exact number of which is unidentified. The samples used in this research were adjusted to the analysis method usage, namely the Structural Equation Model (SEM). In the SEM method, the number of samples required is at least 5 times the number of indicator variables (Ferdinand, 2016:63). The number of indicators in this research is 22, so a minimum of  $22 \times 5$  or 110 staff samples from 17 companies using Crew Manning Agency services are needed. The type of data for this research is quantitative data. The source of research data is primary data, namely data obtained from the first source, either from individuals or groups, such as the results of interviews or filling out questionnaires, which are usually carried out by researchers (Sugiyono, 2019:63). The data collection method uses a questionnaire. Data measurement uses a Likert scale, which is a scale based on the sum of respondents' attitudes in responding to questions related to indicators of a concept or variable being measured (Sanusi, 2017:63). Likert scale used: Strongly Disagree (SD) = Value 1- Disagree (D) = Value 2 – Quite Agree (QA) = Value 3 - Agree (A) = Nilai 4 – Strongly Agree (SA) = Value 5. Data analysis includes Validity and Reliability



tests consisting of Convergence Validity, Average Variance Extracted (AVE), Discriminant Validity, and Construct Reliability. The data analysis technique used is SEM (Structural Equation Modeling) which is operated through the AMOS program.

# 5. RESEARCH RESULT

# **5.1. Respondent Characteristics**

The following is data regarding the characteristics of respondents based on those shown in Table 1 below:

TABLE 1: Respondent Data.

Data	Criteria	Frequency	Percentage
Gender	Female	18	16,4 %
	Male	92	83,6%
	Total	110	100 %
Education	Bachelor Degre	30	27,3%
	Master Degree	66	60,0%
	Post Graduate	14	12,7%
	Total	110	100%
Age	20 s/d 30 years old	10	9,1
	31 s/d 40 years old	40	36,4
	41 s.d 50 years old	43	39,1
	Over 50 years old	17	15,5
	Total	110	100%

Source: Processed Primary Data, 2023.

### 5.2. Test Research Instruments

# 5.2.1. Convergent Validity Test

A measurement can be said to be valid if an item has a correlation coefficient of at least 0.5. The results of the Convergent Validity test for the product quality variable are presented in Table 2.

The test results show that all loading factor values on the variables of service quality, company reputation, perceived value, and user satisfaction Standardized Regression

TABLE 2: Convergent Validity Test.

			Estimate Stage (1)	Results	Estimate Stage (2)	Results
X1_1	<-	Service Quality	0,758	Valid	0,769	Valid
X1_2	<-	Service Quality	0,803	Valid	0,799	Valid
X1_3	<-	Service Quality	0,754	Valid	0,756	Valid
X1_4	<-	Service Quality	0,290	Not Valid	-	-
X1_5	<-	Service Quality	0,715	Valid	0,709	Valid
			Estimate Stage (1)	Results	Estimate Stage (2)	Results
X2_6	<-	Company Reputation	0,744	Valid	0,734	Valid
X2_7	<-	Company Reputation	0,738	Valid	0,745	Valid
X2_8	<-	Company Reputation	0,741	Valid	0,741	Valid
X2_9	<-	Company Reputation	0,810	Valid	0,818	Valid
X2_10	<-	Company Reputation	0,757	Valid	0,753	Valid
X2_11	<-	Company Reputation	0,450	Not Valid	-	
			Estimate Stage (1)	Results	Estimate Stage (2)	Results
Y1_12	<-	Perceived Value	0,750	Valid	0,746	Valid
Y1_13	<-	Perceived Value	0,787	Valid	0,786	Valid
Y1_14	<-	Perceived Value	0,777	Valid	0,783	Valid
Y1_15	<-	Perceived Value	0,743	Valid	0,746	Valid
Y1_16	<-	Perceived Value	0,756	Valid	0,758	Valid
Y1_17	<-	Perceived Value	0,472	Not Valid	-	-
			Estimate Stage (1)	Results	Estimate Stage (2)	Results
Y2_18	<-	User Satisfaction	0,794	Valid	0,804	Valid
Y2_19	<-	User Satisfaction	0,806	Valid	0,806	Valid
Y2_20	<-	User Satisfaction	0,788	Valid	0,786	Valid
Y2_21	<-	User Satisfaction	0,750	Valid	0,752	Valid
Y2_22	<	User Satisfaction	0,771	Valid	0,759	Valid

Source: Processed Primary Data, 2023.

Weights show a value of more than 0.5, which means all questions are said to be valid, except for items  $X_{1-4}$ ,  $X_{2-11}$ , and  $Y_{1-17}$ , which indicates a value below 0.50.

After carrying out the convergent validity test, a construct reliability test is then carried out, the aim of which is to test the extent to which the reliability of a measuring instrument



can be used again in the same research. In reliability testing, the construct value is declared reliable if it provides a construct liability value greater than 0.70. The results of the reliability test are presented in Table 3. The purpose of the construct reliability test is to show the reliability and consistency of the data. The construct reliability test results are presented in Table 3.

TABLE 3: Construct Reliability Test.

No	Variables	Construct Reliability	Construct Reliability standard	Remarks
1	Service Quality	0,844	0,70	Reliable
2	Company Reputation	0,871	0,70	Reliable
3	Perceived Value	0,875	0,70	Reliable
4	User Satisfaction	0,887	0,70	Reliable

Source: Processed Questionnaire Results, 2023.

# 5.3. Confirmatory analysis of all variables

The results of the conformational analysis of the four research variables for service quality, company reputation, perceived value, and user satisfaction can be seen in the analysis output graph using the AMOS 22 program below:

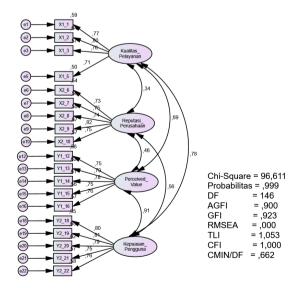


Figure 2: Confirmatory Measurement Model. Source: AMOS Output Results, 2023.

Based on Table 4, the CFI value is 1.000, the RMSEA value is 0.000, the GFI value is 0.923, the AGFI value is 0.900, the TLI value is 1.053, and the chi square value is

iness of Index	Cut-off Value	Model results	Remarks
quare Df = 146	≤ 175,20	96,611	Good

TABLE 4: Goodness of Fit Model Test for Measurement Model Variables.

Good Chi sc CMIN/DF ≤ 2,00 0,662 Good Probability ≥ 0,05 0,999 Good GFI ≥ 0,90 0,923 Good AGFI ≥ 0,90 0.900 Good TLI 1,053 ≥ 0,90 Good CFI ≥ 0,90 1,000 Good

Source: Analysis Results (2023).

< 0.08

**RMSEA** 

96.611 with a CMIN/DF value of 0.662, and a probability of 0.999. This shows that the suitability test of this model produces good acceptance.

0,000

Good

# 5.4. Structural Equation Modeling (SEM) Analysis

Structural equation modeling analysis determines the structural relationship between the variables studied. Structural relationships between variables are tested for suitability with the goodness of fit index. The results of the structural equation modeling analysis in this research can be seen in Figure 3 below:

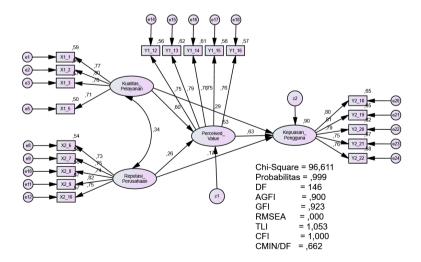


Figure 3: Full SEM Model Testing. Source: AMOS Output Results, 2023.

TABLE 5: Direct Effect Estimation Results.

Influence		Research variable	Estimate
PerceivedValue	<-	ServiceQuality	0,601
PerceivedValue	<-	CompanyReputation	0,257
UserSatisfaction	<-	PerceivedValue	0,630
UserSatisfaction	<-	ServiceQuality	0,293
UserSatisfaction	<-	CompanyReputation	0,169

Source: AMOS Calculation Results, 2023.

Referring to the results of the final stage testing of the overall model, the mathematical model equation can be written in the form of a Structural Equation Model (SEM) as follows:

$$Y_1 = 0,601 X_1 + 0,257 X_2$$

$$Y_2 = 0.293X_1 + 0.169X_2 + 0.630Y_1$$

The coefficient of determination (R2) produced from the structural equation model to express the magnitude of influence given to the dependent variable from the independent variables associated with each influence path shows the following results:

TABLE 6: Coefficient of Determination (Squared Multiple Correlation).

Variables	Estimate
Perceived Value	0,531
Service User Satisfaction	0,898

Source: Analysis Results, 2023.

Hypothesis testing is carried out to determine whether or not the independent variable influences the dependent variable. The hypothesis is accepted if the probability value (P) is <0.05.

TABLE 7: Scalar Estimates (Group number 1 - Default model) Maximum Likelihood Estimates.

			Estimate	S.E.	C.R.	P
PerceivedValue	<	ServiceQuality	0,601	0,133	5,181	0,000
PerceivedValue	<	CompanyReputation	0,257	0,126	2,627	0,009
UserSatisfaction	<	PerceivedValue	0,630	0,120	5,395	0,000
UserSatisfaction	<	ServiceQuality	0,293	0,110	3,123	0,002
UserSatisfaction	<-	ReputasiQuality	0,169	0,092	2,439	0,015

Source: AMOS Calculation Results, 2023.

Hypothesis testing in this study gave the following results:

TABLE 8: Hypothesis Test Results.

Hypothesis	Statement	Direct Impact Results	Remarks
1	There is a positive and significant influence of service quality on perceived value.	CR 5,181 > 1,645 Sig. 0,000 < 0,05	Accepted
2	There is a positive and significant influence of company reputation on perceived value	Sig. 0,009 < 0,05	
3	There is a positive and significant influence of service quality on service user satisfaction	CR 3,123 > 1,645 Sig. 0,002 < 0,05	Accepted
4	There is a positive and significant influence of company reputation on service user satisfaction	CR 2,439 > 1,645 Sig. 0,015 < 0,05	Accepted
5	There is a positive and significant influence of perceived value on service user satisfaction	CR 5,395 > 1,645 Sig. 0,000 < 0,05	Accepted

Source: Data Processing Results, 2023.

### 5.5. Direct and Indirect

TABLE 9: Indirect Effect and Total Effect Estimation Results.

Influence of Variables		Direct effect	Indirect effect through Perceived Value	Total influence	Remarks	
Service User Satisfaction	<-	Service Quality	0,293	0,379	0,672	Mediating
Service User Satisfaction	<-	Company Reputation	0,169	0,162	0,331	No Mediating

Source: AMOS Calculation Results, 2023.

Based on the data in the table above, the total effect between the variables produced in the model and the research results is the influence of service quality on service user satisfaction through perceived value, with a direct effect of 0.293 and an indirect effect of 0.379. It can be concluded that perceived value plays a role in mediating service quality of service user satisfaction.

Based on the data in the table above, the total effect between the variables produced in the model and the research results is the influence of company reputation on service user satisfaction through perceived value, with a direct effect of 0.169 and an indirect effect of 0.162, so it can be concluded that perceived value does not play a role in mediating company reputation on service user satisfaction.



# 6. CONCLUSION

The conclusions of this research are as follows:

- There is a positive and significant influence of service quality on perceived value at the Crew Manning Agency, meaning that as service quality increases, perceived value will increase.
- 2. There is a positive and significant influence of company reputation on perceived value at the Crew Manning Agency, meaning that as the company's reputation increases, perceived value will increase.
- 3. There is a positive and significant influence of service quality on service user satisfaction at the Crew Manning Agency, meaning that as service quality increases, service user satisfaction will increase.
- 4. There is a positive and significant influence of company reputation on service user satisfaction at the Crew Manning Agency, meaning that as the company's reputation increases, service user satisfaction will increase.
- 5. There is a positive and significant influence of service user satisfaction on perceived value at the Crew Manning Agency, meaning that as perceived value increases, service user satisfaction will increase.

### 7. SUGGESTION

This research is expected to provide various benefits for the parties involved, including:

- To improve the quality of service, it is necessary to ensure that the services
  provided are in line with the specific needs of the industry and customers in the
  field of manning agencies, and the need for continuous evaluation and response
  to customer feedback will be the key to achieving the desired results.
- 2. Building and maintaining a positive reputation, the need to maintain a high level of transparency in all interactions with customers and other stakeholders and implementing ethical business practices and high integrity. A good reputation can be a valuable asset in attracting and retaining customers and strengthening a company's position in the industry.
- 3. Increasing service user satisfaction requires communication by providing clear and open information to customers about processes, policies, and everything related



- to services and ensuring that customers can easily access the information they need, because positive customer experiences can create perceptions of strong and sustainable value associated with the company's services.
- 4. Future researchers can consider other sampling techniques, such as stratified random sampling, namely random sampling based on strata, for example, based on education. Future researchers can develop this research model by considering or adding other variables that influence service users, such as price perceptions and promotions.

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