



Jurnal Terapan Manajemen dan Bisnis is licensed under  
A Creative Commons Attribution-NonCommercial 4.0 International License.

## THE EFFECT OF RELATIONAL SATISFACTION AND SERVICE SATISFACTION ON CUSTOMER LOYALTY WITH COMMITMENT AS A MEDIATING VARIABLE (CASE STUDY: JNE SERVICE USER IN YOGYAKARTA CITY)

IBN Udayana<sup>1)</sup>, Lusia Tria Hatmanti Hutami<sup>2)</sup>, Feri Irawan<sup>3)</sup>.

1) Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia  
E-mail: ibn.udayana@yahoo.co.id

2) Universitas Sarjanawiyata Taman Siswa, Yogyakarta, Indonesia  
E-mail: trialusia@ustjogja.ac.id

3) Universitas Sarjanawiyata Taman Siswa, Yogyakarta, Indonesia  
E-mail: abangferiiii@gmail.com

### Abstract

This research was conducted with the aim of identifying and analyzing consumer interest in the use of JNE service delivery services. with several related variables in this study are relational satisfaction, service satisfaction, consumer loyalty as a bound variable and commitment variable as a mediation variable. the population in this study used 123 respondents who used JNE services with 123 samels used for the study and with data collection was carried out using the google form questionnaire dissemination method. The results of this study are that relational satisfaction has a positive effect on loyalty; service satisfaction has a positive effect on loyalty; relational satisfaction, service satisfaction has a positive effect on commitment; and commitment as a mediation has a positive effect on customer loyalty.

**Keywords:** Relational satisfaction, Service Satisfaction, Customer Loyalty, and Commitment.

### Introduction

PT. JNE is one of the logistics service companies, which has a vision to become a world-class main logistics company, the vision and mission of PT JNE is the best experience for customers consistently. To realize its vision and mission, it requires the full support of its employees. JNE employees are required to work as much as possible in order to provide their best performance. Employees encourage to improve their qualifications in order to be able to occupy higher positions in the company. The JNE company is known as one of the logistics companies for shipping goods which can be said to still dominate the market in Indonesia. So in addition to dominating the service company JNE is also the most famous logistics company in Indonesia and received a prestigious customer satisfaction award in 2019.

Various things that can cause an increase in the number of users of freight forwarding services through JNE Express Across Nations, one of which is the brand image that is very attached to the minds of consumers, so that consumers always remember JNE Express Across Nations if when there is a problem shipping services, the quality of service that is very satisfying for consumers such as punctuality to arrive at the consumer's place, information system for delivery goods that can be seen in

the [www.jne.co.id](http://www.jne.co.id), couriers pick up the delivery goods that the consumer wants to send, and so on. Vigorous promotion is carried out, such as promotion through mass media, such as; television, newspapers, radio, pamphlets, billboards and personal approaches to other companies. There are more than 5000 JNE branches throughout Indonesia and the network is spread from major cities to the sub-district level so that it can serve consumers to remote parts of the archipelago. JNE also expanded its business field to regional specialty food delivery services through the PESONA (Pesanan Souvenir Nusantara) business unit, airport pick-up customs services, and money remittances\ money remittances. At the end of 2012, JNE separated the logistics division, into a separate business unit separate from a separate business unit separate from the ekspres courier unit and ready to expand in the logistics sector in 2013. Along with the times, innovations continue to be carried out including innovations in the field of information and communication technology. As a form of maximum e-commerce support, the company, which is now 25 years old, is preparing JNE e-commerce starting in 2014.

With the high public demand for logistics service users recently, this has also fostered a sense of competition in similar companies. Therefore, every company must be able to develop its abilities, skills and knowledge in order to face competition and also to meet the increasingly high consumer needs of the community towards meeting the needs of expedition service providers, so that the public's interest and needs in this matter of goods expedition make several logistics service companies compete in providing satisfaction to the community through the best service and competitive prices with a fellow logistics service provider. Because by providing good service, it will indirectly affect the decision of these consumers to use these logistics services. In this era of globalization, the development of the business world is getting more and more developed, where the developments that occur have undergone rapid changes and are interrelated. Every business person has their own way to survive and compete. Therefore, they look at the environment and read opportunities to attract consumers or buyers so that the business or business being run is successful and survives. One of the ways to achieve this success is to carry out marketing activities.

This growing opportunity encourages JNE to continue to expand its network to all major cities in Indonesia. Currently, JNE's service points have reached above 6,000 locations and are still growing, with more than 40,000 employees. More than 150 JNE locations have been connected to the on-line communication system, escorted by an effective and efficient information site system and access for consumers in an effort to find out the current status of package or document delivery.

### **Relational Satisfaction**

Relational satisfaction is very relevant to be discussed in service marketing, this is reminiscent of most services the interaction between customers and providers is so very high. A marketing approach that is oriented only towards the high volume of short-term sales will become less supportive. Relational marketing also emphasizes the recruitment and maintenance according to (S. S. H., 2015)

*Relational satisfaction* is also an advantage of good relationships for the company and users experiencing compelling results, or benefits, which will be described as an important condition for creating long-term connections. For example integrity, long-term profitability, and sales growth are advantages from a business point of view that it is possible for customers to enjoy the services or benefits that will come with being a regular customer of the company according to according to (Verawati & Simamora, 2020)

### **Service Satisfaction**

Service satisfaction is an effort to fulfill customer satisfaction and desires as well as the accuracy of delivery to offset customer expectations according to in ((A. R. dan A. A. H, 2017)). Service is any activity needed to receive, process, deliver and fulfill customer orders and to follow up on any activities that contain errors. Sowith a good satisfaction service in a company, it will create a satisfaction for its

customers. After the customer is satisfied with the product or service he receives, the customer will compare the services provided.

*Service satisfaction* is an important issue for customers and business owners, as it affects customer satisfaction and can decide whether or not customers will return to buy the same product or service. Inadequate service satisfaction generates serious problems, which can result in lower productivity due to fewer profits due to reduced satisfaction and loyalty according to (Ali et al., 2021)

### Customer Loyalty

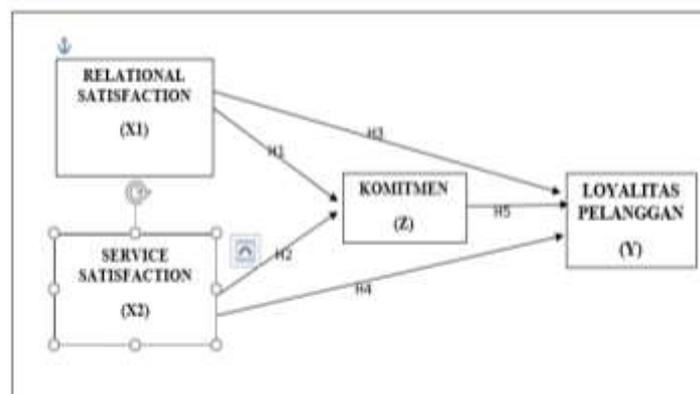
According to Kotler and Keller (2009:138) Defining loyalty (loyalty) as a deeply held commitment to buy or re-support a product or service that is liked in the future even though the influence of the situation and marketing efforts has the potential to cause customers to switch). The benefit of customer loyalty is the reduced influence of attacks from competitors of similar companies. In addition, loyal customers can encourage the development of the company, because they usually provide ideas or suggestions to the company (Widyawati, 2018)

Customer loyalty can be formed if the customer is satisfied with the brand or level of service received, and intends to continue the relationship. Of the several delivery service companies known by the public, JNE Express (Erica & Rasyid, 2018) Across Nations is one of the well-known delivery service providers. (Erica & Rasyid, 2018)

### Commitment

Commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways of developing goals or meeting organizational needs that essentially precede the mission of organization over self-interest. According to (Ridwan & Yogi, 2018) in Soekidjan (2009), commitment can also mean a strong acceptance of the individual to the goals and values of the organization, and the individual strives and works and has a strong desire to stay afloat in the organization. Commitment or attachment is a definite promise or ability to do something or not do something. Commitment is the integrity of discipline in a person and consistent with what has been agreed upon by the nature of his life both in the social environment, organization and family environment according to (Ridwan & Yogi, 2018)

### Research Methods



**Figure 1 Frame of Mind**

this research is quantitative, systematic research explains parts and phenomena and the existence of relationships in these causes. the goal is to develop with methods, theories, and hypotheses that will systematically be related to natural phenomena. in this study it is intended to describe the state of a certain object that is or influenced by other factors and draw conclusions based on statistically

processed figures. This study was conducted to determine the relationship between variables consisting of relational satisfaction, service satisfaction, customer loyalty and commitment to JNE service users

### **Research Hypothesis**

Effect of Relational Satisfaction on commitment; Effect of Service Satisfaction on commitment; The effect of relational satisfaction on consumer loyalty; Effect of Service Satisfaction on consumer loyalty; the effect of relational satisfaction on consumer loyalty through the commitment variable as a mediating variable; the effect of service satisfaction on consumer loyalty through the commitment variable as a mediating variable

### **Sampling technique**

Sampling technique according to (Sugiyono, 2018) basically sampling techniques can be grouped into two, namely probability sampling and non-probability sampling. In this study using a non-probability sampling technique specifically, the technique used in this research is consumers who meet the criteria for the population to be sampled. To measure the number of samples in this study using the Lameshow formula, this is because the number of populations is unknown or infinite

### **Respondent characteristic data**

In a study based on gender, 123 respondents indicated that the percentage of users of JNE services was 41 percent male users and 81 percent of female users. With ages 17 to 21 years 61 percent. age 22 to 25 years 58 percent, age 26 to 30 years 3 percent and over 31 years 1 percent. Characteristics by domicile are 55 percent in Kotamadya, 20 percent in Sleman, 14 percent in Bantul, 6 percent in Gunungkidul and 1 percent in Kulon Progo.

**Table 1 Test**

No	Variabel		Normality		Multicolonierity		Heteros
	Fee	Bound	Sig.	Toll.	VIF	Std.Error	
1	Relational Satisfaction	Comitmmen	.200	.624	1.601	.051	
	Service Satisfaction			.624	1.601	.048	
2	Relational Satisfaction	Customer	.200	.597	1.676	.047	
	Service Satisfaction			.486	2.057	.048	
	Comitmmen	Loyalty		.570	1.755	.050	

Normality: the results of the normality test values of 0.200 and 0.200 the results show that the value of Asymp.Sig (2-tailed) is greater than the value of a by 5% (0.05) so that it can be concluded that the results of the normality test value are residual variables used in this study are normally distributed and are worthy of being used as te

1. st objects
2. Multicolonierity: If the tolerance value  $> 0.10$  and the variance inflation factor (VIF) value  $< 10$ , it can be concluded that the data does not occur multicollinearity. While if the tolerance value  $< 0.10$  and the variance inflation factor (VIF) value  $> 10$ , it can be concluded that the data occurs multicollinearity.
3. A good regression model is that of Homoskedasticity or non-occurring heteroskedasticity. One way to detect heteroskedasticity is to look at a plot graph between the predicted value of the bound (dependent) variable i.e. ZPRED and its residual value SRESID. Detecting the presence or absence of a certain pattern on the scatterplot diagram between ZPRED and RESSID where the Y-axis is the Y-axis and the X-Axis is residual (the actual  $Y - Y$  prediction) From the results of the Spearman Rho test table equation I it was found that all free variable values have probability values greater than the significant levels of 0.05 i.e. 0.51 and 0.48 . So it can be concluded that in the regression equation I there are symptoms of heteroskedasticity. From the results of the Spearman Rho equation II test table it is found that all independent variable values have probability values greater than the significant levels of 0.05, namely 0.47 , 0.48 , and 0.50. So it can be concluded that in regression equation II there are symptoms of heteroskedasticity.

Based on the table above, the significant value of the two independent variables, namely Relational Satisfaction (X1) of 0.020 Service Satisfaction (X2) variables of 0.000 while So, the value is smaller than ( = 5% (0.05) then the results of this test can be concluded that the regression of model 1 with the independent variable Relational Satisfaction, Service Satisfaction has a significant effect on Commitment.

**Table 2 Determinant Test of Equation 1**

Model		Coefficients				T	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constant)	5.690	1.198			4.750	.000
	Relational Satisfaction	.197	.084	.206		2.359	.020
	Service Satisfaction	.459	.079	.509		5.842	.000

a. Dependent Variable: Commitment

**Table 2 Determinant Test of Equation 2**

Model		Coefficients			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-.117	1.224		-.095	.924
	Relational Satisfaction	.536	.080	.493	6.680	.000
	Service Satisfaction	.200	.083	.196	2.400	.018
	Commitment	.249	.086	.219	2.904	.004

a. Dependent Variable: Loyalties Plangent

Based on the table above, the significant values of the four variables, namely the Relational Satisfaction (X1) of 0.000, the Service Satisfaction variable (X2) of 0.018, and the Commitment variable (X3) of 0.004, so the value is smaller than ( 5% (0.05) then the results of this test can be concluded that the regression of model 2 with independent variables relational satisfaction, service satisfaction and intervening variables of loyalty of the customer have a significant impact on consumers.

**Table 3 R Test<sup>2</sup> Equation 1**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 <sup>a</sup>	.430	.421	1.764

a. Predictors: (Constant), Service Satisfaction , Relational Satisfaction

from the data above, it can be interpreted that the Adjusted R Square value of 0.421 means that 40% of the variable means that the commitment variable is influenced by the relational satisfaction variable, service satisfaction. As for the rest, 60% is influenced by other factors that were not studied in this study.

**Table 4 R Test<sup>2</sup> Equation 2**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 <sup>a</sup>	.614	.604	1.655

a. Predictors: (Constant), Commitment, Relational Satisfaction , Service Satisfaction

it can be seen that the Adjusted R Square value of 0.604 means that 60% of customer loyalty variables have an effect and are significant on the variables of commitment, Relational satisfaction, and service satisfaction. And the knitted hypothesis is accepted.

**Tabel 5 t-Test Equations 1&2**

1	(Constant)	5.690	1.198		4.750	.000
	Relational Satisfaction	.197	.084	.206	2.359	.020
	Service Satisfaction	.459	.079	.509	5.842	.000

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.117	1.224		-.095	.924
Relational Satisfaction	.536	.080	.493	6.680	.000
Service Satisfaction	.200	.083	.196	2.400	.018
Commitment	.249	.086	.219	2.904	.004

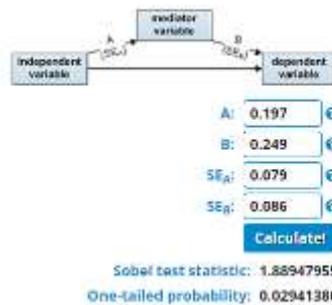
a. The partial test results of the Relational Satisfaction Variable against Commitment have a significant level of  $0.020 > 0.05$  with a calculated t value of 2.359 with a positive direction. This shows that the hypothesis states that the Relational Satisfaction variable has a positive and significant effect on the commitment variable. (accepted)

b. The partial test results of the Variable Service Satisfaction to Commitment have a significant level of  $0.000 > 0.05$  with a calculated t value of 5.842 with a positive direction. This shows that the hypothesis states that service satisfaction has a positive and significant effect on the commitment variable. (accepted) The partial test results of the Relational Satisfaction Variable on customer loyalty have a significant level of  $0.000 > 0.05$  with a calculated t value of 6.680 with a positive direction. This shows that the Relational ststisfaction hypothesis has a positive and significant effect on customer loyalty variables. (accepted) The partial test results of the Service Satisfaction Variable on customer loyalty have a significant level of  $0.018 > 0.05$ .

c. The partial test results of the Relational Satisfaction Variable on customer loyalty have a significant level of  $0.000 > 0.05$  with a calculated t value of 6.680 with a positive direction. This shows that the Relational ststisfaction hypothesis has a positive and significant effect on customer loyalty variables. (accepted)

d. The partial test results of the Service Satisfaction Variable on customer loyalty have a significant level of  $0.018 > 0.05$  with a calculated t value of 2.400 with a positive direction. This shows that the hypothesis on the service satisfaction variable has a positive and significant effect on the customer loyalty variable. (accepted)

e. The partial test results of the Commitment Variable to customer loyalty have a significant level of  $0.004 > 0.05$  with a calculated t value of 2.904 with a positive direction this shows that the hypothesis on the commitment variable has a positive and significant effect on the customer loyalty variable. (accepted).



**Figure 2 Sobel Test**

The results of the analysis with the sobel test showed a static value for the influence of commitment as an intervening variable between relational satisfaction and customer loyalty getting a value of one tailed probability with a value of 0.02941, it can be concluded that the analysis mediates the commitment variable as an intervening variable.

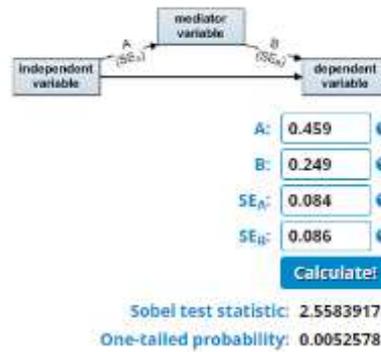


Figure 3 Sobel Test Results

The results of the analysis with the sobel test showed a static value for the influence of commitment as an intervening variable between service satisfaction and customer loyalty to get a value of one tailed probability with a value of 0.00525, so it can be concluded that the analysis mediates the commitment variable as an intervening variable.

### Conclusion

This study aims to find empirical evidence about the influence of *relational ststisfaction*, *service ststisfaction* that can affect customer loyaity variables, through commitment. This study used the consumer population of JNE service users and the sampling method used *Purposive Sampling*, so that the largest 123 samples could be used in testing this study.

The results of this study analysis use the help of IBM SPSS which shows that independent *variables (relational ststisfaction, service ststisfaction)* together have an influence on dependent variables (user loyalty) through commitment as an intervening variable in JNE service users in Yogyakarta.

1. *Relational Ststisfaction variables* have a positive and significant effect on Commitment.
2. *Service Ststisfaction variables* have a positive and significant effect on commitment
3. *Relational Ststisfaction variables* have a positive and significant effect on User Loyalty.
4. The *Service Ststisfaction variables* has a positive and significant effect on User Loyalty.
5. *Relational Ststisfaction variables* to customer loyalty with commitment variable as intervening variable.
6. *Service Ststisfaction variable* to customer loyalty with commitment variable as intervening variable

### Suggestion

- a. With this, to increase user commitment, it should be by giving confidence to users and providing the best service by using the best technology in the service provided that JNE is the most important and can provide the best service to customers.
- b. It is expected from JNE to increase customer satisfaction so that there is loyalty given to users for the services provided by JNE. This is so that the company pays attention to service in terms of speed and accuracy in delivering packages in accordance with the choice of delivery speed so that customers feel satisfied and happy because the service obtained is in accordance with the desired and as expected. This will cause customer loyalty. So that users will feel satisfied.
- c. The company must be precise in providing services and pay attention to indicators that support loyalty, the trust given by consumers will hereby increase the loyalty of customers and will continue to grow and develop by continuing toindicators that support loyalty, the trust given

by consumers will hereby increase the loyalty of customers and will continue to grow and develop by continuing to refer to the quality of service provided so that the company can compete with other competitors

### References

- Ali, B. J., Saleh, P. F., Akoi, S., Abdulrahman, A. A., Muhamed, A. S., Noori, H. N., & Anwar, G. (2021). Impact of Service Quality on the Customer Satisfaction: Case study at Online Meeting Platforms. *International Journal of Engineering, Business and Management*, 5(2), 65–77. <https://doi.org/10.22161/ijebm.5.2.6>
- Erica, D., & Rasyid, H. Al. (2018). Pengaruh Kualitas Layanan Dan Pemanfaatan Teknologi Terhadap Kepuasan Dan Loyalitas Pelanggan Jasa Transportasi Online di Jakarta. *Jurnal Ecodemica*, 19 No. 2(2), 168–176.
- H., S. S. (2015). The Impact of Service Satisfaction, Relational Satisfaction and Commitment on Customer Loyalty in Logistics Outsourcing Relationship. *Journal of Supply Chain Management Systems*, 4(1and2). <https://doi.org/10.21863/jscms/2015.4.1and2.006>
- H, A. R. dan A. A. (2017). ANALISIS PENGARUH CITRA MEREK DAN KUALITAS LAYANAN TERHADAP KEPUTUSAN PENGGUNA JASA PENGIRIMAN. *Religion and Society*, 4(Suppl), 43–48. [https://doi.org/10.20594/religionandsociety.4.Suppl\\_43](https://doi.org/10.20594/religionandsociety.4.Suppl_43)
- Ridwan, M., & Yogi, S. (2018). Pengaruh Penerapan Total Quality Management, Sistem Pengukuran Kinerja, Gaya Kepemimpinan, dan Komitmen Pimpinan Terhadap Kinerja Manajerial (Studi Empiris Pada Perusahaan Jasa Titipan Kilat Di Kota Jambi). *Jurnal Manajemen Terapan Dan Keuangan*, 7(03), 263–273.
- Sugiyono, D. (2018). Metode penelitian kuantitatif, kualitatif dan R & D/Sugiyono. *Bandung: Alfabeta*, 15(2010).
- Verawati, J., & Simamora, V. (2020). *Pengaruh relational benefits terhadap kepuasan pelanggan dalam meningkatkan loyalitas pelanggan studi kasus pada pengguna aplikasi grab*. 1–16.
- Widyawati, N. (2018). Pengaruh Kepercayaan Dan Komitmen Serta Bauran Pemasaran Jasa Terhadap Loyalitas Konsumen Di Hotel Zakiah Medan. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 12(1), 74–96. <https://doi.org/10.24034/j25485024.y2008.v12.i1.239>