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The Effect of Service Quality and Relationship Quality on Satisfaction and Its Impact on Consumer Loyalty Towards the Distribution of Reefer Container Meat by PT Indogal Trading

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Abstract: *This study aims to examine the influence of service quality and relational quality on customer satisfaction and its impact on customer loyalty in the distribution of refrigerated (reefer) containerized meat by PT Indogal Trading. The primary issue identified is the low levels of customer satisfaction and loyalty, which are affected by service issues such as delivery delays, temperature fluctuations, and suboptimal complaint management. The study population consists of 105 PT Indogal Trading customers in 2023, representing 50 companies, with a sample of 83 respondents selected using simple random sampling. Data were collected through a questionnaire and analyzed using SMART PLS. The findings indicate that service quality and relational quality have a significant effect on both customer satisfaction and loyalty. Furthermore, customer satisfaction mediates the influence of service quality and relational quality on customer loyalty. In conclusion, improving service quality and relational quality can significantly enhance customer satisfaction and loyalty. Managerial recommendations include increasing service consistency, improving temperature management, and enhancing responsiveness to customer complaints to strengthen customer loyalty.*

Keywords: *Service Quality, Relational Quality, Customer Satisfaction, Loyalty, Reefer Container*

INTRODUCTION

In the global logistics industry, the use of reefer containers or refrigerated containers has become an essential component in the distribution of products that require special temperature handling, such as meat and other processed products. These containers are designed to keep products at the right temperature throughout the journey, so that quality is maintained from the producer to the end consumer. Reefer containers ensure that sensitive products such as meat can be distributed widely without the risk of quality degradation. Globally, the use of reefer containers for meat distribution has grown rapidly in recent decades. This is driven by the increasing demand for fresh and frozen meat in the international market. Countries such as Brazil, the United States, and Australia are major exporters of meat, sending these products to various parts of the world, including Asia. Innovations in temperature control, humidity

control, and digital tracking technology are increasingly supporting the distribution of products via reefer containers.

PT Indogal's success is inseparable from the company's efforts in strengthening its distribution network, expanding its refrigerated container fleet, and adopting more sophisticated tracking and logistics management technology. They also collaborate with various parties, both local and international, to ensure that the supply of quality meat is always available in the Indonesian market. PT Indogal's main products include imported beef from Spain (Rubia Gallega) and from other countries such as Australia, the US, New Zealand, and India. In addition to imported products, PT Indogal also develops local livestock by importing livestock genetics from Spain, such as Galician Blond Cattle, which is known for its high quality. Their products have become a mainstay for various business sectors in Indonesia, including hotels, restaurants, and catering (Horeca).

Consumer loyalty is one of the important aspects in the meat distribution business, especially in the face of increasingly tight competition. PT Indogal Trading faces challenges in maintaining consumer loyalty related to meat distribution with reefer containers. Some problems that affect consumer loyalty include late delivery, frequent price fluctuations, and inconsistent product quality. Factors that affect consumer loyalty to the distribution of meat reefer containers by PT Indogal Trading are divided into two, namely internal and external factors. Internal factors include service quality, relationships built between the company and consumers, and innovations made by the company in the distribution system. Meanwhile, external factors include market conditions, competition, and government regulations related to frozen meat imports.

Here is a preliminary survey with 30 respondents regarding consumer loyalty:

Tabel 1. Preliminary survey of consumer loyalty

Statement	No (Score)	Yes (Score)	Amount	Percentage Decrease (%)
I will use PT Indogal Trading's services again for meat distribution in the future.	8	22	30	27%
The price and shipping costs of reefer containers are commensurate with the quality of service provided.	15	15	30	50%
I recommend PT Indogal Trading to my business partners.	10	20	30	33%

In terms of consumer loyalty, 27% of consumers stated that they were hesitant to reuse PT Indogal Trading services in the future. This indicates that loyalty can still be improved. This is also related to price and shipping costs, where 50% of consumers feel that the costs charged are not commensurate with the quality of service. However, the majority of consumers, namely 67%, are still willing to recommend the company to their business partners.

Consumer satisfaction is an important indicator in determining the success of a company in providing quality products according to market expectations. However, PT Indogal Trading faces several problems related to consumer satisfaction. Several consumers complained about delays in delivery, changes in temperature in reefer containers that cause a decrease in meat quality, and ineffective communication in handling complaints or requests. The main problems related to consumer satisfaction include: Delays in delivery, which result in a decrease in meat quality. Changes in temperature that are not in accordance with standards, which have an impact on the condition of the product when received by consumers. Less responsive communication, especially in responding to complaints or input from consumers.

Here is a preliminary survey with 30 respondents regarding consumer satisfaction:

Tabel 2. Preliminary survey of consumer satisfaction

Statement	No (Score)	Yes (Score)	Amount	Percentage Decrease (%)
I am satisfied with the quality of meat distributed by PT Indogal Trading.	10	20	30	33%
The reefer container delivery process was carried out on time by PT Indogal Trading.	17	13	30	57%
Temperature management of reefer containers during the distribution process is satisfactory.	12	18	30	40%

In terms of consumer satisfaction, it is seen that 33% of consumers are still dissatisfied with the quality of meat distributed by PT Indogal Trading. The main challenge is the punctuality of delivery, where 57% of consumers feel that delivery is often late. In addition, temperature management in reefer containers still needs to be improved, with 40% of consumers expressing dissatisfaction with this aspect.

The quality of service provided by PT Indogal Trading is also one aspect that requires attention. Service quality includes speed of delivery, ability to maintain product condition, and ease of interaction with consumers. However, several obstacles are still found, such as limited fleet, late delivery, and lack of timely management of consumer complaints. Problems related to service quality are: Limited fleet that affects delivery speed. Lack of proactive management of consumer complaints. Inconsistent management of reefer container temperatures, which impacts product quality.

Here is a preliminary survey with 30 respondents regarding consumer satisfaction:

Tabel 3. Preliminary survey of consumer satisfaction

Statement	No (Score)	Yes (Score)	Amount	Percentage Decrease (%)
PT Indogal Trading provides fast and responsive service.	20	10	30	67%
PT Indogal Trading responds to complaints well and quickly.	22	8	30	73%
The temperature in the reefer container is always well maintained during shipping.	14	16	30	47%

In terms of service quality, the most prominent challenge is service responsiveness, with 67% of consumers feeling that PT Indogal Trading has not provided fast service. In addition, 73% of consumers expressed dissatisfaction regarding the slow handling of complaints. However, temperature management in reefer containers is slightly better, with 47% of consumers feeling that there has been an improvement.

The quality of the relationship between PT Indogal Trading and its consumers is also an important factor in building long-term loyalty. Good relationships allow for trust, effective communication, and mutually beneficial collaboration. However, in some cases, this relationship does not always run smoothly. Consumers may feel that they do not get enough attention or a quick response from the company. The main problems related to the quality of relationships are: Less responsive communication in handling consumer needs and complaints. Lack of personalization in service, so that consumers feel treated generally without special treatment. Lack of effort in building long-term relationships with strategic consumers.

Here is a preliminary survey with 30 respondents regarding consumer satisfaction:

Tabel 4. Preliminary survey of consumer satisfaction

Statement	No (Score)	Yes (Score)	Amount	Percentage Decrease (%)
PT Indogal Trading maintains good communication with consumers.	12	18	30	40%
I feel that PT Indogal Trading pays attention to my needs as a consumer.	15	15	30	50%
The relationship I built with PT Indogal Trading made me more confident in their services.	18	12	30	60%

In terms of relationship quality, 40% of consumers feel that PT Indogal Trading has not maintained good communication. In addition, 50% of consumers feel that their needs have not been sufficiently addressed, indicating that more personal attention is needed. Consumer trust in PT Indogal Trading's services is also still low, with 60% of consumers feeling that the relationship built is not enough to foster full trust.

Overall, PT Indogal Trading faces several challenges in improving satisfaction, loyalty, service quality, and relationships with its consumers. Timely delivery, complaint handling, and attention to consumer needs are areas that need more attention to improve the performance of meat distribution using reefer containers.

Service quality and relationship quality play a key role in determining the level of customer satisfaction and loyalty. Good service, such as timely delivery and quality products, will increase customer satisfaction. On the other hand, a good relationship between the company and the customer will build trust and increase long-term loyalty. When these two aspects work well, the impact is increased customer retention and higher repeat business, which will provide a competitive advantage for PT Indogal Trading in the long term.

In the case of PT Indogal Trading, improving the quality of service and relationships is expected to overcome existing problems, increase consumer satisfaction, and ultimately create...

After identifying and providing limitations on the research problem, the problem formulation was obtained as follows:

1. Is there a direct influence of service quality on consumer satisfaction with the distribution of meat reefer containers by PT. Indogal Trading?
2. Is there a direct influence of relationship quality on consumer satisfaction with the distribution of meat reefer containers by PT. Indogal Trading?
3. Is there a direct influence of service quality on consumer loyalty to the distribution of meat reefer containers by PT. Indogal Trading?
4. Is there a direct influence of relationship quality on consumer loyalty to the distribution of meat reefer containers by PT. Indogal Trading?
5. Is there a direct influence of satisfaction on consumer loyalty to the distribution of meat reefer containers by PT. Indogal Trading?
6. Is there an indirect effect of service quality on loyalty through consumer satisfaction with the distribution of meat reefer containers by PT. Indogal Trading?
7. Is there an indirect effect of relationship quality on loyalty through consumer satisfaction with the distribution of meat reefer containers by PT. Indogal Trading?

METHOD

The collected data was then analyzed using SmartPLS 4. This software is designed to simplify data processing, thereby increasing the speed and accuracy of output. The editing and coding process takes place. Editing is the initial stage of data processing carried out by researchers in the field: they check for any deficiencies and uncertainties in the answers given

by respondents. Coding refers to the process of assigning certain symbols or codes to different responses from the same category or classification, to facilitate tabulation for researchers..

The data obtained in this study are presented in a Tabel format to facilitate analysis and understanding, thus increasing the systematic nature of the data presented. Location for tabulation. Tabulation of Tabels is the process of calculating the data collected in each category and arranging it into a Tabel that can be understood..

After processing and sorting are complete, the data obtained will be used for statistical analysis in accordance with the research objectives. The data analysis method used is path analysis and hypothesis testing..

To analyze the research findings, the author uses paired data derived from the data obtained. Due to the large number of independent variables, namely two independent variables and one mediating variable, the analysis approach used in this thesis is as follows:

1. Statistics Description

Descriptive statistics refers to statistical methods used to examine data by providing a comprehensive description of the data obtained, without drawing broad conclusions or generalizations. This analysis measures the degree of correlation between two variables including:

1. Maximum value, namely the highest value observed for each variable examined.
2. Minimum value, namely the lowest value observed for each variable examined.
3. In statistical analysis, the mean is a method often used to determine the central tendency of a sample data distribution.
4. Standard deviation or variance, which is a statistical measure used to evaluate the mean or sample. Once the mean is established, it is important to determine the sampling distribution of the data.

2. Path Analysis

This study uses a structural equation modeling (SEM) approach that combines path analysis and regression analysis so that researchers can quantitatively test a series of interrelated relationships between measured variables and latent constructs.(Hair et. al, 2019:634)

This thesis uses path analysis as its statistical analysis method. The main analysis carried out is to determine whether the path construct has been empirically established. Furthermore, an analysis is carried out to determine the direct and indirect effects using correlation and regression. This analysis reveals that the final dependent variable must be obtained either through a direct path or through an intervening variable.

This study uses SEM as a data analysis technique to explain the relationship between variables comprehensively. The purpose of SEM is to verify and validate a model, not to formulate a theory.(Santoso, 2019)defines SEM as a set of statistical methods used to test a series simultaneously: a relationship exists between one or more variables. In addition,(Byrne and Barbara, 2018)asserts that structural equation modeling (SEM) can serve as a more powerful substitute for multiple regression, route analysis, factor analysis, time series analysis, and analysis of covariance.

This study involves the application of the structural equation modeling partial least square (SEM-PLS) approach to data management using the SmartPLS program, a partial least square analysis version. The process consists of several stages, namely:

a. **Measurement Model or Outer Model**

*Outer model*This describes the relationship between each dimension block and its latent variables. Latent variables can be quantified using reflective and formative dimensions, assuming that latent concepts and variables impact the measurement or direction of the causal relationship from the construct dimension to the manifest dimension.(Ghozali, 2019).Testing of measurement models, namely:

1) Validity Test

There are two different forms of validity assessment, namely convergent validity and discriminant validity. Convergent validity assessment using reflective dimensions is carried out by evaluating the loading factor value that represents the correlation between the item sector and the construct score of the dimensions that directly measure the construct. At the stage of developing a research scale, a dimension is considered authentic if its correlation value exceeds 0.70. However, loading factor values ranging from 0.5 to 0.6 are still considered appropriate(Ghozali, 2019).

2) Discriminant Validity

Discriminant validity assessment involves testing the cross loading factors of each variable. The cross loading factor value is a useful measure to determine whether a construct has sufficient discriminant. This is evaluated by comparing the cross loading factor value of the target construct with the cross loading factor value of the other construct.(Ghozali, 2019).

3) *Average Variance Extracted (AVE)*

The average variance extracted (AVE) value should exceed 0.5 for the model to have adequate discriminant power. If the square root of the average variance extracted for each construct is higher than the correlation between that construct and other constructs in the model, early research on the development of measurement scales still considers factor loading values ranging from 0.5 to 0.6 as sufficient. Convergent validity relates to the important concept that measurements (real variables) of a construct should show strong correlations, while discriminant validity relates to the principle that measurements of different constructs should not show strong correlations.(Ghozali, 2019).

4) Reliability Test

Reliability in the partial least squares (PLS) technique is used to assess the internal consistency of a measuring instrument. Reliability refers to the level of truth, consistency, and precision shown by a measuring instrument in its measurement process. PLS reliability testing can use two approaches: cronbach's alpha and composite reliability.(Ghozali, 2019).

1) *Composite Reliability*

   Composite reliability is a statistical measure that is useful for assessing the actual reliability of a concept. Composite dependability is considered superior for making estimates of the internal consistency of a construct. The composite reliability threshold is generally considered to be more than 0.6 (Ghozali, 2019).

2) *Cronbach's Alpha*

   *Cronbach's alpha*is a statistical measure used to determine the minimum reliability value of a construct and to confirm the composite reliability coefficient. The recommended threshold for Cronbach's alpha is above 0.7.(Ghozali, 2019).

b. **Structural Model or Inner Model**

*Inner model*or inner relation, structural model and substantive theory, describes the correlation between latent variables by utilizing substantive theory. Statistical evaluation of the structural model is carried out using r-square for dependent constructs, the Stone-Geisser q-square test for predictive relevance, and the t-test to determine the significance of the structural path parameter coefficients.

Model evaluation using partial least squares by examining the r-square value of each dependent latent variable. The interpretation remains the same as the regression analysis. The impact of a particular independent latent variable on the dependent latent variable can be assessed by examining the change in r-square so that the extent of its substantive influence can be determined.(Ghozali, 2019). With the following description:

1) Q Square

After studying bootstrapping analysis in full, now it is necessary to gain further knowledge about blindfolding analysis, which is one form of predictive relevance analysis. Blindfolding is a method used to evaluate the level of predictive significance of a concept-based model. The analysis procedure uses the q-square value. If the q-square value is above 0.05, it concludes that a construct model is relevant. This means that the exogenous factors used to predict endogenous variables are accurate.

2) R Square (R^2)

When evaluating a structural model, it is first necessary to estimate the r-square for each endogenous latent variable as a measure of the model's predictive ability. The evaluation of the structural model is carried out by testing the r-square value which functions as a measure of the goodness-fit of the model. Variations in the r-square value can explain the impact of certain external latent factors on the extent to which the endogenous latent variables provide significant control. Based on the r-square values of 0.75, 0.50, and 0.25, it can be concluded that the model is strong, moderate, and weak, respectively.(Ghozali, 2019).

c. **Hypothesis Testing**

After evaluating, including the external model and the internal model, the next task is to carefully evaluate the hypothesis. Hypothesis testing is a statistical method used to explain the direction of cause and effect of the correlation between endogenous and exogenous variables. Hypothesis testing is done by testing the probability estimate and t-statistic. A p-value below 0.05 is obtained for a probability value with an alpha level of 5%. The t-critical value for a significance level of 5% is 1.96. Acceptance of the hypothesis depends on the t-statistic being greater than the t-Tabel/t-critical(Ghozali, 2019).

The acceptance or rejection of a hypothesis can be statistically determined by calculating its level of significance. The level of statistical significance used in this study is 5%. The chosen level of significance of 5% implies that the appropriate level of satisfaction to reject the hypothesis is 0.05. In this thesis, the possibility of making a wrong decision is 5%, while the possibility of making a correct decision is 95%.

According to the statistical formula, we can describe the following statistical hypothesis.

1. Directly, service quality (X1) has a positive effect on satisfaction (Y).
   Determination of H10 and H1a:
   H0:Σ=Σ(θ) Directlyservice quality does not have a significant effect on satisfaction
   Ha:Σ≠Σ(θ) DirectlyService quality has a significant effect on satisfaction
2. The direct positive influence of relationship quality (X2) on satisfaction (Y).
   Determination of H20 and H2a:
   H0:Σ=Σ(θ) Directlyrelationship quality does not have a significant effect on satisfaction
   Ha:Σ≠Σ(θ) Directlyrelationship quality has a significant effect on satisfaction
3. Directly, service quality (X1) has a positive effect on consumer loyalty (Z).

Determination of H30 and H3a:

H0:Σ=Σ(θ) DirectlyService quality does not have a significant effect on consumer loyalty

Ha:Σ≠Σ(θ) DirectlyService quality has a significant influence on consumer loyalty

4. Directly, relationship quality (X2) has a positive effect on consumer loyalty (Z).
   Determination of H40 and H4a:

   H0:Σ=Σ(θ) Directlyrelationship quality does not have a significant effect on consumer loyalty

   Ha:Σ≠Σ(θ) DirectlyRelationship quality has a significant effect on consumer loyalty

5. The direct positive influence of satisfaction (Y) on consumer loyalty (Z).
   Determining H50 and H5a:

   H0:Σ=Σ(θ) Directlysatisfaction does not have a significant effect on consumer loyalty.

   Ha:Σ≠Σ(θ) Directlysatisfaction has a significant influence on consumer loyalty.

6. The indirect positive influence of satisfaction (Y) mediates service quality (X1) on consumer loyalty (Z).
   Determining H60 and H6a:

   H0:Σ=Σ(θ) Indirectlysatisfaction is not able to mediate the significant influence of service quality on consumer loyalty

   Ha:Σ≠Σ(θ) Indirectlysatisfaction is able to mediate the significant influence of service quality on consumer loyalty

7. The indirect positive influence of satisfaction (Y) mediates relationship quality (X2) on consumer loyalty (Z).
   Determining H70 and H7a:

   H0:Σ=Σ(θ) Indirectlysatisfaction is not able to mediate the significant influence of relationship quality on consumer loyalty

   Ha:Σ≠Σ(θ) Indirectly satisfaction is able to mediate the significant influence of relationship quality on consumer loyalty

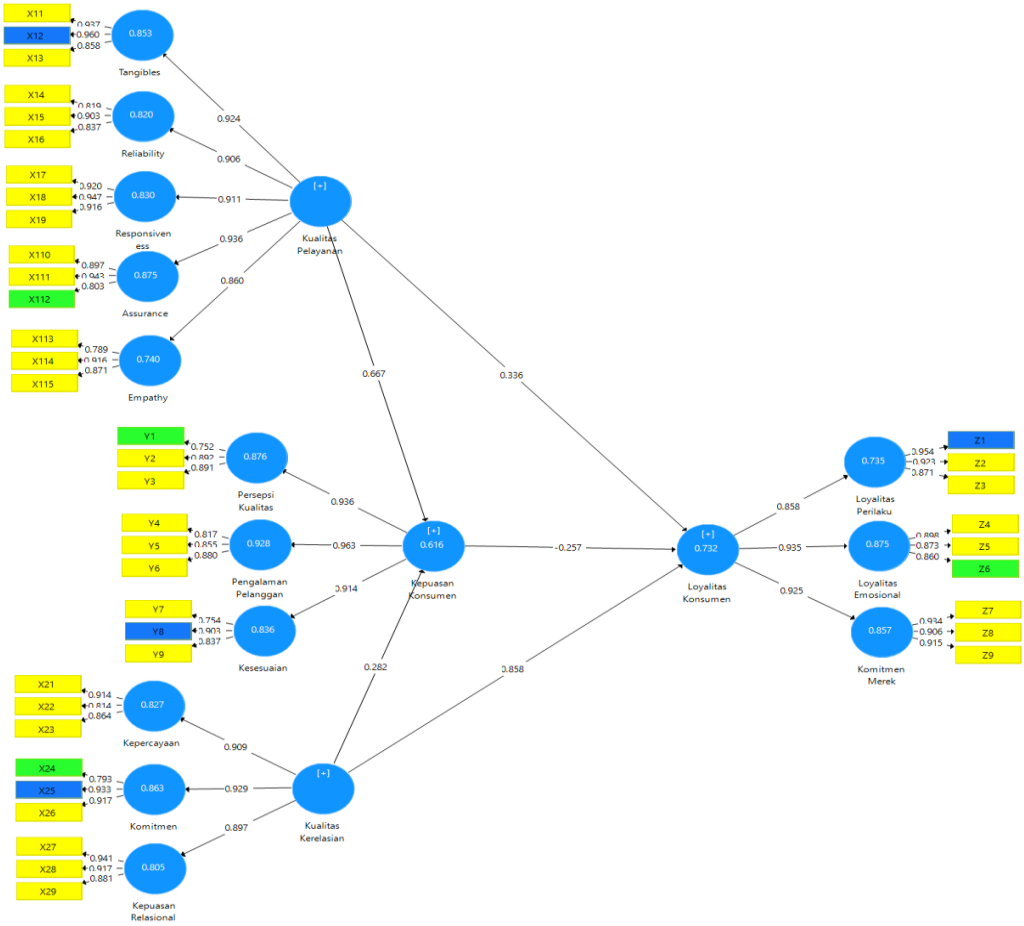
   All available hypotheses are determined by the following two criteria.

   a. Reject H0 or accept Ha if the significance is below 0.05.
   b. Accept H0 or reject Ha if the significance is above 0.05.

RESULTS AND DISCUSSION

1. Outer Model

In data analysis with PLS-SEM, the first stage is the evaluation of the outer model which is also called the measurement model. This analysis stage is to test and evaluate the relationship of reflective indicators used to measure the latent variables (constructs). The analysis of this measurement model consists of 2 types, namely reliability testing and validity testing. To obtain the outer model in this study, SmartPLS4 software was used by running the calculate menu, namely the PLS Algorithm. The outer model reflective model test of this study is arranged in 4 parts, namely sequentially 1) indicator reliability (outer loading), 2) construct reliability (Cronbach's alpha and composite reliability), 3) construct validity (average variance extracted or AVE), and 4) discriminant validity (heterotrait-monotrait ratio). The results of data processing with the PLS Algorithm get an outer model image as below.



Source: SEMPLS Processing (2024)

Figure 1. Structural Model Outer Model

Reliability Indicator

The first stage in the outer loading analysis is to assess the reliability indicator. From the results of data processing with PLS-SEM, the outer loading value is obtained which shows the relationship between the indicator and its construct. There is a required value as the limit for each indicator to be said to be reliable to measure its construct. In PLS-SEM, an indicator can be said to be reliable if it has an outer loading value of more than 0.70. (Hair et al., 2019; Hair et al., 2020). Based on the test results that can be seen in the Tabel below, there are 4 indicators from the variables in the research model that do not have an outer loading value above 0.7 as the required limit, so the model is reduced again.

Tabel 5. Outer Loading Values

Variables	Dimensions	*Loading factor*Dimensions	Indicator	*Loading factor*Indicator	Note
Service Quality (X1)	*Tangibles*(Physical Evidence)	0.924	X11	0.937	Valid
			X12	0.960	Valid
			X13	0.858	Valid
	Reliability(Reliability)	0.906	X14	0.819	Valid
			X15	0.903	Valid
			X16	0.837	Valid
	Responsiveness(Responsiveness)	0.911	X17	0.920	Valid
			X18	0.947	Valid
			X19	0.916	Valid
	Assurance(Guarantee)	0.860	X110	0.897	Valid
			X111	0.943	Valid

Variables	Dimensions	*Loading factor*Dimensions	Indicator	*Loading factor*Indicator	Note
			X112	0.803	Valid
	Empathy(Empathy)	0.936	X113	0.789	Valid
			X114	0.916	Valid
			X115	0.871	Valid
Relationship Quality (X2)	Trust	0.909	X21	0.815	Valid
			X22	0.702	Valid
			X23	0.834	Valid
	Commitment	0.929	X24	0.753	Valid
			X25	0.836	Valid
			X26	0.868	Valid
	Relational Satisfaction	0.897	X27	0.860	Valid
			X28	0.834	Valid
			X29	0.762	Valid
Consumer Satisfaction (Y)	Quality Perception	0.936	Y1	0.748	Valid
			Y2	0.792	Valid
			Y3	0.834	Valid
	Customer Experience (Customer Experience)	0.963	Y4	0.802	Valid
			Y5	0.812	Valid
			Y6	0.844	Valid
	Congruence	0.914	Y7	0.799	Valid
			Y8	0.784	Valid
			Y9	0.684	Valid
Consumer Loyalty (Z)	Behavioral Loyalty	0.858	Z1	0.784	Valid
			Z2	0.788	Valid
			Z3	0.786	Valid
	Emotional Loyalty	0.935	Z4	0.816	Valid
			Z5	0.781	Valid
			Z6	0.860	Valid
	Brand Commitment	0.925	Z7	0.843	Valid
			Z8	0.864	Valid
			Z9	0.842	Valid

Source: Results of PLS-SEM research data processing (2024)

Based on the outer loading model data from the Tabel, it can be concluded that all indicators in this research model are reliable for measuring their respective constructs. The following is a description of the highest and lowest dimension loading factors, where Service Quality (X1) is a crucial aspect in determining customer satisfaction, where the Empathy dimension is the highest with a loading factor of 0.936, indicating how important the attention and understanding given by the service provider is to customer needs. This indicates that when customers feel understood and cared for, they tend to experience higher satisfaction. Conversely, the Assurance dimension, which has the lowest loading factor at 0.860, indicates that although the guarantee provided remains important, there is room for improvement in creating trust and a sense of security for customers towards the services offered.

Relationship Quality (X2)plays a vital role in building long-term relationships between companies and customers. Here, the Commitment dimension has the highest loading factor at 0.929, indicating that the dedication of both parties to maintain a mutually beneficial relationship is very influential in creating customer loyalty. This shows that customers who feel connected to the company tend to return to transact. However, the Relational Satisfaction dimension which has the lowest loading factor at 0.897, indicates a challenge in ensuring customers are satisfied with repeated interactions, which can be a focus area for improving a more solid relationship.

Consumer Satisfaction (Y)is the main indicator of the success of a product or service. The Customer Experience dimension which achieved a loading factor of 0.963 confirms that

the overall experience experienced by customers when interacting with a product or service greatly determines their satisfaction. A positive, satisfying experience will increase the desire to return. Meanwhile, the Congruence dimension with the lowest loading factor of 0.914 shows that although the match between expectations and reality remains important, there is an opportunity to better understand and align customer expectations with the real experiences they get.

Consumer Loyalty (Z)is the result of various positive interactions between customers and the company. The Emotional Loyalty dimension which has the highest loading factor at 0.935 shows that customers' emotional attachment to the brand greatly contributes to long-term loyalty. Customers who feel emotionally connected to a brand are more likely to remain loyal even though there are other alternatives. In contrast, Behavioral Loyalty with the lowest loading factor at 0.858 shows that although real customer actions to make repeat purchases are important, this needs to be supported by strengthening the emotional aspect to create deeper and longer-lasting loyalty.

The following is a description of the highest and lowest indicator loading factors, Service Quality (X1) has the highest indicator at X12 with a loading factor of 0.960, which indicates that the information materials or brochures provided by PT Indogal Trading are of very good quality and are able to meet customer expectations. Conversely, the lowest indicator is X114 with a loading factor of 0.789, which indicates challenges in ensuring consistency and timeliness of service. This indicates that although the quality of the information provided is high, there are other aspects of service that need to be improved to provide a more satisfying experience for customers.

In the variable of Relationship Quality (X2), the highest indicator is X26 with a loading factor of 0.868, which reflects that communication between customers and PT Indogal Trading is always transparent and open, helping to build trust. On the other hand, the lowest indicator is X22 with a loading factor of 0.702, indicating that customer trust in the company can still be improved. This review shows that despite good efforts in maintaining communication, it is important to ensure that customers feel confident that the company will fulfill its promises.

Customer Satisfaction (Y) shows the highest indicator at Y6 with a loading factor of 0.844, indicating that the customer transaction experience with PT Indogal Trading is generally very positive and in line with expectations. However, the lowest indicator is Y9 with a loading factor of 0.684, indicating that there is room to improve overall satisfaction. This suggests that, although customers are satisfied, there are certain aspects of their experience that can still be improved to make them feel better served.

Consumer Loyalty (Z) has the highest indicator at Z8 with a loading factor of 0.864, indicating that customers are actively involved in the loyalty program offered by PT Indogal Trading, indicating a high level of engagement. However, the lowest indicator is Z5 with a loading factor of 0.781, indicating challenges in maintaining customers' emotional attachment to the brand. This review emphasizes the importance of building deeper relationships with customers so that they are not only engaged transactionally but also emotionally.

Construct Reliability

The second stage in the outer loading analysis is to assess construct reliability. This value is needed to determine the internal consistency of the respondent's answer data to the indicator items of a construct. From the data from the PLS-SEM data processing, the construct reliability value is obtained to assess the extent to which the construct can be measured reliably by its indicators. In this outer model analysis, a reliability test is carried out by evaluating the Cronbach's alpha and composite reliability values (Hair et al., 2019; Hair et al., 2020). The required limit value as a reference is the Cronbach's alpha value above 0.7 as the lower bound, while the composite reliability value is expected to be between 0.7 and 0.95. The composite

reliability value of 0.95 is considered the upper bound, therefore if it is found to be greater than this value, it can be suspected that there is redundancy in the use of indicators (Hair et al., 2019)

Tabel 6. Cronbach Alpha and Composite Reliability Values

Variables	*Cronbach's alpha*	*Composite reliability (rho_a)*	*Composite reliability (rho_c)*	Results
Service Quality (X1)	0.961	0.963	0.965	Reliable
Relationship Quality (X2)	0.933	0.936	0.944	Reliable
Consumer Satisfaction (Y)	0.924	0.926	0.937	Reliable
Consumer Loyalty (Z)	0.938	0.939	0.948	Reliable

Source: Results of PLS-SEM research data processing (2024)

From the Tabel above, it can be seen that the Cronbach's alpha value for all variables has been above 0.7 as required (Hair et al., 2019; Hair et al., 2020). Furthermore, it can be seen that all variables have a composite reliability value above 0.7 and the highest value found is 0.961. The mean value or rho_a as a point of estimate reliability was found to be greater than 0.7 and is also between the Cronbach alpha and composite reliability values as it should be. The results of the construct reliability test have shown accepTabel internal consistency. Therefore, it can be said that the measurement model is reliable, namely all indicators are confirmed to be reliable to be able to consistently measure their respective constructs.

Construct Validity

The third stage in the outer loading analysis, after testing reliability, is to assess construct validity or in the reflective model it is called convergent validity. The value used as a reference as the lower limit accepted is the average value of the variance or average variance extracted (AVE) of the indicators of a construct. A latent variable or construct can be declared valid if its AVE value is more than 0.50 (Hair et al., 2019; Hair et al., 2020).

Tabel 7. Average Variance Extracted (AVE) Value

Variables	*Average variance extracted*(AVE)	Results
Service Quality (X1)	0.652	Valid
Relationship Quality (X2)	0.654	Valid
Consumer Satisfaction (Y)	0.625	Valid
Consumer Loyalty (Z)	0.670	Valid

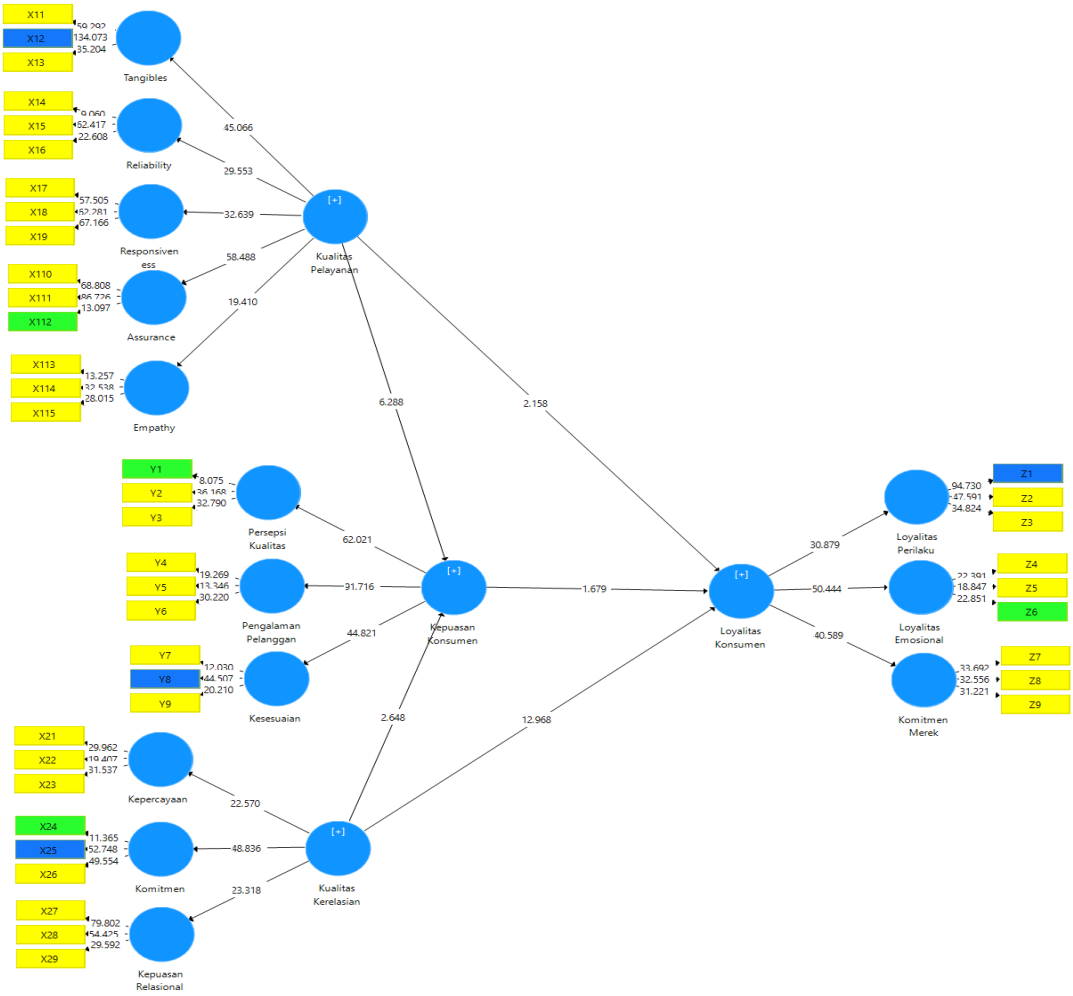
Source: Results of PLS-SEM research data processing (2024)

In the Tabel above, the average variance extracted (AVE) value of each variable can be seen, where all research variables in this research model have a value of more than 0.50 as required. Based on this, it can be concluded that the indicators in this research model have been considered valid to jointly measure their respective constructs.

Inner Model Results (Structural Model)

In the data analysis stage with PLS-SEM, after evaluating the outer model, the next step is to assess the inner model or structural model. At this stage, a one-tailed hypothesis test is carried out using the re-sample method with bootstrapping through SmartPLS4 software. Bootstrapping is a non-parametric procedure that uses re-sampling techniques to test the significance and coefficients owned by SmartPLS4. (Ringle et al., 2015; Memon et al., 2021). The test data on the inner model is used to assess the relationship between latent variables (constructs) in a research model.

According to the instructions from Hair et al. (2019), before reporting the hypothesis test, the inner model test output needs to first look at the quality of the research model proposed for empirical testing. The model quality parameters used in the inner model are Variance Inflation Factor (VIF), R-square, f-square, Q-square, Q-square predict (Hair et al., 2019; Hair et al., 2021). The quality of this model is to assess the explanatory and predictive capabilities of the proposed research model in accordance with the considerations of using PLS-SEM. After that, a significance test is carried out to determine whether the hypothesis can be supported and to see the path analysis through the results of the specific indirect effects test. Below is the result of the inner model image from the PLS-SEM bootstrapping results along with its description:



Source: Results of PLS-SEM research data processing (2024)

Figure 2. Inner Model Results

The results of bootstrapping in the form of an inner model image as above can be seen the structural relationship between variables in this research model. Where in this model there is one dependent variable, two independent variables and 1 mediating variable. In the inner model image, the T-statistic value of the path or path in the research model can be seen. All paths in the research model can be seen to have a T-Statistic value above the T-Tabel so that it can be concluded that all paths in the structural research model are significant.

After studying bootstrapping analysis in full, now it is necessary to gain further knowledge about blindfolding analysis, which is one form of predictive relevance analysis. Blindfolding is a method used to evaluate the level of predictive significance of a concept-based model. The analysis procedure uses the q-square value. If the q-square value is above 0.05, it concludes that a construct model is relevant. This means that the exogenous factors

used to predict endogenous variables are accurate. The Q2 value of this study was obtained from the calculation results using the blindfolding menu in PLS-SEM as in the Tabel below

Tabel 8. Q Square

Variables	Q^2	Q^2predict	Results
Consumer Satisfaction (Y)	0.384	0.578	*large predictive relevance*
Consumer Loyalty (Z)	0.268	0.677	*large predictive relevance*

Source: PLS-SEM data processing results (2024)

In the Tabel above, it can be seen that the calculation results show that the Consumer Satisfaction variable (Y) has a relatively strong predictive relevance ability (large predictive relevance) with a Q2 value of 0.578 and the Consumer Loyalty Variable (Z) with a Q2 value of 0.677 has a relatively strong predictive relevance ability (large predictive relevance).

The predictive ability with PLS_predict calculation is considered more sensitive to changes in input data parameters. This test is useful in providing information about the magnitude of the possible relevance between latent variables in the study. The Q2 predict value can also be grouped into three groups, namely:

small predictive relevance : < 0.25
medium predictive relevance : 0.25 – 0.5
large predictive relevance : > 0.5

The Tabel shows the value of Q2-predict, which can be compared with the Q2 value of the blindfolding output. The Q2_predict value for Consumer Satisfaction (Y) of 0.578 is classified as large predictive relevance and Consumer Loyalty (Z) of 0.677 and is classified as large predictive relevance. Therefore, it can be said that this research model has the ability of large predictive relevance to predict Consumer Satisfaction (Y) and Consumer Loyalty (Z).

R-Square

When evaluating a structural model, it is first necessary to estimate the r-square for each endogenous latent variable as a measure of the model's predictive ability. The evaluation of the structural model is carried out by testing the r-square value which functions as a measure of the goodness-fit of the model. Variations in the r-square value can explain the impact of certain external latent factors on the extent to which the endogenous latent variables provide significant control. Based on the r-square values of 0.75, 0.50, and 0.25, it can be concluded that the model is strong, moderate, and weak, respectively.(Ghozali, 2019).

Tabel 9. R-Square Value

	R Square
Consumer Satisfaction (Y)	0.616
Consumer Loyalty (Z)	0.732

Source: Results of PLS-SEM research data processing (2024)

In the Tabel above, the R2 (R-squared) value for the Consumer Satisfaction variable can be seen at 0.616 or around 61.6% and is therefore classified as having a strong category. It can be said that this research model has a strong ability to predict Consumer Satisfaction. This research model can be explained 61.6% by its independent and dependent variables, while the remaining 38.4% can be explained by other variables outside this research model.

The R2 (R-square) value on Consumer Loyalty is 0.732 or around 73.2% and is therefore classified as having a strong category. It can be said that this research model has a strong ability in Consumer Loyalty. This research model can be explained 73.2% by its independent variables, while the remaining 26.8% can be explained by other variables outside this research model.

Hypothesis Testing

After evaluating, including the external model and the internal model, the next task is to carefully evaluate the hypothesis. Hypothesis testing is a statistical method used to explain the direction of cause and effect of the correlation between endogenous and exogenous variables. Hypothesis testing is done by testing the probability estimate and t-statistic. A p-value below 0.05 is obtained for a probability value with an alpha level of 5%. The t-critical value for a significance level of 5% is 1.96. Acceptance of the hypothesis depends on the t-statistic being greater than the t-Tabel/t-critical(Ghozali, 2019).

The acceptance or rejection of a hypothesis can be statistically determined by calculating its level of significance. The level of statistical significance used in this study is 5%. The chosen level of significance of 5% implies that the appropriate level of satisfaction to reject the hypothesis is 0.05. In this thesis, the possibility of making a wrong decision is 5%, while the possibility of making a correct decision is 95%.

Tabel 10. Hypothesis Testing Results

Hypothesis	Influence	Original sample (O)	T statistics (|O/STDEV|)	P values
H1	Service Quality (X1) -> Consumer Satisfaction (Y)	0.667	6.288	0.000
H2	Relationship Quality (X2) -> Consumer Satisfaction (Y)	0.282	2,648	0.004
H3	Service Quality (X1) -> Consumer Loyalty (Z)	0.336	2.158	0.016
H4	Relationship Quality (X2) -> Consumer Loyalty (Z)	0.858	12,968	0.000
H5	Consumer Satisfaction (Y) -> Consumer Loyalty (Z)	0.257	1,679	0.047
H6	Service Quality (X1) -> Consumer Satisfaction (Y) -> Consumer Loyalty (Z)	0.314	2.169	0.015
H7	Relationship Quality (X2) -> Consumer Satisfaction (Y) -> Consumer Loyalty (Z)	0.802	12.177	0.000

Source: Results of PLS-SEM research data processing (2024)

From the Tabel above, it can be seen that of the seven hypotheses proposed in this study, the results of all hypotheses are supported. This is concluded from the significant influence with the coefficient value that is in accordance with the direction of the proposed hypothesis. Furthermore, the description for each hypothesis test and its managerial implications are explained below.

1. Directly, service quality (X1) has a positive effect on consumer satisfaction (Y).
   Determination of H10 and H1a:
   H0:Σ=Σ(θ) DirectlyService quality does not have a significant effect on consumer satisfaction
   Ha:Σ≠Σ(θ) Directly, service quality has a significant influence on consumer satisfaction.
   Based on the Tabel above, H1 is supported. This result means that the hypothesis H1 is statistically supported by two empirical analysis data from the research. The first data is the T-statistic value of 6.288. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.667 on H1. The positive direction of the coefficient on this path is in accordance with the direction of influence on the directional hypothesis. Based on the

interpretation of the two data, it can be concluded that H1 is supported, if the quality of service (X1) increases, consumer satisfaction (Y) will also increase.

2) Directly, relationship quality (X2) has a positive effect on consumer satisfaction (Y).
Determination of H20 and H2a:
H0:Σ=Σ(θ) Directlyrelationship quality does not have a significant effect on consumer satisfaction
Ha:Σ≠Σ(θ) Directlyrelationship quality has a significant effect on consumer satisfaction
Based on the Tabel above, H2 is supported. This result means that the H2 hypothesis is statistically supported by two empirical analysis data from the research. The first data is the T-statistic value of 2.648. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.282 on H2. The positive direction of the coefficient on this path is in accordance with the direction of influence on the directional hypothesis. Based on the interpretation of the two data, it can be concluded that H2 is supported, if the quality of the relationship (X2) increases, consumer satisfaction (Y) will also increase.

3) Directly, service quality (X1) has a positive effect on consumer loyalty (Z).
Determination of H30 and H3a:
H0:Σ=Σ(θ) DirectlyService quality does not have a significant effect on consumer loyalty
Ha:Σ≠Σ(θ) DirectlyService quality has a significant influence on consumer loyalty
Based on the Tabel above, H3 is supported. This result means that the hypothesis H3 is statistically supported by two empirical analysis data from the research. The first data is the T-statistic value of 2.158. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.336 on H3. The positive direction of the coefficient on this path is in accordance with the direction of influence on the directional hypothesis. Based on the interpretation of the two data, it can be concluded that H3 is supported, if the quality of service (X1) increases, consumer loyalty (Z) will also increase.

4) Directly, relationship quality (X2) has a positive effect on consumer loyalty (Z).
Determination of H40 and H4a:
H0:Σ=Σ(θ) Directlyrelationship quality does not have a significant effect on consumer loyalty
Ha:Σ≠Σ(θ) DirectlyRelationship quality has a significant influence on consumer loyalty
Based on the Tabel above, H4 is supported. This result means that the H4 hypothesis is statistically supported by two empirical analysis data from the research. The first data is the T-statistic value of 12.968. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.858 on H4. The positive direction of the coefficient on this path is in accordance with the direction of influence on the directional hypothesis. Based on the interpretation of the two data, it can be concluded that H4 is supported, if the quality of the relationship (X2) increases, consumer loyalty (Z) will also increase.

5. The direct positive influence of consumer satisfaction (Y) on consumer loyalty (Z).

Determining H50 and H5a:

H0:Σ=Σ(θ) DirectlyConsumer satisfaction does not have a significant effect on consumer loyalty.

Ha:Σ≠Σ(θ) Directly, consumer satisfaction has a significant influence on consumer loyalty.

Based on the Tabel above, H5 is supported. This result means that the H5 hypothesis is statistically supported by two empirical analysis data from the research. The first data is the T-statistic value of 1.679. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.257 on H5. The positive direction of the coefficient on this path is in accordance with the direction of influence on the directional hypothesis. Based on the interpretation of the two data, it can be concluded that H5 is supported, if consumer satisfaction (X2) increases, consumer loyalty (Z) will also increase.

6. The indirect positive influence of consumer satisfaction (Y) mediates service quality (X1) on consumer loyalty (Z).

   Determining H60 and H6a:

   H0:Σ=Σ(θ) Indirectlyconsumer satisfaction is not able to mediate the significant influence of service quality on consumer loyalty

   Ha:Σ≠Σ(θ) IndirectlyConsumer satisfaction is able to mediate the significant influence of service quality on consumer loyalty.

   Based on the Tabel above, it can be seen that the path that has the strongest influence from the independent variable to the dependent variable is from the service quality path (X1) through consumer satisfaction (Y) with an indirect effect coefficient of 0.314. This indirect effect has a T-statistic value of 2.169, therefore it can be concluded that the consumer satisfaction variable (X1) has a significant effect on consumer loyalty (Z) through consumer satisfaction (Y).

7. The indirect positive influence of consumer satisfaction (Y) mediates relationship quality (X2) on consumer loyalty (Z).

   Determining H70 and H7a:

   H0:Σ=Σ(θ) Indirectlyconsumer satisfaction is not able to mediate the significant influence of relationship quality on consumer loyalty

   Ha:Σ≠Σ(θ) Indirectly Consumer satisfaction is able to mediate the significant influence of relationship quality on consumer loyalty.

   Based on the Tabel above, it can be seen that the path that has the strongest influence from the independent variable to the dependent variable is from the relationship quality path (X2) through consumer satisfaction (Y) with an indirect effect coefficient of 0.802. This indirect effect has a T-statistic value of 12.177, therefore it can be concluded that the relationship quality variable (X2) has a significant effect on consumer loyalty (Z) through consumer satisfaction (Y).

CONCLUSION

H1 is statistically supported by two empirical analysis data of the research. The first data is the T-statistic value of 6.288. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.667 on H1. The positive direction of the coefficient on this path is in accordance with the direction of influence on the directional hypothesis. Based on the

interpretation of the two data, it can be concluded that H1 is supported, if the quality of service (X1) increases, consumer satisfaction (Y) will also increase.

H2 is statistically supported by two empirical analysis data of the research. The first data is the T-statistic value of 2.648. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.282 on H2. The positive direction of the coefficient on this path is in accordance with the direction of influence on the directional hypothesis. Based on the interpretation of the two data, it can be concluded that H2 is supported, if the quality of the relationship (X2) increases, consumer satisfaction (Y) will also increase.

H3 is statistically supported by two empirical analysis data of the research. The first data is the T-statistic value of 2.158. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.336 in H3. The positive direction of the coefficient in this path is in accordance with the direction of influence in the directional hypothesis. Based on the interpretation of the two data, it can be concluded that H3 is supported, if the quality of service (X1) increases, consumer loyalty (Z) will also increase.

H4 is statistically supported by two empirical analysis data of the research. The first data is the T-statistic value of 12.968. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.858 in H4. The positive direction of the coefficient in this path is in accordance with the direction of influence in the directional hypothesis. Based on the interpretation of the two data, it can be concluded that H4 is supported, if the quality of the relationship (X2) increases, consumer loyalty (Z) will also increase.

H5 is statistically supported by two empirical analysis data of the research. The first data is the T-statistic value of 1.679. This value exceeds the T-Tabel limit value for the two-tailed test with a significance level of 0.05, which is 1.96, therefore it can be interpreted as having a significant influence. The second data can be seen from the standardized coefficient with a positive value of 0.257 in H5. The positive direction of the coefficient in this path is in accordance with the direction of influence in the directional hypothesis. Based on the interpretation of the two data, it can be concluded that H5 is supported, if consumer satisfaction (X2) increases, consumer loyalty (Z) will also increase.

H6 The path of service quality (X1) through consumer satisfaction (Y) with an indirect effect coefficient of 0.314. This indirect effect has a T-statistic value of 2.169, therefore it can be concluded that the variable of consumer satisfaction (X1) has a significant effect on consumer loyalty (Z) through consumer satisfaction (Y).

H7 relationship quality path (X2) through consumer satisfaction (Y) with an indirect effect coefficient of 0.802. This indirect effect has a T-statistic value of 12.177, therefore it can be concluded that the relationship quality variable (X2) has a significant effect on consumer loyalty (Z) through consumer satisfaction (Y).

Suggestion

The indicator with the lowest loading factor for the Service Quality variable is Assurance, with a value of 0.803. This low value indicates that consumers of PT Indogal Trading may feel less confident that the company is able to provide consistent quality assurance, especially regarding temperature management and punctuality of meat reefer container delivery. To improve this indicator, PT Indogal Trading needs to implement steps to improve quality management and reporting. For example, the company can use a real-time temperature monitoring system on reefer containers, where consumers can check the delivery status and

temperature conditions through an application or automatic report. In addition, obtaining food safety certification and emphasizing international standards related to refrigerated food distribution, such as ISO 22000, will increase consumer confidence in the quality assurance offered.

In the Relationship Quality variable, the Trust indicator has the lowest loading factor, which is 0.702. This low value indicates that consumers may still doubt the integrity or commitment of PT Indogal Trading in establishing a sustainable long-term relationship. To increase consumer trust, PT Indogal Trading must be more proactive in building open and responsive communication. For example, the company can introduce a special loyalty program for customers who have worked together for a long time, as well as provide a more detailed explanation of the procedures and responsibilities in managing reefer containers. Transparency in handling complaints is also very important, so that consumers feel appreciated and more confident that the company prioritizes their needs.

For the Consumer Satisfaction variable, the indicator with the lowest loading factor is Congruence with a value of 0.684. This indicates that there is a mismatch between consumer expectations and the services provided by PT Indogal Trading. Perhaps, consumers feel that the services received are not entirely in accordance with what was promised, especially regarding the quality of meat and the timeliness of delivery. To improve this congruence, PT Indogal Trading needs to focus more on service personalization. For example, the company can customize services according to the specific needs of each customer, offer flexible delivery options, and provide compensation guarantees if the quality of meat or delivery time does not meet consumer expectations. With these steps, the level of service conformity with consumer expectations will increase, which will ultimately increase satisfaction.

In the Consumer Loyalty variable, the Behavioral Loyalty indicator has the lowest loading factor, which is 0.786. This shows that although consumers may be satisfied with PT Indogal Trading's services, their loyalty in terms of behavior, such as repeat purchases or recommendations, is still relatively low. To increase behavioral loyalty, PT Indogal Trading can introduce incentive programs, such as discounts for regular deliveries or rewards for loyal customers who make repeat purchases. In addition, offering a more personalized experience, for example through more responsive communication and special service offers for strategic consumers, will make consumers feel appreciated and more motivated to remain loyal in the long term.

Overall, PT Indogal Trading can strengthen service assurance, build stronger trust with consumers, improve service conformity to expectations, and drive behavioral loyalty through more responsive strategies that focus on specific customer needs. Implementing technologies such as real-time temperature monitoring systems and incentive-based loyalty programs will go a long way in improving each of these dimensions and strengthening long-term relationships with consumers.

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