

Analysis of Marketing Relationships on Customer Loyalty in the Service Sector

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Abstract

This study aims to analyze the effect of relationship marketing on customer loyalty in the service sector. Relationship marketing is an important strategy in the service business world because it can build long-term relationships between companies and customers through communication, trust, commitment, and complaint handling. Customer loyalty is a crucial factor for the sustainability of service companies because loyal customers tend to make repeat purchases, provide positive recommendations, and are less likely to switch to competitors. This study uses a quantitative approach with an associative research type. Data were obtained by distributing questionnaires to customers in the service sector using a purposive sampling technique. Data analysis was carried out through validity tests, reliability tests, classical assumption tests, and linear regression analysis to determine the effect of relationship marketing on customer loyalty.

The research results show that relationship marketing has a positive and significant impact on customer loyalty. The variables of communication, trust, commitment, and complaint handling have been shown to contribute to increasing customer loyalty in the service sector. Customer trust is the most dominant factor in shaping loyalty because customers tend to maintain relationships with companies that are able to provide consistent and reliable service. Furthermore, effective communication and good complaint handling can also increase customer satisfaction, thereby strengthening long-term relationships between companies and customers. Therefore, service companies need to optimally implement relationship marketing to increase customer loyalty and create a competitive advantage amidst increasingly fierce business competition.

INTRODUCTION

The service sector is experiencing rapid growth in the current era of globalization and digitalization. Competition between service companies is no longer solely focused on product quality or price, but also on the company's ability to build long-term relationships with customers. In the modern business world, customers are the primary asset that determines a company's sustainability. Therefore, service companies are required to be able to create marketing strategies that not only attract new customers but also retain existing customers so that they remain loyal to the services provided. Customer loyalty is a key indicator of a service company's success because loyal customers are more likely to make repeat purchases, provide positive recommendations to others, and have a higher tolerance for price changes and service errors. (Sutame & Nuvriasari, 2023) .

The service sector has different characteristics than the manufacturing sector. Services are intangible, cannot be stored, and are highly dependent on interactions between service providers and customers. This makes the relationship between companies and customers a key factor in

creating customer satisfaction and loyalty. In this context, relationship marketing has become a strategic approach widely implemented by service companies. Relationship marketing is a marketing strategy that emphasizes building, maintaining, and enhancing long-term relationships with customers through good communication, quality service, trust, commitment, and customer satisfaction (Mardiana & Kasim, 2016) .

The application of relationship marketing in the service sector is increasingly important as customer expectations for service quality increase. Modern customers not only desire fast and high-quality service but also expect personal attention, responsive communication, and a pleasant service experience. When customers feel valued and cared for, a strong emotional connection is created between them and the company. This emotional connection can ultimately increase long-term customer loyalty. Conversely, if a company fails to build a strong relationship with its customers, customers will easily switch to other companies offering better service (Claudia & Simanjuntak, 2020) .

The phenomenon of customer switching is a major challenge for service companies amidst increasingly fierce competition. Ease of access to information and the development of digital technology allow customers to easily compare services from various companies. This situation gives customers a wide range of choices and is no longer dependent on a single company. Therefore, service companies must be able to create added value through good relationships with customers to maintain their loyalty. Customer loyalty is influenced not only by service quality, but also by how the company builds communication, trust, and emotional closeness with customers (Dewi, 2016) .

Furthermore, advances in information technology have changed the interaction patterns between companies and customers. The presence of social media, digital applications, and online service platforms allows service companies to establish more intensive communication with customers. Digitalization provides companies with the opportunity to understand customer needs more deeply through customer data and feedback. However, on the other hand, digitalization also increases customer expectations regarding the speed and quality of service. Customers expect fast responses, personalized service, and consistent experiences across various communication channels. Therefore, service companies need to integrate relationship marketing strategies with the use of digital technology to effectively increase customer loyalty (Miryanda & Dewi, 2023) .

A good marketing relationship can be reflected in various aspects, such as communication quality, customer trust, company commitment, complaint handling, and customer satisfaction. Effective communication allows companies to better understand customer needs and expectations. Customer trust is built when a company is able to provide consistent, honest, and responsible service. Meanwhile, a company's commitment to maintaining relationships with customers can increase their sense of attachment to the company. Prompt and appropriate complaint handling is also a crucial factor in maintaining customer loyalty, as customers feel valued and cared for. (Astuti & Lutfi, 2019) .

Several previous studies (Farisi & Siregar, 2020; Safitri & Hayati, 2022; Septiani, 2020) have shown that relationship marketing has a positive influence on customer loyalty in the service sector. However, existing research results still show differences in findings depending on the type of service industry, customer characteristics, and marketing strategies implemented by the company. Some studies found trust to be the dominant factor in shaping customer loyalty, while others emphasized the importance of communication and service quality. These differences in research findings indicate that relationship marketing and customer loyalty remain an interesting

topic for further study, particularly in the service sector, which continues to grow and experiences changes in consumer behavior.

In Indonesia, the service sector is one of the sectors that contributes significantly to national economic growth. Various service sectors such as banking, education, healthcare, transportation, telecommunications, and digital services have experienced significant development in recent years. This growth is accompanied by increased competition among service companies to acquire and retain customers. In this situation, customer loyalty is a crucial factor that can provide a competitive advantage for companies. Companies with loyal customers will find it easier to maintain business stability than those that focus solely on finding new customers (Firmansyah & Prihandono, 2018) .

The importance of customer loyalty is also related to a company's cost efficiency. Retaining existing customers is considered cheaper than attracting new ones. Loyal customers tend to make repeat purchases and share positive word of mouth with others. This undoubtedly provides long-term benefits for service companies. Therefore, companies need to understand the factors that can increase customer loyalty, one of which is through the implementation of effective relationship marketing.

Based on this description, it can be understood that relationship marketing plays a crucial role in increasing customer loyalty in the service sector. A good relationship between a company and its customers can foster customer satisfaction, trust, and commitment to the company. Amidst increasingly complex business competition, service companies need to implement marketing strategies oriented toward long-term customer relationships to maintain business continuity. Therefore, research on the analysis of relationship marketing on customer loyalty in the service sector is crucial to determine the extent to which relationship marketing can influence customer loyalty and the factors that support the creation of such relationships.

METHODS

This study uses a quantitative approach with an associative research type that aims to analyze relationship marketing on customer loyalty in the service sector. The quantitative approach was chosen because this study focuses on measuring the relationship between variables objectively through numerical data and statistical analysis. The independent variable in this study is relationship marketing which includes communication, trust, commitment, and complaint handling, while the dependent variable is customer loyalty. The research population is all customers of the service company that is the object of the study, while the research sample is determined using a purposive sampling technique with the criteria of customers who have used the company's services within a certain period. The research data was obtained by distributing questionnaires using a Likert scale to respondents to measure the level of customer perception of relationship marketing and customer loyalty.

Data analysis techniques were conducted through several stages, namely validity testing, reliability testing, classical assumption testing, and simple or multiple linear regression analysis to determine the effect of relationship marketing on customer loyalty. Furthermore, this study also used coefficient of determination analysis and hypothesis testing in the form of t-tests and F-tests to determine the level of significance of the relationship between variables. Data processing was carried out using statistical software such as SPSS or other data analysis applications. The results of the analysis were then interpreted to determine the extent to which relationship marketing is

able to increase customer loyalty in the service sector and provide strategic recommendations for companies in retaining customers sustainably.

RESULTS AND DISCUSSION

1. Normality Test

The purpose of the normality test is to determine whether the residual or confounding variables in a regression model are normally distributed. In this study, the non-parametric Kolomogorov-Smirnov statistical test was used to test for normality. If the significance value is greater than 0.05, the data are considered normally distributed. The findings of the normality test are shown in the table below:

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		42
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	1.54310701
Most Extreme Differences	Absolute	.163
	Positive	.052
	Negative	-.144
Kolmogorov-Smirnov Z		1,062
Asymp. Sig. (2-tailed)		.324
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Data processed with SPSS 2026

Based on the test results in the table above, *the Kolmogorov-Smirnov value* is 1.062 and the significance value is $0.324 > 0.05$. Therefore, it can be concluded that the residual values are normally distributed, allowing for further analysis, namely regression analysis.

2. Multicollinearity Test

Multicollinearity testing aims to test whether a regression model is found Correlation between independent variables. In a good regression, there should be no correlation between variables. The results of the multicollinearity test are shown in the following table: poverty rate and economic growth

Table 2. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Communication	.325	3,278
	Trust	.242	2,641
	Commitment	.241	3,002
	Complaint Handling		

Source: Data processed with SPSS 2026

Based on the table above, it can be concluded that all variables do not exhibit multicollinearity in the data processed in this study. This is because the *tolerance significance value* for all variables is greater than 0.01, and the VIF value for all variables is less than 10.

3. Heteroscedasticity Test

The Heterogeneity Test aims to determine whether the residual variances of one observation differ from another in the regression, which is called homoscedasticity. If they differ, it is called heterogeneity. This study uses the Glejser test to determine whether homoscedasticity is present. The test results are shown in the figure below:

Table 3. Results of Heteroscedasticity Test (Glejser Method)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.454	.536	.421	4,613	.007
Communication	.342	.125	.230	2,214	.335
Trust	.234	.138	.242	2,274	.340
Commitment	.224	.189	.243	2,301	.302
Complaint Handling	.257	.190	.247	2,093	.320
a. Dependent Variable: res2					

Source: Data processed with SPSS 2026

Based on the test results in the table above, it shows that the Communication variable (X1) has a significance value of $0.335 > 0.05$ so it can be concluded that there are no symptoms of heteroscedasticity in the Communication variable. The Trust variable (X2) has a significance value of $0.340 > 0.05$ so it can be concluded that there are no symptoms of heteroscedasticity in the Trust variable. The Commitment variable (X3) has a significance value of $0.302 > 0.05$ so it can be concluded that there are no symptoms of heteroscedasticity in the Commitment variable. The Complaint Handling variable (X3) has a significance value of $0.320 > 0.05$ so it can be concluded that there are no symptoms of heteroscedasticity in the Complaint Handling variable.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables (X1, X2), and (X3) and the dependent variable (Y). This analysis is used to determine the direction of the relationship between the independent variables and the dependent variable, whether each independent variable is positively or negatively related. The following are the results of the multiple regression analysis using SPSS, which can be seen in the following table:

t-test results (*t-test*)

The t test shows the relationship between each independent variable (X1 and X2) on the dependent variable with a significance level of 0.05 (5%) and *Degrees of Freedom* (df) = nk. Based on the following criteria.

- a. Determine the criteria for testing research hypotheses by comparing the calculated t value with the t_{table}.
 - 1) If the t_{table value} > t_{count}, then H_o is rejected and H₁ is accepted.
 - 2) If the t_{table value} < t_{calculated} then H_o is accepted and H₁ is rejected.
- b. By using the probability significance figures
 - 1) If the sig value > 0.05 then H_o is accepted and H₁ is rejected.
 - 2) If the sig value < 0.05 then H₁ accepted and H_o is rejected

Table 4. Results of the t-test

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.654	0.452		.327	.679
Communication	.273	.238	.236	2,870	0.00
Trust	.331	.162	.376	2,256	0.03
Commitment	.322	.154	.297	3,021	0.00
Complaint Handling	.246	.207	.3405	2,854	0.01
a. Dependent Variable: Customer Loyalty					

Source: Data processed by researchers using SPSS 2026

Table 5 shows that Communication has a significant influence on Customer Loyalty in the Service Sector with a t-statistic value of 2,870 and a sig value of 0.050 < 0.05. Trust has a significant effect on customer loyalty in the service sector. with a t-statistic value of 2.256 and a p-value of 0.003 < 0.05. Commitment has a significant effect on customer loyalty in the service sector. with a t-statistic value of 3.021 and a sig value of 0.00 < 0.05. Complaint Handling has a significant impact on Customer Loyalty in the Service Sector with a t-statistic value of 2.854 and a sig value of 0.01 < 0.05.

Coefficient of determination test

The coefficient of determination test measures the ability of the dependent variable to be explained by the independent variable. The results of the coefficient of determination test can be seen in the table below:

Table 5. Results of the coefficient of determination

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.682 ^a	.867	.552	34.5
a. Predictors: (Constant),				

Source: Data processed by researchers using SPSS 2026

Based on the table above, the coefficient of determination (R Square) of 0.867, which means 86.7%. This figure means that it includes communication, trust, commitment, and complaint handling. simultaneously influence customer loyalty in the service sector. While the remainder is influenced by variables outside this regression equation or variables not studied.

Discussion

The Influence of Communication on Customer Loyalty

The research results show that communication has a positive and significant influence on customer loyalty in the service sector. This communication encompasses a company's ability to provide clear, timely, and easily understood information, while also being responsive to customer needs. Based on the questionnaire results, most respondents stated that service companies that maintain effective communication are more likely to gain trust and retain customers in the long term. Customers feel more comfortable when companies provide transparent explanations regarding services, pricing, procedures, and handling of customer issues.

Effective communication also creates an emotional connection between customers and a company. In the service sector, direct interaction between customers and service providers is a crucial factor in shaping the customer experience. When customers receive communicative and friendly service, they feel valued and want to continue using that service. Conversely, poor communication can lead to misunderstandings, dissatisfaction, and even customer churn. Therefore, service companies need to improve the quality of communication, both through direct service and digital media such as apps, social media, and online customer service.

The results of this study align with relationship marketing theory, which emphasizes the importance of communication in building long-term relationships with customers. Good communication not only serves to convey information but also to build emotional closeness and foster customer trust in the company. Therefore, the better the communication provided by a service company, the higher the level of customer loyalty. These results are supported by several previous studies (Pranajaya et al., 2021; Putri & Triastuti, 2020; Telagawathi & Yulianthini, 2020), which found that communication has a positive and significant influence on customer loyalty in the service sector.

The Influence of Trust on Customer Loyalty

Research results show that customer trust has a very strong influence on customer loyalty in the service sector. Trust is formed when a company is able to provide consistent, honest, safe service that meets customer expectations. Based on research results, customers tend to continue using the services of companies perceived as having a good reputation and capable of delivering on their service promises. Trust also arises from positive customer experiences while using a company's services.

In the service sector, trust is a crucial factor because services are intangible, meaning customers often cannot assess their quality before using them. Therefore, customers rely heavily on reputation and prior experience when making decisions about service use. When a company consistently maintains service quality, customers will feel secure and comfortable continuing to use the service. Conversely, if a company fails to meet customer expectations, customer trust will decline, leading to a decline in customer loyalty (Santosa & Luthfiyyah, 2020) .

The results of this study indicate that customers with high levels of trust are more likely to make repeat purchases, recommend products to others, and are less likely to switch to competitors. Therefore, service companies need to maintain integrity, transparency, and service quality to maintain customer trust. Strong trust will create long-term relationships that benefit both the company and the customer. These results are supported by several previous studies (Safira et al., 2020; Sangapan et al., 2025; Silaen, 2025) , which found that customer trust has a very strong influence on customer loyalty in the service sector.

The Influence of Commitment on Customer Loyalty

The research results show that a company's commitment to maintaining customer relationships has a positive impact on customer loyalty. This commitment is reflected in its commitment to providing the best service, maintaining service quality, and continuously addressing customer needs. Customers will feel more loyal when a company demonstrates attention and concern for customer satisfaction.

A company's commitment can be demonstrated through various forms of service, such as consistent service delivery, customer reward programs, after-sales service, and a willingness to assist customers in resolving their issues. Research shows that customers are more likely to stay with companies that demonstrate a strong commitment than those that are solely profit-oriented. In the context of relationship marketing, commitment is a crucial foundation for building stable, long-term relationships between companies and customers.

Furthermore, company commitment can also strengthen customers' emotional attachment to the service company. Customers who feel cared for develop a sense of belonging to the company, making it more difficult to switch to competitors. This demonstrates that customer loyalty is not only influenced by economic factors but also by the emotional connection formed through company commitment. Therefore, service companies need to maintain consistent service and demonstrate customer concern to continuously increase loyalty. The results of this study support several previous studies (Kurniawan & Auva, 2022; Rezeki & Gustina, 2021; Setianingsih & Rahayu, 2018) , which found that company commitment to maintaining customer relationships positively influences customer loyalty.

The Impact of Complaint Handling on Customer Loyalty

Research results show that handling customer complaints has a positive impact on customer loyalty. Customer complaints are common in the service sector due to the discrepancy between customer expectations and the service they receive. However, how a company handles complaints is a crucial factor in determining whether customers will remain loyal or switch to another company.

Research shows that customers are more satisfied when companies handle complaints quickly, courteously, and provide appropriate solutions. Effective complaint handling demonstrates a company's responsibility and concern for its customers. In fact, in some cases,

customers whose complaints are resolved effectively actually have higher levels of loyalty than those who have never experienced service issues (Gultom & Rohman, 2022) .

Complaint handling also serves as an evaluation tool for companies to improve service quality. Through customer complaints, companies can identify service weaknesses that need to be addressed to prevent recurrence in the future. Therefore, service companies need to provide an easily accessible and responsive complaint service system so that customers feel valued. With effective complaint handling, companies can increase satisfaction while maintaining customer loyalty. The results of this study are supported by several previous studies (Anggraini & Budiarti, 2020; Ginting et al., 2021; Kasdjono, 2022), which found that customer complaint handling has a positive impact on customer loyalty.

CONCLUSION

Based on the research results, it can be concluded that relationship marketing has a positive and significant influence on customer loyalty in the service sector. Relationship marketing, which encompasses communication, trust, commitment, and complaint handling, has been proven to foster long-term relationships between companies and customers. Effective communication helps companies understand customer needs and fosters closer relationships. Customer trust is a key factor encouraging customers to continue using a company's services. Furthermore, a company's commitment to providing the best service and its ability to handle customer complaints quickly and appropriately also contribute to increased customer loyalty.

The results of this study indicate that customer loyalty is influenced not only by service quality and price, but also by the quality of the relationships a company builds with its customers. The better the implementation of relationship marketing, the higher the level of customer satisfaction and loyalty towards the service company. Therefore, service companies need to implement marketing strategies oriented towards long-term relationships through improved communication, consistent service, transparency, and the use of digital technology to build interactions with customers. Thus, relationship marketing can be a crucial strategy for service companies in creating competitive advantage and maintaining business continuity amidst increasingly fierce competition.

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