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# Journal of Sustainable Economic and Business (JOSEB)

Vol. 2 No. 2 April 2025: 128-141

ISSN (Online): 3063-0207

<https://journal.arepublisher.com/index.php/joseb>

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## The Effect of Perceived Service Quality and Corporate Social Responsibility against Consumer Loyalty

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### ABSTRACT

**Objectives:** JNE is one of the dominant shipping service companies in Mataram, West Nusa Tenggara, facing challenges due to a decline in sales targets. Therefore, the research aims to determine how impact Perceived Service Quality, Corporate Social Responsibility (CSR), and Customer Satisfaction with Customer Loyalty to JNE in Mataram, West Nusa Tenggara.

**Methodology:** The research design used in this study is quantitative research, with data collection method using survey method. and research instrument in the form of questionnaires share with respondents online is designed with specific criteria and weighted values based on a Likert scale. The research method employed is causal analysis. The sample consists of 133 respondents selected through purposive sampling. The data analysis model used is Partial Least Squares (PLS), and analysis technique applied is descriptive.

**Finding:** The research findings indicate that Perceived Service Quality, CSR, and Customer Satisfaction had a positive and significant influence on Customer Loyalty.

**Conclusion:** The indirect effect analysis reveals that Customer Satisfaction acts as a mediator in the relationship between Perceived Service Quality and Customer Loyalty, as well as between CSR and Customer Loyalty.

**Keywords:** Perceived Service Quality; Corporate Social Responsibility; Customer Satisfaction; Customer Loyalty.

**Article Doi:** <https://doi.org/10.70550/joseb.v2i2.57>

**How to Cite:** Aldino, A., & Hanafiah, A. (2025). The Effect of Perceived Service Quality and Corporate Social Responsibility against Consumer Loyalty. *Journal of Sustainable Economic and Business*, 2(2), 128-141. <https://doi.org/10.70550/joseb.v2i2.57>

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Submitted: 30-01-2025

Revised: 27-02-2025

Accepted: 10-03-2025

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### INTRODUCTION

JNE is one of the leading logistics service providers in Mataram, West Nusa Tenggara. However, the company has faced challenges in maintaining its sales targets due to increasing competition in the courier service industry. In a highly competitive market, customer loyalty becomes a crucial factor in sustaining business growth. Understanding the key drivers of customer loyalty is essential for JNE to enhance its market position and retain customers.

Several factors influence customer loyalty, including Perceived Service Quality, Corporate Social Responsibility (CSR), and Customer Satisfaction. Perceived Service Quality reflects customers' evaluation of service performance, reliability, and responsiveness, which

significantly impact their trust and commitment to the brand. CSR initiatives, such as environmental sustainability programs and community support, contribute to a positive corporate image and foster stronger emotional connections with customers. In addition, Customer Satisfaction plays an important role, as satisfied customer is more like to re-buy till recommend services to others.

Previous research has explored the relationship between service quality, CSR, customer satisfaction, loyalty across differential industries. However, limited research has been conducted in a logistics sector, particularly in a context at JNE's operations in Mataram. The interplay between these variables remains unclear, necessitating further investigation to determine the direct and indirect effects at customers loyalty.

This study aims to analyze the influence of Perceived Service Quality and CSR on Consumer Loyalty, with Customer Satisfaction as a mediation variable. The findings are expected to provide valuable insights to JNE in develop strategic improvements to improve service quality, strengthen customer relationships, and maintain competitive advantage in a logistics industry.

## **LITERATURE REVIEW**

### **Perceived Service Quality and Customer Loyalty**

Service Quality Theory (SERVQUAL) by Parasuraman, Zeithaml, and Berry (1988) defines Perceived Service Quality as the gap between customer expectations and actual service performance. This theory identifies five key dimensions: tangibles, reliability, responsiveness, assurance, and empathy. High quality of service improves customer satisfaction and loyalty (Zeithaml et al., 1996).

In the logistics sector, on-time delivery, service responsiveness, and customer support are critical determinants of service quality (Mehta, 2020). Studies have shown that logistics providers offering consistent, reliable, and efficient services tend to retain customers and gain a competitive advantage (Hernando, 2022). Therefore, this study examines how Perceived Service Quality influences Customer Loyalty in the operations context of JNE's .

### **Corporate Social Responsibility (CSR) and Customer Loyalty**

Stakeholder Theory introduced by Freeman (1984) emphasizes that businesses should consider the interests of all stakeholders, including customers, employee, and society. aligns with the Elkingtons Triple Bottom Line (TBL) Approach (1997), which advises companies to focus on economic, sociality, also environmental responsibility.

CSR initiatives such as community engagement, environmental conservation, and ethical business practices enhance a company's reputation and strengthen customer trust (Kotler & Lee, 2005). Prior research indicates that CSR positively affects customer loyalty, as consumers tend to prefer brands that contribute to societal well-being (Latif et al., 2020). This study explores how JNE's CSR programs effect customers loyalty in the logistics industries.

### **Customer Satisfy as a Mediator**

The Expectation-Confirmation Theory (ECT) by Oliver (1980) explains how Customer Satisfaction is formed when perceived service performance meets or exceeds initial

expectations. According to Oliver (1999), satisfaction plays a important role in influencing repurchase intentions and brand re-buy intent.

In logistics services, customer satisfaction is largely driven by service reliability, timely delivery, and responsiveness (Islam et al., 2020). Previous research has shown that customer satisfaction acts as a mediated between service quality, CSR, and loyalty (Hawamdeh et al., 2022). This research investigates whether Customer Satisfaction mediates the relationship between Perceived Service Quality, CSR, and Customer Loyalty in JNE context.

## Research Gap and Hypothesis Development

While existing research has established a relationship between services quality, CSR, customers satisfaction, and loyalty, limited studies have focused on their combined impact in the logistics industry, particularly in emerging markets like Mataram. This study addresses this gap by analyzing how Perceived Service Quality and CSR influence Customer Loyalty, with Customer Satisfaction as a mediating variable.

Based on the literature and theoretical framework, the following hypothesis are propose:

- H1: Perceived Service Quality has a positive and significant influence on Customer Loyalty.
- H2: CSR has a positive and significant influence on Customer Loyalty.
- H3: Perceived Service Quality has a positive and significant influencet on Customer Satisfaction.
- H4: CSR has a positive and significant influence on Customer Satisfaction.
- H5: Customer Satisfaction has a positive and significant influencet on Customer Loyalty.
- H6: Customer Satisfaction mediates the relationship between Perceived Service Quality and Customer Loyalty.
- H7: Customer Satisfaction mediates the relationship between CSR and Customer Loyalty.

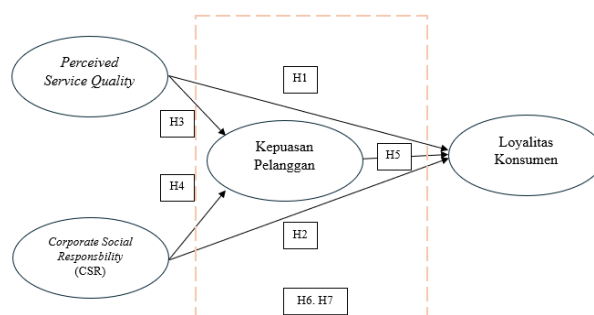


Figure 1. Conceptual Framework

## METHOD

This study used quantitative research design with a causal analysis approach to examine the influence of Perceived Service Quality and Corporate Social Responsibility (CSR) on Customer Loyalty, with Customer Satisfaction as a mediating variable. The study aims to identify the direct and non-direct relationships between these variables within JNE's operations in Mataram,

West Nusa Tenggara. Data collection is conducted through online surveys, and data analysis is performed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

### **Population and Sampling**

The population in this study are JNE customers in Mataram who have used JNE's shipping services. a sample are selected using purposive sampling, which involves selecting respondents based on predefined criteria. Criteria for the sample include:

- Customers who have used JNE's services at least twice in the past three months.
- Customers aged 18 years and above.
- Customers who are aware of JNE's service quality and CSR initiatives.
- A total of 133 respondents were surveyed to obtain reliable and representative data for analysis.

### **Data Collection Method**

Are collected using a structured questionnaires share online via Shout and social media platforms. questionnaires are divided into four sections:

- Demographic Information (age, gender, frequency of JNE usage).
- Perceived Service Quality – measured using indicators such as service reliability, responsiveness, and Guarantee (Para suraman et al., 1988).
- Corporate Social Responsibility (CSR) – assessed through CSR initiatives related to environmental sustainability and community engagement (Carroll, 1991).
- Customer Satisfaction and Loyalty – evaluated based on the Expectation-Confirmation Theory (Oliver, 1980) and measured using repurchase intention and brand advocacy.

All items are measured using the Likert scale (1 = Very Disagree, 5 = Very Agree) to quantify respondent perceptions.

### **Data Analysis Method**

The collected data was analyzed using Partial Least Square-Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analysis involved:

- Descriptive Statistics – to summarize demographic data and key variables.
- Measurement Model Testing – assessing reliability, validity, and construct validity using Composite Reliability (CR) and Average Variance Extracted (AVE).
- Structural Model Testing – evaluating the direct and indirect relationships between Perceived Service Quality, CSR, Customer Satisfaction, and Customer Loyalty.
- Mediation Analysis – testing the mediating role of Customer Satisfaction in the relationship between the independent and dependent variables.

### **Validity and Reliability Testing**

Convergent Validity was assessed through factor loadings and AVE values (should be >0.5).

Discriminant Validity was measured using a Fornell-Larcker Criterion and HTMT ratio.

Reliability Testing was conducted using Cronbach's Alpha ( $\alpha > 0.7$ ) and Composite Reliability (CR > 0.7) to ensure internal consistency.

## Research Model

The research framework examines the direct impact of Perceived Service Quality and CSR on Customer Loyalty, along with the mediating role of Customer Satisfaction in this relationship.

## RESULTS AND DISCUSSION

### Results

**Descriptive Statistics.** The description of the respondents in this study is as follows:

**Table 1.** Description of Research Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	65	48.87
	Female	68	51.13
Age	11-28 years	133	100
Occupation	Student	7	5.26
	Government Employee	15	11.28
	Private Sector Worker	74	55.64
	University Student	20	15.04
	Others	17	12.78
Residence	Mataram	133	100
Frequency of Use	2 times or more	133	100

### Statistical Analysis Results

The results of hypothesis testing using Partial Least Squares Structural Equation Modeling (PLS-SEM) are presented in Table 2.

**Table 2.** Partial Least Squares Structural Equation Modeling (PLS-SEM)

Hypothesis	Path	t-Statistics	p-Value	Result
H1	PSQ → LK	3.128	0.002	Accepted
H2	CSR → LK	3.177	0.002	Accepted
H3	PSQ → KP	3.887	0.000	Accepted
H4	CSR → KP	3.460	0.001	Accepted
H5	KP → LK	4.318	0.000	Accepted
H6 (Indirect)	PSQ → KP → LK	2.962	0.004	Accepted
H7 (Indirect)	CSR → KP → LK	3.401	0.001	Accepted

**Table 3.** Outer Loading

Variable	Item Kuisiomer	Outer Loadings	Result
<i>Perceived Service Quality</i>	PSQ1	0.873	<b>Valid</b>
	PSQ2	0.878	<b>Valid</b>
	PSQ3	0.866	<b>Valid</b>
	PSQ4	0.89	<b>Valid</b>
	PSQ5	0.889	<b>Valid</b>
	PSQ6	0.901	<b>Valid</b>
<i>Corporate Social Responsibility</i>	CSR1	0.881	<b>Valid</b>
	CSR2	0.86	<b>Valid</b>
	CSR3	0.887	<b>Valid</b>
	CSR4	0.85	<b>Valid</b>
	CSR5	0.806	<b>Valid</b>
<b>Customer Satisfaction</b>	KP1	0.868	<b>Valid</b>
	KP2	0.799	<b>Valid</b>
	KP3	0.79	<b>Valid</b>
	KP4	0.843	<b>Valid</b>
<b>Customer Loyalty</b>	LK1	0.832	<b>Valid</b>
	LK2	0.809	<b>Valid</b>
	LK3	0.781	<b>Valid</b>
	LK4	0.814	<b>Valid</b>

Variable	AVE
<i>Perceived Service Quality</i>	0.78
<i>Corporate Social Responsibility</i>	0.735
<b>Customer Satisfaction</b>	0.681
<b>Customer Loyalty</b>	0.655

**Table 4.** Cross-loading

Variable	CSR	KP	LK	PSQ
<b>CSR1</b>	<b>0.881</b>	0.37	0.557	0.243
<b>CSR2</b>	<b>0.86</b>	0.399	0.483	0.229
<b>CSR3</b>	<b>0.887</b>	0.433	0.529	0.27
<b>CSR4</b>	<b>0.85</b>	0.365	0.494	0.25
<b>CSR5</b>	<b>0.806</b>	0.426	0.41	0.227
<b>KP1</b>	0.353	<b>0.868</b>	0.639	0.467
<b>KP2</b>	0.376	<b>0.799</b>	0.571	0.332
<b>KP3</b>	0.448	<b>0.79</b>	0.555	0.275

KP4	0.365	<b>0.843</b>	0.621	0.463
LK1	0.546	0.642	<b>0.832</b>	0.494
LK2	0.45	0.583	<b>0.809</b>	0.353
LK3	0.382	0.568	<b>0.781</b>	0.502
LK4	0.486	0.541	<b>0.814</b>	0.385
PSQ1	0.275	0.377	0.499	<b>0.873</b>
PSQ2	0.253	0.458	0.474	<b>0.878</b>
PSQ3	0.214	0.341	0.422	<b>0.866</b>
PSQ4	0.259	0.402	0.497	<b>0.89</b>
PSQ5	0.262	0.445	0.466	<b>0.889</b>
PSQ6	0.243	0.461	0.489	<b>0.901</b>

**Table 5.** Fornell-Lacker

Variable	CSR	KP	LK	PSQ
<i>Corporate Social Responsibility</i>	0.857			
Customer Satisfaction	0.464	0.825		
Customer Loyalty	0.579	0.724	0.809	
<i>Perceived Service Quality</i>	0.285	0.471	0.539	0.883

**Table 6.** Heterotrait-monotrait (HTMT)

Variable	CSR	KP	LK	PSQ
<i>Corporate Social Responsibility</i>				
Customer Satisfaction	0.534			
Customer Loyalty	0.663	0.864		
<i>Perceived Service Quality</i>	0.306	0.519	0.606	

**Table 7.** Cronbach Alpha

Variable	Cronbach's Alpha
<i>Corporate Social Responsibility</i>	0.91
Customer Satisfaction	0.844
Customer Loyalty	0.824
<i>Perceived Service Quality</i>	0.944

Variable	<i>Composite Reliability</i>
<i>Corporate Social Responsibility</i>	0.933
Customer Satisfaction	0.895
Customer Loyalty	0.883
<i>Perceived Service Quality</i>	0.955

**Table 8.** Composite Reliability

Variable	<i>Composite Reliability</i>
<i>Corporate Social Responsibility</i>	0.933
Customer Satisfaction	0.895
Customer Loyalty	0.883
<i>Perceived Service Quality</i>	0.955

**Table 9.** R<sup>2</sup>

Variable	R Square
Customer Loyalty	0.64

**Table 10.** Q<sup>2</sup>

Variable	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
CSR	665	665	
Customer Satisfaction	532	418.409	0.214
Customer Loyalty	532	319.54	0.399
Perceived Service Quality	798	798	



**Table 11. Direct**

Related	Original Sample (O)	T Statistics	P Values	Result
PSQ > LK	0.229	3.128	0.002	Received
CSR > LK	0.291	3.177	0.002	Received
KP > LK	0.481	4.318	0	Received
PSQ > KP	0.369	3.887	0	Received
CSR > KP	0.359	3.46	0.001	Received

**Table 12. No direct**

Related	Original Sample (O)	T Statistics	P Values	Result	Type Mediasi
PSQ > KP > LK	0.178	2.515	0.012	Received	Partial Mediation
CSR > KP > LK	0.173	2.41	0.016	Received	Partial Mediation

## Discussion

H1: Perceived Service Quality (PSQ) positively influences Customer Loyalty (LK)

The significant positive impact of PSQ on LK indicates service quality is an important factor in enhancing customer loyalty at JNE Mataram. This result aligns with the Expectancy Confirmation Theory (ECT), emphasizing that superior service experiences foster stronger customer relationships.

H2: Corporate Social Responsibility (CSR) positive influences Customer Loyalty (LK)

CSR initiatives significantly contribute to customer loyalty. Customers develop emotional connections with companies that demonstrate social responsibility, creating a favorable impression that leads to repeat business.

H3: Perceived Service Quality (PSQ) positively influences Customer Satisfaction (KP)

The findings reveal that customers who view service quality positively are more likely to report higher satisfaction levels. This confirm the importance of consistent and reliable shipping service to meet customer expectations.

H4: Corporate Social Responsibility (CSR) positively effect Customer Satisfaction (KP)

CSR activities have a significant positive effect on customer satisfaction. Programs that benefit the community improve the customer experience, creating a sense of pride in associating with the company.

H5: Customer Satisfaction (KP) positively influences Customer Loyalty (LK)

Customer satisfaction significantly drives loyalty, underscoring its role as a pivotal factor in maintaining long-term customer engagement.

H6: Customer Satisfaction mediates the relationship between Perceived Service Quality and Customer Loyalty

Indirect effect of PSQ on LK through KP was found to be significant. This indicates that quality of service is more effective in driving loyalty when it leads to customer satisfaction.

H7: Customer Satisfaction mediates the relationship between CSR and Customer Loyalty

Similarly, indirect relationship between CSR and LK through KP was statistically significant. This finding highlights that CSR activities contribute to loyalty primarily by enhancing customer satisfaction.

## CONCLUSION

This study investigated the influence of Perceived Service Quality (PSQ) and Corporate Social Responsibility (CSR) on Customer Loyalty (LK), with Customer Satisfaction (KP) as a mediating variable at JNE Mataram. The study addressed the critical research gap concerning declining customer loyalty in the face of rising competition in the logistics industry. The findings offer essential insights for enhancing service and corporate responsibility strategies to foster long-term customer relationships.

The research revealed the following key findings:

- PSQ and CSR both have a significant positive effect on customer loyalty.
- PSQ and CSR significantly influence customer satisfaction.
- Customer satisfaction directly affects customer loyalty and mediates the relationship between both PSQ and CSR with customer loyalty.
- The mediating role of customer satisfaction underscores its importance as a critical driver of loyalty, enhancing the effectiveness of service and CSR initiatives.

### Implications of the Findings

These findings have both theoretical and practical implications:

- **Theoretical Implications:** The study validates the Expectancy Confirmation Theory (ECT), demonstrating that positive service experiences and CSR initiatives foster satisfaction and loyalty.
- **Practical Implications:** JNE Mataram should prioritize enhancing service delivery quality and implementing impactful CSR programs to build emotional connections with customers. Focusing on customer satisfaction as a strategic asset will ensure sustained loyalty and a competitive advantage.

### Recommendations to Address the Research Problem

To address the issue of declining customer loyalty, JNE Mataram should:

- Continuously monitor and improve service quality to meet customer expectations.
- Implement CSR programs that resonate with community needs and create emotional bonds with customers.
- Regularly assess customer satisfaction levels and address any service gaps.
- Future Research Directions
- Further research is recommended to:
  - Explore the moderating role of demographic factors, such as age and occupation, on customer loyalty.
  - Investigate other variables such as brand image and trust to gain a more comprehensive understanding of loyalty dynamics.
  - Conduct comparative studies involving other logistics companies to generalize findings and identify best practices.

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