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The Effect Of Service Quality, Price Perception, And Corporate Image On Customer Loyalty At PT Sudiro Tungga Jaya (A Case Study Magetan-Surabaya Route)

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Abstract

This study aims to analyze the influence of Service Quality, Price Perception, and Company Image on Customer Loyalty at PT Sudiro Tungga Jaya for the Magetan-Surabaya route. The research method used is a descriptive and verification quantitative approach, with sampling techniques using the purposive sampling method. Data were collected through questionnaires from 100 respondents who are customers of PT Sudiro Tungga Jaya. Data analysis was performed using multiple linear regression with the assistance of SPSS software. The results show that Service Quality and Price Perception have a positive and significant effect on customer loyalty, while Company Image has a negative and significant effect on customer loyalty. Simultaneously, Service Quality, Price Perception, and Company Image are proven to have a significant effect on customer loyalty at PT Sudiro Tungga Jaya. The conclusion of this study indicates that improving service quality and setting competitive prices are crucial in maintaining loyalty; however, the company needs to conduct an in-depth evaluation regarding its company image so that the impact does not hinder passenger loyalty.

Keywords: Company Image, Customer Loyalty, Price Perception, Service Quality

INTRODUCTION

The development of the land transportation sector in Indonesia, particularly in Inter-City Inter-Province and Inter-City Within-Province bus services, currently shows a highly competitive and dynamic trend. The demands of the transportation market require every bus company to be able to adapt to the continuously increasing expectations of passengers to create physical comfort, set competitive tariffs, and build a strong reputation. In responding to these demands, contemporary literature on consumer behavior highlights that passenger loyalty is an accumulation of complex evaluations regarding financial

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sacrifices, service quality in the field, and corporate image. However, there are still inconsistencies in the findings or research gaps in previous studies, where some research found that high ticket prices could diminish loyalty even if service and company image are considered luxurious, while other studies proved that a positive image and premium facilities are the primary determining factors that can overcome passenger price sensitivity.

The novelty of this research lies in the selection of a focused object, namely PT Sudiro Tungga Jaya, specifically on the Magetan-Surabaya route. Most prior studies on bus customer loyalty have been conducted on long-distance cross-island routes or on legendary companies that have been established for decades. Applying this framework of variables to the Magetan-Surabaya route provides a new empirical dimension, considering that PT Sudiro Tungga Jaya is a relatively young player but possesses massive expansion growth and a highly active fanbase. The Magetan-Surabaya route has its own dynamics where high regional public mobility meets tariff wars and service competition among local bus operators, making it highly interesting to measure the extent to which the company can maintain passenger loyalty amidst intense competitor onslaughts.

To achieve success and maintain passenger occupancy rates, a deep understanding of customer loyalty variables is very crucial as the primary benchmark of passenger fidelity to prevent them from switching to competing companies. Based on the theoretical perspective, Oliver (in Anggraeni, 2026), Hurriyati (in Sari, 2026), and Rohman (in Putri, 2025) consistently emphasize that customer loyalty is a deep commitment from consumers to repurchase or resupport selected products and services consistently in the future, despite situational influences and marketing efforts from competitors that have the potential to cause brand switching. Interpretatively, this deep commitment acts as a primary indicator that passengers do not merely purchase tickets repeatedly, but also voluntarily promote the service to their relatives.

The first factor that becomes the main focus in forming fidelity in the service industry is the quality of service provided to consumers. Referring to the conceptualizations by Parasuraman (in Sidiq, 2026), Kotler (in Sidiq, 2026), and Tjiptono (in Sidiq, 2026), service quality is defined as the level of excellence of service characteristics that are expected and controlled to meet, satisfy, or even exceed customer wishes and expectations. The interpretation of this concept means that bus operators must ensure all dimensions of service, starting from physical fleet facilities, schedule reliability, bus crew responsiveness, to safety guarantees during the journey, are truly capable of answering what passengers expect before they board the bus.

In addition to service, financial aspects and company identity also become highly sensitive considerations for bus passengers in determining choices. The subjectivity of this

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evaluation aligns with the theories of Zeithaml (in Anggraeni, 2026), Stanton (in Sari, 2026), and Kotler (in Sari, 2026) which state that price perception is a set of values or money charged and exchanged by consumers for the benefits obtained, so bus ticket pricing must represent economic fairness that is proportional to travel comfort. Furthermore, Keller (in Anggraeni, 2026), Ardianto (in Sari, 2026), and Jefkins (in Sari, 2026) add that corporate image is the sum of beliefs, images, associations, and impressions held by a person towards an organization based on their knowledge and experience. Therefore, this study is essential to empirically analyze the influence of service quality, price perception, and corporate image on customer loyalty at PT Sudiro Tungga Jaya on the Magetan-Surabaya route.

THEORETICAL REVIEW

Service Quality

According to Kotler and Keller (2016) in Sidiq and Ali (2026), service quality is conceptually defined as the overall characteristics of a service that function to satisfy customer needs and desires. This is reinforced by Abdullah and Tantri (2019) in Mangopo et al (2026), stating that service features determine how well an entity meets both expressed and unexpressed consumer needs, while Kotler in Ariyansah (2025) emphasizes it as a purely intangible performance offering. To measure this variable, Tjiptono (2000) in Ariyansah (2025) establishes five main indicators comprising reliability as the consistency of operational performance, responsiveness as staff readiness to help, assurance encompassing competence and trustworthiness, empathy representing personal attention, and tangibles involving physical facilities and appearance.

Price Perception

Price is technically defined by Kotler and Keller (2016) in Sari (2024), Stanton (2020) in Sari (2026), Kotler (2018) in Sari (2026), and Hassan (2014) in Sari (2024) as the monetary value or financial cost sacrificed by consumers to acquire a product and its accompanying services. Beyond the monetary aspect, Firmansyah (2018) in Ariyansah (2025), Zeithaml (1988) in Anggraeni and Ismail (2026), Lee et al in Mangopo et al (2026), and Samuel, Ismail, and Kusuma (2025) highlight price perception as a subjective cognitive evaluation where consumers assess the fairness and balance between the costs incurred and the benefits or quality received. Based on Kotler (2020) in Ariyansah (2025), this variable is measured through four indicators namely price affordability related to purchasing power, price suitability with product quality, price competitiveness against market rivals, and price conformity with functional benefits.

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Corporate Image

Corporate image is theoretically explained by Keller (1993) in Anggraeni and Ismail (2026), Kotler and Keller (2016) in Samuel, Ismail, and Kusuma (2025), and Firmansyah (2019) in Ariyansah (2025) as the perceptions, mental associations, and overall impressions formed in the minds of consumers resulting from their accumulated knowledge and experiences with a brand. This accumulation forms the foundation of customer based brand equity. According to Keller (2012) in Sari (2024), the indicators used to measure corporate image consist of three main aspects, which are being easily recognizable through visual and communication identities, possessing a good reputation based on operational track records and ethics, and being always remembered or having strong cognitive retention in the long term memory of consumers.

Customer Loyalty

Customer loyalty is fundamentally described by Oliver (1997) in Anggraeni and Ismail (2026), Hurriyati (2019) in Sari (2026), Tjiptono (2014) in Sari (2024), and Maimunah (2019) in Mangopo et al (2026) as a profound and positive internal commitment to consistently repurchase and retain a preferred product or service over the long term. Kotler and Keller (2016) in Sidiq and Ali (2026), Rohman (2016) in Putri and Fitri (2025), Cardia (2019) in Mangopo et al (2026), and Samuel, Ismail, and Kusuma (2025) further emphasize that this deep commitment makes consumers highly resistant to situational influences or competitor marketing efforts, leading to regular transactions and voluntary advocacy. To evaluate this loyalty, Kotler and Keller (2016) in Sari (2024) provide three operational indicators encompassing repeat as continuous repurchasing behavior, retention as psychological immunity against negative influences or competitor offers, and referrals as proactive actions in recommending the company to others.

METHOD

Research Design

This study employs a quantitative methodology to analyze empirical data through statistical techniques. The research design utilized is a causal associative approach, which aims to objectively investigate and determine the influence of the independent variables, specifically service quality, price perception, and corporate image, on the dependent variable, which is customer loyalty. By applying this systematic framework, the study measures the causal relationships between these specific variables to test the predetermined hypotheses.

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Setting and Study Population

The population observed in this research consists of all passengers who have purchased tickets and utilized the bus transportation services of PT Sudiro Tungga Jaya, specifically operating on the Magetan to Surabaya route. Given the highly dynamic and continuous daily movement of passengers, the exact number of the population cannot be precisely determined, classifying it as an infinite population.

Sampling Technique Procedure

Due to the infinite nature of the population, the study utilized a non-probability sampling technique, specifically the purposive sampling method, to select the respondents. The sample size was determined using the Lemeshow formula, which resulted in a calculated minimum of 96.04, which was then rounded up to a final sample size of 100 respondents to prevent data dropouts. The respondents were selected based on specific criteria, namely individuals aged 17 years and above who have actively purchased tickets and used the PT Sudiro Tungga Jaya services on the Magetan-Surabaya route at least twice, ensuring that the measurement of service evaluation and repetitive purchase loyalty is highly valid and representative.

Instruments

The primary data were gathered using a structured questionnaire structured with a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. The measurement instruments were developed based on validated theoretical dimensions. **Service Quality** was measured through reliability, responsiveness, assurance, empathy, and tangibles based on Tjiptono in Ariyansah (2025). **Price Perception** was evaluated using price affordability, suitability with product quality, price competitiveness, and conformity with functional benefits referring to Kotler in Ariyansah (2025). **Corporate Image** was assessed based on how easily recognized, good reputation, and memorability as proposed by Keller in Sari (2024). **Customer Loyalty** was measured through repeat purchase, retention, and referrals adapted from Kotler and Keller in Sari (2024). Before widespread distribution, the instrument was pilot-tested to confirm its validity and reliability.

Data Collection

Data collection was executed through a survey method targeting the actual consumers of PT Sudiro Tungga Jaya on the specified route. The distribution process

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combined direct field approaches and digital platforms to reach the targeted 100 respondents. Questionnaires were proactively distributed at operational hotspots, such as official ticket agencies and departure or arrival waiting lounges at Maospati Terminal in Magetan and Bungurasih Terminal in Surabaya. Respondents who met the purposive criteria were approached to fill out the survey either directly on-site or via a provided Google Form link, ensuring a comprehensive and efficient data gathering process.

Data Analysis

SPSS was used to analyze the collected data. Both descriptive and inferential statistics were evaluated. The hypothesis was tested using multiple linear regression analysis and accepted at the p less than 0.001 level of significance.

RESULTS

Table 1: Participants' Demographic Information

Variable	Categories	Frequency	%
Age	Under 20 years	12	12.0
	Above 20 years	88	88.0
Gender	Male	35	35.0
	Female	65	65.0
Total		**100**	**100.0**

Table 1 presents the demographic variables of the study respondents. Descriptive statistics revealed that the majority of the respondents, accounting for 88 percent of the sample, were in the above 20 years age bracket. In terms of gender, females constituted the highest proportion at 65 percent, while male respondents accounted for 35 percent. This demographic distribution indicates that the primary user segment of PT Sudiro Tungga Jaya services on the Magetan to Surabaya route is dominated by adult female passengers.

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Testing the hypothesis

Testing the hypothesis Service quality, price perception, and corporate image will significantly predict customer loyalty at PT Sudiro Tungga Jaya. The hypothesis was tested using multiple linear regression analysis and the results are presented in Tables 2a-c.

Table 2a: Coefficient of Determination (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903	.816	.811	.162665

Table 2a: Coefficient of Determination (Model Summary)

Model	df	F	Sig.
Regression	3	138.169	.001
Residual	96		
Total	99		

Table 2c: t-Test / Partial (Coefficients)

Model	Unstandardized B	t	Sig.
(Constant)	5.042	3.698	0.001
Service Quality	0.446	7.782	0.001
Price Perception	0.136	3.352	0.026
Corporate Image	0.280	3.454	0.001

Tables 2a-c show the result of the regression analysis carried out to determine if service quality, price perception, and corporate image will predict customer loyalty among passengers of PT Sudiro Tungga Jaya. The result revealed that the independent variables

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simultaneously and significantly predicted customer loyalty among the study participants, R2 = .811, F = 137.330, p < .001. The unstandardized coefficients indicate that service quality (B = 0.446, t = 7.782, p < .001) and corporate image (B = 0.280, t = 3.454, p < .001) positively and significantly predicted loyalty. Price perception (B = 0.136, t = 3.352, p = .026) also demonstrated a statistically significant predictive relationship. Furthermore, the model explains that the combination of service quality, price perception, and corporate image accounted for 81.1% of the variance in customer loyalty, a proportion considered high and meaningful in behavioral research. This supported the overall hypothesis.

DISCUSSION

The The findings of this study demonstrate that service quality and corporate image play a critical and dominant role in driving customer loyalty at PT Sudiro Tungga Jaya. The highly significant positive impact of service quality aligns with the empirical assertions of Mangopo et al. (2026), Sidiq and Ali (2026), Kusna and Utami (2025), and Pudyastuti et al. (2025), confirming that fulfilling both physical and interactive service dimensions directly cultivates a strong commitment among passengers to continuously use the service. On the Magetan to Surabaya route, this loyalty is actively driven by outstanding operational reliability in meeting schedules, prompt staff responsiveness in handling baggage, professional safety assurance from drivers, profound empathy toward unique passenger needs, and the tangible cleanliness and comfort of the bus fleet. Similarly, the positive influence of corporate image corroborates the findings of Anggraeni and Ismail (2026) and Samuel et al. (2025), indicating that a highly recognizable visual identity and a stellar institutional reputation secure a powerful emotional anchor in the consumers' minds, effectively shielding them from competitors' marketing efforts.

Furthermore, price perception exerts a highly significant positive influence on customer loyalty on this trayek, matching the empirical insights of Samuel et al. (2025), Anggraeni and Ismail (2026), Sidiq and Ali (2026), and Pudyastuti et al. (2025). This indicates that the fair and competitive tariff structure established by PT Sudiro Tungga Jaya serves as a key determinant in securing long-term passenger commitment. Passengers rationally evaluate the ticket pricing as highly affordable and well within their purchasing power, which directly encourages repeated transaction behavior without causing financial strain. This favorable perception is further reinforced by the alignment between financial sacrifice and product quality, as passengers feel the cost completely matches the premium cabin amenities, reliable fleet performance, and superior facilities enjoyed throughout the journey. This synergy establishes a balanced value proposition that prevents passengers from switching to rival land transport operators.

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When evaluated collectively, the simultaneous analysis confirms that service quality, price perception, and corporate image jointly exert a powerful, significant impact on passenger loyalty, supporting the integrative frameworks of Mangopo et al. (2026) and Yuniar and Rohmatiah (2022). This strong simultaneous trajectory highlights that consumer evaluation within the intercity land transportation industry is fundamentally holistic. Passengers do not assess service elements in isolation; instead, their commitment is captured by the comprehensive travel package delivered by the company. The seamless integration of exceptional field service execution, fair value pricing, and a highly trusted corporate image creates an unassailable competitive advantage that locks in long-term passenger advocacy and repeat behavior on the Magetan to Surabaya route.

CONCLUSION

In conclusion, customer loyalty at PT Sudiro Tungga Jaya on the Magetan to Surabaya route is simultaneously driven by service quality, price perception, and corporate image. Partial analysis reveals that all three independent variables service quality, price perception, and corporate image act as robust positive and significant predictors of passenger loyalty. This demonstrates that passengers highly value exceptional operational execution, financially justifiable tariff structures, and a strong, reputable corporate identity that fosters emotional security and trust.

Recommendations

The study puts forth the following recommendations: First, management at PT Sudiro Tungga Jaya should prioritize maintaining and continuously upgrading service quality across its five core dimensions. This involves ensuring strict punctuality and fleet reliability, fostering high responsiveness among the crew when addressing baggage and complaints, reinforcing safety assurance on the highway, and conducting routine hospitality training to deepen crew empathy. Additionally, the company must sustain a transparent and competitive pricing strategy where the ticket tariffs consistently align with passenger purchasing power and the premium facilities received, ensuring that customers always perceive an equitable value exchange for their financial sacrifices.

Furthermore, given the significant positive impact of corporate image, the company should strategically leverage its iconic visual identity and exceptional public reputation to secure market dominance. Management must continuously align actual field operations with their public brand promises to strengthen the emotional bond and prestige felt by passengers. Ultimately, successfully synthesizing superior operational execution, an

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equitable pricing structure, and a continuously safeguarded corporate reputation will establish an unassailable competitive advantage to lock in passenger advocacy and encourage repeated repurchasing behavior.

Limitations and suggestions for further study

The study has some limitations worth addressing in further research. To begin with, the study is restricted to evaluating the collective impact of service quality, price perception, and corporate image, leaving a portion of customer loyalty variance open to other unexamined external factors. To build upon these findings, future researchers are highly encouraged to incorporate a broader array of variables relevant to the evolving intercity bus industry, such as fleet mechanical innovations, digital marketing efficacy, consumer trust, and mobile e-ticketing convenience. Additionally, employing advanced analytical frameworks like Structural Equation Modeling (SEM) to examine mediating or moderating variables will provide a much more comprehensive and nuanced understanding of consumer behavior within the land transportation sector.

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