

Implementation Of Servqual To Improve Customer Satisfaction And Loyalty: B2B Marketing At PT. Migas Mandiri Pratama Hilir

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Abstract

This study aims to analyze how the application of SERVQUAL in improving customer satisfaction and loyalty in the context of B2B services at PT. Migas Mandiri Pratama Hilir. The object of this study is the fuel transportation service provided by the company. The study uses a qualitative approach with data collection methods through questionnaires, in-depth interviews, and observations. The sample consists of 20 respondents who are clients of the company. The results of the study indicate that dimensions of service quality, such as reliability and responsiveness, play a significant role in creating customer satisfaction and loyalty. Despite operational challenges, such as losses during shipping and poor road conditions, strong relationships with customers and on-time delivery strengthen loyalty. The managerial implications of this study are the importance of improving service quality and communication to maintain customer loyalty.

Keywords: SERVQUAL, Customer Satisfaction, Customer Loyalty, B2B Marketing.

INTRODUCTION

In response to the growing energy demand across various sectors in recent years, the fuel transport industry has seen significant development. Companies are not only innovating in distribution but also enhancing service quality to meet customer expectations, as the industry plays a crucial role in the energy distribution chain in East Kalimantan. PT. Migas Mandiri Pratama Hilir, a key player in this sector, strives to provide the best services to meet quality standards and stay competitive. The fierce competition

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drives the company to understand the impact of service quality on customer loyalty. Offering fast and extensive delivery, even to out-of-town locations, using a new fleet gives PT. MMPH a competitive advantage, encouraging customer loyalty (Wirtz & Kowalkowski, 2023). Additionally, the company maintains strong relationships by visiting customer sites and hosting meals, ensuring that every interaction meets service standards, thereby fostering customer loyalty.

Despite PT. MMPH's commitment to service quality, several challenges affect its performance. One major issue is the delay or cancellation of fuel deliveries during the rainy season, as the rocky roads leading to sites become muddy and slippery. Another problem is fuel losses, often caused by spills during transport. The company has agreements with both drivers and customers regarding these losses. For instance, if a customer is supposed to pay IDR 30 million but receives less fuel due to spills, they only pay IDR 25 million. Similarly, drivers bear financial responsibility through salary deductions based on the amount of spilled fuel. If these issues are not addressed promptly, they could negatively impact customer perceptions of the service quality and reduce loyalty. The fuel transport service, which plays a crucial role in the distribution process for PT. MMPH's partners, PT. AKR Corporindo and Pro E, faces further difficulties like reduced fuel volume during transport due to uneven, rocky roads. Additionally, deliveries may be delayed or demand may decrease during the rainy season when roads become impassable. Given these challenges, this internship report aims to analyze service quality to build customer loyalty in fuel transport services.

Service quality plays a crucial role in fostering customer loyalty (Nguyen et al., 2020), particularly in the highly competitive fuel transport industry. Good service quality leads to customer satisfaction and trust, which in turn encourages them to continue using the company's services. For PT. Migas Mandiri Pratama Hilir, timely deliveries, fuel safety, and positive customer interactions are key elements that drive customer loyalty. When the company maintains high service standards despite challenges such as difficult terrain and extreme weather conditions, they are more likely to retain customers over the long term. Strong customer loyalty also becomes a competitive advantage, especially when customers feel they are consistently receiving high-quality service (Aburayya et al., 2020).

In addition, service quality is not only evaluated based on technical aspects such as fleet reliability and delivery timeliness but also through the interpersonal relationships built between the company and its customers (Nikou & Khiabani, 2020). Personal approaches, such as site visits and hosted meals by PT. Migas Mandiri Pratama Hilir,

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add a valuable touch that strengthens customer bonds. These interactions convey that the company genuinely cares about the needs and satisfaction of its customers, ultimately fostering deeper loyalty. However, if challenges like delivery delays or fuel losses are not promptly addressed, negative perceptions of service quality may arise, potentially diminishing customer loyalty. Therefore, continuously improving service quality must remain a top priority to sustain customer satisfaction and loyalty in the long term (Hidayat et al., 2023).

LITERATURE REVIEW

SERVQUAL (Service Quality) Theory

SERVQUAL, developed by Parasuraman, Zeithaml, and Berry (1993), is a model used to assess service quality by measuring the gap between customer expectations and their perceptions of the service provided. This theory emphasizes how customers evaluate services based on their interactions with service providers, where service quality is deemed satisfactory when customer expectations are met or exceeded. SERVQUAL aids organizations in identifying areas for service improvement by focusing on customer perceptions. The model highlights five key dimensions for assessing service quality: tangibles, reliability, responsiveness, assurance, and empathy, with good service quality achieved when customer expectations align with their perceptions in all dimensions (Smith, 1995). In business-to-business (B2B) marketing, SERVQUAL indicators remain relevant but are more focused on trust, reliability, and service efficiency, where tangibles may include the quality of equipment or facilities used. Reliability and responsiveness are crucial in ensuring timely and dependable service delivery, while assurance and empathy relate to professionalism and a deep understanding of business needs. Effective communication and the ability to quickly address issues are essential for maintaining long-term relationships. The relevance of SERVQUAL to customer satisfaction and loyalty is clear, as perceived service quality directly impacts satisfaction (Raza et al., 2020). When customer expectations are met or exceeded across the SERVQUAL dimensions, satisfaction grows, leading to increased loyalty. In B2B relationships, satisfaction and loyalty contribute to business continuity and potential long-term partnerships, with satisfied clients more likely to engage in repeat business and recommend the company to others.



Customer Satisfaction

Customer satisfaction refers to the feeling or evaluation customers have after using a product or service, where satisfaction occurs when expectations are met or exceeded (Gligor & Maloni, 2022). The theory is based on the premise that customers compare the actual performance of a product or service to their prior expectations. If the perceived outcome surpasses expectations, customers feel satisfied; if the outcome falls short, dissatisfaction may arise. Customer satisfaction is crucial as it significantly influences customer loyalty. Factors affecting satisfaction include product or service quality, pricing, the interaction experience with service providers, and emotional factors such as how customers are treated. In the customer satisfaction theory, service quality plays a pivotal role, particularly in service industries, where reliability, responsiveness, assurance, and empathy are key. Satisfaction not only increases the likelihood of repeat business but also strengthens long-term relationships and impacts loyalty, ultimately driving business growth and profitability (Mittal et al., 2021). In Business-to-Business (B2B) marketing, customer satisfaction is even more critical due to the complexity and ongoing nature of relationships compared to Business-to-Consumer (B2C) interactions (Raisiene & Raisys, 2022). Satisfaction in B2B depends not only on product or service quality but also on reliability, effective communication, flexibility, and the ability to meet specific business needs. High satisfaction in B2B relationships fosters trust and long-term, mutually beneficial partnerships. Moreover, satisfied customers are more likely to renew contracts, recommend the company to other business partners, and reduce the risk of switching to competitors, thereby positively impacting customer loyalty and overall business growth.

Customer Loyalty

Customer loyalty refers to the commitment of customers to consistently use a company's products or services, even when competitors offer similar alternatives. It reflects a strong relationship between the company and its customers, built on positive experiences, trust, and consistent satisfaction (Arthur et al., 2024). Loyalty is not only measured by repeat purchases but also by customer engagement with the brand, including their willingness to recommend it to others. Therefore, maintaining customer loyalty is a key strategic goal in Customer Relationship Management (CRM). Theoretically, customer loyalty can be approached through several dimensions, including attitudinal and behavioral loyalty. Attitudinal loyalty refers to customers' positive attitudes toward the brand or company, indicating that it meets or exceeds their expectations. Behavioral loyalty, on the other hand, is observed in customers' actual actions, such as

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repeat purchases or increased transaction frequency. Loyalty models identify key factors that shape loyalty, such as customer satisfaction, service quality, perceived value, and trust (Rai et al., 2022). Companies that provide added value through product quality, superior customer service, and satisfying experiences are more likely to build long-term loyalty. In Business-to-Business (B2B) marketing, customer loyalty is even more critical due to long-term contracts, large transaction volumes, and more rational, business-driven decisions. B2B loyalty is influenced by factors such as trust, reliability, and the company's ability to consistently meet operational needs. Loyal B2B customers are more likely to renew contracts, offer new collaboration opportunities, and participate in co-innovation. Moreover, B2B loyalty is often fostered through strong personal interactions and transparent communication, building mutual trust and closer collaboration (Salam et al., 2022). Thus, B2B loyalty not only enhances customer retention but also promotes sustainable business growth through solid relationships and strong trust between companies.

B2B Marketing

Business-to-Business (B2B) marketing focuses on selling products or services from one business to another, emphasizing long-term relationships and meeting specific business needs (Seebacher, 2021). Unlike Business-to-Consumer (B2C) marketing, which targets individuals, B2B involves more complex, rational decision-making processes, often requiring input from multiple stakeholders such as managers and executives. Given the larger scale and operational impact of B2B purchases, this approach highlights the importance of trust, reputation, and service quality. B2B marketing also tends to use a personalized approach, tailoring strategies to each client's unique requirements while emphasizing logical, functional benefits over emotional appeal (Cartwright et al., 2021).

RESEARCH FRAMEWORK

Based on the description and explanation of theoretical investigations and hypotheses, a research model can be created which is used in this research. This research model is shown in the following figure:



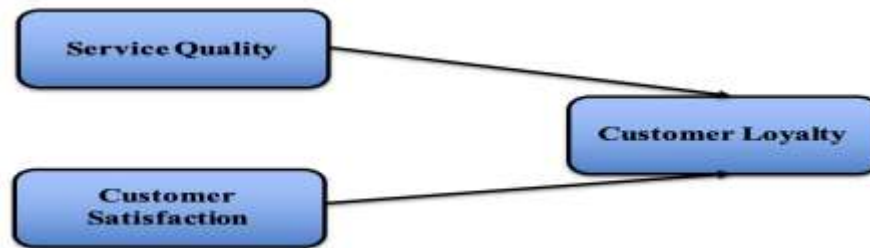


Figure 1. Research Framework

RESEARCH METHODS

This study uses qualitative methods to gain an in-depth understanding of the influence of service quality on customer loyalty in the context of B2B marketing at PT. Migas Mandiri Pratama Hilir. Primary data were collected through interviews with employees and direct observation of the company's operations, while secondary data were obtained from internal reports and related literature studies. The use of questionnaires to 20 respondents also helped measure perceptions of service quality. This combination of methods aims to provide a comprehensive analysis of how service quality affects customer satisfaction and loyalty.

RESULTS

Based on the questionnaire results assessing service quality (SERVQUAL), customer satisfaction, and loyalty, key patterns emerge that illustrate the influence of service quality on satisfaction and loyalty at PT. Migas Mandiri Pratama Hilir. Most respondents rated service quality dimensions such as reliability (S1), responsiveness (S2), and assurance (S3) highly, indicating that the company successfully meets customers' basic expectations in terms of reliability and communication. This reflects a direct correlation between the service quality experienced and the satisfaction levels, as shown by high satisfaction scores across SAT1 to SAT4.

Furthermore, customer satisfaction is closely linked to loyalty. Data reveals that satisfied customers (as seen from high scores in SAT1, SAT2, SAT3, and SAT4) tend to exhibit high loyalty levels (indicated by LOY1, LOY2, LOY3, and LOY4). For instance, respondents from AKR Corporindo gave very high satisfaction and loyalty scores, demonstrating a positive relationship between service quality and customer commitment. However, some PRO Energy employees provided lower satisfaction and loyalty ratings,

suggesting potential service quality issues such as communication or response time that need improvement. While most respondents express high satisfaction and loyalty, this variability highlights the importance of continuously enhancing customer experience to sustain or boost loyalty in the future.

Table 1. Interview Results

No	Interview Question	Answer	Analysis Unit
1	Are there any complaints regarding service quality? What solutions have been provided, and have both parties reached a clear agreement?	Main complaints are related to solar losses during delivery, such as when 10,000 L is delivered but only 9,500 L is received. The driver bears the loss through salary deductions.	Unit 1 (Director: Andi Muhamad Huduri)
2	Has there been a decline in service usage since PT. Migas Mandiri Pratama Hilir's establishment? What is the main reason for this decline?	Sales drop occurs during rainy seasons due to poor road conditions. Losses also affect cooperation with clients like PT. Tri Putra Energi Megantara, leading to the cessation of the partnership.	
3	From the company's perspective, is the service quality optimal? If so, what aspects reflect this quality?	MMPH maintains tank units with regular maintenance and ensures all required documents are complete.	
4	What are the advantages of the company's transportation services? Which product is the most outstanding, and what is the strategy for maintaining this advantage?	MMPH strives for on-time deliveries and maintains customer relations through regular visits to sites.	



5	Compared to competitors in the transportation industry, what are the shortcomings of PT. Migas Mandiri Pratama Hilir in competing in the market?	Some tanker trucks are old and unable to make long-distance deliveries, but two new 16 KL trucks were recently added.	
6	What is the percentage of customer loyalty to the transportation service, and what are the main reasons supporting this loyalty?	The loyalty rate is 95%, primarily due to prioritizing regular customers who make frequent orders.	Unit 2 (Marketing Manager: Muhammad Rayyoga)
7	How does the company maintain and improve customer loyalty to its transportation services?	The company maintains loyalty by ensuring direct communication between management and customers, making visits, and building relationships through meals.	
8	What are PT. Migas Mandiri Pratama Hilir's advantages over competitors in the transportation industry?	MMPH is willing to take long-distance orders, such as deliveries to Melak and Berau, which require more than three days of travel.	
9	Is PT. Migas Mandiri Pratama Hilir part of a holding company? If so, which company owns it?	MMPH is part of PT. Migas Mandiri Pratama Kaltim, which provides two 16 KL trucks for long-distance deliveries.	
10	Who are the main clients of PT. Migas Mandiri Pratama Hilir's transportation services?	The main clients are PT. AKR Corp and Pro Energi, though efforts are being made to acquire more customers.	

PT. Migas Mandiri Pratama Hilir (MMPH) faces challenges related to service quality, particularly issues with solar losses during deliveries, which result in customer



dissatisfaction as they only pay for the amount received, with losses borne by the driver through salary deductions. Poor road conditions during the rainy season also hinder deliveries, leading to decreased sales and the termination of collaboration with PT. Tri Putra Energi Megantara. Despite these challenges, the company ensures service quality by performing routine tank maintenance and providing complete documentation to customers. MMPH is known for its punctual deliveries, and it maintains strong relationships with customers through regular visits and direct communication. The company's willingness to handle long-distance deliveries, such as to Melak and Berau, further demonstrates its commitment to meeting customer needs, contributing to high customer loyalty, with 95% of customers showing strong loyalty. The company's strategy to maintain and increase customer loyalty focuses on excellent communication and close relationships with regular customers, prioritizing those who place frequent orders. While service challenges remain, such as delayed deliveries or issues with older tanker trucks, MMPH continues to innovate by adding new trucks and improving infrastructure to ensure customer satisfaction and loyalty, striving to retain and expand its customer base, particularly with PT. AKR Corp and Pro Energi, while seeking new clients.

DISCUSSION

The questionnaire results on service quality (SERVQUAL), customer satisfaction, and loyalty reveal that most respondents gave positive feedback on service dimensions such as reliability, responsiveness, and assurance. This indicates that PT. Migas Mandiri Pratama Hilir (MMPH) has successfully met customers' expectations in fundamental service aspects, directly contributing to their satisfaction. The high satisfaction scores also reflect the company's ability to provide services in line with customer expectations, which positively impacts customer loyalty.

However, the study also highlights variations in satisfaction and loyalty. While key customers like PT. AKR Corp rated MMPH highly, some respondents, such as those from PT. PRO Energy, gave lower scores, pointing to issues in certain service aspects like communication and slow response times. Despite these challenges, MMPH continues to maintain service quality through regular maintenance of its tank units and by strengthening relationships with customers via direct communication and periodic visits. The company's willingness to accept long-distance delivery orders and its high customer loyalty rates demonstrate its success in managing service quality amid operational challenges.



The positive impact of service quality on customer satisfaction is clearly demonstrated in this study, particularly in the dimensions of reliability, responsiveness, and assurance, which have met customer expectations effectively. Nguyen et al. (2020) support this, stating that high-quality service in these areas directly increases customer satisfaction as it aligns with their expectations. This is reflected in the high satisfaction scores observed in PT. Migas Mandiri Pratama Hilir (MMPH), showing that their services meet customer needs and contribute to increased customer loyalty (Gultom et al., 2020).

Customer satisfaction is closely linked to loyalty, as noted in this study, aligning with Oliver's (1999) theory that high satisfaction strengthens customer loyalty. Customers are more likely to maintain long-term relationships with companies that meet or exceed their expectations. MMPH's ability to retain loyal customers such as PT. AKR Corp, who expressed high satisfaction, underscores the importance of good service quality in fostering strong loyalty. However, variations in satisfaction and loyalty suggest the company should continue focusing on enhancing specific service aspects to improve overall customer experiences (Cheng & Jiang, 2020).

The relationship between service quality and customer loyalty in B2B marketing is further highlighted in the study, with dimensions such as reliability, responsiveness, and assurance closely tied to customer loyalty. Zeithaml et al. (1996) found that B2B customers tend to show strong loyalty to companies that consistently provide high-quality service. MMPH's high service scores reflect their success in meeting customer expectations, which contributes to long-term loyalty despite operational challenges like weather and delivery losses (Sharma et al., 2020). Effective communication and responsiveness, as pointed out by Morgan and Hunt (1994), are also crucial in maintaining loyalty. Addressing issues like communication delays, as seen in some customers such as PT. PRO Energy, will be key to improving loyalty further (Lubis et al., 2021).

CONCLUSION

The research concludes that PT. Migas Mandiri Pratama Hilir (MMPH) has successfully met customer expectations through service dimensions such as reliability, responsiveness, and assurance, contributing to high customer satisfaction. A positive relationship between customer satisfaction and loyalty was observed, with satisfied customers, like PT. AKR Corp, displaying strong loyalty. However, the study also highlighted variations in satisfaction, as seen with PT. PRO Energy, indicating areas for improvement, particularly in communication and response times. Despite operational

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challenges such as delivery issues during bad weather, MMPH must continue enhancing its service quality and customer communication to sustain high levels of customer loyalty.

RECOMMENDATION

Based on the findings, it is recommended that PT. Migas Mandiri Pratama Hilir (MMPH) focuses on improving service quality in areas like communication and responsiveness, particularly for customers like PT. PRO Energy, to enhance overall satisfaction and loyalty. Strengthening communication, especially during operational challenges like bad weather or delivery issues, will help mitigate dissatisfaction. Additionally, addressing operational hurdles, such as fuel losses during transport and sales declines in the rainy season, by improving road conditions or implementing alternative solutions can further improve customer satisfaction. MMPH should also maintain regular upkeep of tank units and reinforce long-distance service management to sustain high service quality and customer loyalty.

MANAGERIAL IMPLICATIONS

One limitation of this study is the variation in customer satisfaction and loyalty, particularly with clients like PT. PRO Energy, indicating that the findings may not fully represent the entire customer base of PT. Migas Mandiri Pratama Hilir (MMPH). Some dissatisfaction may stem from individual and situational factors, such as differing service experiences or inconsistent operational conditions. Additionally, while operational challenges like weather-related losses and delivery issues were identified, the study does not explore the long-term effects of these problems on customer loyalty, nor does it provide in-depth, practical solutions. External factors like poor road conditions and transport losses may vary and should be more closely examined in future research.

RESEARCH LIMITATIONS

In the context of B2B marketing, service quality dimensions such as reliability, responsiveness, and assurance play a critical role in fostering and maintaining customer loyalty. Managers at PT. Migas Mandiri Pratama Hilir (MMPH) should prioritize improving these SERVQUAL dimensions, which have been proven to enhance customer satisfaction and loyalty. Enhancing operational processes related to reliable deliveries, ensuring quicker response times to customer needs, and providing consistent service assurances can improve B2B customer perceptions, reduce dissatisfaction, and strengthen long-term business relationships. Additionally, implementing a structured

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Customer Relationship Management (CRM) strategy, particularly for addressing the concerns of less satisfied clients like PT. PRO Energy, can enhance communication, responsiveness, and overall relationship quality, thus boosting customer loyalty and sustaining long-term business success.

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