



Integrating Service Quality, Perceived Value, and Loyalty for Effective Modern Marketing Strategies

Agung Pribadhi^{1*}, Sri Utami², Nur Sayidah³

^{1, 2, 3} Universitas Dr. Soetomo Surabaya, Indonesia

*Corresponding author: agungunitomoS3@gmail.com |

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Abstract

Purpose: This study aims to examine the key factors influencing customer loyalty, specifically service quality and perceived value, and to analyze their direct and indirect effects through customer satisfaction. It also seeks to offer a combined perspective that integrates these variables into a single framework, addressing a gap in previous studies that often examined them separately.

Research Methodology: The research uses a qualitative approach through a literature review. Relevant theories and prior empirical studies on customer loyalty, service quality, perceived value, and customer satisfaction were systematically collected and analyzed to identify patterns, relationships, and conceptual insights.

Results: The findings indicate that both service quality and perceived value play a significant role in enhancing customer satisfaction. In turn, customer satisfaction acts as a mediating variable that strengthens customer loyalty. Additionally, service quality and perceived value also have a direct positive impact on loyalty.

Conclusions: The study concludes that integrating service quality and perceived value is essential in building customer satisfaction and sustaining customer loyalty. A holistic approach provides stronger outcomes compared to analyzing each variable independently.

Limitations: This study is limited to a literature review and does not include primary data collection, which may restrict empirical validation of the proposed relationships.

Contributions: This research contributes by offering a comprehensive framework that combines service quality and perceived value simultaneously, providing a novel perspective for academics and practical insights for marketers in developing effective customer retention strategies.

Keywords: *Customer Loyalty, Customer Satisfaction, Perceived Value, Quality of Service*

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1. Introduction

In an increasingly competitive and dynamic business environment, service quality and customer satisfaction are the main focus for companies to maintain market share and build customer loyalty. Although many studies have acknowledged the importance of service quality and customer satisfaction in building loyalty, there is a significant gap in the literature regarding the complex interaction between service quality, perceived value, customer satisfaction, and customer loyalty (Kim et al., 2021). In the modern era, customers demand not only quality products but also a satisfactory service experience and a high value perception of the products and services they receive. This phenomenon reflects a significant change

in customer behavior, where loyalty is no longer solely driven by price or product quality, but also by the quality of interaction and overall customer satisfaction (Islam et al., 2021). Although many studies have acknowledged the importance of service quality and customer satisfaction in building loyalty, there is a significant gap in the literature regarding the complex interaction between service quality, perceived value, customer satisfaction, and customer loyalty (Islam et al., 2021; Kim et al., 2021; Silvestri et al., 2020; Simanjuntak et al., 2020; Taufik et al., 2022). Previous studies have often isolated the relationship between two specific variables, resulting in a less thorough understanding of how these variables work together to create customer loyalty. For example, many classic studies have focused on the direct relationship between service quality and customer loyalty, where service quality is considered a major factor influencing loyalty. Research by Kim et al. (2021) emphasized the importance of customer perception of service quality as the main predictor of satisfaction and loyalty. Likewise, Taufik et al. (2022) reinforce the idea that high service quality plays an important role in building customer loyalty.

In addition, several other studies have focused on the effect of customer satisfaction separately. For example, some studies only explore how customer satisfaction affects loyalty without considering other factors that may play a role, such as perceived value or other elements of service quality (Achmadi et al., 2023; Azizan & Yusr, 2019; Cakici et al., 2019; Fornell et al., 2020; Hunneman et al., 2021; Khoironi et al., 2018; Nguyen et al., 2020; Ruiz Díaz, 2017). These studies assume that customer satisfaction directly results in loyalty, regardless of how other variables strengthen or weaken these relationships. However, studies that combine more than two variables for example, which look not only at the quality of service but also how perceived value (i.e., customer perception of the benefits they get compared to the costs they incur) affect satisfaction and loyalty are still limited. Perceived value is an important factor that can amplify or even replace the impact of service quality on satisfaction and loyalty, especially in highly competitive markets. Many customers may be satisfied with quality service, but without the perception that they are getting comparable value, their loyalty will not be solid. In addition, previous studies have tended not to pay attention to customer satisfaction as a mediating variable that could link other variables, such as service quality and perceived value, with loyalty. For example, few studies have examined whether customer satisfaction acts as a bridge that converts positive perceptions of service quality and value into long-term loyalty (Huang et al., 2019; Özkan & S., 2019; Supriyanto et al., 2021). In some cases, service quality and perceived value may not directly increase loyalty but must go through customer satisfaction first before that customer commits to staying loyal to the brand or service.

Therefore, this literature gap points to the need for a more holistic and comprehensive approach that integrates all of these variables (service quality, perceived value, customer satisfaction, and customer loyalty) in a single research framework. The integration will provide a deeper understanding of the dynamics that occur between these factors and how companies can formulate more effective marketing strategies to increase customer loyalty on an ongoing basis. The study, which is a literature review, aims to fill this gap by collecting and analyzing a variety of related studies, in order to provide a deeper understanding of how these factors interact and affect overall customer loyalty. By exploring previous studies, this study also seeks to identify inconsistencies or gaps in the literature that can be the basis for further research.

The significance of this research lies in the effort to compile a holistic picture of the relationship between these variables, important for developing to do more effective customer-based marketing strategies. The novelty of this study lies in the integration of the concept of perceived value and customer satisfaction as a mediator in shaping customer loyalty, which has rarely been discussed in the literature. This research makes an important.

This study contributes to the marketing literature by presenting a comprehensive analysis that can be used by academics and practitioners alike to understand the key factors underlying customer loyalty in the

modern era. How do customers form their perceptions of service quality that influence their satisfaction? How does customers' perceived value of the service quality affect their level of satisfaction? How does the quality of service provided influence customers' decisions to remain loyal to the company? How does customers' perceived value contribute to their level of loyalty toward the company's services? How do customers define satisfaction and how does it contribute to customer loyalty?

2. Literature Review

2.1 Customer Loyalty

Customer loyalty is a commitment to making purchases or using a company's products or services as indicated by their consistency in choosing a particular brand (Kotler et al., 2019). Customer loyalty is defined as a strong commitment to a particular brand, service, or product, which results in consistent purchases in the future (İsoraite, 2016). Customer loyalty is defined as the bound relationship between attitudes and repeated purchasing behaviors on a particular brand or service (Kuksov & Zia, 2021).

Loyalty is the only factor that determines a business's future success. Therefore, customer loyalty is essential for long-term profits (Cavallone, 2017). Customer loyalty as a complex relationship between attitudes and behaviors, in which customers not only show a preference for a particular brand but also have a sense of trust and satisfaction with it (Hughes, 2003). Customer loyalty is defined as a repetitive buying action that occurs because a customer is satisfied with the product or service received, and will choose that brand over another brand (Brooks et al., 2015). Customer loyalty consists of two main elements: attitudes and behaviors. Attitude includes customer satisfaction with a product or service, whereas behavior includes real actions in the form of repeated purchases (Rai & Santoso, 2015). Customer satisfaction as the customer's perception of how well a product or service meets their expectations, which impacts their intention to make future purchases and recommend to others (Krüger, 2016).

2.2 Customer Satisfaction

Customer satisfaction is one of the most important aspects in today's business world (Kahwaji & Almubayed, 2016). In the midst of increasingly fierce competition, companies are required to not only provide high-quality products or services, but also to ensure that the customer experience with their brands is satisfactory (Aoyagi et al., 2021). Customer satisfaction can be used as a barometer to evaluate the extent to which a company meets or exceeds customer expectations (Goi et al., 2021). Customer satisfaction as the customer's perception of how well a product or service meets their expectations, which impacts their intention to make future purchases and recommend to others (Krüger, 2016). Customer satisfaction is the result of a customer's overall experience with the brand, which includes how well a product or service meets pre-established expectations (Arboretti et al., 2020). Customer satisfaction is a customer's overall evaluation of their experience, which can be influenced by interactions with products, services, and even brands (Armstrong et al., 2018). Customer satisfaction reflects how well a product or service meets or exceeds customer expectations, and plays an important role in building customer loyalty and trust. Customer satisfaction is a key indicator of business performance, referring to customers' positive feelings after using the products or services provided by the company (Silvestri et al., 2020).

2.3 Perception Value

In an increasingly competitive marketing environment, understanding consumer behavior is critical. One of the key aspects of consumer behavior is perceived value, which refers to an individual's subjective view of the benefits and costs of a product or service. Perceived value not only influences purchase decisions, but also impacts customer loyalty and overall satisfaction (Habibi & Zkipour, 2022). Perception value is a consumer's assessment of the value provided by a product or service based on their experience and expectations of quality and benefits obtained. Perception value is a subjective evaluation by consumers

of the benefits of a product compared to the cost incurred to acquire the product. It is said that perception is an assumption formed from consumer knowledge and experience of the product, which affects their purchase decisions (Zeithaml et al., 2020).

2.4 Quality of Service

Various experts have come up with a definition of service quality that shows how complex this concept is. From measuring based on customer expectations to how their experience and perception contribute to the assessment of the service received, service quality encompasses various dimensions. Service quality is defined as the customer's perception of how well the service they received compared to their expectations (Zeithaml et al., 2020). Service quality is the stage at which customer experience relates to perceived service performance. They emphasize the importance of meeting customer expectations to achieve high service quality. Service quality can also be defined as a criterion used by customers to assess whether the services provided meet their needs and expectations. Service quality can be interpreted as a customer assessment that involves their level of satisfaction with the service received, and influences future purchase decisions. Service quality reflects the extent to which the services provided meet or exceed the customer's expectations. Service quality is a measure of whether a service meets customer expectations and consists of various elements, such as reliability, responsiveness, and empathy (Ghotbabadi et al., 2015).

From the various definitions that exist, Quality of Service and perceived value in general can be understood as a subjective assessment made by customers of a brand, which includes cognitive and emotional aspects. This assessment significantly affects customer satisfaction and loyalty, thus forming a long-term, mutually beneficial relationship between the customer and the brand. Research on customer satisfaction and loyalty has been conducted by various researchers from different perspectives, including previous studies summarized in Table 1.

Table 1. Previous Journal Review

No	Author/Topic	Variabel	Perbedaan Variabel	Hasil
1	Syahsudarmin (2022): The Influence of Service Quality on Customer Satisfaction	Service Quality (X); Customer Satisfaction (Y)	-	Service quality berpengaruh terhadap customer satisfaction
2	Huang et al. (2019): Service quality, satisfaction and loyalty in B2B industry	Service Quality (X); Customer Satisfaction (Z); Brand Awareness (M); Customer Loyalty (Y)	Brand awareness sebagai moderator	Service quality berpengaruh positif terhadap satisfaction dan berdampak pada loyalty; brand awareness memperkuat hubungan
3	Supriyanto et al. (2021): Service quality, satisfaction, and loyalty of bank customers	Service Quality (X1); Customer Satisfaction (Z); Customer Loyalty (Y)	Customer satisfaction sebagai mediator	Service quality tidak berpengaruh langsung terhadap loyalty, tetapi berpengaruh tidak langsung melalui satisfaction

No	Author/Topic	Variabel	Perbedaan Variabel	Hasil
4	Alzoubi et al. (2020): Service value, quality, price fairness and recovery on satisfaction	Perceived Value (X1); Service Quality (X2); Service Recovery (X3); Price Fairness (X4); Satisfaction (Z); Delight (Y)	Tambahan variabel recovery dan price fairness	Semua variabel berpengaruh terhadap customer satisfaction
5	El-Adly (2019): Perceived value, satisfaction and loyalty in hotels	Perceived Value (7 dimensi); Satisfaction (Z); Loyalty (Y)	Dimensi nilai (aesthetics, prestige, dll.)	Beberapa dimensi memiliki pengaruh signifikan terhadap satisfaction dan loyalty
6	Rahayu et al. (2020): Muslim customer perceived value on satisfaction and loyalty	Perceived Value (X); Satisfaction (Z); Religiosity (M); Loyalty (Y)	Religiosity sebagai moderator	Perceived value berpengaruh langsung dan tidak langsung terhadap loyalitas melalui satisfaction
7	Pınar Özkan et al. (2019): Service quality, satisfaction and loyalty	Satisfaction (X1); Service Quality (X2); Perceived Value (Z1); Image (Z2); Reputation (Z3); Loyalty (Y)	Image dan reputation sebagai mediator	Quality dan satisfaction mempengaruhi loyalty melalui perceived value, image, dan reputation
8	Tzavlopoulos et al. (2019): E-commerce quality, risk, satisfaction and loyalty	Service Quality (X); Satisfaction (Z); Perceived Value (Z1); Risk (Z2); Loyalty (Y)	Perceived risk sebagai variabel tambahan	Service quality dan satisfaction berpengaruh langsung dan tidak langsung terhadap loyalty
9	Azizan & Yusr (2019): Satisfaction, brand trust, brand image and loyalty	Satisfaction (X1); Brand Trust (X2); Brand Image (X3); Loyalty (Y)	Fokus pada brand factors	Semua variabel berpengaruh terhadap customer loyalty
10	Nguyen et al. (2020): Service quality, satisfaction and loyalty	Reliability, Responsiveness, Capacity, Empathy, Tangibility (X); Satisfaction (Z); Loyalty (Y)	Dimensi SERVQUAL lebih rinci	Semua dimensi service quality berpengaruh terhadap satisfaction dan satisfaction berpengaruh terhadap loyalty

3. Methodology

This study used a qualitative approach through literature analysis. The literature review will focus on the relationship between Customer Loyalty, customer satisfaction, perceived value, and quality of service. In this study, an analysis was conducted on 10 papers that had undergone a peer-review process and were related to the three concepts. These papers were collected from a variety of sources, including science direct, Web of knowledge, and scopus (Elsevier). Each peer-reviewed paper was analyzed and summarized to achieve the research objectives. Details regarding the distribution of journals and publishers are presented in Table 1, which includes information about article titles, authors, year of publication, differences, similarities, and research results.

The qualitative research methodology for researching literature aims to explore insights and create a

deeper understanding of a phenomenon and produce relevant new theories. This process is iterative and can involve continuous revision of existing views and hypotheses (Munawar et al., 2021). Qualitative research methodologies in researching literature to produce new theories usually involves several important step (Denny & Weckesser, 2022; Jennings, 2012).

4. Results and Discussion

4.1 *Quality of Service and Customer Satisfaction*

Service quality is a key factor affecting customer satisfaction in various industries, including retail, hospitality, and healthcare. Service quality includes various elements, such as speed, accuracy, employee attitude, and the ability to meet customer expectations. When Customers feel that the service they receive meets or even exceeds their expectations, their satisfaction level tends to be higher. Conversely, poor or inappropriate services can lead to dissatisfaction (Huang et al., 2019).

According to the SERVQUAL model, there are five dimensions of service quality: Tangibles (physical appearance and equipment), Reliability (ability to consistently provide promised service), Responsiveness (willingness and ability of employees to help customers and provide prompt service), Assurance (knowledge and courtesy of employees and their ability to give trust to customers), and Empathy (individual attention given to customers). Each of these dimensions contributes to the customer's perception of service quality, which ultimately affects their satisfaction (Burböck, 2014; Roslan et al., 2015). Various studies have shown a positive relationship between service quality and customer satisfaction. If customers are satisfied with the quality of the service, they are more likely to return to using the service and recommend it to others it can also impact customer loyalty and increase customer retention. Customer satisfaction not only affects their decision to reuse a service but also affects customer loyalty. Satisfied customers are more likely to recommend services to others, which can attract new customers. Good service quality can create a positive image for a company and build a strong reputation in the market. From the above description, it can be concluded that the influence of perception value on customer satisfaction is significant. Customers who feel a high value of a product or service tend to feel satisfied, which further affects their loyalty. Therefore, companies must focus on increasing perceived value to achieve greater customer satisfaction and loyalty. Understanding and managing perceived value is key to creating a positive customer experience and building sustainable relationships (Alzoubi et al., 2020; Nguyen et al., 2020).

4.2 *Value and Customer Satisfaction*

Perception value refers to a person's understanding of the benefits received from a product or service compared to the costs or sacrifices incurred to obtain the product or service (Konuk, 2019). In the context of business, perceptual value plays an important role in shaping customer satisfaction. Several studies have shown a significant relationship between perceived value and customer satisfaction. For example, Zeithaml et al. (2020) suggest that customers often evaluate products or services based on their perception of the value received compared to the cost. The results of this study show that a positive perception value will increase the level of customer satisfaction. In addition, a study conducted by Zygiaris et al. (2022) on service quality noted that the value dimension, consisting of quality, price, and benefits, is integral to customer perception. They found that when customers felt they were receiving high-quality service at a suitable price, their satisfaction levels increased significantly.

When customers consider that the value they receive is greater than the cost they spend, they will experience higher satisfaction (Segoro, 2013). Research by El-Adly (2019), also showed that a high perception value tends to increase customer satisfaction because customers feel that their investment in the product or service is worth the results obtained. This can include product quality, service, and

overall experience when transacting. Customer satisfaction is also influenced by the extent to which perceived value meets or exceeds their expectations. [Alzoubi et al. \(2020\)](#) showed that when the perceived value matches or is better than customer expectations, satisfaction tends to increase. Conversely, if the perceived value is low and does not meet expectations, customers can feel disappointed, which can affect their loyalty to the brand.

A high perceived value not only increases customer satisfaction but also impacts customer loyalty. Satisfied customers are more likely to return to the same product or service and recommend it to others. [Habibi and Zakipour \(2022\)](#) argue that business success is strongly influenced by strategic and operational effectiveness; in the long run, this contributes to a company's growth and strengthens its positive reputation in the market. From the description above, it can be concluded that the influence of perception value on customer satisfaction is significant. Customers who perceive a high value in a product or service tend to feel satisfied, which further affects their loyalty. Therefore, companies must focus on increasing perceived value to achieve greater customer satisfaction and loyalty. Understanding and managing perceived value is key to creating a positive customer experience and building sustainable relationships.

4.3 Quality of Service and Customer Loyalty

Service quality is an important factor that affects customer loyalty across various industries, including retail, hospitality, and healthcare. Customer loyalty refers to the tendency of customers to continue using products or services from a particular brand and recommend them to others. Good service quality creates positive customer experiences. Several studies, such as those conducted by [Nguyen et al. \(2020\)](#) state that high service quality directly impacts customer satisfaction, which in turn drives loyalty. When customers feel valued through good, responsive and consistent service, they are more likely to return to using the product or service. Research by [Ghotbabadi et al. \(2015\)](#) shows that the relationship between service quality and customer loyalty is significant. They found that customers who experienced quality service tended to have better perceptions of value. If customers feel that they are receiving value for what they are paying, their loyalty tends to increase.

Furthermore, good service quality builds trust between customers and the company. Research conducted by [Alzoubi et al. \(2020\)](#) show that trust is a key factor in creating long-term relationships. Customers are more likely to remain loyal when they believe that the company will deliver on its promises and provide consistent service. Customers who are satisfied with the quality of service are also more likely to recommend the brand to others, thereby improving the company's reputation ([Huang et al., 2019](#)). High-quality service not only contributes to long-term loyalty but also increases the likelihood that customers will be willing to pay more for a product or service from a brand they trust ([Rico et al., 2019](#)). Cost of retaining existing customers is typically lower than the cost of acquiring new ones. Overall, service quality has a significant impact on customer loyalty. Companies that focusing on improving service quality can provide a sustainable competitive advantage. Therefore, companies must actively evaluate and improve their services to maximize customer satisfaction and loyalty. By building strong relationships through superior service quality, companies can create a loyal and profitable customer base.

4.4 Value Customer Perception and Loyalty

Perceived value refers to a customer's assessment of the benefits they receive from a product or service compared to the costs they incur. In the context of business, perceived value significantly influences customer loyalty, namely, the tendency of customers to continue to choose a certain brand or product and recommend it to others. Perceived value is closely related to customer experience; when customers feel a high value of a product or service, they tend to have positive experiences. For example, [Zeithaml et al. \(2020\)](#) suggest that when customers feel that they receive more benefits than the costs incurred, they will feel satisfied and tend to be loyal to the brand. The quality of the product and the price offered

also affect perceived value. Research by [Alzoubi et al. \(2020\)](#) shows that customers who believe that a product is of high quality at a reasonable price will be more loyal. When customers feel they receive good value, they are more likely to return to the product or service. A high perceived value contributes to customer satisfaction, which is a key factor in fostering customer loyalty. Being met, they are more likely to remain loyal. Strong perceptual values can also build customer trust in brands. This trust allows companies to build long-term relationships with customers. In addition, customers who perceive the high value of a product or service will not only return to use it but are also more likely to recommend it to others.

Overall, perceived value significantly influences customer loyalty. Customers who perceive a high value in a product or service tend to be more loyal, satisfied, and willing to recommend the brand to others. Therefore, it is important for companies to focus on increasing perceived value through product quality management, good services, and price accuracy. By understanding and managing perceived value, companies can build a loyal and sustainable customer base, which, in turn, will support long-term business growth and success.

4.5 Customer Satisfaction and Customer Loyalty

Customer satisfaction is a key factor that affects customer loyalty in businesses ([Kahwaji & Almubayed, 2016](#)). When customers are satisfied with a product or service, they tend to show higher loyalty to the brand or company. Customer satisfaction is defined as the feeling of pleasure or satisfaction that customers experience after using a product or service, usually derived from a comparison between expectations before purchasing and the reality that they experience after using a product or service. When an experience meets or exceeds expectations, satisfaction levels increase.

Many studies have shown a positive relationship between customer satisfaction and loyalty. For example, research by [Huang et al. \(2019\)](#) shows that customer satisfaction is a strong predictor of loyalty. Satisfied customers are more likely to stick with the same product or service in the future and are more willing to recommend their brand to others. Customer satisfaction is affected by various factors, including product quality, service, price, and overall experience. Customers who experience high satisfaction are not only more likely to remain loyal but can also become brand advocates, recommending products or services to friends and family. This contributes to improving the brand's reputation and image. [Cakici et al. \(2019\)](#) show that the cost of retaining existing customers is usually lower than that of attracting new customers; therefore, high satisfaction is essential for a company's long-term bottom line. Customer loyalty is demonstrated not only through repeat purchases but also through the positive influence they exert on the company. Loyal customers are usually more willing to provide feedback, participate in loyalty programs, and take part in promotions held by the company. Overall, customer satisfaction significantly influences customer loyalty.

Satisfied customers tend to be more loyal, feel more attached to the brand, and are more likely to recommend it to others. Therefore, companies should focus on improving customer satisfaction through good product and service quality, and a positive customer experience. By doing so, companies can build a loyal customer base and support the long-term success of their business in the long run. Building a strategy that prioritizes customer satisfaction will contribute to increased customer loyalty and the development of long-term, mutually beneficial relationships.

5. Conclusions

The research findings indicate that there is a significant interaction between service quality promotion (X1), perceived value (X2), and customer satisfaction (X3), which collectively influence customer loyalty (Y). Good service quality contributes substantially to customer satisfaction, making it a crucial factor in

fostering customer loyalty toward a brand or product. Furthermore, the value perceived by customers plays an essential role in shaping their level of satisfaction; the higher the perceived value, the greater the likelihood that customers will remain loyal to the product. In addition to the primary variables examined in this study, other factors such as brand image, product quality, and customer experience are also important and should be taken into account when formulating effective marketing strategies.

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Author Contributions

AP contributed to the conceptualization, methodology, formal analysis, investigation, drafting of the original manuscript, and supervision of the study. SU was responsible for data curation, validation, visualization, as well as reviewing and editing the manuscript. NS managed the provision of resources, project administration, funding acquisition, and proofreading. All authors have read and approved the final version of the manuscript for publication.

Conflicts of Interest

The authors declare no conflict of interest in the publication of this research. This study was conducted independently, and there are no financial or personal influences on the results.

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