



Bridging Satisfaction to Loyalty: The Role of Service Quality and Customer Stickiness in Indonesia's Online Food Delivery Industry

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Article Info	Abstract
<p>Keyword: Service Quality; Customer Satisfaction; Customer Stickiness; Customer Loyalty</p> <p>Received: 19-11-2024 Revised: 26-01-2025 Accepted: 30-01-2025 Published: 07-02-2025</p> <p>JEL Classification Code: M30, M31</p> <p>Corresponding author: agus.putra@binus.ac.id</p> <p>DOI: 10.24123/jeb.v6i1.7054</p>	<p>Purpose: This study examines the influence of service quality dimensions, tangibles, reliability, responsiveness, empathy, and assurance on customer satisfaction and their subsequent impact on customer loyalty in Indonesia's online food delivery (OFD) services. Additionally, it explores the mediating role of customer stickiness in the relationship between customer satisfaction and loyalty.</p> <p>Method: The study employs a quantitative-explanatory research approach with a sample of 325 respondents, selected using purposive sampling. Data were collected through an online questionnaire and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS).</p> <p>Result: The findings reveal that tangibles and reliability are dominant factors influencing customer satisfaction. Customer satisfaction significantly enhances customer loyalty, primarily through the mediating role of customer stickiness. The SERVQUAL model was validated in the OFD context, highlighting the importance of improving service quality to foster customer satisfaction and loyalty.</p>

INTRODUCTION

The COVID-19 pandemic has led to social restrictions and fears of crowded environments, particularly in restaurants, resulting in a significant surge in the demand for online food delivery (OFD) services. According to data released by NPD (2020), OFD orders increased by 67% in 2020 compared to 2019 (year-over-year). The number of OFD users continues to grow, with projections estimating 965.8 million users by 2024. This scenario has driven OFD platform providers to innovate and enhance their services to attract and retain customers. Consumer enthusiasm for OFD services globally aligns with trends in Indonesia, the largest OFD market in Southeast Asia. According to a

Momentum Works report (2022), the gross merchant value (GMV) of OFD services in Indonesia reached USD 4.5 billion (approximately IDR 67.89 trillion) in 2022.

The Indonesian OFD market is dominated by three major providers: GoFood, GrabFood, and ShopeeFood. In 2023, GrabFood held the largest market share at 50%, followed by GoFood at 38% and ShopeeFood at 5% (Databoks, 2024). This dominance indicates intense provider competition, compelling each company to establish a competitive advantage to maintain its market position. To achieve this, OFD providers must differentiate themselves from competitors in the market. Maintaining a competitive advantage in the contemporary digital food delivery ecosystem necessitates strategic innovation in mobile application architecture and user experience design. Prominent Online Food Delivery (OFD) platforms, including GoFood, GrabFood, and ShopeeFood, implement sophisticated user interface optimizations and personalization algorithms to enhance user engagement metrics. Integrating intuitive design principles and personalized user experiences significantly contributes to consumer satisfaction indices, fostering enhanced customer retention and loyalty metrics. Moreover, these platforms have initiated the implementation of gamification frameworks, incorporating reward mechanisms and periodic engagement challenges, which serve as behavioral incentives for increased transaction frequency. These engagement-driven features are strategically designed to reinforce positive user behavior patterns and strengthen platform dependency.

Furthermore, consumers now have numerous alternatives, and differentiation can create a positive perception in consumers' minds. If companies maintain this perception, customers are likelier to continue using their services (Krzycki et al., 2021; Leão & da Silva, 2021). A competitive advantage secures a larger market share and fosters customer loyalty. Although the Indonesian market dominates the Online Food Delivery (OFD) sector in Southeast Asia, a comparison with neighboring countries such as Malaysia, Thailand, and Vietnam reveals significant differences in consumer preferences and the strategies employed by service providers. In countries like Thailand, OFD services are more commonly used for individual orders, whereas in Indonesia, these services are frequently utilized in social and family contexts. This condition indicates the presence of cultural influences that service providers must consider to tailor their strategies to meet local market needs.

Customer loyalty is crucial for companies as it ensures stable profitability; loyal customers repeatedly use the services (Gazi et al., 2024). Furthermore, loyal customers reduce marketing costs. Parasuraman (1985) noted that acquiring new customers can be up to five times more expensive than retaining existing ones. Loyal customers are not only resistant to competitors' offerings but also promote positive experiences to others. Customer loyalty is most tangibly reflected in the profitability generated. Companies with loyal customers should experience stable or increasing profits (Rashid et al., 2020). However, data from IDX (2023) revealed a decline in transactions for GoFood and GrabFood by 10% and 9%, respectively, from 2022 to 2023. Among the three OFD providers, only ShopeeFood reported an increase in annual revenue. This decline highlights shifting consumer behavior, potentially signaling a departure from OFD services. The discrepancy between marketing theories—such as those by Parasuraman (1985) and Gazi et al. (2024)—and actual conditions creates an urgency to investigate customer loyalty and its influencing factors comprehensively.

To secure loyal customers, companies must be capable of providing high-quality services. Service quality is commonly measured using the SERVQUAL model, which includes five dimensions: tangibles, responsiveness, empathy, reliability, and assurance (Parasuraman, 1985). However, earlier researchers debated the model's adequacy in measuring service quality. With the intensification of competition in the Online Food Delivery (OFD) market, service providers are increasingly focusing on enhancing service quality. Features such as fast delivery, ease of payment, and responsive customer service are being bolstered through more advanced applications. Additionally, with the growing trend towards sustainability, these companies are striving to design services that are not only efficient but also environmentally responsible, a factor increasingly considered by consumers. Recent studies often apply SERVQUAL in evaluating restaurant services rather than OFD services (Bichler et al., 2020).

While the SERVQUAL model provides a strong foundation for evaluating service quality, emerging trends in mobile app design, gamification, and environmental sustainability increasingly influence consumer perceptions of service quality in the OFD industry. Recent studies have highlighted how these elements contribute to customer satisfaction and loyalty. This study adopts the Theory of Planned Behavior to understand better the relationship between service quality, customer satisfaction, and loyalty (Ajzen, 1991). This theory suggests that an individual's intention to engage in a behavior is influenced by their attitude towards that behavior, subjective norms, and perceived behavioral control. In online food delivery (OFD) services, a positive attitude towards service quality enhances customer satisfaction and loyalty. This research proposes that customer stickiness, as a mediating variable, plays a crucial role in reinforcing loyalty despite the availability of alternative services.

Recent trends in the OFD industry also influence customer satisfaction and loyalty. For instance, implementing gamification in OFD apps to increase user engagement is becoming increasingly popular. Features such as reward points and challenges that customers can complete enhance the user experience and strengthen their attachment to the service.

The relationship between customer satisfaction and loyalty in Online Food Delivery (OFD) services remains crucial. The OFD industry is highly competitive, with numerous platforms vying for market share, making customer satisfaction a key differentiator. Theoretically, better service quality results in greater customer satisfaction (Juwaini et al., 2022; Gopi & Samat, 2020), that service quality significantly and positively influences customer satisfaction. This satisfaction ultimately fosters customer loyalty. Customer satisfaction is pivotal in establishing customer loyalty (Ing et al., 2020). Satisfied customers are likelier to repeat positive experiences (Fernandes, 2018) and identify as loyal customers. Higher satisfaction levels increase repurchase intentions, reinforcing loyalty (Mahato, 2020). However, some studies suggest a weak or non-significant relationship between satisfaction and loyalty (Sitorus & Yustisia, 2018; Eid, 2015). Sitorus and Yustisia (2018) argued that satisfaction is not the sole determinant of loyalty, as other factors may influence it.

The conflicting findings on the satisfaction-loyalty relationship highlight a research gap. Addressing this gap requires incorporating a mediating variable, such as customer stickiness, which captures the tendency of customers to continue using a service despite the availability of alternatives. Various features developed by OFD platforms, such as points, rewards, badges, and gamification elements, contribute to enhanced customer engagement with OFD services. This consumer attachment to a particular OFD platform is called customer stickiness. Customer stickiness also reduces sensitivity to price changes, fostering loyalty even amidst price hikes or competitors' discounts. This study focuses on the Indonesian OFD industry, specifically examining GoFood, GrabFood, and ShopeeFood. High service quality fosters positive attitudes, which increase satisfaction and customer stickiness, ultimately strengthening loyalty. This research introduces two novel aspects: (1) applying the SERVQUAL model to assess service quality in the OFD industry, previously used primarily for restaurant services, and (2) incorporating customer stickiness as a mediating variable, a dimension not explored in prior studies.

Tangible and Customer Satisfaction

Tangible aspects refer to the physical, concrete elements of a product or service that customers can perceive, such as cleanliness, facilities, employee appearance, and the physical condition of the service itself (Kim & Bachman, 2019). When these tangible elements are well-managed and meet or exceed customer expectations, they create a strong positive impression. In the context of Online Food Delivery (OFD) services, tangible elements include a clean delivery process, neatly dressed drivers, and well-maintained vehicles, all of which contribute to a more pleasant and satisfying customer experience. Customers' initial perception of these physical qualities significantly influences their overall assessment of the service or product received. Consequently, maintaining and improving these

tangible aspects is essential, as they make customers feel valued and cared for, ultimately enhancing their satisfaction levels (Morkunas et al., 2024).

H1: Tangible has a significant and positive effect on customer satisfaction

Empathy and Customer Satisfaction

Empathy refers to a company's ability and effort to understand and address its customers' individual needs and desires. This definition includes care, personalized attention, and friendly, understanding interactions between service providers and customers (Ngo et al., 2020). When service providers exhibit empathy, they listen to customer complaints or requests and acknowledge and validate the customers' perspectives and emotions (Glaveli et al., 2023). For example, empathetic service providers actively listen to customer grievances, give full attention, and respond in ways that demonstrate a deep understanding of the customer's situation. If a customer feels frustrated due to an issue with the service, an empathetic company will acknowledge the frustration and show a genuine willingness to resolve the problem. Such actions foster a positive emotional connection between the customer and the company, ultimately enhancing customer satisfaction.

H2: Empathy has a significant and positive effect on Customer Satisfaction

Reliability and Customer Satisfaction

Reliability refers to the ability of service providers to maintain consistency, accuracy, and timeliness in their operations (Hetharie et al., 2023). "reliability" reflects customers' perceptions of timely delivery and order accuracy. In online food delivery (OFD), reliability is demonstrated through the delivery personnel's ability to fulfill promised services accurately and punctually. Delivery personnel interact directly with customers during deliveries and play a crucial role in shaping customer perceptions of service quality (Koay et al., 2022). Wulandari et al. (2023) found that customers expect helpful staff when ordering food online, and these expectations are reflected in the quality of delivery. Transactions become more enjoyable due to courteous staff behavior and the convenience of timely delivery. Customers develop positive impressions of the convenience of OFD services, ultimately leading to higher customer satisfaction.

H3: Reliability has a significant and positive effect on Customer Satisfaction

Responsiveness and Customer Satisfaction

Responsiveness refers to how service providers can promptly address client requests (Hetharie et al., 2023). By effectively communicating with clients, the responsiveness dimension aims to deliver swift and appropriate services (Karmanta & Kusumadewi, 2024). In this study, the indicators of responsiveness have been modified to better align with its context, focusing on customer satisfaction with the platform's responses to inquiries and problem resolution. Quick responses signify that the business is committed to meeting customer needs promptly. A business's or its personnel's readiness to assist consumers is equally as important as their response speed (Sinollah & Masruro, 2019). For instance, when customers are too busy to wait in line, online food delivery (OFD) services become their optimal choice. OFD platforms collaborate with restaurants to provide consumers with various culinary options. Consequently, the performance of a product or service is directly related to user satisfaction. Customers often hold high expectations and perceptions of platform performance, which ultimately influence their level of satisfaction.

H4: Responsiveness has a significant and positive effect on Customer Satisfaction

Assurance and Customer Satisfaction

Assurance refers to the capacity of service providers to instill confidence in their clients regarding the excellence of the services offered and to address any potential issues effectively (Hetharie et al., 2023). According to Karmanta and Kusumadewi (2024), the assurance dimension encompasses the

ability of staff members to inspire trust in the organization and their friendliness and expertise in dealing with consumers. This study's assurance indicators evaluate customers' trust in food safety and hygiene practices during OFD services. Consumers are particularly concerned about how their data is processed, stored, and used. For instance, data security has emerged as a significant barrier preventing some customers from adopting electronic wallets. Thus, security and privacy protection influence customers' purchase intentions (Suryani & Koranti, 2022). Enhanced security measures lead to greater customer satisfaction, as improved attitudes toward security foster overall satisfaction (Suryani & Koranti, 2022). Beyond data security, Hartono et al. (2022) emphasize that their perception of safety levels heavily influences consumers' satisfaction or dissatisfaction. This argument highlights the critical role of assurance in shaping customer experiences and satisfaction within the context of OFD services.

H5: Assurance has a significant and positive effect on Customer Satisfaction

Customer Satisfaction and Customer Loyalty

Customer satisfaction has been extensively discussed in terms of its concept and is regarded as crucial for a company's long-term success. The level of satisfaction with a product or service significantly impacts the likelihood of customers returning, and as satisfaction increases, so does the probability of retaining existing customers (Zhong, 2020). Satisfied customers are more likely to remain loyal to a company long-term if they have positive experiences with its products or services. Positive experiences reduce uncertainty, enhance loyalty, and support better decision-making. These findings align with several studies that report a significant and positive relationship between customer satisfaction and loyalty.

H6: Customer Satisfaction has a significant and positive effect on Customer Loyalty

Customer Satisfaction and Customer Stickiness

Customer satisfaction is a solid foundation for fostering sustained customer attachment to a brand, where customers are more likely to continue using the same product or service in the future (Kim et al., 2020). This condition, where customers persist with a product or service because they find it difficult or impractical to switch to alternatives, is called Customer Stickiness (Uzir et al., 2019). The fundamental difference between customer stickiness and loyalty lies in the emotional bond. While loyalty often stems from a deeper emotional connection, stickiness may arise from practical or situational factors. When customers are satisfied with the service they receive, it can create a positive experience that builds strong trust in the brand. Key aspects contributing to customer satisfaction include high product quality, responsive and friendly customer service, and the perception that the value provided exceeds the price paid (Setiawan et al., 2020). Satisfaction is a critical driver, motivating customers to choose the same product or service in the future. Customer attachment is a direct outcome of perceived satisfaction, reflecting the commitment and the desire to remain loyal to the brand (Gazi et al., 2024). Even amidst competitive offerings, customers who have developed a strong attachment are likelier to stay with a brand that has delivered a satisfying experience.

H7: Customer Satisfaction has a significant and positive effect on Customer Stickiness

Customer Stickiness and Customer Loyalty

Customer stickiness refers to the tendency of customers to continue using a specific product or service because they feel comfortable and satisfied with the brand (Xiaozhou, 2019). Positive and consistent customer experiences build trust and satisfaction in the minds of consumers, encouraging repeat purchases and sustained loyalty to the service. Furthermore, customer stickiness enhances customer interaction and engagement with the provided services. Customers who feel connected to the available services are more likely to engage frequently through various channels, such as social media, applications, or loyalty programs (Gao & Huang, 2021). This engagement strengthens the

emotional bond between the customer and the brand and facilitates service providers in understanding customer needs and preferences more effectively (Gao & Huang, 2021). Such conditions enable service providers to deliver more personalized and relevant offerings, increasing customer satisfaction and attachment. In addition to continued usage, sticky customers often become a reliable source of positive word-of-mouth (Marcos et al., 2022). They are more inclined to recommend the brand to others, leave positive reviews, and remain loyal even when faced with competitive offers from rival brands.

H8: Customer Stickiness has a significant and positive effect on Customer Loyalty

Customer Satisfaction, Customer Stickiness, and Customer Loyalty

When satisfied with the product or service, customers tend to develop a positive perception of the service (Zhong & Moon, 2020). This condition is influenced by various factors, including service quality, ease of use, and interactions with customer support (Zhong & Moon, 2020). However, in some situations, satisfaction alone is insufficient to maintain customer loyalty. Customers must be engaged through factors that create an emotional or practical connection to the service. For instance, a service that offers an intuitive user experience, responsive customer service, rewarding loyalty programs, or added value, such as informative content or social interactions, can enhance customer stickiness. This stickiness encourages customers to remain loyal to the service, creating barriers that prevent them from switching to competitors. When consumers feel emotionally or practically attached to a brand, they are more likely to prioritize it in their decision-making (Özer et al., 2022; Mrad et al., 2020). This condition often translates into repeat purchases. Thus, customer stickiness is not merely about retaining customers but also about strengthening the relationship between the customer and the brand. It creates a positive cycle in which customer satisfaction fosters loyalty, further reinforced by factors enhancing stickiness.

H9: Customer Stickiness mediates the relationship between Customer Satisfaction and Customer Loyalty

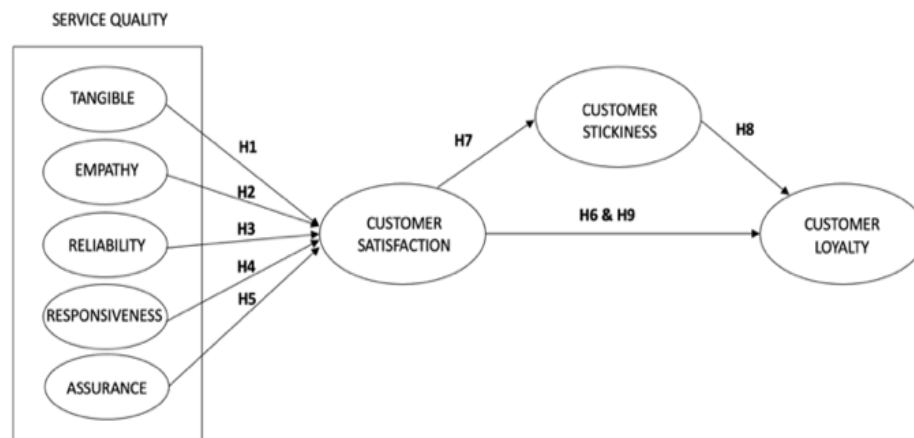


Figure 1.
Research Model

RESEARCH METHODS

The study employs a quantitative-explanatory approach with an indefinite population, encompassing all online food delivery service application users. Given the nature of the population, purposive sampling was used, with a minimum sample size of 310 respondents determined by the calculation technique proposed by Hair et al. (2017). Data were collected through an online questionnaire distributed via Google Forms, utilizing a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The criteria for respondents include being over 17 years old, having used online

food delivery services from one of the platforms—Gojek, Grab, or Shopee—more than twice in the past six months, and having used rewards such as discounts or vouchers from these services. The data analysis methods in this study include descriptive statistical analysis and Structural Equation Modeling based on Partial Least Squares (SEM-PLS), facilitated by the SmartPLS 3 software (See figure 1). The SEM-PLS analysis process involves two main stages: the evaluation of the reflective measurement model, which assesses the reliability and validity of the constructs, and the structural model evaluation, which focuses on the R-Square value, Q-Square value, and hypothesis testing using the bootstrapping method.

Established constructs guided the operationalization of variables in this study. The service quality measurement was adopted by Arli et al. (2024), which includes Tangibility using four items: the operational system, the application's visual appeal, the couriers' neatness, and the attractiveness of design elements. Reliability measurement was adopted by Arli et al. (2024) using four items that focused on timely delivery, responsiveness to issues, accuracy in service delivery, and error-free record maintenance. Responsiveness was adopted by Arli et al. (2024), which was evaluated based on the couriers' promptness, communication of service completion, willingness to assist, and responsiveness to customer requests. Empathy encompassed personalized attention, convenient operating hours, prioritization of customer interests, and understanding of specific customer needs (Arli et al., 2024). Trustworthiness measures assurance, security in transactions, politeness, and knowledgeability of couriers (Arli et al., 2024). Customer satisfaction was assessed through expectations met, overall satisfaction, and willingness to reuse the service (Uzir et al., 2021). Customer stickiness included the frequency of promotional events, point conversion features, reward-based missions, accessibility, and product information, adapted from Xiaozhou (2019). Lastly, customer loyalty was operationalized through positive word-of-mouth, consistent usage intentions, and recommendations to others, based on Gong & Yi (2018) and Zhong & Moon (2020).

RESULTS & DISCUSSION

Based on the available data, it is evident that most food delivery application (OFDS) users are women (60%), indicating a higher prevalence of usage among females. The largest age group of users falls within the range of 22 to 26 years (58%), suggesting that these applications are primarily utilized by younger, active generations who are likely more accustomed to digital technology. Users with higher educational backgrounds (bachelor's or diploma IV degrees) also dominate, implying that these applications are predominantly used by individuals with greater access to technological devices and more stable financial means. Students represent the largest segment of users (46%), which suggests that these individuals leverage OFDS as a practical solution for their food consumption needs, considering their often busy and dynamic lifestyles. In terms of income, most users earn between IDR 3,000,000 and IDR 4,500,000, reflecting a middle-class demographic that can afford to use food delivery services regularly while maintaining budget-conscious behavior. The choice of application further highlights consumer preferences; Shopee Food and GoFood are the most frequently chosen platforms (31% and 37%, respectively), indicating that brands with more substantial market penetration and promotional efforts tend to attract more users. Additionally, there is interest in Maxim Food, despite its lower ranking, potentially due to its pricing or specific service offerings.

Table 2 presents the results of the construct validity evaluation based on the AVE values. According to Hair et al. (2018), the threshold for AVE is considered valid if it exceeds 0.5. Furthermore, Table 2 also indicates that the indicators contribute more than the minimum required percentage of 70% or 0.7 for measuring latent variables (Hair et al., 2018). The loading factor values were derived from 325 respondents who completed the questionnaire. The results for each variable—Tangible, Reliability, Responsiveness, Empathy, Assurance, Customer Loyalty, Customer Satisfaction, and Customer Stickiness—exceeded the validity threshold of 0.7, indicating its validity.

Table 2.
The Result of Convergent Validity Test

Variable	Indicator	Loading Factor	AVE	Result
Tangible	TA1	0.927	0.940	Valid
	TA2	0.871		Valid
	TA3	0.876		Valid
	TA4	0.897		Valid
Reliability	RE1	0.869	0.911	Valid
	RE2	0.827		Valid
	RE3	0.804		Valid
	RE4	0.893		Valid
Responsive	RS1	0.818	0.892	Valid
	RS2	0.795		Valid
	RS3	0.848		Valid
	RS4	0.820		Valid
Empathy	EM1	0.801	0.914	Valid
	EM2	0.816		Valid
	EM3	0.801		Valid
	EM4	0.845		Valid
Assurance	EM5	0.863	0.883	Valid
	AS2	0.891		Valid
	AS3	0.819		Valid
	AS4	0.825		Valid
Customer Loyalty	CL1	0.893	0.918	Valid
	CL2	0.895		Valid
	CL3	0.877		Valid
	CS1	0.812		Valid
Customer Satisfaction	CS2	0.868	0.906	Valid
	CS3	0.892		Valid
	CS4	0.790		Valid
	CST1	0.759		Valid
Customer Stickiness	CST2	0.793	0.914	Valid
	CST3	0.875		Valid
	CST4	0.879		Valid
	CST5	0.754		Valid
	CST6	0.726		Valid

Table 2 demonstrates that all variables in the study have achieved an Average Variance Extracted (AVE) value greater than or equal to 0.5 (≥ 0.5), indicating that the average variance of all indicators exceeds 50% and can be adequately explained by their respective latent variables. This result confirms the validity of all variables. Among the indicators, TA1 (modern operational system of the OFDS application) contributes most significantly to the Tangible variable (0.927). RE4 (the OFDS application never making errors) has the highest impact on Reliability (0.893). RS3 (readiness of the OFDS service to respond to consumer requests) is the most influential for Responsiveness (0.848). EM5 (delivery drivers understanding specific customer needs) contributes most to Empathy (0.863).

AS2 (consumer feelings of security when transacting through the OFDS application) is the most significant for Assurance (0.891). CL2 (consumers' intent to consistently use the OFDS application) has the highest impact on Customer Loyalty (0.895). CS3 (consumers' willingness to continue using OFD services in the future) is the most influential factor in customer satisfaction (0.892). Finally, CST4 (availability of relevant product information on the OFDS application) contributes most significantly to Customer Stickiness (0.879).

An alternative approach can be used as a benchmark to evaluate the construct validity of this study. The Fornell-Larcker Criterion (the square root of the AVE) is commonly regarded as a satisfactory measure for ensuring construct validity, and these values are presented in Table 3.

Table 3.
Fornell Larcker

	AS	CL	CS	CST	EM	RE	RS	TA
AS	0.846							
CL	0.544	0.888						
CS	0.804	0.552	0.841					
CST	0.703	0.771	0.785	0.800				
EM	0.499	0.855	0.577	0.706	0.826			
RE	0.656	0.599	0.783	0.844	0.569	0.849		
RS	0.575	0.850	0.631	0.871	0.825	0.729	0.820	
TA	0.746	0.477	0.838	0.679	0.548	0.719	0.605	0.893

The model demonstrates adequate discriminant validity if the square root of the AVE for each construct exceeds the correlations between that construct and other constructs. Based on the findings presented in Table 3, it is evident that the final AVE square root values (0.846, 0.888, 0.841, 0.800, 0.826, 0.849, 0.820, and 0.893) for each variable are higher than the corresponding correlation values for each construct. Therefore, the measurement instruments used in this study exhibit sufficient construct validity to assess the variables under investigation: Tangible, Reliability, Responsiveness, Empathy, Assurance, Customer Loyalty, Customer Satisfaction, and Customer Stickiness.

The reliability of a variable in this study will be analyzed, followed by Cronbach's Alpha value.

Tabel 4.
Construct Reliability

	Chronbach's Alpha	Composite Reliability	Result
Tangible	0.915	0.940	Reliable
Reliability	0.871	0.911	Reliable
Responsive	0.841	0.892	Reliable
Empathy	0.883	0.914	Reliable
Assurance	0.809	0.883	Reliable
Customer Loyalty	0.867	0.918	Reliable
Customer Satisfaction	0.862	0.906	Reliable
Customer Stickiness	0.886	0.914	Reliable

Referring to Table 4, all variables in this study exhibit Composite Reliability values above 0.7, indicating that all variables can be considered reliable. In addition to analyzing Composite Reliability, this study also uses Cronbach's Alpha values to assess the reliability of the constructs employed.

Cronbach's Alpha values greater than 0.6 also indicate construct reliability. Table 4 displays the Composite Reliability and Cronbach's Alpha values for all variables. The results reveal that all variables, including Tangible, Reliability, Responsiveness, Empathy, Assurance, Customer Loyalty, Customer Satisfaction, and Customer Stickiness, are reliable, as all values exceed the specified minimum thresholds.

R-squared is a metric used to assess how independent variables influence dependent variables. The quality of a model can be determined based on the R-Square value: a value of 0.67 indicates a strong model, 0.33 indicates a moderate model, and 0.19 indicates a weak model.

Table 5.
R-Square

	R Square	R Square Adjusted
Customer Loyalty	0.603	0.600
Customer Satisfaction	0.863	0.861
Customer Stickiness	0.616	0.615

Referring to Table 5, the R-Square value for Customer Loyalty is 0.603, which is close to the threshold of 0.67, categorizing it as an almost strong model. This result indicates that 60.3% of the variance in Customer Loyalty can be explained by the variables Tangible, Reliability, Responsiveness, Empathy, Assurance, Customer Satisfaction, and Customer Stickiness. On the other hand, Customer Satisfaction has an R-squared value of 0.863, exceeding the 0.67 threshold. This result demonstrates that Tangible, Reliability, Responsiveness, Empathy, and Assurance can explain 86.3% of the variance in Customer Satisfaction. Meanwhile, Customer Stickiness has an R-Square value of 0.616, indicating that Tangible, Reliability, Responsiveness, Empathy, Assurance, and Customer Satisfaction can explain 61.6% of its variance. An analysis of the Q-Square value is necessary to determine the model's significance in predicting model fit. The Q-Square significance should be above zero and close to 1. Table 6 presents the Q-Square calculation results.

Table 6.
Q-Square

$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)(1 - R^2_3)$
$Q^2 = 1 - (1 - 0,603)(1 - 0,863)(1 - 0,616)$
$Q^2 = 0,979$

In Table 6, the Q-Square value of 0.979 indicates that the applied model can explain approximately 97.9% of the variance in the endogenous variables, including Tangible, Reliability, Responsiveness, Empathy, Assurance, Customer Satisfaction, and Customer Stickiness. This result demonstrates that the developed model has an adequate level of accuracy in prediction and provides sufficient confidence in the relationships between variables proposed in this study.

This study tested eight direct relationships and one mediation hypothesis. The results support Hypotheses 1-5, showing that Tangible (TA), Reliability (RE), Responsiveness (RS), Empathy (EM), and Assurance (AS) all positively influence Customer Satisfaction (CS), with significant effect sizes and P-values less than 0.05. However, Hypothesis 6, which tested the relationship between CS and Customer Loyalty (CL), was rejected due to a P-value of 0.077. Hypothesis 7 confirms that CS positively affects Customer Trust (CST), and Hypothesis 8 supports the positive impact of CST on CL. Finally, Hypothesis 9 demonstrates that CST fully mediates the relationship between CS and CL. The detailed results are summarized in Table 7.

Tangible aspects have a significant positive impact on customer satisfaction in online food delivery services. These include physical factors that customers can directly perceive, such as the

appearance and cleanliness of drivers and the condition of the vehicles used. The study shows that customers place considerable importance on the physical quality of the service, and when these elements meet or exceed expectations, satisfaction increases. This result aligns with Morkunas et al. (2024) and Uzir et al. (2021), who emphasize the influence of tangible factors on customer satisfaction. Tangibles create a strong first impression and shape customers' overall service evaluation. The findings also support the SERVQUAL model, which identifies tangibles as a key service quality dimension. For OFD companies in Indonesia, prioritizing tangible aspects is crucial. Practical steps include ensuring drivers maintain a neat appearance, keeping vehicles clean, and using modern equipment. These actions can enhance the customer experience, leading to higher satisfaction and loyalty.

Table 7.
Hypothesis Testing Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Tangible -> customer satisfaction	0.512	0.519	0.080	6.405	0.000
Reliability -> customer satisfaction	0.270	0.280	0.061	4.468	0.000
Responsive -> customer satisfaction	0.133	0.129	0.038	3.470	0.001
Empathy -> customer satisfaction	0.127	0.128	0.040	3.146	0.002
Assurance -> customer satisfaction	0.257	0.238	0.113	2.271	0.024
Customer satisfaction -> customer loyalty	-0.140	-0.144	0.079	1.772	0.077
Customer satisfaction -> customer stickiness	0.785	0.781	0.039	20.217	0.000
Customer stickiness -> customer loyalty	0.881	0.879	0.058	15.146	0.000
Customer satisfaction -> customer stickiness -> customer loyalty	0.691	0.688	0.070	9.829	0.000

Furthermore, reliability is also indicated to impact customer satisfaction significantly in online food delivery services. It refers to the dependability and consistency of services, such as timely delivery, order accuracy, and maintaining order conditions until delivery. The study highlights that customers value reliable services, which boosts their satisfaction. This finding aligns with Koay et al. (2022), who identified timely delivery and consistency as key drivers of customer satisfaction, and Wulandari et al. (2023), which emphasized customers' expectation of reliability in every interaction. Reliable services build trust and satisfaction. Therefore, OFD companies in Indonesia should prioritize reliability by ensuring on-time delivery, maintaining order accuracy, and training drivers to handle orders professionally. These measures can enhance customer trust and satisfaction, increasing retention and loyalty.

According to SERVQUAL, the element of responsiveness also significantly impacts customer satisfaction in online food delivery services. It refers to the ability of service providers to quickly and efficiently address customer requests, such as swift delivery, assistance, and prompt responses to inquiries or issues. The findings show that customers highly value fast and responsive services, which enhance their satisfaction. These results align with research by Karmanta & Kusumadewi (2024) and Sinolah & Maruro (2019), emphasizing the importance of speed and readiness in addressing customer needs. Responsiveness reflects a company's commitment to excellent service. For practical implementation, OFD companies in Indonesia should prioritize responsiveness by improving communication systems, training drivers for quick and accurate responses, and ensuring efficient order delivery. These measures will help meet customer expectations, boosting satisfaction and loyalty. Besides that, empathy also indicated a significant positive impact on customer satisfaction in online food delivery services. In this context, empathy involves understanding and addressing customers' individual needs through care, personal attention, and friendly interactions. The study shows that

when service providers demonstrate empathy, customers feel valued, which enhances their satisfaction. This result aligns with research by Glaveli et al. (2023), which highlights the importance of empathy in building emotional connections and improving satisfaction. For practical implementation, OFD companies in Indonesia should prioritize empathy by training drivers to be more responsive and friendly, offering efficient customer service, and addressing customer concerns promptly. These measures can help strengthen emotional bonds with customers, leading to greater satisfaction and loyalty.

Lastly, assurance positively and significantly impacts customer satisfaction in online food delivery services. In this context, assurance refers to customers' confidence in the services' safety, reliability, and professionalism, including factors like driver competence, delivery reliability, and personal data protection. The findings show that customers are more satisfied when they feel assured that the service is safe, dependable, and handled by professionals. This result is consistent with studies by Hartono et al. (2022) and Suryani & Koranti (2022), emphasizing that safety, privacy protection, and perceived security are key drivers of customer satisfaction. For online food delivery companies in Indonesia, the study suggests prioritizing assurance aspects, such as driver training, maintaining cleanliness and safety standards, and protecting personal data. Focusing on these areas can help build trust and confidence, increasing customer satisfaction and loyalty.

This study also reveals that customer satisfaction does not significantly influence customer loyalty in the context of online food delivery services (OFDS). While satisfaction reflects how well the service meets or exceeds customer expectations, it does not necessarily lead to customer loyalty. This finding contradicts the earlier research by Zhong & Moon (2020), which found a positive relationship between satisfaction and loyalty. In the case of OFDS, price fluctuations and inconsistent promotions may explain the lack of a significant link. Price-sensitive customers often use vouchers or discounts, and when these offers change, they may switch to competing services offering better deals despite being satisfied with their experience. However, these findings also align with Eid's research (2015) and Sitorus & Yustisia (2018), which suggest that factors like pricing strategies and promotions are critical in influencing loyalty. Thus, while satisfaction is important, its impact on loyalty in price-sensitive markets like OFDS is influenced by other contextual factors, such as pricing dynamics and promotional offers. High levels of customer satisfaction are a key driver of customer stickiness in online food delivery (OFD) services. Satisfied customers are likelier to develop a strong preference and attachment to the service, directly enhancing engagement and loyalty. This study highlights that customer satisfaction strongly predicts stickiness in the context of OFD services in Indonesia, consistent with findings by W. Kim et al. (2020) and Uzir et al. (2021), which emphasize that high satisfaction fosters loyalty and stickiness. Satisfied customers are likelier to continue using the service, even when alternatives exist. This OFD companies should prioritize enhancing customer satisfaction by consistently meeting or exceeding expectations, ensuring reliable service, and effectively addressing customer needs. Focusing on satisfaction will help build stronger customer attachment, leading to more excellent retention and loyalty in a competitive market.

Furthermore, customer stickiness, the tendency to continue using a product or service despite alternatives, is a key driver of customer loyalty. A consistent, satisfying experience with Online Food Delivery (OFD) services strengthens customers' emotional and practical attachment to the service. Factors like user-friendly apps, attractive reward programs, and frequent discounts effectively enhance customer stickiness. This result aligns with Xiaozhou's (2019) research, which identifies customer stickiness as a strong predictor of loyalty and is supported by studies from Lien et al. (2017), which demonstrate that attachment fosters greater engagement and loyalty. The findings also support the Theory of Planned Behavior (Ajzen, 1991), suggesting that customer stickiness is a form of behavioral control that strengthens the intention to remain loyal to specific OFD services. To capitalize on this, OFD providers should focus on strategies that enhance stickiness, such as developing attractive reward programs (e.g., point systems), creating easy-to-use mobile apps, and offering regular flash sales and significant discounts. Lastly, this study reveals that customer satisfaction positively impacts customer

stickiness, which significantly enhances customer loyalty. Customer stickiness is a crucial mediator, ensuring that when satisfaction does not directly lead to loyalty, it helps build strong customer attachment. Satisfied customers—particularly with food quality, delivery speed, and service—are likelier to continue using the service, even in the face of competitor offers like discounts or promotions. This attachment, driven by satisfaction, reduces the likelihood of switching to other services. The findings align with research by W. Kim et al. (2020), demonstrating that customer stickiness makes consumers less sensitive to price changes and more inclined to remain loyal. These results support the Theory of Planned Behavior (Ajzen, 1991), which links satisfaction and emotional attachment to increased loyalty. For Online Food Delivery Services (OFDS) providers, the study highlights the importance of improving satisfaction and fostering customer stickiness through features like intuitive app interfaces, loyalty rewards, and consistent service quality. This approach is key to building a loyal customer base and maintaining a competitive edge.

CONCLUSION

This study highlights the significant influence of tangibles, reliability, responsiveness, empathy, and assurance on customer satisfaction in the context of online food delivery (OFD) services in Indonesia. Among these, tangibles and reliability emerge as the most dominant factors affecting customer satisfaction. Furthermore, customer satisfaction directly contributes to customer loyalty and through customer stickiness. The study underscores the importance of service quality in fostering customer loyalty. The SERVQUAL model proves relevant and valid for OFD services, suggesting that improving service quality is essential for enhancing customer satisfaction and loyalty. OFD providers are encouraged to focus on tangible factors such as driver appearance and vehicle cleanliness, ensure reliability through timely deliveries, and enhance responsiveness through better training. Empathy and safety should also be prioritized to build emotional connections and ensure customer security.

In addition to providing practical insights for enhancing service quality and strengthening customer engagement, this research also highlights the importance of considering the broader social impact within the context of the Online Food Delivery (OFD) industry. One aspect that needs attention is the enhancement of digital inclusivity among the population. As OFD services continue to expand, there is a need to ensure that all segments of society, including those living in areas with limited internet access, can benefit from these services. OFD service providers must consider customers' needs from various social and economic backgrounds, including those who might not have easy access to technology or digital platforms. To address this, companies can consider providing more user-friendly applications, optimizing accessible payment systems, and offering customer support through offline channels, such as call centers that can be contacted without a stable internet connection.

Furthermore, there is also potential to influence societal attitudes towards adopting Online Food Delivery (OFD) services. Service providers can play a role in educating customers about the benefits of food delivery services, including efficiency, convenience, and their impact on a more modern lifestyle. This argument is critical in areas still less familiar with digital services. Marketing campaigns incorporating educational elements and promotions to motivate behavioral change can help expand the customer base and encourage more positive attitudes toward technology. OFD service providers also have a role in advocating for public policies that support the development of this sector. Proposing regulations that set service standards, protect customer personal data, and ensure the welfare of delivery workers can help create a more equitable and inclusive industry.

OFD providers could explore incorporating emerging trends like gamification, personalized services, and sustainability initiatives to differentiate themselves in a competitive market. Policymakers are recommended to implement regulations that promote environmental sustainability in packaging and delivery methods and support drivers' welfare to ensure a sustainable and ethical OFD ecosystem. Furthermore, fostering collaboration between OFD providers and local small

businesses can help enhance the inclusivity and diversity of services offered on these platforms. However, the study acknowledges some limitations, including its focus on OFD users in Indonesia, which may limit generalizability, potential respondent bias from online surveys, and the exclusion of other variables like pricing, promotions, and individual preferences. Future research should expand the geographic scope to include cross-regional comparisons within Southeast Asia, explore the role of mobile app design and gamification in enhancing customer engagement, and investigate the impact of sustainability initiatives on consumer loyalty. Diverse research methods, such as case studies and in-depth interviews, could provide more nuanced insights into customer satisfaction and loyalty in the OFD industry.

ACKNOWLEDGEMENT

This research would not have been possible without several individuals and institutions' guidance, support, and encouragement. First and foremost, I would like to express my deepest gratitude to the advisor, whose expertise and insights have been invaluable throughout this process. My heartfelt thanks go to my family and friends for their unwavering support and encouragement, particularly during challenging moments.

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