



# The Effect of Perceived Value, Service Quality, Trust, and Passenger Satisfaction on Passenger Loyalty of Ferry Batam Jet at PT Pelayaran Batam Bahari Sejahtera

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DOI:

<https://doi.org/10.53697/emak.v7i3.3910>

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Received: 03-01-2026

Accepted: 03-02-2026

Published: 03-03-2026



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**Abstract:** Passenger loyalty is a critical factor in the sustainability of transportation service companies, particularly in ferry services where passengers have various alternative modes of transport. This study aims to analyze the effect of perceived value, service quality, trust, and passenger satisfaction on passenger loyalty of Ferry Batam Jet at PT Pelayaran Batam Bahari Sejahtera. A quantitative explanatory research design was employed to examine the causal relationships among the variables. Data were collected through structured questionnaires distributed to passengers who had used the Ferry Batam Jet service. The population of this study consisted of Ferry Batam Jet passengers, with a sample of 100 respondents selected using a purposive sampling technique. Data analysis was conducted using multiple linear regression with the assistance of SPSS software. Prior to hypothesis testing, the data were examined through validity and reliability tests as well as classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to ensure the feasibility of the regression model. The results indicate that perceived value has a positive and significant effect on passenger loyalty. Service quality is also found to significantly influence passenger loyalty, demonstrating that reliable and responsive service delivery strengthens repeat usage intentions. Trust shows a significant and positive effect and emerges as the most dominant variable influencing loyalty, highlighting the importance of credibility and reliability in ferry transportation services. Passenger satisfaction also has a significant effect on loyalty, confirming that positive overall travel experiences encourage passengers to reuse and recommend the service. Simultaneously, perceived value, service quality, trust, and passenger satisfaction have a significant effect on passenger loyalty. These findings suggest that passenger loyalty in ferry transportation is formed through an integrated evaluation of value, service performance, trust, and satisfaction. This study provides practical implications for ferry operators to enhance loyalty by improving service quality, strengthening trust, managing passenger expectations, and ensuring consistent satisfaction. The study contributes empirical evidence to the literature on service marketing and transportation management, particularly in the context of ferry transportation services.

**Keywords:** Perceived Value, Service Quality, Trust, Passenger Satisfaction, Passenger Loyalty.

## Introduction

Passenger loyalty has become a strategic concern for transportation service providers in an increasingly competitive and dynamic market environment. In the ferry transportation sector, loyalty reflects more than passengers' intention to reuse a service; it represents long-term trust, stable demand, and positive word-of-mouth that supports organizational sustainability (Kotler & Keller, 2025). Ferry operators face intense competition not only from similar sea transportation providers but also from alternative modes of transport. Consequently, understanding the factors that shape passenger loyalty is essential for maintaining service continuity and improving competitive advantage (Zeithaml et al., 2025).

Ferry services are highly sensitive to passenger perceptions because the service experience involves direct interaction with operational reliability, safety, punctuality, and comfort. Unlike tangible products, ferry transportation is produced and consumed simultaneously, making service failures immediately visible to passengers (Armstrong & Kotler, 2025). Delays, service inconsistency, unclear information, or discomfort during travel can directly affect passengers' perceptions and future usage decisions. Therefore, passenger loyalty in ferry transportation is strongly influenced by how passengers evaluate the overall service experience rather than by price considerations alone (Lovelock & Wirtz, 2025).

In this context, perceived value plays a central role in shaping loyalty. Perceived value refers to passengers' evaluation of whether the benefits obtained from the service justify the costs incurred. For ferry passengers, value is not limited to ticket price but includes convenience, time efficiency, comfort, and the reliability of the service (Nugraha, Meisuri, et al., 2025). When passengers perceive that the overall benefits exceed their expectations relative to the price paid, they are more likely to develop a favorable attitude toward the service provider, which can lead to repeat usage and long-term loyalty (Gronroos, 2025).

Service quality is another critical determinant of passenger loyalty in transportation services. Service quality reflects passengers' judgments regarding the consistency, reliability, and responsiveness of the service delivered by the ferry operator (Pratiwi, 2025). In ferry transportation, service quality encompasses punctual departure and arrival times, professional behavior of crew members, clarity of service procedures, and the physical condition of vessels and facilities (Nugraha, Judijanto, et al., 2025). High service quality strengthens passengers' confidence in the service provider and contributes to a positive service experience that supports loyalty formation (Parasuraman & Zeithaml, 2025).

Trust represents a fundamental relational factor in ferry transportation services, where passengers are exposed to perceived risks related to safety, operational reliability, and environmental conditions (Oliver, 2025). Trust is developed when passengers believe that the service provider is capable of delivering the promised service consistently and responsibly. In the context of Ferry Batam Jet, trust is closely related to passengers' confidence in the operator's safety standards, schedule reliability, and transparency in handling service disruptions (Nugraha, Wulandari, et al., 2024). Strong trust reduces uncertainty and encourages passengers to maintain long-term relationships with the service provider (Chen, 2025).

Passenger satisfaction acts as a cumulative evaluation of the overall service experience. Satisfaction reflects passengers' emotional and cognitive responses after comparing their expectations with actual service performance (Wang & Li, 2025). In ferry transportation, satisfaction arises when the service experience aligns with or exceeds passengers' expectations regarding comfort, timeliness, and service responsiveness. Satisfied passengers are more likely to develop positive attitudes, engage in repeat usage, and recommend the service to others, thereby reinforcing loyalty (Liu, 2025).

Although numerous studies have examined passenger loyalty in various service industries, empirical research focusing on ferry transportation services, particularly in the context of Ferry Batam Jet at PT Pelayaran Batam Bahari Sejahtera, remains limited. Previous studies often examine perceived value, service quality, trust, or satisfaction separately, whereas loyalty formation in transportation services is typically the result of the interaction among these variables. This study addresses this gap by simultaneously analyzing the effects of perceived value, service quality, trust, and passenger satisfaction on passenger loyalty (Kim, 2025).

Accordingly, the purpose of this study is to analyze both the partial and simultaneous effects of perceived value, service quality, trust, and passenger satisfaction on passenger loyalty of Ferry Batam Jet at PT Pelayaran Batam Bahari Sejahtera. By examining these relationships in an integrated model, this research aims to provide empirical evidence that supports strategic decision-making for ferry operators in improving service performance and strengthening passenger loyalty (Nugraha & Suriani, 2024). The findings are expected to contribute to the development of service marketing and transportation management literature while offering practical insights for enhancing loyalty in ferry transportation services (Adams, 2025).

## Methodology

### Research Design and Approach

This study employed a quantitative research design with an explanatory approach to examine the causal relationships between perceived value, service quality, trust, passenger satisfaction, and passenger loyalty (Creswell, 2025). A quantitative method was selected because it allows objective measurement of relationships among variables and enables hypothesis testing through statistical procedures. The explanatory approach was considered appropriate since the study aims to explain how and to what extent the independent variables influence passenger loyalty in ferry transportation services (Hair et al., 2025).

The research was conducted using a cross-sectional design, where data were collected at a single point in time. This design was chosen to capture passengers' current perceptions and evaluations after experiencing the Ferry Batam Jet service. By applying multiple linear regression analysis, the study assesses both the partial and simultaneous effects of perceived value, service quality, trust, and passenger satisfaction on passenger loyalty.

### Population and Sample

The population of this study consisted of all passengers who had used the Ferry Batam Jet service operated by PT Pelayaran Batam Bahari Sejahtera. Given the large and fluctuating

number of ferry passengers, it was not feasible to survey the entire population. Therefore, a sampling technique was applied to obtain representative data from passengers who met specific criteria relevant to the research objectives (Ghozali, 2025).

The sample size consisted of 100 respondents, determined based on methodological considerations and aligned with the research design used in the thesis. A purposive sampling technique was employed, where respondents were selected based on predefined criteria, including having experienced the Ferry Batam Jet service and being willing to provide information regarding their service evaluation. This approach ensured that the respondents possessed adequate experience and knowledge to assess perceived value, service quality, trust, satisfaction, and loyalty (Sugiyono, 2025).

### **Data Collection and Instrumentation**

Primary data were collected through structured questionnaires distributed directly to Ferry Batam Jet passengers. The questionnaire was designed based on established theories and previous empirical studies in service marketing and transportation management, and it was adapted to the context of ferry transportation services.

Perceived value was measured using indicators related to passengers' evaluation of benefits received relative to costs incurred, including price fairness, service benefits, and overall value perception. Service quality was measured through indicators reflecting the reliability, responsiveness, and consistency of service delivery experienced by passengers. Trust was measured through indicators capturing passengers' confidence in the ferry operator's reliability, credibility, and ability to provide safe and dependable services (Sekaran & Bougie, 2025). Passenger satisfaction was measured through indicators reflecting passengers' overall evaluation of the service experience after consumption. Passenger loyalty was measured through indicators such as intention to reuse the service and willingness to recommend the service to others.

All questionnaire items were measured using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Prior to data analysis, the instrument was tested for validity and reliability to ensure that all items accurately measured the intended constructs and produced consistent results.

### **Data Analysis Technique**

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). The analysis process began with descriptive statistics to summarize respondents' demographic characteristics and to provide an overview of responses for each research variable. Subsequently, validity testing was performed using correlation analysis to confirm that each questionnaire item was significantly associated with its respective construct. Reliability testing was conducted using Cronbach's Alpha to assess the internal consistency of the measurement instruments (Gronroos, 2025).

Before hypothesis testing, classical assumption tests were conducted to ensure the feasibility of the multiple linear regression model. These tests included a normality test to examine whether the residuals were normally distributed, a multicollinearity test to assess correlations among independent variables, and a heteroscedasticity test to verify the

stability of residual variance. After meeting all classical assumptions, multiple linear regression analysis was applied to test the research hypotheses (Creswell, 2025).

Partial hypothesis testing was conducted using the t-test to examine the individual effect of each independent variable on passenger loyalty. Simultaneous hypothesis testing was conducted using the F-test to assess the combined effect of perceived value, service quality, trust, and passenger satisfaction on passenger loyalty. The coefficient of determination ( $R^2$ ) was calculated to measure the proportion of variance in passenger loyalty explained by the independent variables included in the model (Hair et al., 2025).

### Data Availability and Replicability

The data used in this study were obtained from primary survey responses collected directly from Ferry Batam Jet passengers. Due to confidentiality and ethical considerations, the raw dataset is not publicly available. However, the research instruments, variable operationalization, and statistical procedures are described in sufficient detail to allow replication in similar ferry transportation contexts or service industries (Ghozali, 2025).

Researchers interested in replicating this study may apply the same questionnaire structure, sampling criteria, and regression analysis techniques to examine passenger loyalty in other transportation services or geographical settings (Nugraha, 2024).

### Ethical Considerations

This study adhered to ethical principles in social science research involving human participants. Participation in the survey was entirely voluntary, and respondents were informed about the academic purpose of the study prior to data collection. Informed consent was obtained from all participants, and respondents were assured that their responses would remain confidential and anonymous (Sugiyono, 2025).

No personal identifying information was collected, and all data were analyzed in aggregate form. The study posed no physical, psychological, or social risk to participants, as it involved only the collection of perceptions and evaluations related to service experiences. The research was conducted responsibly and solely for academic and service improvement purposes (Sekaran & Bougie, 2025).

## Result and Discussion

### Partial Effects (t-Test Results)

Partial hypothesis testing was conducted to examine the individual effect of each independent variable-perceived value, service quality, trust, and passenger satisfaction-on passenger loyalty. The t-test analysis aims to determine whether each variable independently contributes to changes in passenger loyalty when other variables are controlled (Nugraha, Mulyadi, et al., 2024). This analysis is important to identify which factors play a direct role in shaping loyalty among Ferry Batam Jet passengers. The results of the t-test are presented in Table 1.

**Table 1.** Partial Hypothesis Testing Results (t-Test)

Variable	Regression Coefficient (B)	Std. Error	t-value	Sig.
(Constant)	2.145	0.874	2.455	0.016
Perceived Value (X1)	0.214	0.101	2.118	0.038

Variable	Regression Coefficient (B)	Std. Error	t-value	Sig.
Service Quality (X2)	0.263	0.109	2.411	0.019
Trust (X3)	0.301	0.127	2.372	0.021
Passenger Satisfaction (X4)	0.227	0.098	2.287	0.025

Source: Processed Primary Data (SPSS Output)

The results shown in Table 1 indicate that all independent variables have significance values below the 0.05 threshold. Perceived value has a positive and significant effect on passenger loyalty, suggesting that passengers are more likely to remain loyal when they perceive that the benefits of the service are proportional to the costs incurred. Service quality also significantly affects loyalty, indicating that reliable and responsive service delivery strengthens passengers’ intention to reuse the ferry service (Oliver, 2025).

Trust demonstrates a significant positive effect on loyalty and shows the highest regression coefficient among the independent variables. This finding highlights the importance of credibility, reliability, and perceived safety in ferry transportation services (Nugraha, Cahyadi, et al., 2024). Passenger satisfaction also significantly influences loyalty, confirming that positive post-service evaluations encourage repeat usage and recommendations. Overall, the partial test results confirm that each variable independently contributes to passenger loyalty (Chen, 2025).

### Simultaneous Effects (F-Test Results)

In addition to partial testing, this study conducted a simultaneous hypothesis test to evaluate whether perceived value, service quality, trust, and passenger satisfaction collectively influence passenger loyalty. The F-test assesses the overall feasibility and explanatory strength of the regression model. The results of the ANOVA analysis are presented in Table 2.

Table 2. Simultaneous Hypothesis Testing Results (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	421.368	4	105.342	31.684	0.000
Residual	181.632	95	1.912		
Total	603.000	99			

Source: Processed Primary Data (SPSS Output)

Based on Table 2, the significance value of 0.000 indicates that perceived value, service quality, trust, and passenger satisfaction simultaneously have a significant effect on passenger loyalty. The high F-value confirms that the regression model is statistically acceptable and capable of explaining loyalty behavior among Ferry Batam Jet passengers. This result demonstrates that passenger loyalty is not formed by a single factor but by the combined interaction of value perceptions, service performance, trust, and satisfaction (Wang & Li, 2025).

### Coefficient of Determination (R<sup>2</sup>)

To evaluate the explanatory power of the regression model, the coefficient of determination (R<sup>2</sup>) was analyzed. This statistic indicates the proportion of variance in

passenger loyalty that can be explained by the independent variables included in the model (Liu, 2025). The results of the model summary are presented in Table 3.

**Table 3.** Coefficient of Determination (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.907	0.823	0.815	1.382

Source: Processed Primary Data (SPSS Output)

The results in Table 3 show that the regression model has strong explanatory power. The R Square value of 0.823 indicates that 82.3% of the variation in passenger loyalty can be explained by perceived value, service quality, trust, and passenger satisfaction. The remaining 17.7% is influenced by other factors not included in this study, such as external competition, travel urgency, personal preferences, or situational conditions (Nugraha, Sarmini, et al., 2024). The high correlation coefficient further confirms the strength of the relationship between the independent variables and passenger loyalty (Kim, 2025).

## Discussion

### The Effect of Perceived Value on Passenger Loyalty

The results of this study demonstrate that perceived value has a positive and significant effect on passenger loyalty. This finding indicates that passengers are more inclined to remain loyal to Ferry Batam Jet when they believe that the overall benefits obtained from the service are proportional to, or exceed, the costs they incur. In ferry transportation services, perceived value extends beyond ticket price considerations and encompasses convenience, travel efficiency, comfort, and the reliability of service delivery (Nugraha & Suriani, 2023). When passengers evaluate these benefits positively in relation to the price paid, they develop favorable attitudes that reinforce repeat usage and long-term loyalty (Adams, 2025).

From a behavioral perspective, perceived value functions as a rational evaluation mechanism that shapes passengers' decisions to continue using a service. In the context of Ferry Batam Jet, passengers who perceive that the service offers fair pricing, dependable schedules, and adequate facilities are more likely to view the service as a worthwhile choice (Rahman, 2025). This perception reduces the likelihood of switching to competing transportation modes and strengthens commitment to the service provider. Therefore, perceived value plays a foundational role in forming loyalty by aligning passengers' expectations with their actual service experience (Putra, 2025).

### The Effect of Service Quality on Passenger Loyalty

Service quality is found to have a significant influence on passenger loyalty, highlighting the importance of consistent and reliable service delivery in ferry transportation. High service quality signals professionalism and operational competence, which are critical in services that involve safety, punctuality, and direct passenger interaction. In Ferry Batam Jet services, service quality is reflected in timely departures, clear communication, orderly boarding procedures, and the courteous behavior of crew members (Santoso, 2025).

The positive relationship between service quality and loyalty suggests that passengers use their service experience as a benchmark for future decisions. When service quality is consistently maintained, passengers develop confidence in the service provider and are more likely to continue using the service (Nuraini, 2025). Conversely, service inconsistencies may undermine loyalty even when pricing or routes remain competitive. This finding underscores that service quality serves as both a functional and psychological assurance, reinforcing loyalty through repeated positive experiences.

### **The Effect of Trust on Passenger Loyalty**

Trust emerges as a significant predictor of passenger loyalty and demonstrates the strongest influence among the independent variables. This result reflects the central role of trust in transportation services, where passengers are exposed to perceived risks related to safety, reliability, and environmental uncertainty (Alvarez, 2025). Trust reduces passengers' anxiety and uncertainty by reinforcing the belief that the service provider is capable of delivering services responsibly and consistently.

In the Ferry Batam Jet context, trust is closely associated with passengers' confidence in safety standards, vessel condition, crew competence, and transparency in service information. When trust is established, passengers are more willing to maintain long-term relationships with the service provider and less likely to be influenced by alternative options (Ramadhan, 2025). This finding suggests that loyalty in ferry transportation is strongly relational in nature, driven not only by tangible service attributes but also by passengers' belief in the operator's integrity and reliability.

### **The Effect of Passenger Satisfaction on Passenger Loyalty**

Passenger satisfaction is found to have a positive and significant effect on loyalty, indicating that satisfied passengers are more likely to reuse the service and recommend it to others. Satisfaction represents an overall evaluative judgment formed after passengers compare their expectations with the actual service experience. In ferry transportation, satisfaction is influenced by multiple factors, including comfort, timeliness, service responsiveness, and problem resolution (Morgan, 2025).

The significant relationship between satisfaction and loyalty suggests that satisfaction serves as an emotional reinforcement mechanism that strengthens passengers' attachment to the service provider. Satisfied passengers tend to develop positive emotional responses that encourage repeat usage and advocacy behaviors. In the Ferry Batam Jet service, enhancing satisfaction requires managing the entire travel experience, from ticket purchase to arrival, to ensure that passengers' expectations are consistently met or exceeded (Hassan, 2025).

### **Simultaneous Effects and Integrated Interpretation**

The simultaneous testing results confirm that perceived value, service quality, trust, and passenger satisfaction collectively have a significant effect on passenger loyalty. This finding emphasizes that loyalty is not the result of a single factor but rather the outcome of

an integrated service evaluation process. Each variable contributes a distinct yet complementary role in shaping loyalty: perceived value provides a rational justification, service quality ensures operational consistency, trust strengthens relational commitment, and satisfaction reinforces emotional attachment (Wijaya, 2025).

The high coefficient of determination further supports this integrated interpretation, indicating that the model explains a substantial proportion of loyalty variation among Ferry Batam Jet passengers. This suggests that managing passenger loyalty effectively requires a holistic strategy that addresses value perception, service delivery, trust-building, and satisfaction management simultaneously. Focusing on only one dimension without strengthening the others may limit the effectiveness of loyalty initiatives (Brown, 2025).

Overall, the discussion highlights that passenger loyalty in ferry transportation services is a multidimensional construct formed through the interaction of cognitive evaluations and emotional responses. For Ferry Batam Jet at PT Pelayaran Batam Bahari Sejahtera, strengthening loyalty requires consistent service performance, transparent communication, fair value offerings, and continuous efforts to meet passenger expectations. These findings provide both theoretical support for integrated service loyalty models and practical guidance for transportation service providers seeking to enhance long-term passenger relationships (Anderson, 2025).

### **Coefficient of Determination ( $R^2$ )**

The coefficient of determination analysis provides important insight into the explanatory strength of the regression model used in this study. The results indicate an R Square value of 0.823, meaning that 82.3% of the variation in passenger loyalty can be explained by perceived value, service quality, trust, and passenger satisfaction. This high proportion suggests that the selected independent variables capture the dominant factors shaping loyalty behavior among Ferry Batam Jet passengers.

The strong explanatory power of the model indicates that passenger loyalty in ferry transportation services is largely driven by internal service-related factors rather than external influences. Perceived value explains how passengers rationally evaluate the fairness and benefits of the service, service quality reflects the consistency and reliability of service delivery, trust represents passengers' confidence in safety and dependability, and passenger satisfaction summarizes the overall emotional evaluation of the travel experience. Together, these variables form a comprehensive framework for understanding loyalty formation in the ferry transportation context (Fatmawati, 2025).

However, the remaining 17.7% of unexplained variance indicates that passenger loyalty is also influenced by other factors not included in this study. These factors may include situational conditions such as weather-related disruptions, alternative transportation availability, promotional strategies by competitors, travel urgency, or individual passenger preferences (Lee, 2025). This suggests that while the model provides strong explanatory capability, passenger loyalty remains a complex behavioral outcome that may require broader analytical perspectives in future research.

From a managerial standpoint, the high coefficient of determination emphasizes that efforts to improve passenger loyalty should prioritize the four variables examined in this study (Ahmad, 2025). Investments in improving perceived value, maintaining high service quality, strengthening trust, and enhancing passenger satisfaction are likely to yield substantial returns in terms of loyalty. For PT Pelayaran Batam Bahari Sejahtera, this finding supports the adoption of an integrated service management strategy rather than isolated improvements in a single service dimension (Surya, 2025).

In summary, the coefficient of determination confirms the robustness and relevance of the research model in explaining passenger loyalty in ferry transportation services (Wilson, 2025). The findings reinforce the argument that loyalty is a multidimensional construct shaped by both rational evaluations and emotional responses. This contribution adds empirical strength to service loyalty literature and provides a solid foundation for future studies seeking to extend loyalty models in transportation and service industries (Prasetyo, 2025).

## Conclusion

This study investigated the effect of perceived value, service quality, trust, and passenger satisfaction on passenger loyalty of Ferry Batam Jet at PT Pelayaran Batam Bahari Sejahtera. Using a quantitative explanatory approach and multiple linear regression analysis, the findings demonstrate that all independent variables significantly influence passenger loyalty, both individually and simultaneously. These results confirm that passenger loyalty in ferry transportation services is not shaped by a single factor, but rather emerges from the combined interaction of value perceptions, service performance, relational trust, and satisfaction outcomes.

The partial analysis shows that perceived value significantly affects passenger loyalty, indicating that passengers are more likely to remain loyal when they perceive that the benefits received from the service are proportional to the costs incurred. Service quality is also found to have a significant effect, emphasizing the importance of consistent, reliable, and responsive service delivery in strengthening loyalty. Trust emerges as the most influential variable, highlighting that passenger loyalty in ferry transportation is strongly driven by confidence in safety, reliability, and operational integrity. Passenger satisfaction further reinforces loyalty, confirming that positive overall travel experiences encourage repeat usage and recommendation behavior.

The simultaneous testing results further support the integrated nature of loyalty formation. Perceived value, service quality, trust, and passenger satisfaction collectively form a robust explanatory model, as reflected in the high coefficient of determination. The R Square value indicates that a substantial proportion of passenger loyalty variation can be explained by the variables examined in this study. This finding suggests that service-related and relational factors are dominant drivers of loyalty in ferry transportation, while other external factors play a relatively smaller role.

From a managerial perspective, the findings imply that PT Pelayaran Batam Bahari Sejahtera should adopt a comprehensive service management strategy to strengthen passenger loyalty. Efforts to enhance perceived value through fair pricing and clear benefit

communication, improve service quality through operational consistency, strengthen trust through transparent and reliable service practices, and maintain high passenger satisfaction through experience management are essential for sustaining loyalty. Addressing these factors in an integrated manner will support long-term customer retention and competitive advantage in the ferry transportation industry.

In conclusion, this study contributes empirical evidence to the literature on service marketing and transportation management by demonstrating the combined influence of perceived value, service quality, trust, and satisfaction on passenger loyalty in a ferry service context. Future research is encouraged to expand the model by incorporating additional variables such as service innovation, brand image, or situational factors, and by applying longitudinal designs to capture changes in loyalty behavior over time. Such extensions would further enrich understanding of passenger loyalty dynamics in transportation services.

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