The Role of Service Quality and Price in Customer Satisfaction at Prima Freshmart Tajur Citeureup Fresh Food Retail

Detty Ratna Sari[1], Nurhasan[2], Herdian Farisi[3], Syamsudin Baharsyah[4], Rizky Muyasar[5]
[1,2,3,4,5]Universitas Medika Suherman, Bekasi, Indonesia
Email: hasandhega71@gmail.com

Abstract

The intense competition among various modern and traditional retail formats places customer satisfaction as a crucial factor for survival, particularly within the fresh food retail industry. This quantitative associative study aims to analyze the partial and simultaneous effects of service quality and price perception on customer satisfaction. Data were gathered via questionnaires using an incidental sampling technique among customers of a fresh food retail outlet and were subsequently analyzed through multiple linear regression after ensuring all classical assumptions were satisfied. The findings reveal that both service quality and price contribute positively and significantly to shaping customer satisfaction, both partially and simultaneously. Between the two variables, price perception exerts a more dominant influence on customer satisfaction. Although overall customer satisfaction is high, the evaluation indicates minor weaknesses in employee responsiveness and price competitiveness. Therefore, management is advised to prioritize enhancing service speed during peak hours and conducting regular price monitoring to strengthen competitiveness and encourage positive word-of-mouth recommendations.

Keywords: *Customer satisfaction; Fresh food retail; Price; Quality of service; Service quality.*

A. INTRODUCTION

Competition in the retail industry encourages businesses to maintain customer satisfaction through service quality and competitive pricing. The retail sector plays an important role in meeting public needs and is part of economic activity that has direct contact with end consumers. Amid increasingly diverse competition, business continuity depends not only on product availability but also on managers' ability to understand consumer needs and develop appropriate marketing strategies. Farisi et al. (2024), in their study on marketing optimization at a motorcycle repair shop in Purwokerto, emphasized the importance of implementing a marketing mix comprising product, price, place, promotion, people, process, and physical evidence. Although their study focused on a service business, the marketing mix approach offers the perspective that business competitiveness must be managed through a combination of mutually supportive marketing elements.

This competition is increasingly relevant to fresh food retail because consumers make repeated purchases, consider product condition, and compare prices and product availability across stores. The shopping experience is determined not only by the products available but also by store cleanliness, employee service speed, clarity of

price information, and smooth transactions. In a broader context, Wahyuningtyas et al. (2026) discuss the competitiveness of retail cooperatives in the era of digital transformation and marketplaces, while Rahmania et al. (2026) highlight the omnichannel approach as a strategy to strengthen the competitiveness of traditional retail. Both perspectives demonstrate the importance of retailers' ability to adapt their business strategies to market changes. However, this study focuses on two aspects directly related to consumer evaluations at physical outlets: service quality and price.

Issues related to service quality and price are also found at Prima Freshmart Tajur Citeureup, Bogor Regency, which provides fresh food, frozen food, staple goods, cooking spices, and household necessities. Based on preliminary interviews with 20 consumers, seven people (35%) considered the service reasonably good but believed that its speed needed improvement when the store was crowded. Five people (25%) identified price as their main consideration, while four people (20%) stated that they compared prices with other stores or traditional markets. Three people (15%) highlighted the clarity of promotional information, prices, and stock availability, while one person (5%) pointed to the limited availability of certain fast-selling items. These initial findings indicate issues related to service speed and price perception that warrant further examination. Although they do not establish a statistical relationship with customer satisfaction, the interview results provide an empirical basis for testing both variables more systematically.

Theoretically, service quality is one factor that can shape consumers' evaluations of their shopping experiences. Sulistiyowati (2018) explains service quality through five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. These five dimensions can be used to assess a service provider's ability to meet customer needs and expectations. Empirically,

In addition to service quality, price is a consideration for consumers because it relates to affordability, consistency with product quality, competitiveness, and perceived benefits (Indrasari, 2019). Zeithaml (1988) explains that consumers evaluate price together with quality and perceived value; therefore, price assessment is not limited to the amount paid. From a marketing management perspective, Hasibuan et al. (2022) regard pricing strategy as an important aspect related to a company's profitability and competitive position. Meanwhile, Rakhmawati and Farisi (2024) found that price value in food delivery services does not directly affect purchase intention; rather, its relationship with purchase intention occurs through consumer attitudes as a mediating variable. This finding indicates that the relationship between price evaluation and consumer responses may involve particular evaluation mechanisms. Although the context differs, this perspective is relevant to understanding the importance of consumers' perceived value without assuming that purchase intention and satisfaction are the same constructs.

Several previous studies have examined the relationship between service quality, price, and customer satisfaction in various business contexts. Qomariah et al. (2020) discuss customer satisfaction in the retail sector, while Nuranti et al. (2024) examine the relationship between service quality, price, satisfaction, and customer

loyalty. Other studies have tested similar relationships in boutiques (Nurazizah & Anggraini, 2024), internet services (Prayoga & Yuliantari, 2023), conventional motorcycle taxi users (Realino et al., 2023), and beauty salons (Aprilia, 2024). In general, these studies provide an empirical foundation for examining service quality and price in relation to customer satisfaction. However, differences in research objects and business contexts limit the direct application of their findings to fresh food retail, which involves repeated purchasing patterns and direct comparisons of prices and product availability.

Based on the review of previous studies, there remains room to further examine service quality and price in the context of fresh food retail. In addition to testing the relationship of both variables with customer satisfaction, this study compares the relative strength of the two predictors using standardized beta coefficients and identifies indicators with relatively low assessment scores. This approach is expected to provide a more specific picture of the service and pricing aspects that require management attention. The study is limited to customers of Prima Freshmart Tajur Citeureup; therefore, its findings are primarily intended to explain conditions at the research site rather than represent all fresh food retail outlets.

Based on the foregoing discussion, this study aims to analyze the effects of service quality and price on customer satisfaction at Prima Freshmart Tajur Citeureup, both partially and simultaneously, and to compare the relative strength of the two variables in the research model. The hypotheses tested are: H1, service quality has a positive and significant effect on customer satisfaction; H2, price has a positive and significant effect on customer satisfaction; and H3, service quality and price simultaneously have a significant effect on customer satisfaction. The findings are expected to enrich empirical evidence in retail marketing management studies and provide a basis for management to determine priorities for service improvements and price competitiveness evaluations.

B. METHOD

This study uses a quantitative approach with an associative design to analyze the relationship between service quality, price, and customer satisfaction. The research was conducted at Prima Freshmart Tajur Citeureup, Bogor Regency, in 2026. The independent variables consist of service quality (X1) and price (X2), while the dependent variable is customer satisfaction (Y). The study population includes all consumers who have made purchases at the outlet. The population size is not precisely known because the number of visitors changes over time and no fixed population data are available during the research period.

n =((Z^2 pq))/d

Note: n is the minimum sample size, Z is the standard value at the specified confidence level, p is the estimated proportion, q = 1 − p, and d is the margin of precision in the calculation. This study uses a 95% confidence level (Z = 1.96), p = 0.5, q = 0.5, and d = 0.10. Based on these parameters, the minimum sample requirement is 96.04 respondents, which was rounded up to 100 respondents for data collection.

Respondents were selected using an incidental sampling technique, namely consumers encountered at the research location who had previously made a purchase and were willing to participate. This technique is a form of non-probability sampling because the probability of each population member being selected is unknown. Therefore, the sample-size calculation was used as a basis for planning the number of respondents and does not guarantee that the sample has a 10% margin of error for the entire consumer population.

Primary data were collected through a closed-ended questionnaire as the main instrument, while preliminary interviews and direct observation were used to obtain an initial picture of service conditions and price considerations at the research location. The questionnaire consisted of 32 statements: 10 items on service quality, 10 items on price, and 12 items on customer satisfaction. All statements were measured using a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree).

Service quality was measured through five dimensions: reliability, responsiveness, assurance, empathy, and tangibles, referring to the service quality framework used in the study (Sulistiyowati, 2018). The price variable includes affordability, price consistency with product quality, price competitiveness, price-benefit congruence, and price considerations in purchasing decisions (Indrasari, 2019). Meanwhile, customer satisfaction was measured based on expectation fulfillment, intention to revisit, willingness to recommend, repeat purchases, positive word-of-mouth communication, and a positive image, in accordance with the operationalization of the research instrument.

Secondary data were obtained from relevant statistical publications and literature. Before completing the questionnaire, respondents were informed about the research objectives, the confidentiality of their identities and responses, and the voluntary nature of participation. Information on gender, age, occupation, and visit frequency was also collected to describe respondent characteristics.

The data were processed using IBM SPSS Statistics version 26 through coding, tabulation, and statistical analysis. Instrument testing included item validity testing using Pearson correlation and reliability testing using Cronbach's alpha coefficient. Item validity was evaluated by comparing the obtained correlation values with the critical value at a 5% significance level. For a sample of 100 respondents, an r-table value of 0.1966 was used for a two-tailed test with 98 degrees of freedom. Instrument reliability was evaluated using Cronbach's alpha, introduced by Cronbach (1951) as an index of internal consistency. This study set an alpha value greater than 0.60 as the instrument reliability criterion.

Before hypothesis testing, regression assumptions were examined, including residual normality using the Kolmogorov–Smirnov test, multicollinearity based on tolerance and the variance inflation factor (VIF), and heteroscedasticity using the Glejser method. The absence of multicollinearity was indicated by a tolerance value greater than 0.10 and a VIF below 10. In the Glejser test, a significance value above 0.05 was used to indicate that no heteroscedasticity was detected based on the test criteria.

The Kolmogorov–Smirnov test is used to evaluate the fit of a data distribution to a particular theoretical distribution, but its interpretation must consider the procedure used to estimate distribution parameters (IBM Corp., 2019). In this study, the normality assessment focused on the residuals of the regression model.

Hypothesis testing was conducted using multiple linear regression with the following equation: $Y=a+b_1X_1+b_2X_2+e$. In this equation, Y represents customer satisfaction, a is the constant, b1 and b2 are the regression coefficients, X1 is service quality, X2 is price, and e is the model error. The t-test was used to evaluate the partial relationship of each independent variable with customer satisfaction, while the F-test was used to test the simultaneous significance of the model. The model's ability to explain variations in customer satisfaction was assessed using the coefficient of determination (R^2). All tests used a 5% significance level (α = 0.05). In addition, standardized beta coefficients were compared to identify the variable with a relatively stronger relationship with customer satisfaction in the estimated model. This comparison is not interpreted as evidence that one variable is always more dominant in all retail contexts.

C. RESULTS AND DISCUSSION

1. Overview of the Research Object

Prima Freshmart Tajur Citeureup is a retail business selling fresh food, frozen food, staple goods, cooking spices, and household products that are consumed regularly. Its business activities focus on direct sales to end consumers, from product supply and arrangement to providing price information, customer service, and cashier transactions. An orderly product layout helps customers find what they need, while clear price information helps them make choices before paying. Employees are directly involved throughout this process, from showing customers where products are located to handling payments; therefore, the quality of interactions on the store floor also shapes customer assessments.

2. Respondent Profile

Female respondents accounted for 66% and male respondents for 34%, a reasonable composition for grocery shopping. Nearly three-quarters of respondents (74%) were aged 18 to 35: 38% were in the 18–25 age group and 36% in the 26–35 age group, while 3% were over 55. The most common occupation was private-sector employee (27%), followed by students (22%), entrepreneurs (21%), and homemakers (20%). In terms of visit frequency, 36% visited two to three times per month, 29% four to five times, 19% more than five times, and 16% only once. Since 84% of respondents shopped more than once a month, their assessments were based on repeated experiences (Table 2).

Table 2. Respondent Characteristics (N = 100)

Characteristic	Category	n	%
Gender	Female	66	66.0
	Male	34	34.0
Age	18–25 years	38	38.0
	26–35 years	36	36.0
	36–45 years	15	15.0
	46–55 years	8	8.0
	> 55 years	3	3.0
Occupation	Private-sector employee	27	27.0
	Student	22	22.0
	Entrepreneur	21	21.0
	Homemaker	20	20.0
	Civil servant/military/police	6	6.0
	Other	4	4.0
Visit frequency	Once/month	16	16.0
	2–3 times/month	36	36.0
	4–5 times/month	29	29.0
	> 5 times/month	19	19.0

Source: Processed primary data (2026).

3. Overview of Variable Scores

All three variables received good ratings (Table 3). Service quality had an average score of 3.98 (index 79.54%), price 3.53 (70.54%), and customer satisfaction 4.14 (82.70%). For service quality, reliability received the highest score (4.08) and responsiveness the lowest (3.75). For price, price-benefit congruence scored highest (3.67), while price competitiveness scored lowest (3.38) and was the only indicator categorized as fair. For satisfaction, intention to revisit scored highest (4.23; very good), while willingness to recommend scored lowest (4.09).

Table 3. Summary of Descriptive Scores

Variable / Indicator	Mean	Index (%)	Category
Service quality (X1)	3.98	79.54	Good
Reliability	4.08	81.60	Good
Responsiveness	3.75	75.00	Good
Assurance	4.00	80.00	Good
Empathy	4.00	79.90	Good
Tangibles	4.06	81.20	Good
Price (X2)	3.53	70.54	Good
Price affordability	3.49	69.70	Good
Consistency with product quality	3.64	72.70	Good
Price competitiveness	3.38	67.60	Fair
Price-benefit congruence	3.67	73.30	Good
Price influences purchase decision	3.47	69.40	Good
Customer satisfaction (Y)	4.14	82.70	Good

Expectation fulfillment	4.15	82.90	Good
Intention to revisit	4.23	84.50	Very good
Willingness to recommend	4.09	81.70	Good
Repeat purchase	4.10	81.90	Good
Positive word-of-mouth	4.13	82.50	Good
Positive image of the company	4.15	82.90	Good

Source: Processed primary data (2026).

4. Instrument Testing and Classical Assumption Tests

All 32 items were valid. The calculated r values ranged from 0.709–0.866 for service quality, 0.759–0.871 for price, and 0.768–0.830 for satisfaction; all were above the r-table value of 0.1966. All three variables were reliable, with Cronbach's alpha values of 0.922, 0.940, and 0.946, respectively (Table 4).

Table 4. Validity and Reliability Test Results

Variable	Calculated r (range)	Table r	Alpha
Service quality (X1)	0.709–0.866	0.1966	0.922
Price (X2)	0.759–0.871	0.1966	0.940
Customer satisfaction (Y)	0.768–0.830	0.1966	0.946

Source: Processed primary data (2026).

All items were valid and all variables were reliable.

The classical assumptions were met (Table 5). The residuals were normally distributed because the Kolmogorov–Smirnov significance value of 0.128 exceeded 0.05. Tolerance and VIF were both 1.000, indicating no multicollinearity. The Glejser test produced significance values of 0.881 for service quality and 0.301 for price, indicating no heteroscedasticity.

Table 5. Summary of Classical Assumption Tests

Test	Statistic	Conclusion
Normality (K-S)	Test statistic = 0.079; Sig. = 0.128	Normal
Multicollinearity	Tolerance = 1.000; VIF = 1.000 (X1 and X2)	None
Heteroscedasticity (Glejser)	Sig. = 0.881 (X1); 0.301 (X2)	None

Source: Processed primary data (2026).

5. Multiple Linear Regression Results

Table 6 presents the equation Y = 13.640 + 0.483X1 + 0.476X2. Both coefficients are positive. Holding the other variable constant, a one-unit increase in the service quality score is accompanied by a 0.483-unit increase in satisfaction, while a one-unit increase in the price score is accompanied by a 0.476-unit increase. In the t-test, service quality obtained a calculated t value of 5.826 and price 7.226; both exceeded the t-table value of 1.9847, with Sig. = 0.000, so H1 and H2 were accepted. The constant of 13.640 was also significant (t = 3.342; Sig. = 0.001), meaning that the satisfaction score does not fall to zero even when service and price assessments are minimal, because satisfaction is also shaped by factors outside the model.

Table 6. Multiple Linear Regression and t-Test Results

Variable	B	Std. error	Beta	t	Sig.
(Constant)	13.640	4.081		3.342	0.001
Service quality (X1)	0.483	0.083	0.431	5.826	0.000
Price (X2)	0.476	0.066	0.534	7.226	0.000

Dependent variable: customer satisfaction. t-table = 1.9847.

Source: Processed primary data (2026).

The F-test in Table 7 produced a calculated F value of 42.926, well above the F-table value of 3.0902 (Sig. = 0.000), so H3 was accepted. R Square of 0.470 (R = 0.685; adjusted $R^2 = 0.459$) means that service quality and price explain 47.0% of the variation in customer satisfaction, while the remaining 53.0% comes from factors outside the model.

Table 7. Simultaneous Test Results and Coefficient of Determination

Model	Sum of squares	df	Mean square	F	Sig.
Regression	2,869.245	2	1,434.622	42.926	0.000
Residual	3,241.795	97	33.421		
Total	6,111.040	99			

R = 0.685; R Square = 0.470; Adj. R Square = 0.459; Standard error of the estimate = 5.781; F-table = 3.0902.

Source: Processed primary data (2026).

With a standard error of the estimate of 5.781 and an adjusted R^2 of 0.459, the model's explanatory power is moderate. The model is reasonably useful for indicating the direction and strength of the relationships, but it is not yet adequate for predicting individual satisfaction scores. The difference between R^2 and adjusted R^2 is only 0.011, indicating that adding two predictors to a sample of 100 respondents did not substantially inflate the coefficient of determination.

The regression analysis shows that service quality has a positive and significant relationship with customer satisfaction at Prima Freshmart Tajur Citeureup, with a regression coefficient of 0.483, $t = 5.826$, and $p < 0.001$. This result supports the first hypothesis (H1). This means that, after accounting for price in the model, an increase in the service quality score is associated with an increase in the customer satisfaction score. This finding is consistent with the service quality framework described by Sulistiyowati (2018), which includes reliability, responsiveness, assurance, empathy, and tangibles as dimensions for evaluating service.

In the context of fresh food retail, service quality is reflected in the ease of finding products, the accuracy of information provided by employees, the speed of responses to questions, and the smoothness of transactions. The descriptive results show that reliability had the highest average score of 4.08, followed by tangibles at 4.06, while responsiveness had the lowest score of 3.75. This pattern indicates that consumers gave relatively better assessments of reliability and the store's physical condition than of service response speed. This finding is consistent with the preliminary interview results, in which 35% of respondents stated that service needed to be faster, especially when the store was crowded.

Afrianingsih et al. (2024), in a study of GrabFood service users in Banyumas Regency, found that reliability, responsiveness, and assurance significantly affected

customer satisfaction, while tangibles and empathy did not have significant partial effects. These results show that the contribution of service quality dimensions may differ according to the characteristics of the service being studied. In the context of Prima Freshmart, the relatively low responsiveness score provides a reason to evaluate employee response speed, especially during busy hours. However, the average score of an indicator cannot be used to conclude the magnitude of the statistical effect of each dimension if the effects of the individual dimensions are not tested separately in the regression model.

More broadly, Farisi et al. (2024) emphasize the importance of people, process, and physical evidence in applying the marketing mix to service businesses. This perspective is relevant to explaining that service improvements depend not only on employees' individual abilities but also on work processes and operational conditions that support service delivery. At Prima Freshmart, management can evaluate the division of employee duties, staffing needs during busy hours, and the ease with which consumers can obtain assistance. These recommendations are managerial implications of the research findings, not interventions whose effectiveness has been directly tested.

The regression results show that price has a positive and significant relationship with customer satisfaction, with a regression coefficient of 0.476, $t = 7.226$, and $p < 0.001$. Thus, the second hypothesis (H2) is supported. This finding indicates that consumers' assessments of price are related to their satisfaction after service quality is accounted for in the model. In this context, price is not only related to the amount paid but also to consumers' assessment of the balance between the sacrifice made and the benefits received.

Indrasari (2019) explains that price assessments may include affordability, consistency of price with product quality, competitiveness, and consistency with the benefits received. Zeithaml (1988) also explains that consumers evaluate price together with quality and perceived value. From a marketing management perspective, Hasibuan et al. (2022) regard pricing strategy as an important aspect related to a company's profitability and competitive position. These three perspectives show that pricing needs to consider consumer evaluations as well as competitive conditions and business sustainability.

The descriptive results show that the price variable had an average score of 3.53, lower than service quality at 3.98 and customer satisfaction at 4.14. At the indicator level, price-benefit congruence received the highest score of 3.67, while price competitiveness received the lowest score of 3.38. These findings indicate that consumers' assessments of price competitiveness were relatively lower than their assessments of price benefits. This result is also relevant to the preliminary interviews, in which 20% of respondents stated that they compared prices with other stores or traditional markets.

Rakhmawati and Farisi (2024) found that price value in food delivery services does not directly affect purchase intention; instead, its relationship with purchase intention occurs through consumer attitudes as a mediating variable. Although that

study examined purchase intention rather than customer satisfaction, its findings offer the perspective that evaluations of price value may be related to consumer responses through a particular assessment process. Therefore, the findings at Prima Freshmart should not be interpreted to mean that lowering prices will automatically increase satisfaction. A more appropriate explanation is that price perception is one aspect associated with satisfaction in this research model.

From a managerial perspective, management needs to evaluate perceptions of price competitiveness without assuming that all products must be sold at the lowest prices. Monitoring the prices of products frequently purchased by consumers, ensuring clear price labels, and communicating promotional information may be considered to improve transparency and perceived value. This approach must also take product quality, operating costs, and profitability into account. Thus, pricing strategies can be directed toward maintaining competitiveness while ensuring business sustainability, consistent with the importance of integrating price, promotion, process, and service elements in the marketing mix discussed by Farisi et al. (2024).

The simultaneous test produced an F value of 42.926 with $p < 0.001$, supporting the third hypothesis (H3). This result indicates that service quality and price jointly have a significant relationship with customer satisfaction in the regression model used. The coefficient of determination (R^2) of 0.470 indicates that the two variables explain 47.0% of the variation in customer satisfaction scores in the research sample. The remaining 53.0% of the variation is not explained by the model and may be related to factors not included in the analysis.

These results show that customer satisfaction in fresh food retail needs to be understood through a combination of service experience and price assessment. Consumers may give positive assessments of service but still consider price competitiveness when choosing where to shop. Conversely, a price considered appropriate may not necessarily produce a satisfying shopping experience if consumers have difficulty obtaining information or assistance from employees. Therefore, both variables need to be considered simultaneously in retail marketing management.

This perspective is consistent with the marketing mix approach applied in the study by Farisi et al. (2024), which positions price, people, process, promotion, place, physical evidence, and product as mutually supportive elements in marketing strategy. In fresh food retail, this can be implemented through consistent service, clear price information, product availability, and easily understood promotional communication. However, this study only examines service quality and price; therefore, the role of other marketing mix elements cannot yet be assessed empirically.

In the context of changing trading patterns, Rahmania et al. (2026) discuss the omnichannel approach as a strategy to strengthen the competitiveness of traditional retail, while Wahyuningtyas et al. (2026) examine the competitiveness of retail cooperatives in the era of digital transformation and marketplaces. Both studies provide additional perspectives on retail development strategies. However, because

the Prima Freshmart study focuses on service and price at a physical outlet, digitalization and omnichannel strategies are more appropriately positioned as development opportunities to be tested in future research, rather than as factors proven to affect customer satisfaction in this model.

The R^2 value of 0.470 should also not be interpreted as evidence that the two variables causally generate 47.0% of customer satisfaction. This value indicates the proportion of variation in satisfaction scores that can be explained by the regression model. Other factors, such as product quality and freshness, product availability, store atmosphere, location, and promotions, may be considered as variables for future research, but their effects cannot be concluded from the data in this study.

D. CONCLUSION

This study shows that service quality and price have positive and significant effects on customer satisfaction at Prima Freshmart Tajur Citeureup, both partially and simultaneously, with a coefficient of determination of 47%. Price has a higher standardized beta coefficient ($\beta = 0.534$) than service quality ($\beta = 0.431$), indicating a relatively stronger relationship with customer satisfaction in the research model. Therefore, management is advised to evaluate price competitiveness, clarify price and promotional information, and improve employee responsiveness, particularly during busy hours, without neglecting product quality and business sustainability. Future studies are recommended to involve more outlets using more representative sampling techniques and to consider other variables, such as product quality, store atmosphere, and promotions, to develop a more comprehensive understanding of the factors related to customer satisfaction.

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