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INCREASING CUSTOMER LOYALTY THROUGH PERCEIVED SERVICE QUALITY AND RELATIONSHIP MARKETING IN CLEANING SERVICE COMPANY

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Abstract

Background: The environmental conditions of the cleaning services industry are very competitive and market growth tends to be slow. **Objective:** This study aims to analyze the variables that drive the creation ofcustomer loyaltyin B2B cleaning service companies such as perceived service quality variables through the INDSERV (Industry Service) measurement instrument which consists of potential quality, hard process quality, soft process quality, and output quality, then relationship quality through its main components, namely customer satisfaction, trust, and commitment. **Design/methodology/approach:** This study used 196 customer respondents who were still working together and not working together. The data collection technique uses an online survey questionnaire via Google Form.This study uses a quantitative approach and analysis using descriptive analysis and PLS-SEM. **Findings/Results:**Findingsshows that output quality and commitment have a direct positive influence on customer loyalty.ThenPotential quality and soft process quality have a positive influence on customer loyalty indirectly through commitment. **Conclusion:**The results of this study emphasize the importance ofpotential quality, soft process quality,output quality, andcommitment to increasing customer loyalty. **Originality/value (Current state):**This study contributes to the existing literature by providing empirical insights into the role of output quality andCommitment directly increases customer loyalty, as well as potential quality and soft process quality, which indirectly increase customer loyalty through commitment in the B2B cleaning services sector. These findings offer practical recommendations for strategies to increase customer loyalty for B2B cleaning service companies.

Keywords :customer loyalty,relationship marketing, perceived service quality, B2B cleaning services, INDSERV

INTRODUCTION

Cleaning services industry in IndonesiaThe cleaning industry has now grown into a highly competitive industry with relatively slow market growth. This is due to the emergence of many new companies, both domestic and international, while commercial property growth remains relatively limited. This situation forces cleaning service companies to acquire customers from other cleaning service companies to maintain their survival. On the other hand, cleaning service customers have many choices, and in this position, cleaning service customers increasingly have the power to apply pressure to lower prices or demand better service quality., can cause customers to defect by not continuing the collaboration and switching to another cleaning service company. This condition, in practice, results in no cleaning service company being able to retain all of its customers, meaning that out of the many customers managed by a cleaning service company, there will always be customers who are not loyal and switch to other cleaning service companies. As a result, customerswho are not loyal, the company will lose its customers which will have a more significant direct effect on the company's income.or reduce the profitability of the company's business (Haver, 2017). Moreover, in B2B

companies which are typically characterized by a smaller customer base but higher transaction volumes(Stevens, 2005).On the other hand, if a company has many loyal customers, the longer the cooperation contract or relationship with the customer, the more the company will get.benefits (Reinartz and Kumar, 2000). The issue of customer loyalty in the cleaning services industry is also particularly experienced by a cleaning services company in East Jakarta. This company needs to improve customer loyalty, otherwise it will experience a significant loss of customers, ultimately impacting its profitability, especially given the current highly competitive environment of the cleaning services industry and the relatively low market growth. Customer loyalty can influence purchasing behavior.repetitive (Gil-Saura et al., 2009),word of mouth promotion(Andreassen and Lindestad, 1998), recommendationsto other customers(Zeithaml et al., 2006),and reject the offercompetitors (Rauyruen, Miller, and Barrett, 2007). Existing literature highlights the importance of relationship marketing as an effective and powerful formula for gaining, maintaining, and increasing loyalty.customers (Lacey & Morgan 2009; Prasetya, Najib, & Mahliza, 2022).Besides that, based on the product-strategy continuumfrom Covielo and Brodie (1998)g adaptedfrom Gronroos (1994), the companywith service products that are more effective or function optimally if a relationship marketing approach is applied.marketing (Rao & Perry, 2002).In connection with the above,according to Hennig-Thurau et al. (2002),relationship marketing that leads to customer loyalty can only berealized by a good or successful relationship between the customer and the service provider. A higher construct for a good or successful relationship is relationshipquality (Rauyruen, Miller, and Barrett, 2007; Prasetya and Najib, 2023).

There isgeneral agreement that customer satisfaction, trust, and commitment are the main components of relationship quality(Baker, Simpson, & Siguaw 1999;Samudro, Sumarwan, Yusuf, & Simanjuntak, 2018). Onthe context of business-to-business (B2B) relationships in the service sector, Nguyen et al. (2022),argues that there is a close relationship between relationship quality and service quality in building customer loyalty. This is in line withwith Huang, Leu, & Farn (2008), that Service quality is a necessity for the success of long-term relationships, in a competitive environment in B2B services.According to Cronin and Taylor (1992), service quality is an attitude that is only based on the evaluation of the service performance calledperceived service quality.For assessmentperceived service quality in the B2B market of the service sector, Gounaris (2005) hascreated a new tool and named it INDSERV (Industry Service) which consists ofpotential quality, hard process quality, soft process quality, and output quality. The main objective of this study is to examine the factors that influence customer loyalty to cleaning service companies. Specifically, this study aims to analyze the influenceperceived service quality on customer loyalty, analyzing the influence of relationship quality on customer loyalty, analyzing the influence of perceived service quality on customer loyalty through relationship quality, and developing managerial implications to increase customer loyalty in cleaning service companies. By fulfilling these objectives, this study seeks to provide practical insights for businesses engaged in cleaning services, enabling them to optimize perceived service quality and relationship quality and increase customer loyalty.

LITERATURE REVIEW

Hypothesis

The Relationship between Perceived Service Quality and Customer Loyalty

Perceived service quality in B2B interactions, where one organization serves another organization plays an important role in building long-term relationships.length (Zeithaml et al., 2006).Furthermore, according toGummesson (1998),Improving perceived service quality will increase customer loyalty. This statement is supported by research findings in the B2B service sector in Egypt.doneWasfy, M. (2023), whose research results stated that there was a positive and significant relationship between perceivedservice quality consisting ofpotential quality, hard process quality, soft process quality, and output quality with customer loyalty. Based on this discussion, the following hypothesis is proposed:
H4:Potential quality has an influence on customer loyalty
H8: Hard process quality has an influence on customer loyalty
H12: SOft process quality has an influence on customer loyalty
H16:Output quality has an influence on customer loyalty

The Relationship between Perceived Service Quality and Customer Loyalty through Relationship Quality

According to Vizea et al. (2017),perceivedservice qualityhave an influence oncustomer loyalty throughrelationship quality. This statement is supportedby Nguyen et al. (2022)through the results of phis research whichThis study was conducted in a business-to-business (B2B) service environment in Vietnam. The results showed

that perceived service quality indirectly influences customer loyalty through relationship quality.Based on the discussion, the following hypothesis is proposed:
H1: Potential quality influences customer loyalty through customer satisfaction.
H2: Potential quality influences customer loyalty through trust.
H3: Potential quality influences customer loyalty through commitment.
H5: Hard process quality influences customer loyalty through customer satisfaction.
H6: Hard process quality influences customer loyalty through trust.
H7: Hard process quality influences customer loyalty through commitment.
H9: Soft process quality influences customer loyalty through customer satisfaction.
H10: Soft process quality influences customer loyalty through trust.
H11: Soft process quality influences customer loyalty through commitment.
H13: Output quality influences customer loyalty through customer satisfaction.
H14: Output quality influences customer loyalty through trust.
H15: Output quality influences customer loyalty through commitment.

The relationship between Relationship Quality and Customer Loyalty

In the environmentbusiness to business (B2B) in the service industry,relationship qualityhave a positive relationship withcustomerloyalty (Auruskeviciene, 2010). Onstudyother things done byAhmed, SB(2013) in lbusiness-to-business (B2B) environment in the service industry in Egypt, find hthe same research results thatrelationship qualitywhich consists of customer satisfaction, trust, commitment has a positive and significant influence on customer loyalty. Based on the discussion, the following hypothesis is proposed:
H17: Customer satisfaction has an influence on customer loyalty
H18: Trust has an influence on customer loyalty
H19: Commitment has an influence on customer loyalty

METHODS

This research was conducted in Jabodetabek in May, June, and July 2025.The research data type is quantitative. Primary data sources include staff, supervisors, managers, general managers, or directors in purchasing departments/divisions or those overseeing cleaning services. Secondary data sources include scientific journals, reference books, company profiles, and internal company data.Data collection techniques using online survey questionnaires/google forms for primary data andLiterature study for secondary data. The questionnaire was designed to capture customer characteristics and their perceptions regarding the research variables. These variables includeperceived service quality consisting of potential quality, hard process quality, soft process quality, output quality and then relationship quality consisting of customer satisfaction, trust, commitment and customer loyalty. This study used a population of both active and inactive customers. The sampling technique used was non-probability sampling. Sampling involves selecting a portion of the population to be targeted by a company.research (Sumarwan, 2011). Numbersample refers toin Hair et al., (2010) namelyThe sample size is adjusted to the number of indicators, assuming nx5 to nx10. This study has n (indicators) = 31, resulting in a sample size of 155–310 respondents. In this study, the sample size used was 196 respondents. The data analysis used wasdescriptive analysis and Partial Least Squares - Structural Equation Modeling (PLS-SEM) analysis.

RESULTS AND DISCUSSION

Descriptive Analysis

In this study, there were 196 respondents from 97 companies (49%) that were still actively collaborating and from 99 companies (51%) that were no longer actively collaborating.Gender of respondents in this studyconsisting of 132 people (67.35%) were male and 64 people (32.65%) were female. JThe number of respondents in this study was 75 people (38.27%) as managers, 60 people (30.61%) as supervisors, 50 people (25.51%) as staff, 7 people (3.57%) as directors, and 4 people (2.04%) as general managers. Then, 96 people (48.98%) worked in the general affairs (GA) division/department, 41 people (20.92%) worked in the human resource development (HRD) division/department, 25 people (12.76%) worked in the finance division/department, 22 people (11.22%) worked in the purchasing division/department, and 12 people (6.12%) worked in the marketing division/department. The types of commercial

buildings of the respondent companies, where the largest number are office buildings and tenants at 60.20%; then hospital and beauty clinic buildings at 9.18%; factory buildings at 7.14%; warehouse buildings at 6.63%; car showroom buildings at 5.10%; school buildings at 5.10%; store buildings at 3.57%; and apartment and trade center buildings at 3.06%. The length of cooperation of the respondent companies, where the period of 1 year is 22.96%; 2 years is 19.90%; 3 years is 18.88%; 4 years is 9.69%; 5 years is 10.71%; and more than 5 years is 17.86%. JThe number of cleaning staff assigned to the respondent's company, where the largest number is 1-10 people at 76.02%; then 11-20 people at 12.24%; 21-30 people at 4.59%; 31-40 people at 3.57%; 41-50 people at 0.00%; and more than 50 people at 3.57%.AndThe location of the respondent companies, where the largest number was in Jakarta at 81.12%; followed by Bekasi at 10.71%; Tangerang at 3.57%; Depok at 3.06%; and Bogor at 1.53%.

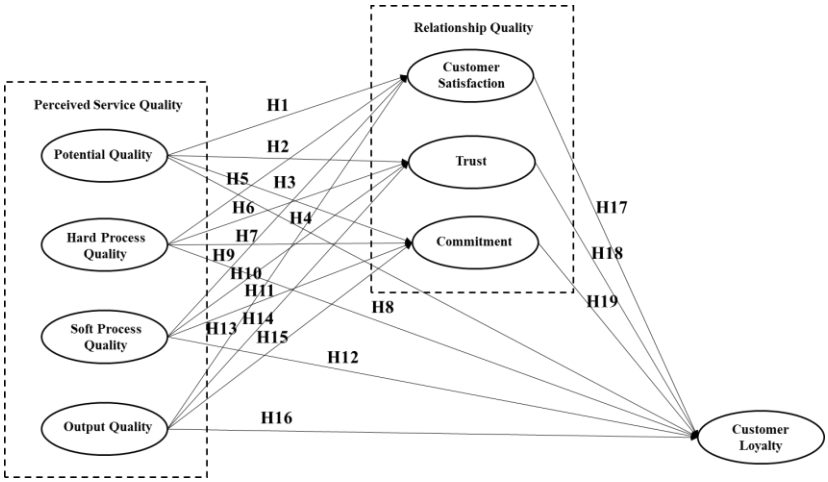

Figure 1. Conceptual Framework

Structural Equation Modeling (SEM) - Partial Least Squares (PLS) Analysis

Inferential statistics or often also called inductive or probability statistics is a statistical technique used to analyze sample data and the results are applied topopulation (Sugiyono, 2018). TeThe inferential statistical data analysis technique in this study uses the structural equation modeling (SEM) method. According toSantoso (2014), SEMis a multivariate statistical technique which is a combination of factor analysis and variance analysis.Regression (correlation) aims to test the relationships between variables in a model, both between indicators and their latent variables and the relationships between latent variables. The SEM approach in this study uses the partial least squares (PLS) method.According to Ghozali (2006),partialLeast Squares (PLS) is a structural equation model used to test or develop theories (for prediction purposes). PLS is a SEM equation that uses a variance-based approach or component-based structural equation modeling. Inferential statistical analysis of PLS-SEM was performed using SmartPLS software version 4.1.1.2. PLS-SEM analysis consists of two sub-models: the measurement model or outer model and the structural model or inner model.

Measurement Model Evaluation (Outer Model)

The outer model evaluation in Partial Least Squares (PLS) SEM aims to ensure that the indicators (measured variables) used actually measure the constructs (latent variables) they represent (validity) and are consistent in their measurement (reliability). The outer model evaluation in this study used formative and reflective measurement models. A formative measurement model is a model in which indicators are considered as causes of latent variables. Evaluation of this model is carried out on potential quality, hard process quality, soft process quality, output quality, and customer loyalty.. The results of the outer weights significance test show 5 indicators with insignificant outer weights, namely PQ4, PQ5, SPQ1, SPQ3, and CL4. However, the results of the outer loading test show that the outer loading is > 0.50, so the indicator is not removed. The results of the multicollinearity test show that the outer VIF (Variance Inflated Factor) value is < 5, so there is no multicollinearity between the indicators.

The reflective measurement model is a model where indicators are considered as manifestations of latent variables.Evaluation of this model is carried out on customer satisfaction, trust, and commitment.. Results uconvergent validity test obtained outer loading values for all indicators >0.70 andAverage Variance Extracted (AVE) value of all variables >0.50. This indicates that each indicator can measure its latent variable accurately (validly) and convergent validity is assessed as good for all variables.discriminant validity obtained HTMT value(Heterotrait Monotrait ratio) commitment and customer satisfaction is 0.778 < 0.90, commitment and trust is 0.842 < 0.90, and customer satisfaction and trust is 0.850 < 0.90. This indicates that discriminant validity is accepted. The Fornell Lacker Criterion value (AVE root) commitment = 0.922 is greater than customer satisfaction = 0.709 and greater than trust = 0.763. Then customer satisfaction = 0.916 is greater than trust = 0.766. This indicates that discriminant validity is met. The cross loading value of all indicators on the variable has a greater value than the value outside the measured variable. It is concluded that all indicators are discriminant valid. The results of the reliability test obtained a Composite Reliability (CR) value of > 0.7 and a Cronbach alpha value of > 0.7. This indicates that commitment, customer satisfaction, and trust are declared reliable.

Structural Model Evaluation (Inner Model)

Structural model evaluation (inner model) is the process of assessing or predicting causal relationships (cause-and-effect relationships) between latent variables or variables that cannot be directly measured in a research model. Inner model evaluation includes multicollinearity testing and hypothesis testing (direct effect and mediation effect). The results of the multicollinearity test show that the inner VIF (Variance Inflated Factor) value is <5, indicating that there is no multicollinearity between potential quality, hard process quality, soft process quality, and output quality in influencing commitment, customer satisfaction, and trust. There is also no multicollinearity between potential quality, hard process quality, soft process quality, output quality, commitment, customer satisfaction, and trust in influencing customer loyalty. Hypothesis testing uses the bootstrapping method with 5,000 replications.with pbias-corrected and accelerated (BCA) approach.

Direct Effect

The results of the hypothesis testing in Table 1 indicate that Hypothesis 4 (H4), Hypothesis 8 (H8), and Hypothesis 12 (H12) are not accepted. This can be seen from the t-statistic values obtained for each hypothesis, namely 0.703; 0.548; and 0.551, all of which are smaller than the t-table value of 1.960, and the p-values for each hypothesis, namely 0.482; 0.584; and 0.582, are all greater than the alpha of 0.050. These findings indicate thatpotential quality, hard process quality, and soft process quality do not have pdirectly influence customer loyalty.This is due to the cleaning services industry, actualization and realizationPotential quality, hard process quality, and soft process quality have a high level of heterogeneity or inconsistency, considering that human involvement reaches approximately 90% of the production process. Therefore, what has been stated in potential quality, hard process quality, and soft process quality is not actualized and realized properly. As a result, customers have difficulty assessing the company's ability to provide the requested service. These results are in line with research conducted bybyVizea etal. (2017) in the B2B services sector found thatpotential quality, hard process quality, and soft process quality do not have an influence oncustomer loyalty.Meanwhile, the results of the hypothesis 16 (H16) test were accepted. This can be seen from the obtained t-statistic value of 2.574, which is greater than the t-table value of 1.960, and the p-value of 0.010, which is smaller than the alpha value of 0.050. These findings indicate thatOutput quality directly impacts customer loyalty. This is because customers experience the impact of clean commercial properties, including increased comfort in conducting business, improved corporate image, and increased profitability.

Table 1.Results of Direct Effect Hypothesis Testing

Hipotesis	Pengaruh Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Keterangan
H4	Potential Quality -> Customer Loyalty	-0.058	-0.035	0.083	0.703	0.482	tidak signifikan
H8	Hard Process Quality -> Customer Loyalty	0.045	0.040	0.082	0.548	0.584	tidak signifikan
H12	Soft Process Quality -> Customer Loyalty	0.037	0.037	0.068	0.551	0.582	tidak signifikan
H16	Output Quality -> Customer Loyalty	0.326	0.341	0.127	2.574	0.010	signifikan
H17	Customer Satisfaction -> Customer Loyalty	0.025	0.013	0.103	0.239	0.811	tidak signifikan
H18	Tust -> Customer Loyalty	0.063	0.055	0.097	0.648	0.517	tidak signifikan
H19	Commitment -> Customer Loyalty	0.423	0.411	0.091	4.624	0.000	signifikan

The results of the hypothesis testing in Table 1 indicate that Hypothesis 17 (H17) and Hypothesis 18 (H18) are not accepted. This can be seen from the t-statistic values obtained for each hypothesis, namely 0.239 and 0.648, which are smaller than the t-table value of 1.960, and the p-values for each hypothesis, namely 0.811 and 0.517, which are greater than the alpha of 0.050. These findings indicate that customer satisfaction and trust do not have a p-value.directly influence customer loyalty.This is because in the cleaning services industry, customer satisfaction and trust have become minimum standards amidst a highly competitive industry environment and low market growth. Cleaning service customers require more than just customer satisfaction and trust. These findings support this.Michael et al.'s (2008) statement thatcustomer satisfaction is not a guarantee of customer loyalty, as satisfied customers may switch to another cleaning service company for various reasons, including finding a more attractive offer from another cleaning service company or wanting to try out another cleaning service. This finding is also in line with research fromLau and Lee (1999),that trust is only one of several important factors that influence customer loyalty, not the only determining factor, so there is the possibility of trusthas no effect on customer loyalty. Meanwhile, the results of hypothesis 19 (19) testing are accepted. This can be seen from the t-statistic value obtained of 4.624, which is greater than the t-table value of 1.960, and the p-value of 0.000, which is smaller than the alpha of 0.050. This finding indicates that commitment has a direct effect on customer loyalty. This is because customers in the cleaning services industry have grown into demanding customers. Therefore, the commitment to continue working with or not leaving the relationship with a cleaning services company depends entirely on the customer.

Indirect Effects

The results of the hypothesis testing in Table 2 indicate that Hypothesis 1 (H1) and Hypothesis 2 (H2) are not accepted. This can be seen from the t-statistic values obtained for each hypothesis, namely 0.208 and 0.549, which are smaller than the t-table value of 1.960, and the p-values for each hypothesis, namely 0.835 and 0.583, which are greater than the alpha of 0.050. These findings indicate that potential quality does not have a p-value.influence on customer loyalty throughcustomer satisfaction and trust.This is due toPotential quality has a high level of heterogeneity or inconsistency, on the other hand, customer satisfaction and trust have become minimum standards in the cleaning services industry and do not affectcustomer loyalty. Meanwhile, the results of testing hypothesis 3 (H3) were accepted. This can be seen from the obtained t-statistic value of 2.155, which is greater than the t-table value of 1.960, and the p-value of 0.031, which is smaller than the alpha of 0.050. These findings indicate that potential quality has a pinfluence on customer loyalty throughThis is because, although potential quality has a high degree of heterogeneity or inconsistency, commitment itself has an influence on customer loyalty.

Table 2. Results of Testing the Indirect Effect Hypothesis (mediation effect)

Hipotesis	Pengaruh Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Keterangan
H1	Potential Quality -> Customer Satisfaction -> Customer Loyalty	0.004	0.000	0.017	0.208	0.835	tidak signifikan
H2	Potential Quality -> Tust -> Customer Loyalty	0.011	0.010	0.020	0.549	0.583	tidak signifikan
H3	Potential Quality -> Commitment -> Customer Loyalty	0.078	0.079	0.036	2.155	0.031	signifikan
H5	Hard Process Quality -> Customer Satisfaction -> Customer Loyalty	0.007	0.004	0.030	0.221	0.825	tidak signifikan
H6	Hard Process Quality -> Tust -> Customer Loyalty	0.009	0.007	0.017	0.543	0.587	tidak signifikan
H7	Hard Process Quality -> Commitment -> Customer Loyalty	0.051	0.050	0.049	1.039	0.299	tidak signifikan
H9	Soft Process Quality -> Customer Satisfaction -> Customer Loyalty	-0.000	0.000	0.007	0.046	0.964	tidak signifikan
H10	Soft Process Quality -> Tust -> Customer Loyalty	0.007	0.008	0.014	0.513	0.608	tidak signifikan
H11	Soft Process Quality -> Commitment -> Customer Loyalty	0.087	0.086	0.043	2.016	0.044	signifikan
H13	Output Quality -> Customer Satisfaction -> Customer Loyalty	0.013	0.007	0.054	0.240	0.811	tidak signifikan
H14	Output Quality -> Tust -> Customer Loyalty	0.031	0.027	0.048	0.650	0.516	tidak signifikan
H15	Output Quality -> Commitment -> Customer Loyalty	0.168	0.158	0.059	2.870	0.004	signifikan

The results of the hypothesis testing in Table 2 indicate that Hypothesis 5 (H5), Hypothesis 6 (H6), and Hypothesis 7 (H7) are not accepted. This can be seen from the t-statistic values obtained for each hypothesis, namely 0.221; 0.543; and 1.039, which are smaller than the t-table value of 1.960, and the p-values for each hypothesis, namely 0.825; 0.587; and 0.964, which are greater than the alpha value of 0.050. These findings indicate that hard process quality has no influence on customer loyalty through customer satisfaction, trust, and commitment. This is because hard process qualitynamely a service blueprint in the form of SOP cleaning service, daily activities, periodic schedules, and master cleaning programshas a high level of heterogeneity or inconsistency in actualization and realization. Meanwhile, customer satisfaction and trust in the cleaning services industry do not influence customer loyalty. While commitment does influence customer loyalty, the service blueprint does not trigger customers to provide commitment, which influences customer loyalty., and in this case the customer considers the service blueprint to be the minimum standard that a cleaning service company must have.

The results of the hypothesis testing in Table 2 state that Hypothesis 9 (H9) and Hypothesis 10 (H10) are not accepted. This can be seen from the t-statistic values obtained for each hypothesis, namely 0.046 and 0.513, which are smaller than the t-table value of 1.960, and the p-values for each hypothesis, namely 0.964 and 0.608, which are greater than the alpha of 0.050. These findings indicate that soft process quality does not influence customer loyalty through customer satisfaction and trust. This is because soft process quality, namely work enthusiasm, friendliness, openness to ideas or suggestions or complaints, and solutions provided by cleaning staff, have a high level of heterogeneity or inconsistency. Meanwhile, customer satisfaction and trust in the cleaning service industry do not affect customer loyalty. Meanwhile, the results of the hypothesis 11 (H11) test are accepted. This can be seen from the t-statistic value obtained of 2.016, which is greater than the t-table value of 1.960, and the p-value of 0.044, which is smaller than the alpha of 0.050. These findings indicate thatsoft processquality has pinfluence on customer loyalty throughcommitment. This is due to even though soft process qualityhas a high level of heterogeneity or inconsistency but hascreating a positive customer experience that then builds a strong emotional connection that can encourage customers to feel engaged orgrowing commitmentWhereHigh commitment can trigger customer loyalty. The results of the hypothesis testing in Table 2 state that hypothesis 13 (H13) and hypothesis 14 (H14) are not accepted. This can be seen from the t-statistic values obtained for each hypothesis, namely 0.240 and 0.650, which are smaller than the t-table value of 1.960, and the p-values for each hypothesis, namely 0.811 and 0.516, which are greater than the alpha of 0.050. This finding indicates that output quality does not have an influence on customer loyalty through customer satisfaction and trust. This is because

although output quality, namely the customer's commercial property is always kept clean, customers feel comfortable in running their business, the company's image is improved, and increasing the profitability of the customer's business can affect customer satisfaction and trust, customer satisfaction and trust in the cleaning service industry do not affect customer loyalty. Meanwhile, the results of the hypothesis 15 (H15) test are accepted. This can be seen from the t-statistic value obtained of 2.870, which is greater than the t-table value of 1.960, and the p-value of 0.004, which is smaller than the alpha of 0.050. This finding indicates that output quality has a p-value of 0.004.influence on customer loyalty throughcommitment. This is due toOutput quality can be felt directly by customers, thus triggering customers to make a commitment, and both output quality and commitment also have a direct influence on customer loyalty.

Managerial Implications

In order to increase customer loyalty, cleaning service companies must focus onOutput quality is maintaining the cleanliness of the customer's commercial property so that customers feel comfortable in conducting their business, the customer's company image improves, and the customer's business profitability also increases. Then, cleaning service companies must improve potential quality such as experienced cleaners and have an Operational Permit Certificate (SIO) for work at heights, expand the scope of cleaning services offered not only regular cleaning services but also offer cleaning services that are periodic work such as glass cleaning, carpet washing, marble crystallization, and general cleaning and remain consistent in implementing ISO 9001:2015 and adding other certifications such as ISO 45001 regarding international standards for occupational health and safety management systems (K3). In addition, cleaning service companies must also continue to implement and improvesoft processqualities such as work ethic, friendliness, always listening to complaints, accepting input/suggestions, and providing solutions to problems. Where all of that is dcan create a positive customer experience that then builds a strong emotional connection. This emotional connection encourages customers to feel connected orgrowing commitment.Committed customers won't easily switch to competitors even when offered a lower price. They'll make repeat purchases, recommend the company to others, and maintain long-term relationships with the company because they feel a bond that goes beyond the transaction. High commitment is the foundation of customer loyalty.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study examines the impact of perceived service quality and relationship marketing, represented by its highest construct, relationship quality, on customer loyalty at a cleaning services company in Jakarta. The first finding highlights thatcommitment acts as the sole mediator ofrelationship quality to perceived service quality in this case potential quality, soft process quality, and output quality in increasing customer loyalty. This shows that the creation ofCustomer commitment should be the top priority before focusing on customer loyalty. In addition, strengtheningpotential quality, soft process quality, and output quality will be very important to build strong emotional relationships with customers and growcommitmentCustomer satisfaction, which in turn, will increase customer loyalty. The second finding highlights that output quality plays a direct role in increasing customer loyalty. This demonstrates that achieving output quality is crucial for cleaning service companies because it allows customers to directly experience the impact of cleaning services, which in turn will drive increased customer loyalty.

Recommendations

Based on the conclusions above, for further research in the future, especially regarding customer loyalty of B2B cleaning service companies, there are several suggestions that can be considered, namely pResearchers need to consider other research models or consider adding other predictor variables for customer loyalty, such as switching costs, customer experience, customer value, and others. This, of course, must be tailored to the research objectives and to obtain a more comprehensive understanding.

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