



# The Effect Of Marketing Mix On Visitor Satisfaction And Its Impact On Visitor Loyalty At Ragunan Wildlife Park

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## ABSTRACT

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The purpose of this study was to determine the effect of product, price, location, promotion, employees, process, physical environment on visitor loyalty through visitor satisfaction. The sample of this study was 300 visitors to Ragunan Wildlife Park aged 10-50 years, which were taken by non-probability sampling technique. Data analysis was performed using a structural equation model (Structural Equation Modeling - SEM). The results showed that product, price, location, employees, and physical environment had a direct and significant effect on visitor satisfaction, while promotion and process had an insignificant but not significant effect on visitor satisfaction. The variables of price, location, employees and physical environment have an indirect and significant effect on visitor loyalty through visitor satisfaction, while products, promotions, and processes have an indirect and insignificant effect on loyalty through visitor satisfaction.

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## 1. Introduction

Ragunan Wildlife Park is a government-owned company with the status of a Regional Public Service Agency (BLUD) whose management is under the City Parks and Forests Service of DKI Jakarta Province. Ragunan Wildlife Park is engaged in recreation services, animal conservation, and education that provides tourist and recreation places in the form of a diversity of flora and fauna. Ragunan Wildlife Park has an important role in animal conservation efforts, providing education to the public, and providing a comfortable recreation area for visitors. The indicator of TMR's success in carrying out its role can be seen from the increasing number of visitors and the satisfaction and loyalty of visitors which makes them visit the Ragunan Wildlife Park.

TMR, which is the largest flora and fauna educational tourism site in Indonesia with a land area of about 140 hectares, experienced a less significant increase in tourist visits. The number of visitors to the Ragunan Wildlife Park is less than the Ancol Dreamland (Stevanus, 2014). Visitors from 2017 to 2018 have increased by 223,658 people, while from 2018 to 2019 it has decreased by 46,704. The number of visitors from 2019 to 2020 decreased by 4,889,773 people and from 2020 to 2021 the number of visitors increased by 127,695 people. The very small number of visitors in 2020 and 2021 was due to the closure of the TMR since the COVID-19 pandemic.

In a previous study, Nurwulandari (2015) said that the right marketing strategy for the Caffe 19 cafe coffee shop will be very important for business actors so that they can remain competitive and become an option for consumers. The formulation and implementation of marketing strategies is not only intended for large-scale businesses, but also for micro-scale businesses that actually really need a marketing strategy formulation in order to be able to compete in the market and continue to grow. Ragunan Wildlife Park with the status of a regional public service agency must have a marketing strategy to provide good service to visitors.

One of the strategies related to the company's marketing activities is the marketing mix strategy defined by Kotler and Armstrong (1997) which states that "marketing mix as the set of controllable marketing



variables that the firm leads to produce the response it wants in the target market". From this definition, it can be interpreted that the marketing mix is the controllable variables that are combined to produce the expected response from the target market. In the service sector there are 7 elements of the marketing mix, namely: Product, Price, Promotion, Place, People, Process, and Physical Evidence. Based on the results of Lesmana's research (2015) to increase visitor satisfaction and loyalty, TMR needs to implement a marketing strategy that is applied to service companies,

Products and prices affect visitor satisfaction (Priyanto, 2011). The main products offered at Ragunan Wildlife Park are the diversity of animals, the beauty of the park, educational media, and recreational facilities. With the existence of quality products, visitors will feel satisfied when visiting the Ragunan Wildlife Park. Product is an important factor for TMR in providing visitor satisfaction. Stevianus (2015) states that tourist attractions, facilities and service quality have a significant effect on visitor satisfaction of Ragunan Wildlife Park.

Customer satisfaction is also determined by the price variable. When consumers consider the price of a product or service in accordance with the benefits obtained, it will provide satisfaction to consumers. Price is an important part in the marketing process because in theory the marketing mix, price is an important indicator in attracting consumer interest (Nurwulandari, 2015). The results of research conducted by Vivianli (2016) and Setyo (2017) where in their research found that an inappropriate price for a product will make consumers dissatisfied, where the product provided is not comparable to the price paid by consumers.

A tourist spot with a strategic location is usually crowded with people. The location and easy access to reach the attraction to visit. Geographically, the Ragunan Wildlife Park is located on Jl. Harsono RM no. 1 Ragunan, South Jakarta. Its location on the edge of the highway close to the center of Jakarta and easily accessible by public or private transportation.

One of the important activities for a marketing is promotion. Some of the promotional tools that can be used include advertising, sales promotion, public relations, and direct selling. Promotional activities carried out by Ragunan Wildlife Park are in the form of writings and advertisements written on social media and word of mouth promotion. Visitors usually find out information about TMR from social media or get information from friends or relatives.

According to Juniardi (2018), the success of marketing a service is highly dependent on the skills of a marketer. The employees are trained seriously to provide satisfaction to consumers. Employees are the main part who must at all times ensure that visitors get a pleasant service. The process in service marketing activities includes procedures, schedules, and mechanisms by which a product or service is delivered to consumers. Visitors will be satisfied if the process carried out during a visit to the Ragunan Wildlife Park is clearly explained and easy to implement. Juniardi (2018) says that the process has a significant effect on visitor satisfaction.

In service marketing activities, the physical environment affects visitor satisfaction. Based on the results of Syafrin's research (2018), the physical environment has a positive but not significant effect on customer satisfaction at PT Bank Danamon Bukittinggi Branch. Ragunan Wildlife Park has a clean environment, beautiful gardens, and a cool atmosphere because there are still many large trees. This beautiful environment is rarely found in the city of Jakarta, making visitors feel at home for long while seeing the diversity of animals in it.

Customer loyalty is an important part for a company because it has a role to provide continuous financial benefits or long-term benefits for the company. Loyal customers are people who make repeat purchases on a regular basis, buy between product and service lines, refer to others, and show immunity to the pull of competitors (Griffin, 2003). Based on the results of research by Rina Rachmawati (2014) customer loyalty is a core goal that is pursued by marketers. Product quality also affects the loyalty of visitors or customers. Customers who are loyal to a product produced by the company, are very profitable for the company in the long term.

The price factor is one of the factors that affect customer loyalty. Tjiptono (2008:153) states that prices can be set to prevent competitors from entering, maintain customer loyalty, support resale, and others. The ticket price for Ragunan Wildlife Park is relatively very cheap, with a tariff of IDR 4,000 for adult tickets and IDR 3,000 for children. Tickets can only be accessed using a jakcard card from Bank DKI. Location is the residence of a company where the company carries out daily activities. Determining the location for a company is very important because it affects production, distribution, and affordability by consumers. The strategic location of TMR and easily accessible by consumers is an attraction in increasing visitor loyalty.



The high promotion of a company can increase customer loyalty. According to Tjiptono (Nugroho, 2010), basically promotion is a form of marketing communication, what is meant by marketing communication is a marketing activity that disseminates information, influences or persuades to be willing to accept, buy, and be loyal to the products offered.

People or employees are all people who are actively involved in the service and influence the perception of buyers (Mukhsinah 2014). Customers can judge the quality of employees through appearance, social skills, and technical skills that are reflected when employees serve customers. Therefore, appearance is very important for Ragunan Wildlife Park employees when serving visitors. Employees expected by visitors are friendly and solutive employees. The friendliness and attitude of employees to visitors will increase visitor loyalty. The process carried out by TMR in serving visitors will affect loyalty. Visitors expect an easy and informative process when visiting Ragunan Wildlife Park. Setiawardi (2013) states that the process has a positive and significant effect on visitor loyalty.

Mukhsinah (2014) says that the physical environment has a positive and significant effect on customer loyalty. The physical environment in Ragunan Wildlife Park includes facilities and infrastructure, environmental conditions, building conditions and animal enclosures as well as signage. A good physical environment has an effect on visitor loyalty.

Increasing the number of visitors can be achieved if visitors feel satisfied and have loyalty to the Ragunan Wildlife Park. Customer satisfaction is the level of one's feelings after comparing the performance or results he feels with expectations (Kotler, 1997). This customer loyalty is very important for visitors to Ragunan Wildlife Park in the midst of the many choices of recreation areas or zoos in the city of Jakarta and its surroundings. Another impact is that the company is able to maintain its business (existence). Customer loyalty is obtained from the satisfaction felt by the customer.

In several previous research results on the influence of the 7P marketing mix on customer loyalty, there is a research gap. There are inconsistent effects of product, price, location, promotion, employees, processes, and environmental conditions on customer loyalty. Previous research by Susanti and Wardana (2015) showed that product quality had a significant effect on customer loyalty, but Haris (2018) stated that the product had a negative and insignificant effect on consumer loyalty. Saputri's research (2019) states that price has a significant positive effect on customer loyalty, while according to Sola (2017) price has a negative and insignificant effect on customer loyalty. Hadianto's research (2010) states that location has a significant effect on loyalty, but Hilmi (2020) states that location has a negative and insignificant effect on visitor loyalty. In addition, other previous studies were conducted by Simanjuntak and Ardani (2018) regarding the effect of promotion on customer loyalty, which shows the results that promotion has a significant effect on customer loyalty. A similar study was also conducted by Anggia (2015) whose result was that promotion had no significant effect on customer loyalty. Kusumo (2016) stated that people (employees) had a significant positive effect on customer loyalty, but Mukhsinah (2014) stated that people (employees) had no significant effect on customer loyalty. Mukhsinah (2014) also states that the physical environment has a significant effect on customer loyalty, but Setiawardi's research (2013) states that the physical environment has no significant effect on customer loyalty. A similar study was also conducted by Anggia (2015) whose result was that promotion had no significant effect on customer loyalty.

Kusumo (2016) stated that people (employees) had a significant positive effect on customer loyalty, but Mukhsinah (2014) stated that people (employees) had no significant effect on customer loyalty. Mukhsinah (2014) also states that the physical environment has a significant effect on customer loyalty, but Setiawardi's (2013) research states that the physical environment has no significant effect on customer loyalty. A similar study was also conducted by Anggia (2015) whose result was that promotion had no significant effect on customer loyalty. Kusumo (2016) stated that people (employees) had a significant positive effect on customer loyalty, but Mukhsinah (2014) stated that people (employees) had no significant effect on customer loyalty. Mukhsinah (2014) also states that the physical environment has a significant effect on customer loyalty, but Setiawardi's research (2013) states that the physical environment has no significant effect on customer loyalty.

The research that the writer will do to close the research gap is by presenting the visitor satisfaction variable as an intervening variable. The assumption is that satisfied visitors will have loyalty to Ragunan Wildlife Park.

## 2. Method

Besides being influenced by product, price, location, promotion, employees, processes, and physical environment, visitor loyalty is influenced by visitor satisfaction. The causal relationship between product, price, location, promotion, employees, and physical environment on visitor loyalty mediated by visitor satisfaction can be described by the conceptual framework.

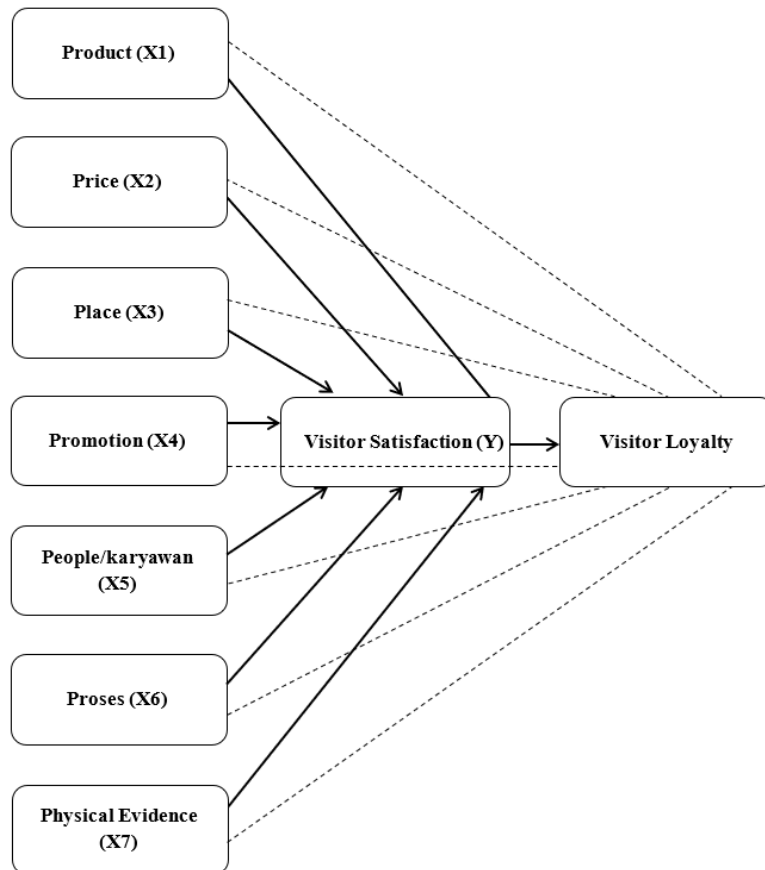


Figure 1. Research Framework

## 3. Result and Discussion

### 3.2 Data Analysis and Hypothesis Testing

#### a. Evaluation of Measurement (Outer) Model First order

- 1) Convergent Validity  
is the correlation value between the score of the reflective indicator and the score of the latent variable. The convergent validity check is considered sufficient if the loading value of each indicator is at least 0.5 to 0.6, the number of indicators per latent variable is not large, ranging from 3 to 7 indicators. In this study, the loading factor value of each indicator of each variable is not below 0.5 so that it meets convergent validity.
- 2) Discriminant Validity  
There are 3 ways to check discriminant validity on the reflective indicator model, namely:

Average Variance Extracted (AVE) Value

**Table 1**  
AVE . value

Variable	Average Variance Extracted (AVE)
Product	0.51
Price	0.52
Location	0.50
Promotion	0.53
People	0.59
Process	0.52
Physical Environment	0.52
Visitor Satisfaction	0.69
Visitor Loyalty	0.57

Source: processed by researchers, 2022

The recommended AVE value is greater than 0.5. On the table1, the AVE value of all variables is greater than 0.5 so that it is appropriate.

**a. AVE . root**

*Discriminant validity* fulfilled if the AVE root value of each latent variable is higher than the correlation between other variables in the model. Table 2 shows that the AVE root value is already higher than the correlation of other variables.

**Table 2**  
AVE . Root Value

Variable	Visitor Satisfaction	Visitor Loyalty	Process	Product	Price	Location	Promotion	People	Physical Environment
Visitor Satisfaction	<b>0.832</b>								
Visitor Loyalty	0.743	<b>0.754</b>							
Process	0.927	0.698	<b>0.721</b>						
Product	0.811	0.603	0.771	<b>0.711</b>					
Price	-0.748	-0.556	-0.575	-0.535	<b>0.720</b>				
Location	0.873	0.649	0.887	0.682	-0.546	<b>0.704</b>			
Promotion	0.897	0.667	0.936	0.739	-0.565	0.835	<b>0.728</b>		
People	0.815	0.606	0.753	0.679	-0.570	0.739	0.747	<b>0.771</b>	
Physical Environment	0.809	0.601	0.807	0.669	-0.518	0.709	0.742	0.713	<b>0.724</b>

Source: Processed by Researchers, 2022

**b. Composite Reliability**

A set of indicators is said to be able to measure a latent variable well, if it has a composite reliability value of 0.7. The results of composite reliability on the model are presented in table 3.

**Table 3**  
Composite Reliability Value

	Composite Reliability
Product	0.866
Price	0.844
Location	0.877
Promotion	0.816
People	0.920
Process	0.819
Physical Environment	0.845
Visitor Satisfaction	0.900
Visitor Loyalty	0.913

Source: Processed by Researchers, 2022

Table 3 shows that the Composite Reliability value for each latent variable has exceeded 0.7. It can be stated that the research instrument is reliable and can be continued with hypothesis testing.

**c. Interpretation of the Outer First Order Model**

The results of the Outer First Order Model Interpretation show the following information: for latent variable Products, the indicator with the largest loading factor is the PK5 indicator (animal information boards provide information and increase knowledge about animals) so that it can be stated that the consideration of animal information boards is considered to be the most characteristic of the product.

for the latent variable Price, the indicator with the largest loading factor is the H3 indicator (ticket prices are in accordance with the listed service rates) so that it can be stated that the consideration of price suitability with service tariffs is considered the most characteristic of prices.

for the latent variable Location, the indicator with the largest loading factor is the indicator L6 (a strategic location makes it easy for me to visit TMR) and L7 (the location of TMR in South Jakarta is easy to find and clearly visible from a distance. So it can be stated that the consideration of strategic location is easy and convenient seen is considered the most characteristic of the Location. for the Promotion latent variable, the indicator with the largest loading factor is the P11 indicator (information about TMR can be seen on social media) so it can be stated that the consideration of information on social media is seen as the most characteristic of the Promotion. for the latent variable People, the indicator with the largest loading factor is the PE5 indicator (officers provide a good explanation) so that it can be stated that the informative consideration of officers is seen as the most characteristic of people. for the latent variable Process, the indicator with the largest loading factor is the PS4 indicator (the overall service process is good) so it can be stated that the consideration of good service is seen as the most characteristic of the process. for the latent variable of the Physical Environment, the indicator with the largest loading factor is the LF3 indicator (the condition of the building and enclosure is quite good) so that it can be stated that the consideration of Building and Cage Conditions is considered the most characteristic of the Physical Environment. For the latent variable of Visitor Satisfaction, the indicator with the largest loading factor is the KP1 indicator (officers provide good service) so that it can be stated that consideration of good service is seen as the most characteristic of Visitor Satisfaction. For the latent variable of Visitor Loyalty, the indicator with the largest loading factor is the LP5 indicator (I always look for information about TMR) so that it can be stated that active consideration of seeking information is seen as the most characteristic of Visitor Loyalty.

**d. Evaluation of the Second Order Structural (Inner) Model**

*Goodness of Fit* Goodness of Fit the PLS model is described by the magnitude of the model's coefficient of determination or R square of the dependent variable.

**Table 4**  
R Square Value Dependent Variable

	R Square
Visitor Satisfaction	0.958
Visitor Loyalty	0.567

Source: Processed by Researchers, 2022

Table 4 shows that the R Square value for Visitor Satisfaction is 0.958 which means that it can be stated that the independent latent variables (product, price, location, promotion, people, process, physical environment) are able to explain the diversity in the model or phenomenon in the dependent variable Visitor Satisfaction of 95, 8% while the value of R Square for Visitor Loyalty is 0.567 which means that it can be stated that the independent latent variable (Visitor Satisfaction) is able to explain the diversity in the model or phenomenon in the dependent variable of Visitor Loyalty of 56.7%. In addition, to examine the Goodness of fit inner model, it can also be seen from the value of Q2 predictive relevance, namely  $Q2 = 1 - (1 - 0.958)(1 - 0.567) = 0.982$ . The Q2 value of 0.982 is considered very good, namely the model is able to explain the phenomenon of visitor loyalty by 98.2% while the remaining 0.8% is explained by other variables that have not been included in the model or errors. Based on this formulation, then the hypothesis testing is carried out as follows:





Visitor Loyalty				0.158	significant
People -> Visitor Satisfaction -> Visitor Loyalty	0.077	0.035	2,205	0.014	Significant
Process -> Visitor Satisfaction -> Visitor Loyalty	0.200	0.157	1,273	0.102	Not significant
Physical Environment -> Visitor Satisfaction -> Visitor Loyalty	0.070	0.039	1,810	0.036	Significant

Source: Processed by Researchers, 2022

Based on the calculations, the research results are summarized as follows:

**Table 7**  
Research Result Matrix

Hypothesis	Coefficient	T count	P Values	Note:	Decision
H1: the product has a direct and significant positive effect on visitor satisfaction	0.177	3,262	0.001	Significant	Received
H2: price has a direct and significant positive effect on visitor satisfaction	- 0.180	-8,487	0.000	Significant	Received
H3: location has a positive and significant effect on visitor satisfaction	0.176	2,251	0.013	Significant	Received
H4: promotion has a direct and significant positive effect on visitor satisfaction	0.154	1.007	0.157	Not significant	Rejected
H5: employees have a direct and significant positive effect on visitor satisfaction	0.0952	2,224	0.013	Significant	Received
H6: the process has a direct and significant positive effect on visitor satisfaction	0.247	1.275	0.102	Not significant	Rejected
H7 : link. Physical has a direct and significant positive effect on visitor satisfaction	0.0862	1,882	0.000	Significant	Received
H8: the product has an indirect and significant positive effect on loyalty through visitor satisfaction	0.143	1,273	0.102	Not significant	Rejected
H9: price has an indirect and significant negative effect on loyalty through visitor satisfaction	-0.146	-7,669	0.000	significant	Received
H10: location has an indirect and significant positive effect on loyalty through visitor satisfaction	0.142	2,229	0.013	Significant	Received
H11: promotion has an indirect and significant positive effect on loyalty through visitor satisfaction	0.124	1.005	0.158	Not significant	Rejected
H12: employees have an indirect and significant positive effect on loyalty through visitor satisfaction	0.077	2,205	0.014	significant	Received
H13: the process has an indirect and significant positive effect on loyalty through visitor satisfaction	0.200	1,273	0.102	Not significant	Rejected
H14 : link. Physical has an indirect and significant positive effect on loyalty through visitor satisfaction	0.070	1,810	0.036	significant	received
H15: visitor satisfaction has a direct and significant positive effect on visitor loyalty	0.810	14.297	0.077	significant	Received

#### 4 Conclusion

Based on the results of research and discussion, the authors get the following conclusions: 1). Products affect visitor satisfaction; 2). Price has an effect on visitor satisfaction; 3). Place/location affects visitor satisfaction; 4). Promotion has an effect on visitor satisfaction; 5). People/employees have an effect on visitor satisfaction; 6). The process affects visitor satisfaction; 7). Physical evidence/physical environment affects



visitor satisfaction; 8). Products affect visitor loyalty through visitor satisfaction; 9). Price affects visitor loyalty through visitor satisfaction; 10). Location affects visitor loyalty through visitor satisfaction; 11). Promotion affects visitor loyalty through visitor satisfaction; 12). People/employees affect visitor loyalty through visitor satisfaction; 13). The process affects visitor loyalty through visitor satisfaction; 14). The physical environment influences visitor loyalty through visitor satisfaction; 15). Visitor satisfaction has an effect on visitor loyalty.

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