

## ANALYSIS OF FACTORS THAT INFLUENCE CUSTOMER LOYALTY FOR USING CLOUD KITCHEN IN MEDAN

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### ABSTRACT

In this era of the industrial revolution 4.0, innovation and technological development have grown rapidly, especially in the food industry. Due to the pandemic that occurred, the food and beverage business encouraged the development of restaurants with a cloud kitchen model. The concept of this restaurant has begun to be adopted in Indonesia where one of the big companies, Grab Kitchen is using this concept. Within its existence in Medan city, Grab Kitchen (GK) still has minimum perception and still getting negative responses. In answering the problem gap in this research object, researcher examined the relationship between variables such as Service Quality, Customer Perception Value, Customer Satisfaction, and Customer Loyalty. The type of research conducted is descriptive research and casual research. Data analysis will be carried out using quantitative methods by distributing questionnaires to 96 respondents who are consumers of GK Medan. The completed questionnaires were analyzed, and data processed using descriptive statistics, regression analysis and hypothesis testing. From the results of research conducted in analyzing problems at GK Medan, it shows that there is a positive and significant influence of Service Quality, Customer Perception Value, Customer Satisfaction, on Customer Loyalty at GK Medan.

**Keywords:** Service Quality, Customer Perceived Value, Customer Satisfaction, Customer Loyalty, Grab Kitchen

### ABSTRAK

Di era revolusi industri 4.0 ini, inovasi dan perkembangan teknologi telah berkembang pesat, khususnya pada industri makanan. Akibat pandemi yang terjadi, bisnis makanan dan minuman mendorong pengembangan restoran dengan model *cloud kitchen*. Konsep restoran ini sudah mulai diadopsi di Indonesia dimana salah satu perusahaan besar yaitu Grab Kitchen menggunakan konsep ini. Dalam keberadaannya di kota Medan, Grab Kitchen (GK) masih memiliki persepsi yang minimum dan masih mendapat tanggapan negatif. Dalam menjawab *gap* masalah pada objek penelitian ini, peneliti menguji hubungan antar variabel seperti Kualitas Layanan, Nilai Persepsi Pelanggan, Kepuasan Pelanggan, Loyalitas Pelanggan. Jenis penelitian yang dilakukan adalah penelitian deskriptif dan penelitian kasual. Analisis data akan dilakukan dengan menggunakan metode kuantitatif dengan menyebarkan kuesioner kepada 96 responden yang merupakan konsumen GK Medan. Kuesioner yang lengkap dianalisis, dan data diolah dengan menggunakan statistik deskriptif, analisis regresi dan pengujian hipotesis. Dari hasil penelitian yang dilakukan dalam menganalisis permasalahan di GK Medan menunjukkan bahwa terdapat pengaruh yang positif dan signifikan antara Kualitas Layanan, Nilai Persepsi Pelanggan, Kepuasan Pelanggan, terhadap Loyalitas Pelanggan di GK Medan.

**Kata kunci:** Kualitas Layanan, Nilai Persepsi Pelanggan, Kepuasan Pelanggan, Loyalitas Pelanggan, Grab Kitchen

## 1. INTRODUCTION

In this industrial era 4.0 or namely era disruption, innovation of technological has changed the traditional system into the latest. Old technology has been replaced with digital technology to produce something more effective and efficient. The term "Industrial Revolution 4.0" refers to a

transformation effort in industry that integrates the online world and production lines, with the internet serving as the primary support for all production operations (Hartato, 2020). Era Disruption puts the organization in major change, both in terms of HR, work environment, and industry. It becomes serious challenge for organizations to develop their business models, so that organizational leaders are required to have sensitivity (fast response) towards digital utilization (Zuhri, 2019). The rapidly increased amount of internet happened in Indonesia. Based on the latest reports (Hootsuite and We Are Social), Indonesia's internet users reached 202.6 million as early of 2021. Compared in 2020, there was an increase of 15.5% or more than 27 million people in one last year. The whole population of Indonesia has touched 274.9 million. If it reaches 202.6 million internet users, it means that 73.7% of Indonesians are free to surf in cyberspace.

The revolution has changed a lot of sectors and one of them is the culinary industry. This revolution 4.0 in culinary industry is altering the way raw materials are purchased, food is made, packages are packaged, and goods are marketed in the culinary industry. Virtual systems are essentially analyzing, controlling, and continually developing the whole path from farm to table. Culinary is not just about the taste of food, but also how to prepare and recognize the origin of food. Culinary business should offer food and beverage that looks interesting and could satisfy the customers' needs. It also involves the experiences, culture, and promotion. Restaurants and culinary industry SMEs are the solution in terms of meet the food needs of consumers who are unable to prepare his own food. One of the innovations that must be given by the actors of food industry business is the ease in the delivery process and serving food to consumers. Along with the needs of culinary businesspeople which requires convenience in the food delivery process and also consumers who have limitations in meeting food needs. Food delivery service is here to provide a solution (Wijaya et al., 2018).

Customers are always assisted by service employees at offline companies during the purchase process. Customers at online enterprises can occasionally complete the full purchase process without the aid of customer care (McLean & Wilson, 2016). Customers may also inquire for more specific information about the goods they wish to buy through online firms' customer service. Due to the crisis of COVID-19, several sectors have failed to adapt to the significant changes in global living, resulting in major economic turmoil. Otherwise, with the emerge of digital technology platforms is flourishing in the culinary industry especially the emerge of cloud kitchen business.

The main reason of the popularity of cloud kitchen market is due to changes in consumer habits and behavior, such as the desire for detailed information before purchasing goods. The variety of products is also a deciding factor for consumers when selecting products and using this delivery service saves time and energy because there is no need to queue for a long time (Kesko Group, 2017). Cloud kitchens are one of the best options for starting a business in today's digital era, because to technical advancements and a shift in the way people purchase online (online) (Prabowo & Nugroho, 2019).

Based on the theory, cloud kitchens are restaurants that exist completely online that focus exclusively on takeaways/ delivery is made in accordance with all online orders, and the meal is subsequently delivered to the consumer as a takeout or delivery. These restaurants do not offer dine-in facilities. In these outlets, only the progress of food production in the kitchen. Furthermore, because of their single infrastructure, cloud kitchens have a faster payback and are more versatile in terms of menu possibilities and changing food brands as a whole. Beginning in 2020, the globe will see major changes in lifestyle, resulting in shifting expectations and trends. Based on Report and Data, the worldwide Cloud Kitchen market was worth USD 0.65 billion in 2018 and is anticipated

to grow at a CAGR of 17.2 percent to USD 2.63 billion by 2026. The cloud kitchen market emphasizes the income earned by vendors in the market by providing solutions for managing a cloud kitchen and all operations connected with ordering, inventory, supply chain, food delivery, customer happiness, customer experience, digital payments, and other activities.

Recently, cloud kitchen business has grown so rapidly with new strategies that have been implemented to achieve the success of business. In Indonesia, this restaurant business with the cloud kitchen concept has grown more and more. Many consumers have used delivery services from their smartphones. In fact, some conventional restaurant entrepreneurs admitted that they have experienced a decrease in the number of customers who dine-in and more demand in receiving delivery orders. This shows that most consumers prefer to wait for their food while doing various activities rather than visit the place and queue to get food.

The processing industry is one of the biggest contributors to Medan City's economic growth in 2018. Meanwhile, the food and beverage industry are included 61.46% of the total value of processing industry (Data Statistik Medan, 2018). This shows that the food and beverage industry have a considerable influence. According to Center for Strategic and International Study (CSIS) and Southeast Strategics stated that in 2018, GrabFood had contributed IDR 1.03 trillion to the economy of Medan City. The local culinary industry has also experienced rapid growth, with the average sales turnover of GrabFood partners in Medan increasing 19% before collaborating with GrabFood, IDR 1.5 million per day had increased to IDR 1.8 million per day. According to App Annie data, as of June 2020, 187 million people had downloaded the Grab app, whereas 170 million people had downloaded Gojek. Grab has a market share of about 66 percent, while Gojek has a market share of 90 percent.

Although the Grab users are higher than Gojek users, but according to the results of a survey conducted among 966 respondents, 51 percent of respondents frequently use the GoFood application, 48 percent use the GrabFood application, and only 1% use other delivery services when ordering food online during the COVID-19 pandemic (Daily Social, 2020). This shows that the customer still would prefer to choose using GoFood application rather than GrabFood for food online. It indicates that the customer loyalty at GrabFood is decreasing. Customer loyalty is needed by the companies engaged in services to maintain the company. Therefore, Grab needs to create satisfaction in its services so that customers feel happy with the company's performance and will use it again in the future. This method will form customer loyalty to company. The company's success is marked by the number of customers who loyal.

*Table 1 The rating of GK Medan (Google Review July 2021)*

Outlets	GK Pahlawan	GK Pasar 3	GK Setia Budi
Rating	3.8/5	4.2/5	4.6/5

Source: Compiled by the Writer (2021)

The emerge of Grab Kitchen is booming and increased customers trends in culinary industry. In Medan, there are three outlets of GK such as GK Pahlawan, Setia Budi and Pasar 3. It is shown in the Table 1.1 that the rating of the customer perceived value and customer satisfaction of the GK Medan. It shown that the rating at GK Pahlawan is lower than other outlets. It indicates that the reviewers of GK Medan are still low especially at GK Setia Budi.

Customer satisfaction has an influence on the company's quality management and marketing efforts, as well as its long-term commercial viability. Customer satisfaction has an impact on characteristics like client loyalty and long-term customer connections. Customer value, customer happiness, and customer loyalty are seen as the most important indications of success in the growth of a company's economy, and they all contribute to the company's long-term viability. Customer loyalty is generally defined as part of a person's determination to use a product or service. With loyalty that is owned it will grow into loyalty for customers in utilize the facilities and services from the company, as well as to remain a customer of the company (Mariana et.al, 2018). With a positive attitude and customer loyalty will form consumer loyalty for the company. Customer retention and loyalty are important factors in increasing a company's profitability and maintaining its market position. The result acquired from the customer in comparison to the outcome producer is known as Customer Perceived Value. In other words, if the producer's outcomes are poor, the yield to consumers may be poor as well.

Because of the findings of earlier studies, loyal consumers should be retained as a competitive asset of the company. Every company must boost customers loyalty in order to prevent customers from switching to another company to purchase the goods. Customer loyalty is allegiance to a firm that arises from consciousness rather than force. Companies that can develop client loyalty will thrive, reducing the impact of rivals' attacks on comparable businesses. To maintain and gain customer loyalty, there are some several factors that need to be considered by the company. One of those factors that influences customer loyalty is the quality of service from the restaurant. When customers get good services, they would come back to eat at the restaurant again. Otherwise, if the service is bad, it will make customers not want to come back to the restaurant. Therefore, good service is needed in forming comfort and cause the loyalty to the customer. In business restaurant, service quality play role on as business restaurant as how service industry not only sell product but also produce intangible product in form of service quality. Therefore, service quality can only be felt and experienced by the customers and be provided by the service provider. The better service quality is given to the customers, the more satisfy the customers are.

Even though the Grab users are increasing over few years. Still, there is problem which there is some complaints from customers and low rating. One of the causes is the problem of service quality. The problem of service quality is still found in complaints from customers who visited GK about personnel who are frequently late in providing services, employees who are inattentive to client requirements slow respond of the complaints and long queue by customers. This demonstrates that the service quality is still lack to meet the expectations of the customer. Problems in service quality are known from the reviews that is written by several customers who get the services. Below is shown the table of complaints data from customers toward GK Medan compiled from the three outlets of GK Medan.

*Table 2 Complaints Data of Customers based on Google Review (2021)*

<b>Month</b>	<b>Numbers of Complaints</b>
January	5 Complaints
February	2 complaints
March	5 complaints
April	2 complaints
May	12 complaints

June	7 complaints
July	4 complaints

Source: Compiled by the Writer (2021)

Therefore, from the gap phenomenon described above, it is important for GK to increase market share to increase their customer loyalty. This can be used as a performance indicator from Grab. Thus, it is important to do research to examine what factors influence customer loyalty in using the GK application to achieve their customer loyalty. So, in this research, writer would like to research more about GK might be able to create a positive effect to serve customers well and potentially to achieve sustainability in Hospitality Industry. Therefore, the writer decided to conduct research under the title " Analysis of Factors That Influence Customer Loyalty for Using Cloud Kitchen in Medan.

## 2. LITERATURE REVIEW

### 2.1 Theory of Hospitality

Hospitality is possibly the world's most diversified but also specialized sector. Hospitality is defined as knowledge, attitudes / ethics and skills in service, which must be given by business actors (service providers) to service recipients / customers (as guests) that provide good service/ hospitality so that customers feel comfortable and satisfied, feel valued as a whole human soul (Hermawan,2018)..

Serving clients with wholeheartedness is essential in the hospitality industry, includes assisting them in fulfill their genuine potential needs. Business actors who are good service providers must be able to give this wholehearted service. It is anticipated that in these conditions, consumers or visitors would be happy and grow to appreciate the items we offer, even if they can be loyal, or make recommendations for our products to their partners. Despite the numerous studies concentrating on hospitality service quality over the years, the most of them have concentrated on tourists' views and management techniques to assure the quality of the services given, ignoring the variables impacting workers' service quality. When it comes to hospitality service quality, most people have concentrated on tourists' views and management techniques to assure the quality of the services given throughout the years, ignoring the variables that impact workers' service quality (Hermawan, 2018).

One of the most contemporary and sophisticated economic service industries is hospitality, which is part of the tourist industry and its success is a success and recovery for the economies of countries that depend on this industry. There are many reasons that have led to the development of the hospitality industry, such as the development of transport and transport, businesses that require travel, progress in living standards, educational attainment and religious requirements in order to visit the holy places and churches, and travel for treatment or because of health, or for recreation and entertainment, or to visit families and friends (Rifai, 2019).

### 2.2 Food and Beverage Management

The food and beverage theory depicts the notion of a warm welcome and entertainment for customers to create a strong connection between the firm with potential consumers. There is a need to be soft-spoken, persuasive, and diplomatic at hotels and restaurants to pique a customer's attention. As a result, individuals must possess all of the traits required to operate in a food and beverage platform (Kaul, 2017). In today's food and beverage business, a person must possess a variety of traits before being accepted into the hotel industry. The first characteristic is dedication, which is the most crucial since all of an employee's efforts should be rewarded to maintain the

satisfaction of customers (Agnihotri et al., 2016; Al-Omari et al., 2018). Food and Beverage Service Quality is the activities of preparing and serving food and drinks to customers in a restaurant, hotel, or other sector.

### 2.3 Restaurant

Nowadays, the restaurant industry is at the heart of it the economy is not only in the State of Indonesia but even includes the whole world. The restaurant entrepreneurs are aware that in today's modern times, people not only come to a place to eat food. Despite of, experiences and impressions are also something that are looking by customers. In addition to making a profit, giving satisfaction of consumers is the responsibility of restaurant entrepreneurs to survive in this industry. Food and beverage activities are activities of providing complete food and beverage for consumption quickly, which includes restaurants, cafes, catering bars, and others (Davis et al.; 2012). Researcher also agree in that restaurant is a place to provide food and drinks where in the same place the food and beverages are produced (Irawan, 2017).

There are several types of restaurants based on Walker (2009). Then, it is concluded by (Irawan, 2017) such as following:

- a) Fine Dining Restaurant is a type of restaurant that offers high level standards in providing food and beverage such as high quality of food served, quality of service, restaurant facilities complete, and luxurious design and decoration. This type of restaurant usually can be found in a four-star hotel or a five-star hotel.
- b) Bars, nightclubs and pubs, bars are primarily focused on selling alcoholic and non-alcoholic beverages as well as providing entertainment, but nightclubs are similar to restaurants in general that they serve food and drink, while pubs have a more extensive on-site eating agenda.
- c) Hotel Food and Beverage Outlets, typically, this sort of restaurant is attached and part of a hotel with intention to serves hotel guests.
- d) Fast Food Restaurants is described as one of restaurants that provides instant food and beverage also services to customers.
  - e) Café (Coffee House and Tea Rooms) is a type of restaurant that specializes in offering snacks, coffee, and tea.

### 2.4 Service

In hotel business meaning, service is the level of assist that employee give to the customers in wide-ranging their purchases. The hotel business confronts several key problems today, including offering and sustaining great and exceptional client service, labor shortages, and keeping qualified workers (Nain, 2018). According to Brata on (Atmadjati, 2018) defined that service is result of activities that happen when interaction between people or physical machine to provide customers satisfaction.

According to Suyono (2011) stated that characteristics of services is categorized into four types. These characteristics also used by other researchers as follows (Ali et al., 2019):

1. Intangible. Services has intangible form that can't be seen, touch, heard and smell before purchase interaction.
2. Inseparable. Services can be separated from the sources, the sources is people or machine while the physical product is tangible.
3. Heterogeneity. Standard output for each unit of services is different.

4. Perishable and fluctuating interests. The perishable form can't save and changing as seasonal, days and hours.

## 2.5 Service Quality

Another definition of service quality is the quality seen based on the person who gives the value, so that the product that satisfies one's preferences the most is the product of the highest quality (Wasiman, 2017). Service quality becomes an ability possessed to get customer satisfaction. In the business sector, the aspect of service is crucial in the success of customer satisfaction. In the realization of the correlation of service quality relationships have to do with profits, customer improvement and service quality (Ramya, 2019). The concept of research provides a different understanding of the quality of goods than the quality of services. This causes differences in the standard framework in doing good service.

Service quality is the gap among the client's service expectations and service that was actually given (Parasuraman et al., 1988). Thus, service quality is divided into five indicators such as SERVQUAL (reliability, assurance, tangibility, empathy and responsiveness). Those five indicators had been widely used by researchers. It can be indicated as following (Gures et.al, 2014); Ghotbabadi et.al, 2015; Jahmani, 2017) and adjusted by writer as follows:

1. Tangibles is the physical of employee appearance, facilities, equipment/ features, peoples, and communication resource in delivery the service to the customer. In this study, it can emphasize as the good appearance of employee's performance and ease of use and navigation apps.
2. Reliability is the capability to complete committed service consistently as well as precisely. It related to the capability to give the particular required service based on agreement and circumstances on the time with the similar way, as well as correctly every moment. It emphasizes the available of employees, provide system to fulfill and sustain functions such as punctuality and providing services as promised (punctuality and accuracy orders).
3. Responsiveness is the eager to assistance clients as well as rapidly service. Responsiveness is the sense, sensitivity as well as the employee's character in serving customers rapidly and suitably. Customers will be able to enjoy service when service providers are ready and prepared to provide the service well. It can be measured from how the employees are responsive toward customers' complaints, order cancellations, consistently inform customers about when the service will be executed, readiness to respond customers' enquiries and readiness to assistance customers.
4. Empathy is ability to give caring attention to the customers during service delivery. Employee should have accessibility, sensitivity in delivery service, and willingness to learn about the consumers' requirements by deal with them personally and giving them compassion and affection, also treating them as distinguished people.
5. Assurance refers to employees' expertise and politeness, with the capability to transmit trust and confidence in interacting with customers. Employees should be able to stay competence in offering service, civility and regard for the customers, efficient communication with the customers, and a general attitude of interest.

## 2.6 Customer Perceive Value

Customer Perceived Value is the value given by the company to customers that make customer satisfaction become loyal to the brand or company, this definition also was supported by Zeithaml (1988) that Customer Perceived Value is the overall assessment given by consumers to usefulness of product accord to the perception regardless accepted whether it is in accordance with what the company provides. Customer perceived value investigates the connection between the product and service, whereas service quality focuses on the product or service, like what the company delivered. Customer Perceived Value is concerned with consequences of a customer's purchase intention. Consequences are impacts that perceived by customers, both individuals and groups in consuming goods or services. (Woodruff and Gardial, 1996). Other researchers also agreed with this definition and stated that customer perceived value influences customer perceptions of products and services, allowing satisfied customers to become loyal (Puspitasari et al., 2018). They implemented this definition on online business, which shown in the website design, easy to be used when searching, ordering, and receiving products, those were aim to make customers feel satisfied not only with the product but also with the added value provided by the company during the purchase process.

According to Cretu and Brodie (2007) that effective major factors on customer perceived value such as:

1. Brand Image as customer views of a brand as represented by the brand connected stored in their minds. Brand image shows how the customer's view of the brand. Customers' impressions of the brand based on their encounters and experiences with it, or their presumptions as to what the brand may be. It can be measured from the distinguishing of certain product come to the mind at the appointed time, be able to recall the logo of certain product, recognize the specific product appearance.
2. Company Image is formed by what people identify with the firm or by all of the information (perceptions, inferences, and beliefs) that people have about it. The performance, media coverage, and activities of a corporation show corporate image. The company's communications, which it creates to build a reputation for social responsibility and business capability, generate a library of trustworthy information signals.
3. Employee Trust is the belief for the employee. Employees who benefit from an employee's trust are often described in terms of their position with a specific company (or set of organizations). To gain that high degree of customer trust, company need to build a trusting connection with the employee. Customer trust is more confined and experience-based, reflecting to the customer's contacts with the firm and workers along the service delivery process. It can be measured based on consumers' experiences with management rules and procedures, as well as staff conduct (i.e. delivering the promises).
4. Service Quality is a sole extrinsic determinant for the customers. Example, personalized service, reasonable return policies, customers feedbacks and the ability to communication with customers when contacting for assistance.
5. Costs is the product's pricing by examining the product image that consumer has in his mind and how much he is prepared to pay for it. Mostly customer is unaware of the company's costs associated with creating the product; they care is the final price and how much it differs from the competitors.



Perceived value was a six indicators concept that included the establishment's functional value, personnel's functional value, service's functional value, price's functional value, emotional value, and social worth. Functional value of the institution (installations), fu contact staff (professionalism), bought service (quality), and pricing are the four indicators of functional value. The two remaining components are emotional and social value, which make up the affective indicator of perceived worth (Carlos Fandos Roig et al., 2006). On the latest research, researchers using the indicators level to indicate the indicator of perceived values such as following (Liu et.al, 2020) with adjusted by writer:

## 2.7 Customer Satisfaction

The definition of customer satisfaction is feelings of joy or dissatisfaction that results from comparing the product's performance (outcome) considered against the performance (or result) that expected (Kotler, 2014). Thus, customers who are pleased with their wants and desires are more likely to buy from the same brand again. Customers are more inclined to transfer brands if they are unsatisfied with a product or service (Sudaryono, 2016). In conclusion, customer feel satisfied when customers have met their expectation and the feeling that their needs had been fulfilled. The factors that influence customer satisfaction as follows (Chicu et al., 2019):

1. **Managerial Strategies;** the firm standardizes its processes, concentrates on measuring the outcomes, and continuously monitors and oversees employees. Firm also focuses on providing high-quality service by striving to engage and encourage workers via employee empowerment and business support by supporting and assisting customers with their needs to create deeper relationships with customers.
2. **Service Quality;** the ability of employees to fulfill the customers' respond and speed of respond.
3. **Human Resources Outcomes;** the employee desires to remain with the company. Employee happiness encourages employees to stay with the company. More people that choose to stay when the more knowledge and training that has been built up over time.
4. **Employee Productivity;** staff behavior (turnover rate, punctuality), performance of employee (degree of service, regular response time) and technology outcomes (regular time line, rejection rate).
5. **Customer Satisfaction;** Customer satisfaction or discontent has a range of good and negative grades that leads to the customer behavior and customer results.

There are three measurement of customer satisfaction. These indicators also have been used wisely by various research. Mostly researchers agree that the indicators are the conformity of hope, interest to revisit and repurchase and willingness to recommend (Hardini,2009; Rivai & Wahyudi,2017; Hawkins & Looney, 2007; Tjiptono, 2011). Those indicators that formation of customer satisfaction is developed by other researcher as follows (Dharmawan & Adista, 2019):

1. **Conformity of hope;** refers to the degree of conformity between product performance in relation to customers' expectations by the perceived of consumers, such as whether the product received meets or exceeds expectations, the employees' earned service meets or exceeds expectation and the supporting facilities gained are on par with or exceed expectations. Example, the service provided has fulfill customers expectation who had shopped and customers feel happy and satisfied with the services and application provided.

2. Interest to revisit and repurchase; This refers to a customer's desire to return or repurchase similar items, such as customers would like to return due of the excellent service offered by the workers, interested to return because of the product's worth and the advantages gained after are used and due to the appropriate assistance provided by the facilities. Example, Customer will visit the restaurant and buy food again and customer are willing to make repeat purchase in the future.
3. Willingness to recommend; This refers to customers' willingness to recommend items that they have experienced through friends or family, such as recommend to a friend or family that they purchase the items that are being provided since the service is satisfactory, encourage a friend or family to purchase the items that are being supplied since the supporting facilities are acceptable and recommend items to friends or family. Example, customers are willing to recommend product and services that provided by firm to friends and family and say good and positive things about the company.

## 2.8 Customer Loyalty

Customer loyalty is defined by Oliver (1999), who describes it as a very strong customer pledge to purchase again or subscribe to the product or service that he loves regularly in the future, leading Giovanis (2014) to add that loyalty applies both in offline and online situations. Customer loyalty is crucial to e-commerce since it is associated with online services. According to this definition, another researcher also agreed that consumer behavior toward online services in the form of repeat purchase behavior, which demonstrates e-loyalty that leads to recurrent purchases on the web. Furthermore, e-loyalty refers to a customer's intention to buy from a website or to return to a certain website (Puspitasari et.al, 2018).

Customer loyalty is the commitment of customers to purchase again the product and services of the company and intention to revisit to buy again in the future. Researcher is likely to agree that product or service quality, perceived value, and customer pleasure are the foundations of loyalty. (Wirtz & Lovelock, 2016; Suhartanto et al., 2018).

Factors that influence customer loyalty are following (Hasan,2016; Fransisca, 2019)):

1. Value perception is expressed as a comparison of perceived benefits and costs incurred by customers are treated as determinants of customer loyalty. Customers develop loyalty to certain companies when customers feel that they receive greater value compared to company customers. It has significant positive effect (very strong) on customer loyalty and customer satisfaction, it is the biggest determination of purchase intention and customer loyalty in service industry.
2. Trust refers to the person's conviction in a company's dependability. as evaluated by methodical validation of expectations of the company's offer. The trust measurement consists of reliability, credibility and benevolence. Reliability refers to the degree of company reliability in providing products, trustworthiness is related to the level of expertise needed by the company for effective and reliable work, benevolence is related to the company's intentions and motivations.
3. Customer relational refers to the customer's impression of the proportionality of the ratio of costs also benefits, the ratio of costs and profits in a continuous and reciprocal relationship.
4. Transitional costs are one of the determinants of loyalty. Switching suppliers involves the risk of time, money, uncertainty, and other psychological endeavors.

5. Dependability, not only limited to its ability to create superior value for customers, but also covers all aspects of organizational achievements relating to public appreciation of the company directly.

The five factors above can form customer loyalty based on the perspective of attitude and behavior. Customer loyalty based on value perception, trust, customer relational, transitional costs, dependability.

According to Tjiptono (2010), there are three indicators that can be used to measure consumer loyalty. Other researchers (Griffin, 2012; Sebastian, 2021) also agreed with this indicator as follows:

1. Interest to repurchase. Loyal customers will continue to repurchase the brands offered by the company. Example, customers tend to buy new products and services that offered by the brand
2. The habit of using a brand. Customers will set brand standards that are used as standards that must be met in buying other similar products. Example, customers often to buy the products and services and customer still continue using the brand until now.
3. Like the brand. Customers tend to like what is given by a dominant brand. Example, customers can tolerate minor mistakes from the employees and their actions do not affect the loyalty negatively; the product price and services offered is commensurate with the service quality that customers receive.
4. Provisions on the brand. Customers will tend to keep using the brand they want because they are satisfied with the quality of the brand provided by the company. Example, customers have been loyal to the company and are not considering changing to another brand; the products and services that are offered always satisfy customer needs even in another services and loyalty to the company has been constantly increasing over time.
5. Belief that certain brands are the best brands. Customers will believe that the brand purchased is the best brand because it is able to achieve the expectations of consumers. Example, customer loyal to the company as considered it is the best.
6. Recommend brands to others. Customers will tend to provide recommendations to others in order to express satisfaction with the product purchased. Example, Customers will recommend the products and services to their friends and relatives, customer willing to spread the company's service and products based on experiences, customer willing to recommend company's products and service voluntarily.

## **Relationship between Service Quality, Customer Perceived Value and Customer Satisfaction toward Customer Loyalty**

In commercial and education sectors, there was a substantial link between service quality and client satisfaction (Akbar and Parvez, 2014). It may assess customer happiness by comparing customer expectations to real performance if the actual performance fulfills the customer's expectations, the customer is satisfied. Otherwise, client will feel unhappy if the real performance falls short. (Abdullah et al., 2014; Lin et al., 2015; Saidu Badara et al., 2013). Customer satisfaction refers to a person's sense of joy or dissatisfaction because of a comparison between the customer's perception or impression of the product's results and the customer's expectations. If the business succeeds, employees are capable of providing excellent service, resulting in client satisfaction and the company's image becomes excellent and positive in the eyes of customers (Tjiptono, 2002).

The connection between customer perceived value towards customer satisfaction and customer loyalty occurs when customers feel that the necessary needs already exist in the e-service provided by the company but are not provided by competitors (Hsin Hsin Chang et al., 2009) so that this is make consumers feel satisfied and become loyal because the value provided by the company is not provided by competing companies.

Customer satisfaction and loyalty are supported by research on customer perceived value, which is characterized by the presence of customer perceived value can make customers feel more comfortable in making purchases, resulting in customer satisfaction, which is supported by the added value provided by the company, resulting in customer loyalty (Chiu et al., 2005; Dodds et al., 1991; Parasuraman & Grewal, 2000). Another researcher also agrees with this relationship (Arsyad, 2017). According to the research findings that significantly customer loyalty increases as service quality improves. If firm wants to boost product sales, it should improve the benefit or value that the client receives from their purchase. As a result of their satisfaction, customers will remain loyal to the firm. Customer satisfaction is essential for company since customers who have shopped there would tell their friends and family to buy there as well. Therefore, customers satisfaction is into the firm priority to gain loyalty.

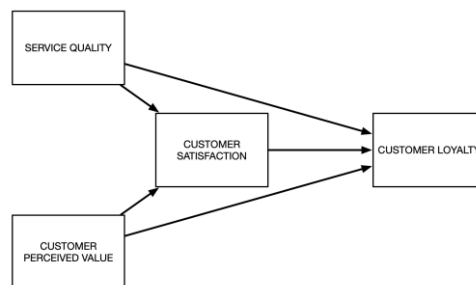


Figure 1. Research Model

### 3. RESEARCH METHODOLOGY

Quantitative research can be used to examine the relationship of variables to the object under study by using causal understanding (Sugiyono, 2017). Causal study is used to understand which variables as causes (independent variables) and as effects (dependent variables). The research timeline will be conducted only once so this study can be considered as cross-sectional study. In this research, the population size of this research is unknown population who is the customers of Grab Kitchen Medan. The unit of analysis should be the customer of Grab Kitchen that buying the products from Grab Application. These individuals can be considered as market with the diverse of age and gender. This is because of the food and beverage from Grab Kitchen can be consumed by anyone.

In this research, since the population is unlimited because the customers of Grab Kitchen Medan can't be predicted, the writer determined the sample size by using the Lemeshow (1997) formula to get the sample size as follow:

$$n = \frac{z^2 P (1-P)}{D^2}$$

Where:

n = sample size  
 z = degree of confidence (95%, Z=1.96)  
 P = maximum estimate (50% = 0.5)  
 d = alpha or sampling error (10% = 0.1)

The calculation of the sample size is  $n = 1.96^2 \times 0.5 (1-0.5) = 96$

In this research, writer is using 10% of sampling error because in this study, writer examines the psychological of the customers which the customers' perception. The sample size in this research is 96 of respondents that are the customers of Grab Kitchen Medan. The reason why the writer chooses the using this formula since the population that will be examined is too many and unknown population with the difference of quantity.

The non-probability sampling approach is utilized in this research that the technique of taking samples element for each or

Variable	Variable Indicator
Service Quality (X1)	1. Tangibles
	2. Reliability
	3. Responsiveness
	4. Assurance
	5. Empathy
Customer Perceived Value (X2)	1. Product Quality
	2. Process Perception
	3. Emotional Value
	4. Risk Perception
Customer Satisfaction (Z)	1. Conformity of hope
	2. Interest to revisit and repurchase
	3. Willingness to recommend
Customers Loyalty (Y)	1. Repurchase
	2. Habit of using a brand
	3. Like the brand
	4. Provisions on the brand.
	5. Belief that certain brands are the best brands
	6. Recommend brands to others.

members of the population to get the equal chance to be chosen as a sample. In this case, writer is using purposive/ judgement sampling as a method of determining samples in specific factors. Since the population is unknown, this sampling is done to select the sample based on the characteristic of respondents which focusing on the customers in Medan that are 18– 60 years old above that domiciled at Medan and using Grab Kitchen at any outlets in Medan in last one years. The sample size between 18 until 60 years old is considered as an adulthood which can be assumed that the customers at those age have certain income and have account in the Grab Kitchen. Questionnaire then distributed using online

In analyzing the data collected, SMART PLS application will be use. Data then will be analyzed using the structural equation method (SEM). Analysis will be conducted by looking at outer model and inner model. Outer model is deployed to look at the factor analysis in understanding the questionnaire that distributed. The instrument checking will be conducted by applying the convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. This are the original indicator from the understanding of literature review:

### **Table 3. Variable Indicator**

Source: Processed by writer

Based on this indicator then created 9 questions for X1, 9 questions for X2, 5 questions for Z, and 10 questions for Y. Based on the convergent validity, the factor loading must be larger than 0.7. While in the Average variant Extracted, number supposed to be larger than 0.5. Meanwhile in discriminant validity, Fornell Larcker Criterion will be use together with cross loading analysis. To check the reliability, both of composite reliability and Cronbach’s alpha must be larger than 0.7.

After instrument is checked then the R square, hypothesis testing and the blindfolding will be also calculated. At the end the model fit will be analyzed. With all the data then the interpretation will be taken.

## **4. FINDING AND DISCUSSION**

### **4.1 Respondent Characteristic**

This study focuses on Medan residents who have ever use Grab application. As a result, only those who match the criteria should fill out and rate the questionnaire. The criteria of the respondents should be in the range age between 18- 60 years old, have account on Grab and have been using Grab Kitchen Medan at least one year (2020-2021).

The number of respondents necessary for this study is 96, and the respondent profile given is based on a questionnaire distributed online using Google Forms. From the total of 102 answers of respondents that fill out the form and only 96 respondents that are match with the criteria above. With the sample size of 96, this study had a perfect response rate of 100%. There are four categories of questions asked about the demographic characteristic of respondents: gender, age, status occupation, frequency purchase, money spend and location purchased.

Since Grab Kitchen sells product and service for both men and women, researcher sent questionnaires to both male and female respondents in this study. The researcher also does not impose any restrictions on the responders’ gender. The researcher obtained a total of 96 questionnaires from the findings. With a total of 96 responders, the male gender accounts for 46.9 % with the total of 45 responder

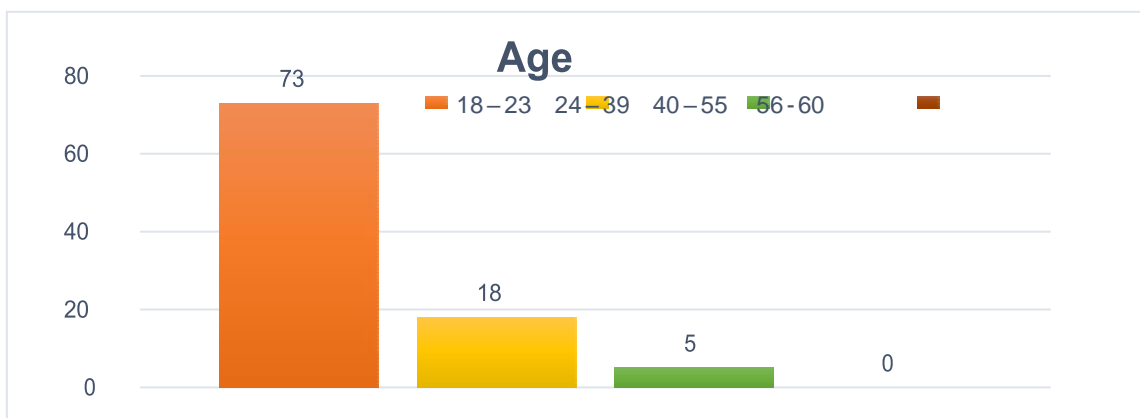
and the female accounts for 53.1% with the total of 51 responders which it is shown in the table below:

**Table 4 Respondent Profile (Gender)**

Category	Percentage
Male	46.9%
Female	53.1%
Total	100%

Source: Researcher Data Processing Results (2021)

There are 6 categorized of generations such as (Frey, 2020): Post Gen Z (born 2013 and later) with the current age up to 7 years old; Gen Z (born 1997- 2012) with the current age 8-23 years old; Millennials (born 1981-1996) with the current age 24-39 years old; Gen X (born 1965-1980) with the current age 40-55 years old; Baby Boomers (born 1946-1964) with the current age 56-74 years old; and Pre-Boomers (before 1945) with the current age up to 75 years old.



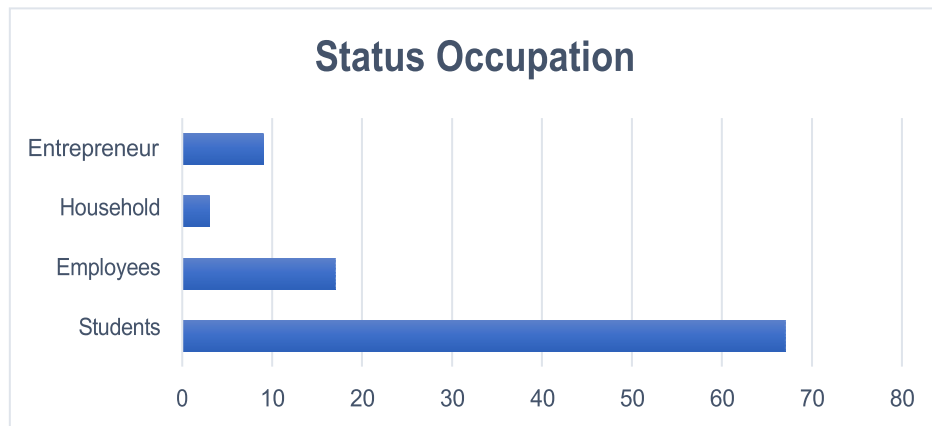
**Figure 2 Bar Chart of Age of Respondent**

Source: Researcher Data Processing Results (2021)

According to the respondents' ages, the majority are between the ages of 18 and 23, with 73 (76%) respondents, followed by those between the ages of 24 and 39, with 18 (18.8%), 40 and 55 with 5 (5.2%), and none for those above 56 years old. According to the classification, it can be concluded

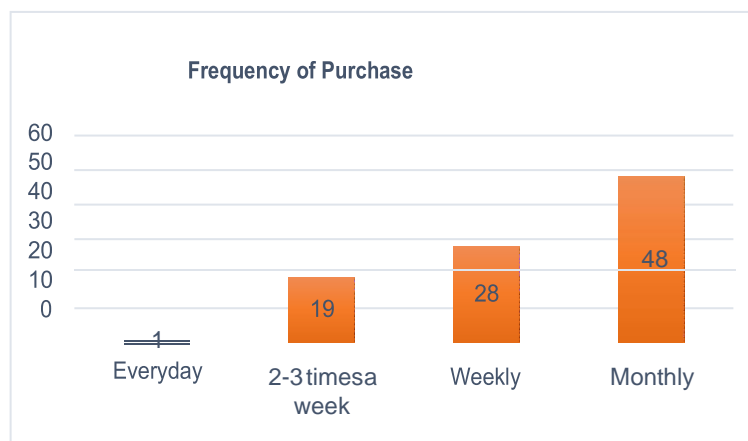
that mostly the user of Grab Kitchen is the Gen Z and millennials. Based on the figure, writer concludes that the younger consumers are more aware and using Grab Kitchen as they are more adapted in doing online shopping.

The researcher provided five occupation alternatives in the questionnaire for respondents: student, employee, household, entrepreneur, and others (may be filled in on their own). The researcher gathered types of occupations from the data, is shown in table below:



**Figure 3 Occupation**  
 Source: Researcher Data Processing Results (2021)

Furthermore, from a status occupation perspective, the dominant respondents' professions are: students as many as 67 respondents (69.8%), employees as many as 17 respondents (17.7%), entrepreneurs as many as 9 respondents (9.4%) and for household as many as 3 respondents (9.4%). There is none that fill the others. The dominated responders are students who are undergraduate students as the condition to fill this questionnaire is those who is 18 years old.

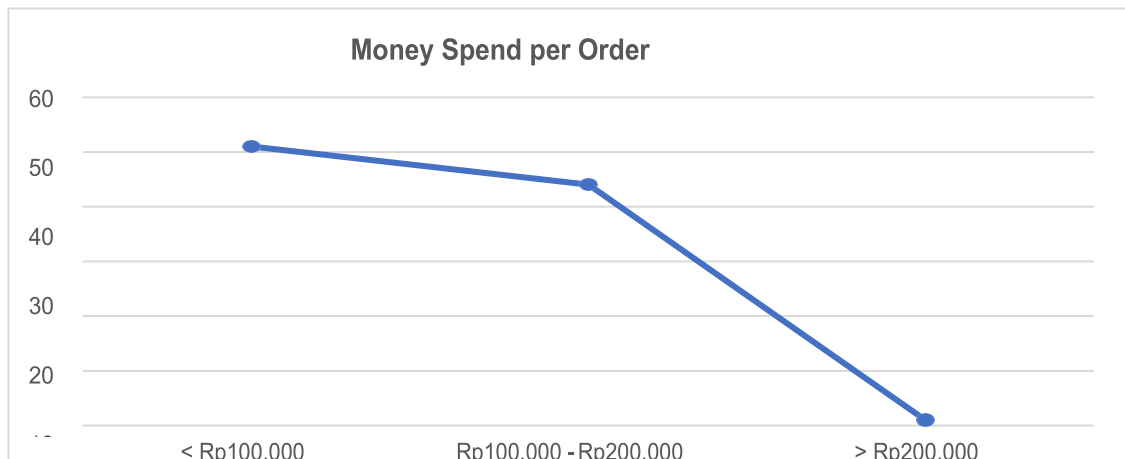


**Figure 4 Frequency of buying from Cloud Kitchen**



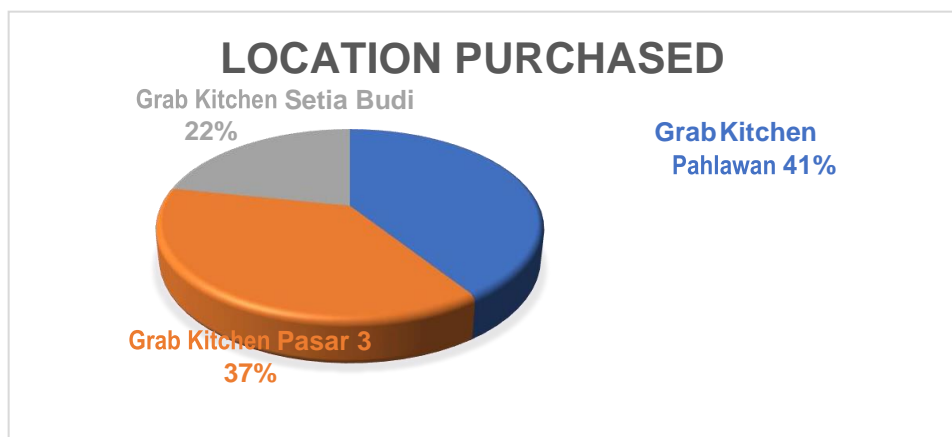
Source: Researcher Data Processing Results (2021)

The majority of frequency purchase by the responders are monthly as many as 48 responders (50%), weekly as many as 28 responders (29.2%), 2-3 times a week as many as 19 responders (19.8%) and the least purchase for everyday is only one respondent (1%). The dominated responders are those who are purchasing at Grab Kitchen monthly which are 48 responders. The following table shows the results of how much money spend per order:



**Figure 5 Money Spent per Order**  
 Source: Researcher Data Processing Results (2021)

The majority of money spend by the responders are below Rp100,000 as many as 51 responders (53.1%), Rp100,000 – Rp200,000 as many as 44 responders (45.8%) and the least is one respondent (1.04%). The dominated responders are spending below Rp100,000 at Grab Kitchen Medan. In Medan, there are three main outlets for Grab Kitchen Medan which is the Grab Kitchen Pahlawan, Grab Kitchen Pasar 3 and Grab Kitchen Setia Budi. The following table shows the results:



**Figure 6 Location Purchased**

Source: Researcher Data Processing Results (2021)

The majority of location purchased of Grab Kitchen responders are Grab Kitchen Pahlawan as many as 39 responders (40.6%), Grab Kitchen Pasar 3 as many as 36 responders (37.5%) and Grab Kitchen Setia Budi as many as 21 responders (21.9%). The dominated responders are mostly purchased/ ordered food and beverage at Grab Kitchen Pahlawan. Result of outer loading testing show that some of the indicator is not valid and reliable to be continue in the process. Therefore, this are the last process of all indicators:

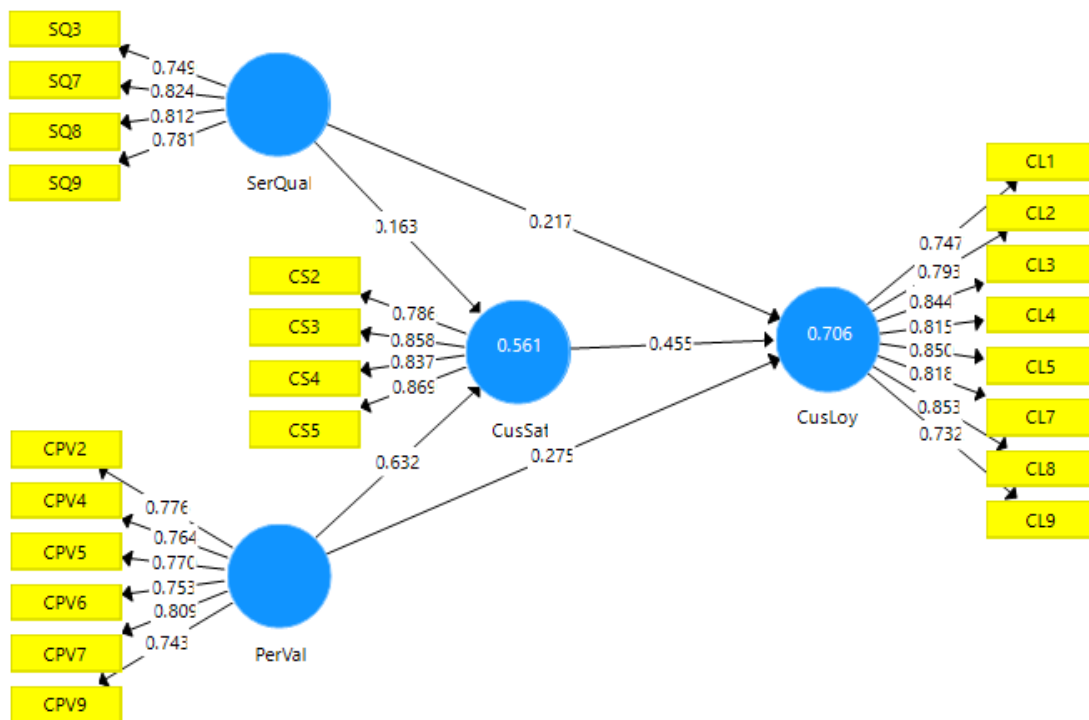


Figure 7 Indicator that is passing Outer loading Test

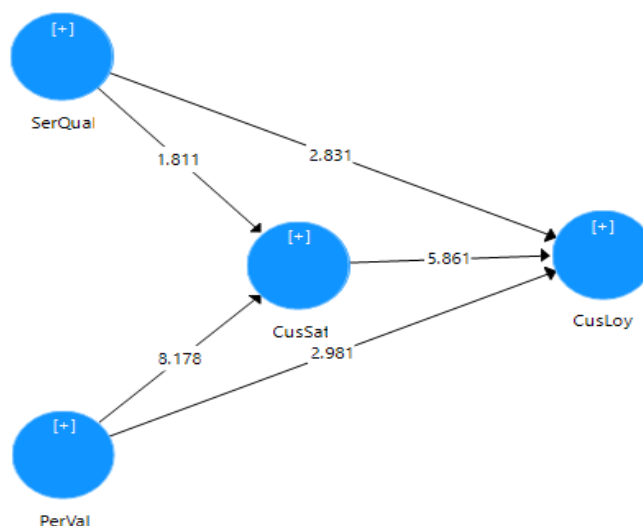
From the result of this process can be found that some of the indicator is not directly related within this model.

**Table 5 Path Coefficient**

	CusLoy	CusSat	PerVal	SerQual
CusLoy				
CusSat	0.455			
PerVal	0.275	0.632		
SerQual	0.217	0.163		

From this table we can see that all of the independent variables influence the customer loyalty. However, service quality only provides weak relationship toward customer satisfaction and customer loyalty. To test the significant of relationship, then partial and simultaneous test is conducted by doing bootstrapping in smart PLS.

**Table 6 Partial and Simultaneous Test**



From the test of statistic, it is shown that the relationship between Service Quality and Customer Loyalty is significant, Perceived Value and Customer Satisfaction is significant, and also relationship between Customer satisfaction towards customer loyalty is significant. However, the relationship of Service Quality towards customer satisfaction is not significant. This is because the limit of t test is 1.96.

## 1. CONCLUSION

As a conclusion it can be understood that all the variable is actually corelated to each other and showing how actually the model also apply in the context of the cloud kitchen. However, as a mediator, customer satisfaction only success in mediating the relationship between perceived value and customer loyalty. Meanwhile Customer satisfaction did not deliver significant

contribution in the relationship between Service quality and customer loyalty. This is maybe because of grab kitchen not directly the company that they are representing. Cloud kitchen maybe cannot deliver the product standard as what the real company have, of course this investigation must be continue further in future research.

#### UCAPAN TERIMA KASIH

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