

THE INFLUENCE OF SERVICE QUALITY ON CUSTOMER LOYALTY IN THE LABOR OUTSOURCING SERVICES OF COMPANY

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ABSTRACT

This research aims to examine the influence of service quality on customer loyalty toward labor outsourcing services of Company A. A questionnaire was used as the primary instrument for data collection. The sample consisted of 204 respondents. The data were analyzed using descriptive statistics, including frequency, percentage, mean, and standard deviation, as well as inferential statistics through multiple regression analysis. The results indicate that the dimension of service quality that most significantly influences customer loyalty toward labor outsourcing services of Company A is empathy (understanding customers' needs and perceptions). This is followed by assurance, reliability, and responsiveness. These factors collectively explain 51.6 percent of the variance in customer loyalty.

Keywords: Service Quality, Customer Loyalty, Labor Outsourcing

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INTRODUCTION

In an era of rapid changes in digital technology and continuously evolving consumer behavior, business organizations are required to adapt and develop marketing strategies that effectively respond to customer needs (Kotler, Kartajaya, & Setiawan, 2021). At the same time, maintaining consistent service quality serves as a fundamental factor in fostering customer satisfaction and long-term loyalty. This is particularly important in the service sector, where offerings are intangible. Organizations must therefore emphasize the customer experience at every touchpoint, from initial inquiries and purchasing processes to after-sales services. Key dimensions of service quality, such as reliability, assurance, and empathy, must be aligned to create positive perceptions and reduce customer uncertainty. The ability of organizations to consistently maintain service standards while adapting to customer needs contributes to both emotional and rational attachment, ultimately leading to repeat usage and positive word-of-mouth (Parasuraman, Zeithaml, & Berry, 1988). Considering “customer loyalty” as an outcome of positive experiences and sustained satisfaction, it is evident that it plays a significant role in business sustainability (Oliver, 1999). Loyal customers not only continue to repurchase services but are also willing to defend the brand and remain supportive even in cases of service failure, making them valuable marketing assets (Reichheld & Sasser, 1990). Furthermore, customer loyalty enhances long-term revenue generation, as the cost of retaining existing customers is up to five times lower than acquiring new ones (Kotler & Keller, 2012). Therefore, customer loyalty is not merely an emotional concept but also an important indicator of the effectiveness of systematically implemented marketing and service strategies. At present, the business of labor management and consulting services has become increasingly competitive, as both public and private organizations demand outsourced labor services to enhance flexibility in human resource management, reduce operational costs, and improve business efficiency. As a result, the number of service providers in the market has increased, offering customers a wider range of choices. Company A, which operates in labor management and consulting services, including outsourced labor services, faces significant challenges in retaining its existing customer base and fostering long-term customer loyalty. This is because customers tend to compare service quality among multiple providers before deciding to use a service or switch to competitors. Although Company A has experience and expertise in providing labor services, it still encounters issues related to customers’ perceptions of service quality. These include the consistency of the quality of supplied labor, responsiveness to customer needs, reliability of operations, as well as communication and after-sales service. All of these factors significantly influence customer satisfaction and loyalty. Furthermore, if the company is unable to maintain service quality standards that meet customer expectations, it may lead to customer dissatisfaction, reduced repeat usage, and an increased likelihood of switching to other service providers. This would directly affect the company’s revenue and its competitive capability. Therefore, studying the influence of service quality on customer loyalty in outsourced labor services of Company A is of great importance. This study aims to identify the service quality factors that contribute to building customer loyalty, which will lead to the development and improvement of service efficiency, enable the company to better meet customer needs, and create sustainable competitive advantages in the long term (Company A, 2024). The researcher also recognizes that applying marketing innovation to differentiate service offerings, along with maintaining service quality standards that exceed customer expectations, is a key strategy that directly influences customers’ decisions to continue using the service. Based on the aforementioned significance, the researcher is interested in examining the influence of service quality on customer loyalty in labor outsourcing services of Company A. The objective is to provide guidelines for enhancing the organization’s competitive capability and achieving sustainable growth in the future. The findings of this study are expected to serve as an important reference for executives in making strategic decisions to improve service quality standards, enabling the company to retain customer loyalty sustainably amid intense competition in the labor outsourcing industry.

LITERATURE REVIEWS

Concept of Service Quality

Nainggolan & Amidiola (2021) defined service quality as the overall evaluation by customers of the excellence of the service received, including service practices, operational processes, and the service environment, which reflects consumers' perceptions of how well the service meets their expectations. Olawuyi & Kleynhans (2025) defined service quality as the result of consumers' assessment of whether the service received meets or exceeds their expectations. This comparison is a crucial factor in determining whether customers perceive the service as high quality. Tokhtiyeva & Esenye (2025) defined service quality as the level of customer satisfaction with the overall service experience, encompassing staff performance, speed, convenience, and the ability of the service to meet customer needs, all of which influence attitudes and loyalty toward the organization. Areerattanasak (2020) defined service quality as an attitude in which service recipients accumulate expectations regarding the service they anticipate receiving. If the service falls within an acceptable range (Tolerance Zone), customers will feel satisfied with the service provided. Theerakhwanrot (2020) stated that service quality refers to excellent service that meets or exceeds customer needs, resulting in customer satisfaction and customer loyalty. Based on the above definitions, service quality can be summarized as the level of satisfaction customers derive from a service, reflecting an organization's ability to effectively deliver services that meet customer expectations. Parasuraman, Zeithaml, and Berry (1988) proposed that the concept of service quality consists of five key dimensions, as follows:

Dimension 1: Tangibles. This dimension retains its original meaning, referring to the physical aspects that can be observed, such as facilities, equipment, tools, personnel, amenities, and employees' appearance.

Dimension 2: Reliability. This dimension refers to the ability to perform the promised service dependably and accurately on a consistent basis.

Dimension 3: Responsiveness. This dimension refers to the willingness and readiness of service providers to assist customers and provide prompt service in response to their needs.

Dimension 4: Assurance. This dimension integrates factors such as competence, courtesy, credibility, and security. It refers to the knowledge, skills, and politeness of service providers, as well as their ability to inspire trust and confidence in customers.

Dimension 5: Empathy. This dimension combines aspects of access, communication, and understanding the customer. It refers to providing individualized care and attention to customers, including ease of contact and clear, understandable communication.

Concept of Customer Loyalty

Primasari & Dwita (2025) defined customer loyalty as the level of consumers' attachment to a brand or organization, reflected through repeat purchases, continuous interaction, and a commitment to maintaining a relationship with the organization. It is a crucial factor for long-term business growth and sustainability, encompassing both behavioral and attitudinal aspects of customers toward the brand or service provider. Alfaisaly (2024) explained that customer loyalty is a response resulting from customers' emotional connection and attitudes toward a company, which is expressed through repeat purchases and ongoing engagement with the organization. This leads customers to continue using the same brand's products or services despite the availability of alternatives. Donbantao (2022) summarized customer loyalty as the attitudes and behaviors of consumers who are attached to a brand or organization, with a tendency to make repeat purchases, provide recommendations, and show willingness to pay higher prices than competitors. Saengchanda (2025) further described customer loyalty as a bond or commitment between customers and an organization that ensures continuity in business transactions and fosters long-term relationships, reflecting customers' determination to continue choosing the same brand. Based on the above definitions, customer loyalty can be summarized as customers' intention to continuously choose the same organization's products or services despite the availability of alternatives in the market. This loyalty is reflected in behaviors such as repeat usage, word-of-

mouth recommendations, and a willingness to tolerate minor service failures. It is often developed through consistent positive experiences, satisfaction with service quality, and emotional attachment between customers and the brand. Zeithaml, Berry, and Parasuraman (1996) proposed a framework for measuring customer loyalty, indicating that customer loyalty can be assessed through four key dimensions, as follows:

1. **Positive Word-of-Mouth:** Refers to customers' willingness to share or communicate their positive experiences with a product or service to others, such as family members, friends, or close acquaintances. Positive word-of-mouth is often a result of high customer satisfaction, which enhances brand reputation and reduces marketing costs, as customers become "advocates" who voluntarily promote the brand without additional expense. For example, satisfied customers may recommend their favorite restaurant to friends or post reviews on social media.

2. **Purchase Intentions:** Refers customers' commitment or willingness to repurchase products or services in the future. Customers with high purchase intentions are more likely to continue buying the same products or using the same brand rather than switching to competitors. Factors influencing purchase intentions include past positive experiences, satisfaction, and perceived value of the product or service. For example, customers who have used a fast and reliable food delivery application are more likely to use the same application again in the future.

3. **Price Sensitivity:** Refers to the degree to which customers are affected by changes in price. Highly loyal customers tend to be less sensitive to price changes, meaning they are likely to continue purchasing a product or service even if the price increases slightly. This is because they place greater importance on quality, experience, or their relationship with the brand rather than price. For example, regular customers of a coffee shop may continue purchasing their preferred coffee despite a slight price increase.

4. **Complaint Behavior:** Refers customers' decisions to express opinions, dissatisfaction, or criticism when problems arise with a product or service. Loyal customers are more likely to complain directly to the company rather than switch to competitors. Complaints indicate that customers still have expectations and desire improvements or problem resolution. This differs from disloyal customers, who may choose not to complain but instead switch to competitors. Effective complaint management can help maintain customer relationships and further enhance loyalty. For example, customers who encounter issues with online purchases may contact customer service for resolution rather than canceling the order or switching to another provider. From the literature review on service quality and customer loyalty, it is evident that the concepts proposed by Parasuraman, Zeithaml, and Berry have been widely accepted, particularly the SERVQUAL framework, which conceptualizes service quality across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. This framework provides a systematic approach to evaluating service quality. Similarly, the concept of customer loyalty proposed by Zeithaml et al. emphasizes a multidimensional perspective, incorporating both behavioral and attitudinal aspects, such as word-of-mouth, purchase intentions, and price sensitivity. However, a deeper examination reveals several important research gaps in three key areas. First, most existing studies have focused on the relationship between service quality and customer loyalty within general service industries or business-to-consumer (B2C) contexts, such as hotels, restaurants, and retail businesses. In contrast, the outsourcing industry, which operates within a business-to-business (B2B) context and emphasizes long-term relationships and trust, remains relatively underexplored. Second, although the SERVQUAL framework comprehensively captures the dimensions of service quality, there is limited empirical evidence explaining how each specific dimension differentially influences customer loyalty within particular contexts. This is especially relevant in industries characterized by process-oriented operations and a strong reliance on human resources, such as outsourcing services. Third, many studies tend to assess customer loyalty as a unidimensional construct, lacking a nuanced analysis that links individual service quality dimensions to specific forms of loyalty behavior. These include willingness to pay a premium, resistance to switching providers,

and positive word-of-mouth, particularly within the context of organizational customers. Therefore, this study integrates the service quality dimensions based on the SERVQUAL framework of Parasuraman, Zeithaml, and Berry (1990) with the customer loyalty constructs proposed by Zeithaml et al. (1996). The objective is to examine how each dimension of service quality influences customer loyalty within the context of outsourcing services provided by Company A. This integration aims to fill the identified research gaps and contribute to the development of contextually relevant knowledge that can be practically applied in industrial and managerial settings.

From the literature review, the conceptual framework can be drawn as shown in Figure 1.

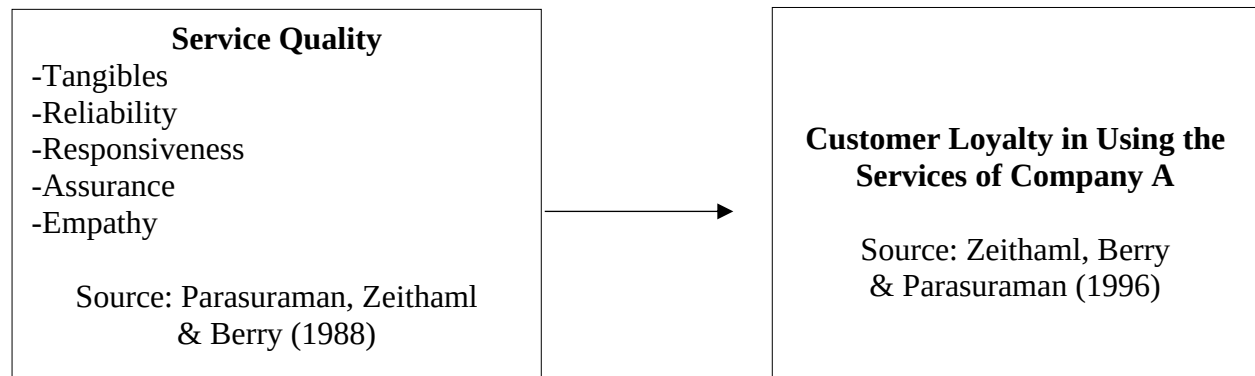


Figure 1 Conceptual Framework

RESEARCH METHODOLOGY

This study, titled “Service Quality Influencing Customer Loyalty in Labor Outsourcing Services of Company A,” is quantitative research. The population of this study consists of 414 customers who used the services of Company A in 2024 (Company A, 2024). The sample size was determined using Yamane’s formula (Yamane, 1973) with a 95% confidence level, resulting in a sample of 204 respondents. The researcher employed a simple random sampling method by assigning identification numbers to all customers in the database and using a computer program to randomly select 204 unique cases without replacement. This approach ensures that the sample is appropriately representative of the population. The research instrument used in this study was a questionnaire, which was employed to collect data. The questionnaire was divided into four sections as follows: Part 1: The questionnaire on personal factors consisted of 4 checklist items, measured using nominal and ordinal scales. The items included gender, age, educational level, and duration of being a customer.

Part 2: The questionnaire on service quality consisted of rating scale questions covering five dimensions, measured using an interval scale. These dimensions included tangibility, reliability, responsiveness, assurance, and empathy. The items were designed to measure respondents’ opinions toward the service quality of Company A across five levels.

Part 3: The questionnaire on customer loyalty consisted of 12 rating scale items, measured using an interval scale, to assess the level of customer loyalty toward Company A across five levels.

Part 4: Suggestions were collected through open-ended questions, allowing respondents to freely express their opinions.

The statistical methods used for data analysis included frequency, percentage, mean, standard deviation, and multiple regression analysis.

Instrument Testing

Instrument testing is a process undertaken to ensure the effectiveness of the research instrument prior to its actual use. The researcher conducted the procedure in the following steps:

Validity

The validity of the questionnaire was assessed using the Index of Item Objective Congruence (IOC). The researcher submitted the questionnaire to three experts to evaluate its completeness, accuracy, and content validity, ensuring that each item was consistent with the research objectives. The evaluations from all three experts were then analyzed to determine content validity by calculating the IOC, which measures the degree of congruence between each item and the main content constructs. The scoring criteria were as follows:

Score of 1: The item is clearly consistent with the content objectives

Score of 0: Uncertain whether the item is consistent with the content objectives

Score of -1: The item is clearly inconsistent with the content objectives

Items were considered to have acceptable content validity if the IOC value was at least 0.60. In this study, all items achieved an IOC value of 1.00, indicating excellent content validity.

Reliability

The researcher conducted a pilot test of the questionnaire, which had already passed the validity assessment, with 30 respondents who had characteristics similar to the target sample. The reliability of the instrument was then analyzed using Cronbach's alpha coefficient (α). A reliability coefficient of 0.70 or higher was considered acceptable for use in the study. The results of the reliability analysis in this study were as follows:

-Overall service quality variable: 0.93

-Tangibility: 0.82

-Reliability: 0.89

-Responsiveness: 0.90

-Assurance: 0.84

-Empathy: 0.85

-Customer loyalty variable: 0.95

These results indicate that the questionnaire has a high level of reliability and is appropriate for use in the research.

RESEARCH RESULTS

Demographic Factors

The analysis of respondents' demographic characteristics revealed that the majority of the sample were female, aged between 31–40 years, holding a bachelor's degree or its equivalent, and having 1–3 years of experience using the services of Company A. This profile reflects a group of customers in their working age who possess professional-level knowledge and a certain level of service experience, enabling them to evaluate service quality rationally and to hold clear expectations toward service delivery. Such characteristics are significant for the study of service quality influencing customer loyalty, as these customers have direct service experience and the opportunity to compare multiple service providers. Consequently, they place importance on various dimensions of service quality, including reliability, responsiveness, and understanding of customer needs, all of which are critical factors influencing repeat service decisions. Furthermore, the fact that most respondents have been customers for 1–3 years indicates a relationship that is in the process of developing into loyalty. If the organization can consistently maintain service quality standards that align with customer expectations during this period, there is a strong likelihood that such relationships will evolve into long-term loyalty. This aligns with the objective of the study, which aims to explain the influence of service quality on customer loyalty in the context of outsourcing services provided by Company A in a concrete manner.

Service Quality

The analysis revealed that overall service quality was rated at the highest level. When considered by dimension, empathy (understanding customer needs) had the highest mean, followed by assurance, tangibles, responsiveness, and reliability, respectively, with all dimensions also rated at

the highest level. This indicates that Company A is able to deliver a comprehensive perception of service quality across all dimensions. From a synthesis perspective, these findings suggest that customers place the greatest importance on “understanding their needs,” which represents the core of service delivery in the outsourcing business. This is because each client organization has distinct requirements in terms of workforce skills, work structures, and specific constraints. Therefore, the company’s ability to accurately understand and respond to these needs directly enhances customer satisfaction and contributes to long-term customer loyalty. Meanwhile, the high ranking of assurance reflects the critical role of credibility, reputation, and professionalism in influencing customers’ decisions to use outsourcing services. Since such services are closely related to human resource management, customers seek to minimize operational risks. Consistently providing assurance helps strengthen trust and fosters stronger customer relationships. Although tangibles, responsiveness, and reliability were ranked slightly lower, they still remained at the highest level. This indicates that fundamental service elements continue to play an important supporting role in shaping the overall customer experience, including corporate image, prompt service delivery, and consistency in operations. These factors collectively reinforce customer confidence and encourage continued service usage. In conclusion, the consistently high level of service quality across all dimensions is likely to have a positive influence on customer loyalty. In particular, empathy and assurance emerge as key driving factors that enhance customer satisfaction, trust, and repeat usage in the long term. This aligns clearly with the study’s objective of explaining the influence of service quality on customer loyalty in the outsourcing services of Company A.

Customer Loyalty

The analysis revealed that overall customer loyalty was at the highest level. When considered by individual items, customers placed the greatest importance on considering the company’s services as their first choice. This was followed by their willingness to pay a higher price, their intention to increase service usage in the future, and their continued use of the services even in the event of price adjustments. Additionally, customers demonstrated other positive behaviors, such as recommending the services to others, sharing their experiences via social media, not switching to competitors solely due to lower prices, and maintaining confidence in the company’s ability to resolve problems. All of these aspects were rated at the highest level. From a synthesis perspective, these findings indicate that customer loyalty extends beyond mere repeat usage behavior, encompassing both attitudinal dimensions and advocacy behaviors. In particular, the fact that customers consider the company as their first choice and are willing to pay a premium reflects a high level of trust and perceived value in the services, which are key outcomes of consistently high service quality. When linked to service quality, the high level of customer loyalty across all dimensions can be attributed to the company’s ability to effectively meet customer needs, instill confidence in service quality, and maintain consistent service standards. Notably, the dimensions of empathy (understanding customer needs) and assurance play a critical role in strengthening long-term relationships. Furthermore, behaviors such as not switching to competitors despite lower prices and maintaining confidence in the company’s problem-solving capabilities reflect a strong level of trust in the organization, which is a fundamental component of customer loyalty derived from sustained service quality. At the same time, customers’ willingness to recommend and share positive experiences demonstrates that service quality not only enhances satisfaction but also contributes to customer base expansion through word-of-mouth communication. In conclusion, this study clearly demonstrates that service quality has a significant influence on customer loyalty in the outsourcing services of Company A. Delivering comprehensive service quality that aligns with customer expectations leads to increased trust, perceived value, and long-term relationships, which are essential for organizational stability and sustained competitive advantage.

Hypothesis Testing

The analysis of factors influencing customer loyalty toward labor outsourcing services of Company A was conducted using multiple regression analysis. The results of the model testing

revealed that the service quality dimension with the greatest influence on customer loyalty was empathy (X2.5) (Beta = 0.35, Sig = 0.00). This was followed by assurance (X2.4) (Beta = 0.28, Sig = 0.00), reliability (X2.2) (Beta = 0.21, Sig = 0.00), and responsiveness (X2.3) (Beta = 0.16, Sig = 0.00). These variables collectively explained 51.6 percent of the variance in customer loyalty. However, tangibles were found to have no significant influence on customer loyalty toward labor outsourcing services of Company A. The regression equation can be written as follows:

$$\hat{Y} = 0.35 X_{2.5} + 0.28 X_{2.4} + 0.21 X_{2.2} + 0.16 X_{2.3}$$

Table 1 Results of the Model Fit Assessment of Service Quality Influencing Customer Loyalty toward Labor Outsourcing Services of Company A

Model	Unstandardized Coefficients		β	t	p-value
	B	S.E.			
Constant	0.22	0.31		0.71	0.00*
Tangibles (X2.1)	0.07	0.05	0.08	1.53	0.12
Reliability (X2.2)	0.19	0.06	0.21	3.44	0.00*
Responsiveness (X2.3)	0.13	0.06	0.16	2.45	0.01*
Assurance (X2.4)	0.26	0.07	0.28	4.63	0.00*
Empathy (X2.5)	0.27	0.04	0.35	6.83	0.00*

Note: R = 0.726, R² = 0.528, Adjusted R² = 0.516, Std. Error of the Estimate = 0.228

*Statistically significant at the 0.05 level.

DISCUSSION & CONCLUSION

Discussion

The results of the multiple regression analysis indicate that service quality plays a significant role in influencing customer loyalty toward the outsourcing services of Company A. The service quality variables collectively explain 51.6% of the variance in customer loyalty, reflecting a statistically significant effect with clear practical implications. When considered by dimension, the findings reveal that empathy (understanding customers' needs and perceptions) has the strongest influence, followed by assurance, reliability, and responsiveness, respectively. All dimensions have a statistically significant positive effect, indicating that customer loyalty is likely to increase when organizations deeply understand customer needs, build trust and confidence, and deliver services consistently and in a timely manner. In a synthesized perspective, the findings indicate that experiential and relational service quality (e.g., understanding customers and providing assurance) plays a more critical role than tangible aspects of service quality. This is particularly evident in the outsourcing business, which relies heavily on trust, flexibility, and responsiveness to clients' specific contexts. The finding that tangibility does not significantly influence customer loyalty suggests that customers do not consider the physical aspects of service as a primary determinant in their decision-making. Instead, they place greater importance on actual service outcomes and perceived value in practice. Therefore, it can be concretely concluded that the service quality dimensions influencing customer loyalty toward the outsourcing services of Company A are not equally important. Rather, they are primarily driven by dimensions that reflect customer understanding, reliability, and the ability to provide assurance. These dimensions represent strategic factors that organizations should prioritize in order to build competitive advantage and sustain their customer base in the long term.

Conclusion

Service quality influencing customer loyalty toward labor outsourcing services of Company A: The findings reveal that the dimension of service quality with the greatest influence on customer

loyalty is empathy (understanding customers' needs and perceptions). This is followed by assurance, reliability, and responsiveness, respectively. The researcher discusses the findings based on the magnitude of influence as follows:

1. Empathy has a positive influence on customer loyalty toward labor outsourcing services of Company A, with the highest statistical significance at the 0.00 level. An organization's ability to accurately understand and recognize customers' needs is a crucial factor affecting customer satisfaction and trust. Providing services that respond to the specific needs of each customer reflects the attentiveness and professionalism of the service provider, leading customers to perceive value and increasing the likelihood of repeated service usage. Furthermore, effective communication between the service provider and customers helps reduce perceptual discrepancies and fosters positive relationships between both parties, which in turn contributes to long-term customer loyalty. This finding is consistent with the study by Bussabun and Saraphat (2021), which examined the influence of service quality factors on customer loyalty in the automotive parts manufacturing industry in the Eastern Seaboard Industrial Estate, Rayong Province. The results indicated that perceived service quality in terms of knowing and understanding customers had the most significant impact on customer loyalty at the 0.01 level.

2. Assurance has a positive influence on customer loyalty toward labor outsourcing services of Company A, with statistical significance at the 0.00 level. This is because assurance is a crucial factor in building trust and confidence in the organization. When customers perceive that the company is knowledgeable, reliable, and capable of delivering high-quality services in accordance with established standards, they are more likely to feel secure and confident in their decision to use the services. Transparent, honest, and responsible service delivery further enhances customer confidence. As a result, customers are more likely to continue using the services and to engage in positive word-of-mouth, which contributes to long-term loyalty. This finding is consistent with the study by Chairat (2024), which examined the relationship between service quality and customer loyalty in Supersports stores in Bangkok. The results indicated that the assurance dimension of service quality had a strong positive relationship with customer loyalty among consumers in Bangkok, with statistical significance at the 0.00 level.

3. Reliability has a positive influence on customer loyalty toward labor outsourcing services of Company A, with statistical significance at the 0.00 level. This is because reliability and trustworthiness are essential factors that build customer confidence in the company's services. When customers perceive that the company consistently fulfills its promises, delivers services on time, demonstrates responsibility, and operates transparently, they develop trust in the organization. Such trust helps reduce customers' concerns and perceived risks associated with using the services, leading to higher levels of satisfaction and an increased likelihood of repeat usage, as well as positive recommendations to others. These outcomes contribute to the development of long-term customer loyalty. This finding is consistent with the study by Thongsamsi (2022), which examined service quality factors affecting customer loyalty among customers of Isuzu Tang Sia Huad Nakhon Pathom Co., Ltd. The results revealed that reliability significantly influenced customer loyalty at the 0.00 level.

4. Responsiveness has a positive influence on customer loyalty toward the labor outsourcing services of Company A, with statistical significance at the 0.00 level. This is because the ability to respond to customer needs promptly and accurately is a key factor in building customer satisfaction and trust. When customers perceive that the company can effectively solve problems, answer inquiries, and adjust its services to meet their specific needs in a timely manner, it helps reduce uncertainty and customer concerns. As a result, customers develop favorable impressions and greater confidence in the company's services. Furthermore, effective responsiveness helps strengthen the relationship between customers and the organization, ultimately leading to long-term customer loyalty. This finding is consistent with the study by Klanpakdee (2021), which examined service quality, service marketing strategies, and satisfaction in the New Normal context

affecting the loyalty of international tourists using international health spa services in Thailand. The results indicated that perceived service quality in terms of responsiveness had a positive influence on the loyalty of international tourists, with statistical significance at the 0.00 level.

5. Tangibility does not have an influence on customer loyalty toward the labor outsourcing services of Company A. This is because the nature of labor outsourcing businesses emphasizes service outcomes rather than tangible aspects that can be seen or touched, such as office buildings, uniforms, documents, or promotional materials. Customers tend to evaluate the value of the service based on the company's ability to provide workers that meet their requirements, punctuality, workforce discipline, and the ability to effectively solve immediate problems, rather than the company's physical image. This finding is inconsistent with the study by Busaban and Sarapat (2021), which examined the influence of service quality factors on customer loyalty in the automotive parts manufacturing industry in the Eastern Seaboard Industrial Estate, Rayong Province. The results revealed that the tangibility dimension of service quality had a statistically significant effect on customer loyalty at the 0.00 level.

RECOMMENDATIONS

Recommendations from the Research

1. Service Quality: Tangibility Dimension

The findings indicate that respondents rated at the highest level their agreement that the company's service facilities are clean and well-organized. Therefore, service providers should consistently maintain standards of cleanliness and orderliness in service environments to create a positive first impression, enhance perceptions of professionalism, and increase customer satisfaction and loyalty in using the service.

2. Service Quality: Reliability Dimension

The findings indicate that respondents rated at the highest level their agreement that the company manages its service processes in an orderly manner and delivers services within the specified time. Therefore, service providers should consistently maintain reliability and punctuality in service delivery in order to build customer trust, reduce the risk of errors, and enhance customer satisfaction and loyalty toward the company's services.

3. Service Quality: Responsiveness Dimension

The findings indicate that respondents rated at the highest level their agreement that the company provides convenient and fast communication channels such as telephone, email, and social media—allowing customers to contact and inquire at any time. Therefore, service providers should continuously develop communication channels to be more accessible, efficient, and user-friendly in order to respond promptly to customers' needs and inquiries, thereby enhancing customer satisfaction and loyalty toward the company's services.

4. Service Quality: Assurance Dimension

The findings indicate that respondents rated at the highest level their agreement that Company A is well-known and highly credible in the outsourcing industry, owing to its extensive experience, high-quality service, and trust from industrial clients. Therefore, organizations should continuously maintain and enhance their corporate reputation by emphasizing high service standards, sustaining reliability, and effectively communicating their expertise to clients in order to build long-term confidence and trust.

5. Service Quality: Empathy Dimension

The findings indicate that respondents rated at the highest level their agreement that the company places the highest priority on customers' interests, taking into account efficiency, cost, and value for money at every stage of service delivery. Therefore, service providers should focus on delivering services that genuinely respond to customers' needs and interests by considering efficiency, cost-effectiveness, and value at every stage, while continuously monitoring and improving service quality in order to enhance customer satisfaction and trust in the company.

6. Customer Loyalty

The findings indicate that respondents rated at the highest level their likelihood of considering the company's services as their first choice. Therefore, service providers should continuously build and maintain strong relationships with customers by sustaining high service quality standards, addressing customers' specific needs, and clearly communicating the value of their services. These efforts will enhance customer trust and encourage customers to consistently select the company's services as their first choice over time.

7. Service Quality and Customer Loyalty

The hypothesis testing revealed that the dimension of service quality with the greatest influence on customer loyalty toward the company's outsourcing services was empathy (understanding customers' needs and perceptions). Therefore, organizations should encourage employees to develop strong communication, active listening, and attentive service skills in order to create positive impressions and build long-term customer trust. A deep understanding of customers enables the company to tailor its services more effectively to meet customer expectations, leading to sustained customer loyalty, which is a critical factor for long-term business stability.

8. Service Quality and Customer Loyalty

The hypothesis testing revealed that the tangibility dimension of service quality did not have a significant influence on customer loyalty toward the company's outsourcing services. Therefore, organizations should place greater emphasis on managing other dimensions of service quality, particularly reliability, responsiveness, assurance, and empathy, as these factors more directly influence customers' service decisions and loyalty. Nevertheless, the tangibility dimension should still be maintained at an appropriate and standardized level to support the organization's image and credibility. However, it is not necessary to allocate excessive resources or prioritize this aspect over the improvement of core service outcomes.

Recommendations for Future Research

1. Future research should consider incorporating additional variables that may influence customer loyalty, such as customer satisfaction, brand trust, perceived value, and digital service experience. This would enable a more comprehensive and in-depth analysis of the relationships among variables.
2. Future research should conduct comparative analyses across different customer segments by categorizing samples based on business type, company size, or type of outsourced labor. This would help determine whether marketing innovation and service quality influence customer loyalty differently across groups.
3. Future research should incorporate qualitative research methods, such as in-depth interviews with human resource managers or key clients, in order to obtain deeper insights into service experiences, expectations, and specific needs.

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