IMPROVING SHIP PASSENGER SATISFACTION BASED ON TICKET PRICE POLICIES AND CUSTOMER RELATIONSHIP MANAGEMENT THROUGH SERVICE QUALITY

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Abstract: Customer satisfaction is essential and determines the company's success, including customer loyalty, profitability, sales, and business performance. Therefore, this research focuses on efforts to reveal the effect of ticket price policies and customer relationship management (CRM) on passenger satisfaction by mediating service quality. The research used a survey method with a sample of 100 passengers of the Pioneer Ship of KM Belt Nusantara 76. The research instrument used to collect data was a questionnaire in the form of a Likert scale, and the results were analyzed using path analysis processed with Smart-PLS 4 software. The results show that ticket price policies, CRM, and service quality directly affect passenger satisfaction, ticket price policies and CRM directly affect service quality, and service quality significantly mediates the indirect effect of ticket price policies and CRM on passenger satisfaction. This evidence produces an empirical model about the effect of ticket price policies and CRM on ship passenger satisfaction through service quality. It not only provides a theoretical contribution to the development of transportation management science, particularly marketing management related to ticket pricing policies, CRM, service quality, and customer satisfaction, but also provides practical implications for shipping companies that manage pioneer ships, especially KM Sabuk Nusantara 76. Therefore, this empirical model can be used for discussion among academics, researchers, and practitioners before being adapted or adopted to increase passenger satisfaction in the future.

Keywords: *Ticket price policies, customer relationship management, service quality, passenger satisfaction, ship.*

1.   Introduction

Transportation is increasingly vital for the lives of individuals, communities, and industries, especially to respond to and fulfill the desires, expectations, and needs of individuals, communities, and companies. For example, the sea transportation service for the Pioneer Ship of KM Belt Nusantara 76, which serves the routes of the islands of Sulawesi and Maluku, from the port of Gorontalo – Luwuk – Banggai – Bacan – Ternate – Bacan – Banggai – Luwuk – Gorontalo (Route Route R – 41). The existence of this ship is vital to help and facilitate the community, especially the people of the island of North Sulawesi, in carrying

out activities outside the island. However, the number of passengers on the Pioneer Ship of KM Sabuk Nusantara 76 tends to fluctuate. That is, when the number of passengers decreases, it indicates a decrease in ship passenger satisfaction. Whereas empirically, customer satisfaction is essential and determines the company's success. Studies by Haeruddin and Haeruddin (2020), Panday and Nursal (2021), and Lelasari and Bernarto (2023) show that satisfaction has a significant effect on customer loyalty. In fact, several previous studies demonstrated that customer satisfaction impacts company profitability (Pooser & Browne, 2018), sales performance (Shapiro & Gomez, 2014), and business performance (Zakari & Ibrahim, 2021). A decrease in passenger satisfaction can be triggered by a ship ticket price policy that does not match passenger expectations or is not commensurate with the quality of service provided. The results of the research by Ahmed et al. (2022) and Faulina et al. (2021) show that price policy influences customer satisfaction. In addition, CRM can also determine customer satisfaction. Silaswara et al. (2022) show that CRM significantly affects customer satisfaction. Moreover, the poor quality of service, such as inadequate toilets, canteens, places of worship, punctuality, and the relatively long waiting time for ship departure, also affect the quality of customer satisfaction. The research results conducted by Marsudi et al. (2022) and Hasibuan et al. (2022) also show that service quality affects customer satisfaction. It shows that the issue of passenger satisfaction is crucial. Hence, this research focuses on efforts to reveal the effect of ticket price policies and CRM on passenger satisfaction by mediating service quality.

2. Literature Review and Hypothesis Development
2.1 Passenger Satisfaction

In marketing philosophy, customer satisfaction is seen as the main element that determines the success of a marketing organization (Tjiptono & Diana, 2022). According to Kotler et al. (2022), satisfaction is an emotional response to the overall experience of a product or service with a marketing mix. For Oliver, as quoted by Wardhana et al. (2022), satisfaction is a customer's response to fulfilling their needs. In addition, Zeithaml and Bitner (in Candrianto, 2021) also define satisfaction as a consumer response or response regarding meeting needs. Satisfaction is a person's pleasure or disappointment after evaluating the overall product performance (or results), concerning consumer expectations (Kotler & Armstrong, 2019). Satisfaction can also be described as a person's pleasure and disappointment that arise from evaluating the results of products/services related to their expectations (Alimin et al., 2022). Handayani et al. (2022) define consumer satisfaction as the extent to which the benefits of a product are felt following what the user expects. On the other hand, Gultom et al. (2022) state that customer satisfaction or dissatisfaction is a person's feeling of pleasure or disappointment that comes from a comparison between his impression of real/actual product performance and expected product performance. According to Churchill and Surprenant (in García-Salirrosas et al., 2022), satisfaction is similar to attitude, which can be assessed as the sum of satisfaction with different product or service attributes. According to Ansar et al. (2022), customer satisfaction is determined by how well the perceived product performance matches the buyer's expectations. Customer satisfaction occurs when there have been buying and selling activities for goods and services, where customer satisfaction is an evaluation from customers of the products and services they receive (Indriyani et al., 2022).

Customer satisfaction is a map of increasingly competitive business competition characterized by consumers' changing preferences and behavior and the rapid development of

information technology (Sisca et al., 2022). Customer satisfaction depends on customer perceptions and expectations, so producers or suppliers of products and services must know what influences customer satisfaction. To achieve customer satisfaction, service providers must meet customers' needs, desires, and expectations of customers (Efendi et al., 2022). Therefore, according to Westbrook and Oliver (in Al Ajaleen & Saadon, 2023), customer satisfaction is an optimistic post-purchase feeling. Thus, passenger satisfaction is the level of feelings or positive and negative emotional responses of ship passengers to the overall experience of the services provided. Passenger satisfaction can be measured by indicators: performance, comparison, features, and aesthetics (Handayani, 2022; Lovelock et al., in Tjipyono & Diana, 2022).

2.2 Ticket Price Policy and Customer Satisfaction

Price is an exchange rate that can be equated with money or goods for the benefits derived from an item or service for a person or group at a certain time and place (Tendur et al., 2021). According to Wijoyo et al. (2021), price is a unit of value that consumers pay for the demand for a product they need. Kotler and Armstrong (2019) define price as the amount of cash paid for a product or service (service) or the amount of costs that customers change to get the benefits of having or using a product or service. Malau, as quoted by Oktaviani and Winda (2022: 2173), interprets price as the amount of money that must be paid by the buyer in order to get the product being sold. Policy or strategy in setting prices is critical because price policy determines the increase and decrease in consumer purchasing power (Zulkarnaen & Amin, 2018). Zeithaml, as quoted by Ahmed et al. (2022), explained that from a consumer's point of view, pricing can be defined as what is given or sacrificed to receive a product. Pricing has been shown to influence consumer purchasing decisions (Chua et al., 2015). This condition causes customers to make purchasing decisions because of pricing policies (Ahmed et al., 2022). When consumers believe that pricing is reasonable, it can trigger satisfaction (Ahmed et al., 2022). Setyaningsih (2021) also states that for producers or sellers, setting the right price for a product will have an impact on the amount of profit and consumer loyalty. Price policy, among other things, can be measured through indicators: price transparency, price-quality ratio, price relative, and price confidence (Matzler et al., 2006). When these indicators can be understood and accepted by consumers, it can encourage satisfaction among passengers. The study conducted by Ahmed et al. (2022) and Faulina et al. (2021) also found that price policy has a positive impact on passenger satisfaction. Thus, the second hypothesis can be promoted as follows:

H$_1$: The ticket price policy has a positive direct effect on passenger satisfaction.

2.3 CRM and Customer Satisfaction

CRM is an important part of marketing activities. CRM has financial and non-financial benefits that are crucial for a business (Rohman, 2022). CRM is a cooperative relationship between the provider and the customer so that both parties are mutually beneficial. In this case, business units focus on overall interaction with elements of managed business activities (Suryani, 2022). Kotler and Keller (in Jamaludin et al., 2022) define CRM as the process of managing detailed information about each customer. Kalalo (in Kinarsih et al., 2021) states that CRM is the whole process of building and maintaining profitable customer relationships by providing superior customer value and satisfaction. For Rosinta, as quoted by Supartha et al. (2022), CRM is a system developed to support companies in building close customer relationships.

CRM is a business strategy for understanding, anticipating, and managing potential consumer needs in an organization (company) now and in the future (Wardani, 2020). Because of this, CRM is often seen as a form of business intelligence (Isa et al., 2022). CRM is dedicated to learning as much as possible about customers and doing everything possible to satisfy and even exceed customer expectations (Riyadi, 2022). CRM is a combination of technology and strategy to help manage customer data so that company goals are achieved (Pratama, 2020). In practice, CRM involves three important interrelated elements, namely employees, processes, and technology (Kumar & Reinartz, 2018). Therefore, according to Pawoon (2019), CRM is a company's way of dealing with all customers, both new and old, so they are useful for the business they are running. Kumar and Reinartz (2018) claim that CRM can make companies redesign their operational activities to be more efficient. In addition, CRM can also improve the efficiency of the company's internal operations. Therefore, good CRM can increase customer satisfaction (Samirudin et al., 2022).

Goodhue et al., as quoted by Dutu and Hălmăjan (2011), identified three CRM indicators. The first, operational, deals with various projects, from automating sales, service, and marketing processes. Second, analytical, related to measuring the results of customer relations, analyzing customer data, and making decisions (based on customer knowledge) regarding marketing strategies and tactics. Third, collaborative is related to the interaction between the company and the customer at all points of contact. When these three indicators are in adequate condition, they can encourage passengers' positive emotional feelings or responses to the overall experience of the services provided as a manifestation of satisfaction, especially with regard to performance, comparison, features, and aesthetics. This means that the application of the right CRM can stimulate passenger satisfaction with the service benefits received. The results of Long et al. (2013), Haryandika & Santra (2021), Silaswara et al. (2022), and Samirudin et al. (2022) also prove that CRM has a positive correlation with Passenger Satisfaction. Thus, the second research hypothesis can be proposed for the following reasons:

H_2: CRM has a positive direct effect on passenger satisfaction.

2.4 Service Quality and Customer Satisfaction

Kotler and Armstrong (2019) define service quality as the whole of the features and characteristics of a product or service that support its ability to satisfy needs directly or indirectly. According to Tjiptono, as quoted by Tendur et al. (2021), service quality is the value of providing services according to customer needs and desires to meet customer expectations. Quality reflects all the dimensions of the product offered that result in benefits for the customer. For Brodie et al. (in Suparman et al., 2022), service quality is a measure of the level of service quality, which is assumed to be related to price developments. Service quality is all forms of activities carried out by the company to meet customer expectations. High satisfaction with service leads to high loyalty so companies need to ensure that they can meet and exceed customer expectations (Samirudin et al., 2022). Activities carried out by companies to improve service quality can be carried out through several aspects, such as improving facilities, increasing the quality of human resource professionalism, and improving management quality (Wardhana et al., 2022). According to Kotler and Armstrong (2019), a company must pay attention to four special service characteristics in planning a marketing program: service intangibility, service inseparability, service variability, and service perishability.

Several factors have the potential to influence service quality, namely expected service and perceived service. If the service received is as expected, then the service is said to be good or positive. If the perceived service exceeds the expected service, then service quality is perceived as an ideal quality. Conversely, if the perceived service is worse than the expected service, then the service quality is perceived as negative or bad (Yauwerissa & Putra, 2021). Service quality, which is widely used as a reference approach in marketing research, is the SERVQUAL (service quality) model. This model was developed by Zeithaml et al. (in Triwijayanti & Rahmanis, 2022) based on a comparison of the main elements, especially perceived perception and expected service. The SERVQUAL model consists of five indicators, namely: tangibles, reliability, responsiveness, assurance, and empathy. When these indicators are perceived positively and satisfied by consumers, this can lead to satisfaction with the product or service. The results of the research by Marsudi et al. (2022) and Hasibuan et al. (2022) also show that service quality has a significant effect on passenger satisfaction. Therefore, the third hypothesis can be formulated as follows:

H3: Service quality has a positive direct effect on passenger satisfaction.

2.5 Ticket Price Policy and Service Quality

Besides affecting customer satisfaction, service quality is also influenced by price policy. Several previous studies conducted by Bell et al. (2005), Mastrobuoni et al. (2014), and Ye et al. (2012) proved that price policy affects service quality. Pricing policy is a decision made by producers or service providers for a number of consumer sacrifices in the form of money to obtain products or services, which is reflected in the indicators: transparency, quality ratio, relative price, and confidence. These indicators, when understood, positively perceived, and accepted by customers (passengers), can trigger and stimulate an increase in service quality, which is manifested in tangible evidence, reliability, responsiveness, assurance, and empathy. Therefore, the fourth hypothesis can be formulated as follows:

H4: The ticket price policy has a positive direct effect on service quality.

2.6 CRM dan Kualitas Pelayanan

Service quality can also be affected by CRM. The study of Al-Gasawneh et al. (2021) and Setiawan and Setiawan (2021) prove that CRM affects service quality. CRM is a strategy that focuses on creating customer satisfaction and long-term relationships by integrating several functional areas of the company to gain a competitive advantage, reflected in operational activities, analysis, and collaboration. Appropriate CRM implementation can encourage service quality, such as the ability of a product or service to meet consumer expectations and needs, which is manifested in the form of tangibles, reliability, responsiveness, assurance, and empathy. It means that the application of the right CRM can improve service quality. Thus, the fifth hypothesis can be formulated as follows:

H5: CRM has a positive direct effect on service quality.

2.6 The Role of Service Quality Mediation

Empirically, service quality has a special position. Its existence lies between pricing policies, CRM, and customer satisfaction. It can be seen from the results of several previous studies which showed that pricing policies and CRM affect service quality (Mastrobuoni et al., 2014; Al-Gasawneh et al., (2021), while service quality affects customer satisfaction (Marsudi et al., 2022). This condition opens up opportunities for a mediating role in a causal relationship between price policy and CRM and passenger satisfaction. This indicates that

when ticket price policies are well received by passengers and CRM can be properly implemented by shipping company employees, it can stimulate quality improvement service and has positive implications for the quality of passenger satisfaction. Accordingly, the following hypothesis can be promoted:

H_6: Ticket price policy has a positive indirect effect on passenger satisfaction by mediating service quality.

H_7: CRM has a positive indirect effect on passenger satisfaction by mediating service quality.

3. Research Methods
3.1 Participants
The population of this study were passengers of the Pioneer Ship KM Belt Nusantara 76 Kotabaru – Tanjung Samalantaka ¬– Pondong Paser – Balikpapan-Mamuju route. Given that the population size is difficult to know with certainty when the research was carried out, the research sample (participants) was determined by the researchers with quota sampling, namely 100 passengers on the ship pioneer of KM Sabuk Nusantara 76. Sampling was carried out by accidental sampling based on coincidence (Widodo, 2021). Most of the passengers were male (66%), married (56%), aged 31-40 years (53%) and had high school education (54%).

3.2 Procedures and Instruments
This study uses a quantitative approach and a causal design with survey methods. The study used a Likert scale questionnaire with five choices: never (score = 1), rarely (score = 2), sometimes (score = 3), often (score = 4) and always (score = 5). The questionnaire was built by researchers based on theoretical dimensions and expert indicators and was designed in Google Forms, which was shared via the WhatsApp application. The ticket price policy consists of 14 items with a corrected total item correlation coefficient (CI-TCC) = 0.485 to 0.923 and an alpha coefficient (AC) = 0.934. CRM consists of 10 items with CI-TCC = 0.585 to 0.774 and AC = 0.905. Service quality consists of 16 items with CI-TCC = 0.545 to 0.860 and AC = 0.929. Finally, passenger satisfaction consists of 12 items with CI-TCC = 0.450 to 0.966 and AC = 0.958. All items have CI-TCC > .361, and all variables have AC = .70, so it is valid and reliable as a research instrument (Widodo, 2021).

3.3 Data Analysis
Data analysis was performed by path analysis supported by descriptive and correlational analysis. Descriptive analysis describes the condition of each research variable, while correlational analysis finds relationships between variables. SPSS version 22 was used for descriptive and correlational analysis, while Smart-PLS version 4 was used for path analysis.

4. Results and Discussion
4.1 Results
The descriptive and correlational analysis results, as presented in Table 1, show the mean value from the smallest to the largest: CRM = 37.96, ticket price policy = 54.13, passenger satisfaction = 57.51, and quality service = 75.18. For standard deviation (SD) values: passenger satisfaction = 2.158, service quality = 3.672, CRM = 5.574, and ticket price policy = 6.388. In general, the average value is greater than the SD value. It indicate the appropriate data representation. For the value of the correlation coefficient between variables from

smallest to largest: ticket price policy on service quality = 0.653, CRM on service quality = 0.657, service quality on passenger satisfaction = 0.668, CRM on passenger satisfaction = 0.708, ticket price policy on passenger satisfaction = 0.715, and the ticket price policy against CRM = 0.815. It shows that the relationship between all variables is significant (p <0.01), thus indicating that all variables are interdependent.

Table 1. Descriptive statistics and correlational matrix

Variables	Mean	SD	1	2	3	4
1. Ticket price policy (X_1)	54,13	6,388	1,00			
2. CRM (X_2)	37,96	5,574	0,815**	1,00		
3. Service quality (Y_1)	75,18	3,672	0,653**	0,657**	1,00	
4. Passengers satisfaction (Y_2)	57,51	2,158	0,715**	0,708**	0,668**	1,00

** $p < .01$

The results of testing the hypothesis regarding the effect of ticket price policies and CRM on ship passenger satisfaction by mediating service quality as visualized in Figure 1 and summarized in Table 2, in general all hypotheses are supported (significant) at $p < .05$. In detail, ticket price policy has a significant direct effect on passenger satisfaction ($\gamma =.308$), CRM has a significant direct effect on passenger satisfaction ($\gamma =.265$), and service quality has a significant direct effect on passenger satisfaction ($\beta =.293$). Furthermore, ticket price policy has a significant direct effect on service quality ($\gamma =.351$), and CRM has a significant direct effect on service quality ($\gamma =.371$). In addition, service quality significantly mediates the indirect effect of ticket price policy and CRM on passenger satisfaction ($\beta =.103$ and $\beta =.108$).
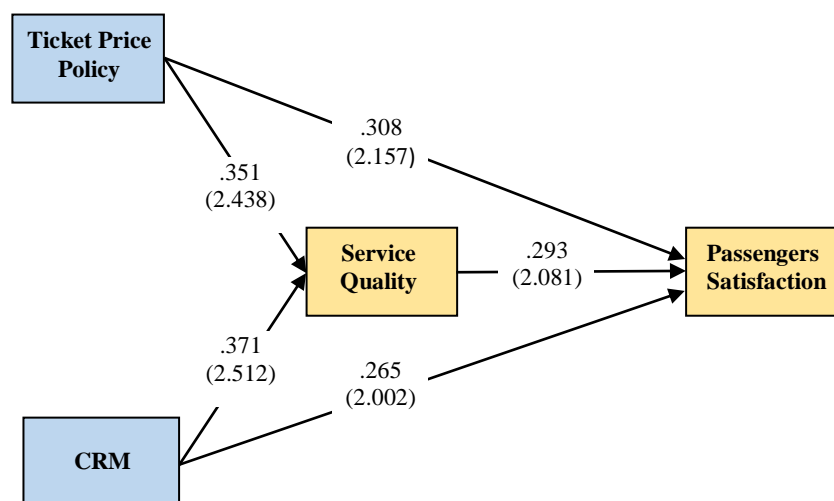

Figure 1. Path coefficient and T-value

Table 2. Summary of Path Coefficient and T-value

Hypothesis	Path coefficient (γ/β)	T-value	Decision
H_1: Ticket price policy directly affects costumer satisfaction.	.308	2.157*	Supported
H_2: CRM directly affects costumer satisfaction.	.265	2.002*	Supported
H_3: Service quality directly affects costumer satisfaction.	.293	2.081*	Supported
H_1: Ticket price policy directly affects service quality.	.351	2.438*	Supported
H_2: CRM directly affects service quality.	.371	2.512*	Supported
H_1: Ticket price policy indirectly affects costumer satisfaction through service quality.	.103	1.751*	Supported
H_2: CRM indirectly affects costumer satisfaction through service quality.	.108	1.876*	Supported

*$p < .05$

4.2 Discussion

The results of this study generally indicate that ticket price policies and CRM affect passenger satisfaction by mediating service quality. In detail, the results of this study indicate that the ticket price policy has a direct effect on passenger satisfaction. This indicates that the ticket price policy is an important determinant of passenger satisfaction. Price policy is a decision made by producers for a number of consumer sacrifices in the form of money to obtain products or services, which can be seen in transparency, quality ratio, relative price, and confidence. When the price policy set by producers or service providers can be understood and accepted by consumers, this condition can encourage satisfaction among consumers. Passenger satisfaction, in this sense, is the level of positive or negative feelings or emotional responses of pioneer ship passengers to the overall experience as a passenger, especially those related to aspects of performance, comparison, features, and aesthetics. The research results of Faulina et al. (2021) and Ahmed et al. (2022) also prove that the ticket price policy has a significant effect on passenger satisfaction. Thus, these findings are in line with and confirm previous studies that price policy has a significant effect on satisfaction.

The results of this study also reveal the empirical fact that CRM has a direct effect on passenger satisfaction. This confirms the meaning that CRM is an essential predisposition for passenger satisfaction. In practice, CRM is a strategy that focuses on creating customer satisfaction and long-term relationships by integrating several functional areas of the company to achieve a competitive advantage, reflected in operations, analysis, and collaboration. If the application of CRM is appropriate, it can encourage the level of feelings or positive emotional responses of pioneer ship passengers to the overall experience of the services provided, especially those related to performance, comparison, features, and aesthetics. The study of Long et al. (2013), Silaswara et al. (2022), and Samirudin et al. (2022) also found that CRM has a direct effect on passenger satisfaction. Thus, these findings are consistent and confirm the results of previous studies, which prove that CRM has a positive and significant effect on satisfaction.

The results of this study also found empirical facts that service quality has a direct and significant effect on passenger satisfaction. It shows that service quality is a crucial antecedent for passenger satisfaction. Service quality is the ability of a product or service to meet the expectations and needs of consumers, which is manifested in tangible evidence,

reliability, responsiveness, assurance, and empathy. When the services provided by producers or service providers are perceived positively and satisfied by consumers, then this can encourage satisfaction with the products or services received. Satisfaction in this context is the level of positive or negative feelings or emotional responses of pioneer ship passengers to the overall experience of the services provided, especially because of performance, comparison, features, and aesthetics. The results of previous research conducted by Marsudi et al. (2022) and Hasibuan et al. (2022) also prove that service quality has a significant effect on satisfaction. Thus, these findings confirm previous studies that service quality has a positive and significant effect on satisfaction.

The results of this study also prove that the ticket price policy has a direct and significant effect on service quality. This shows that the ticket price policy is an important predictor of the quality of ship service. Price policy is a decision made by a producer or service provider for a number of consumer sacrifices in the form of money to obtain a product or service. Such policies may include transparency, quality ratio, relative price, and confidence. Policies or determination of relatively high ticket prices can generate large revenues that can be utilized to provide higher quality services. Service quality is the ability of a product or service to meet the expectations and needs of consumers, which is manifested in tangible evidence, reliability, responsiveness, assurance, and empathy. The research results of Bell et al. (2005), Mastrobuoni et al. (2014), and Ye et al. (2012) proved that price policy affects service quality. Thus, the findings of this study are appropriate and confirm the results of previous studies, which prove that price policy affects service quality.

The results of this study also show that CRM has a direct and significant effect on service quality. It confirms the meaning that CRM is an essential determinant of service quality. In practice, every business unit, including sea transportation service providers, always tries to maintain service quality. One way that can be taken is to apply CRM appropriately. CRM is a strategy that focuses on creating customer satisfaction and long-term relationships by integrating several functional areas of the company to achieve competitive advantage, which is reflected in operations, analysis, and collaboration. Appropriate CRM implementation can encourage service quality, especially if service quality is defined as the ability of a product or service to meet consumer expectations and needs, which is displayed in the form of tangibles, reliability, responsiveness, and assurance. (guarantee), and empathy (empathy). This means that the application of the right CRM can improve service quality. The study conducted by Al-Gasawneh et al. (2021) and Setiawan and Setiawan (2021) also shows that CRM has a positive impact on service quality. Thus, these findings are consistent and confirm previous studies that CRM has an effect on service quality.

This study results also prove that the ticket price policy has a direct and significant effect on service quality. This shows that the ticket price policy is an important predictor of the quality of ship service. Price policy is a decision made by a producer or service provider for a number of consumer sacrifices in the form of money to obtain a product or service. Such policies may include transparency, quality ratio, relative price, and confidence. Policies or determination of relatively high ticket prices can generate large revenues that can be utilized to provide higher quality services. Service quality is the ability of a product or service to meet the expectations and needs of consumers, which is manifested in tangible evidence, reliability, responsiveness, assurance, and empathy. The research results of Bell et al. (2005), Mastrobuoni et al. (2014), and Ye et al. (2012) proved that price policy affects service quality. Thus, the findings of this study are appropriate and confirm the results of previous studies, which prove that price policy has an effect on service quality.

This study also found that CRM directly and significantly affects service quality. It confirms the meaning that CRM is an important determinant of service quality. In practice, every business unit, including sea transportation service providers, always tries to maintain service quality. One way that can be taken is to apply CRM appropriately. CRM is a strategy that focuses on creating customer satisfaction and long-term relationships by integrating several functional areas of the company to achieve competitive advantage, which is reflected in operations, analysis, and collaboration. Appropriate CRM implementation can encourage service quality, mainly if service quality is defined as the ability of a product or service to meet consumer expectations and needs, which is displayed in the form of tangibles, reliability, responsiveness, and assurance. (guarantee), and empathy (empathy). This means that the application of the right CRM can improve service quality. The study conducted by Al-Gasawneh et al. (2021) and Setiawan and Setiawan (2021) also shows that CRM has a positive impact on service quality. Thus, these findings are consistent and confirm previous studies that CRM has an effect on service quality.

In addition, the results of this study also prove the role of service quality in mediating the effect of ticket price policies and CRM on ship passenger satisfaction. This shows that when the ticket price policy and CRM are positively perceived by ship passengers, it can stimulate the emergence of positive perceptions among passengers on the quality of ship service so that they feel satisfied. This finding not only confirms the relevant previous research results that ticket price policies and CRM affect service quality (Bell et al., 2005; Mastrobuoni et al., 2014; Ye et al., 2012; Al-Gasawneh et al., 2021; Setiawan & Setiawan, 2021) but also confirms the empirical model regarding the indirect effect of ticket price policies and CRM on passenger satisfaction by mediating service quality.

5. Conclusion

The research objective was to determine the effect of ticket price policies and CRM on passenger satisfaction by mediating service quality. The results of this study indicate that ticket price policies, CRM, and service quality directly affect passenger satisfaction, ticket price policies and CRM have a direct effect on service quality, and service quality significantly mediates the indirect effect of ticket price policies and CRM on passenger satisfaction. This evidence produces an empirical model about the effect of ticket price policies and CRM on ship passenger satisfaction through service quality. This evidence not only provides a theoretical contribution to the development of transportation management science, particularly marketing management related to ticket pricing policies, CRM, service quality, and customer satisfaction, but also provides practical implications for shipping companies that manage pilot ships, especially KM Sabuk Nusantara 76. Therefore, this empirical model can be used for discussion among academics, researchers, and practitioners before being adapted or adopted to increase passenger and crew satisfaction.

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