

Examining the Impact of Product, Price, and Service Priorities on Customer Satisfaction in Digital Journal Publishing: An AHP and Pearson Correlation Approach

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ABSTRACT: The digital transformation of the scientific publishing industry has reshaped customer expectations regarding service quality, pricing, and product innovation. Yet, limited empirical insights exist into how these dimensions collectively shape customer satisfaction within digital publishing environments. This study identifies and prioritizes the key factors driving customer satisfaction in digital scientific journal publishing at PT Penerbit Ilmiah Indonesia. A quantitative design integrating the Analytical Hierarchy Process (AHP) and Pearson correlation analysis was employed to evaluate the priorities and interrelationships among product, price, and service quality dimensions. Data were obtained from 106 Open Journal Systems (OJS) users through an online survey encompassing 12 evaluation sub-criteria. The AHP results revealed interface design (0.1986), system reliability (0.1544), and review process speed (0.1201) as top priorities. Pearson correlation results demonstrated that price showed the strongest association with satisfaction ($r = 0.846$, $p < 0.001$), followed by service quality ($r = 0.814$) and product quality ($r = 0.715$). These findings underscore the strategic need to enhance platform usability and ensure pricing transparency to foster user satisfaction and loyalty. The study contributes to advancing data-driven service optimization frameworks and provides actionable insights for publishers to refine customer-centric digital marketing strategies.

Keywords: Customer Satisfaction, AHP, Digital Service, Pricing, Scientific Publishing, Pearson Correlation.



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INTRODUCTION

The digital transformation within the scientific publishing industry has significantly disrupted traditional models of knowledge production, distribution, and consumption. One of the most prominent innovations is the adoption of online journal management systems such as the Open Journal Systems (OJS), which facilitates an end-to-end publishing process in an efficient and transparent manner ([Pagliaro, 2020](#); [Zha et al., 2015](#)). In Indonesia, PT Penerbit Ilmiah Indonesia

is among the leading players that has widely adopted this system, as evidenced by a substantial increase in contributing authors—from 23 in 2019 to 758 in 2024 ([Soltani-Nejad et al., 2020](#)).

However, this rapid quantitative growth has not been matched by proportional improvements in service quality. An internal survey in 2025 revealed that users still experienced slow review processes, limited platform accessibility, and moderate overall satisfaction. These findings indicate a persistent service quality gap; the discrepancy between customer expectations and actual experiences ([Parasuraman et al., 1988](#)) which can adversely affect loyalty and long-term engagement ([Zeithaml et al., 2020](#)).

Although service quality, product, and price are widely recognized as key determinants of customer satisfaction ([Han & Hyun, 2022](#); [Ladhari & Rigaux-Bricmont, 2023](#)), prior empirical studies have primarily focused on consumer-based digital services or e-commerce settings. Research within the context of digital scientific publishing, particularly in emerging markets such as Indonesia, remains scarce. This represents both a conceptual and managerial gap—especially in understanding how system usability, perceived fairness, and product reliability influence satisfaction and retention in academic publishing environments.

To address this gap, the present study introduces a hybrid analytical framework that integrates the Analytical Hierarchy Process (AHP) and Pearson correlation analysis. This methodological combination serves as the study's core novelty. AHP enables hierarchical prioritization of satisfaction determinants based on user perceptions ([Saaty & Vargas, 2021](#)), while Pearson correlation validates the statistical relationships among product, price, and service dimensions ([Gay & Diehl, 1996](#); [Kim & Choi, 2019](#)). The integration of these techniques allows for a comprehensive, data-driven assessment that bridges perceptual and empirical insights—an approach rarely applied in digital service marketing research.

Accordingly, this study seeks to answer the following research questions:

1. Which product, service, and price indicators most strongly influence customer satisfaction?
2. Which factors represent users' main expectations for improvement?
3. How can the integration of AHP and Pearson correlation provide actionable insights for digital publishing management?

By positioning customer satisfaction within a dual analytical framework, this study contributes to the digital service marketing literature by advancing an integrated model that captures user-centered evaluations of system quality, pricing fairness, and service performance. The findings also offer managerial implications for digital publishers to enhance platform design, transparency, and responsiveness—key levers for sustaining user satisfaction and loyalty in the evolving scientific publishing ecosystem ([Eddyono et al., 2022](#)).

METHOD

This study employs a descriptive quantitative approach aimed at evaluating customer satisfaction with digital scientific journal publishing services at PT Penerbit Ilmiah Indonesia. The quantitative approach was chosen due to its ability to present a systematic and measurable depiction of the phenomena under investigation ([Gay & Diehl, 1996](#); [Yin, 2018](#)). This research integrates two primary analytical methods: the Analytical Hierarchy Process (AHP) to determine priority weights among indicators, and Pearson correlation analysis to statistically examine the relationships among variables.

The population of this study comprises all users of the scientific journal publishing services managed by PT Penerbit Ilmiah Indonesia. In this context, users refer specifically to authors who have published their scientific works through journals under the company's management using the Open Journal Systems (OJS) platform.

A purposive sampling technique was employed to ensure that participants possessed relevant experience and understanding of the digital publishing process. This non-probability sampling approach allows researchers to deliberately select respondents who meet specific inclusion criteria related to the research objectives ([Creswell, 2014](#); [Etikan, Musa, & Alkassim, 2016](#)). Such sampling is particularly appropriate for service quality and customer satisfaction studies, where the quality of respondents' experiential knowledge is more important than random representativeness ([Palinkas et al., 2015](#); [Saunders, Lewis, & Thornhill, 2019](#)). The inclusion criteria were as follows: (1) Authors who have used PT Penerbit Ilmiah Indonesia's publication services within the past two years; (2) Individuals with direct experience in manuscript submission via the OJS platform and; (3) Authors who have completed payment of the article processing charge (APC).

A total of 106 respondents met these criteria and were included in the analysis. The sample size determination followed practical and statistical considerations for quantitative research. According to [Comrey and Lee \(2013\)](#), a sample size of 100–200 respondents is considered fair to good for factor-based or multivariate analysis, while [Hair et al. \(2019\)](#) suggest that a minimum of 100 samples is acceptable for studies employing correlation or prioritization models. Thus, the sample of 106 respondents was deemed adequate to ensure both statistical robustness and data reliability.

The research was conducted at PT Penerbit Ilmiah Indonesia, a service provider specializing in digital scientific journal publishing using the OJS platform. Data collection was carried out online between January and February 2025, coinciding with the electronic distribution of questionnaires to the targeted respondents.

Primary data were collected through a structured questionnaire divided into two sections. The first section utilized a 5-point Likert scale to measure perceptions of product quality, pricing, and customer service indicators. The second section applied a pairwise comparison scale (1–9) from the AHP method to assess the relative importance of each indicator ([Saaty & Vargas, 2021](#)).

Data analysis was conducted in two stages. The first stage involved descriptive analysis using SPSS version 26 to calculate means, standard deviations, and frequency distributions for each indicator. The second stage applied the Analytical Hierarchy Process (AHP), implemented via Super

Decisions software version 3.2. AHP procedures included: (1) constructing a decision hierarchy; (2) creating pairwise comparison matrices; (3) calculating local and global weights; and (4) testing the Consistency Ratio (CR), with a validity threshold of $CR \leq 0.10$ (Saaty, 1980; Vaidya & Kumar, 2020).

The main variables in this study are Product Quality, Price, Customer Service, Customer Satisfaction, and Factor Prioritization (AHP). Conceptual and operational definitions for each variable were formulated based on contemporary theoretical references (Kotler & Keller, 2022; Oliver, 2014; Parasuraman et al., 1988). Product quality indicators include content accuracy and layout; price involves fairness and cost transparency; service comprises responsiveness and ease of process; while customer satisfaction is measured through intent to recommend and reuse the service. Operational definitions of research instruments are presented in Table 1.

Table 1. Operational Definitions

Variable	Conceptual Definition	Operational Definition	Indicators & Scale	Reference
Product Quality	The quality of journal publication output according to international standards and customer expectations (Kotler & Keller, 2022).	Customer perception of journal output quality (accurate, professional, timely).	1. Content accuracy 2. Layout & design 3. Compliance with standards 4. Print/digital neatness (Likert 1–5)	(Amin & Mohd Isa, 2020; Kotler & Keller, 2022; Ladhari & Rigaux-Bricmont, 2023)
Service Quality	The provider's efforts to meet customer needs promptly, courteously, and accurately (Parasuraman et al., 1988; Zeithaml et al., 2020).	Customer perception of interaction quality with publication staff.	1. Staff friendliness 2. Response speed 3. Accuracy of information 4. Ease of process (Likert 1–5)	(Han & Hyun, 2022; Parasuraman et al., 1988; Zeithaml et al., 2020)
Price	Perception of service cost fairness compared to received benefits and quality (Zeithaml et al., 2020).	Customer assessment of price fairness and affordability.	1. Price fairness 2. Affordability 3. Cost transparency 4. Competitor comparison (Likert 1–5)	(Nguyen & Simkin, 2021; Xie & So, 2020; Zeithaml et al., 2020)
Customer Satisfaction	The degree of pleasure/disappointment after comparing service outcomes with expectations (Oliver, 2014).	Overall customer evaluation of the publishing experience.	1. Outcome satisfaction 2. Process satisfaction 3. Willingness to recommend	(Han & Hyun, 2022; Ladhari & Rigaux-Bricmont, 2023; Oliver, 2014)

Variable	Conceptual Definition	Operational Definition	Indicators & Scale	Reference
			4. Intention to reuse (Likert 1–5)	
Factor Priority (AHP)	Ranking of factor weights influencing satisfaction based on pairwise comparison (Saaty, 2008).	Relative weights of product quality, service, and pricing factors using AHP.	1. Product quality weight 2. Price weight 3. Customer service weight (AHP ratio scale)	(Saaty & Vargas, 2021) (Vaidya & Kumar, 2020) (Prasad & Soundararajan, 2022)

Item validity was tested using item-total correlation, with the criteria of $r > 0.191$ and significance level $p < 0.05$. Instrument reliability was tested using Cronbach's Alpha, with a threshold of $\alpha \geq 0.70$ indicating acceptable internal consistency (Kim & Choi, 2019). In addition, Pearson correlation analysis was conducted to assess the strength of relationships between independent variables (product, price, and service) and customer satisfaction.

Participation in this study was voluntary and anonymous. All respondents were informed about the purpose of the study, and data confidentiality was ensured, with usage restricted solely to academic purposes.

RESULTS AND DISCUSSION

Respondent Characteristics

A total of 106 valid questionnaires were analyzed. Respondents consisted of university lecturers (58.5%), researchers (21.7%), and postgraduate students (19.8%). The predominance of academic professionals suggests that the captured perceptions accurately represent the needs and expectations of active users of digital scientific journal publishing systems in Indonesia.

Key Findings Based on AHP Analysis

This study aimed to identify and prioritize the factors influencing customer satisfaction in digital journal publishing services. A total of 106 respondents, including lecturers, researchers, and postgraduate students evaluated 12 indicators grouped into three dimensions: product, price, and customer service.

The Analytical Hierarchy Process (AHP) results (see Figure 1) highlight that indicators related to system functionality and efficiency received the highest priority. Specifically, aspects such as interface design, system reliability, and review process speed emerged as the most influential drivers of satisfaction. These findings suggest that customers place greater value on the technical

and operational performance of digital publishing platforms compared to aesthetic or administrative elements.

Complementary to the AHP results, the Pearson correlation analysis (Table 2) demonstrates a strong and positive relationship between price fairness, service performance, and customer satisfaction. Among the three dimensions, price exhibited the strongest association with satisfaction, followed closely by customer service quality and product reliability. This indicates that customers' perceptions of value—how well the price corresponds with the quality of service received—play a decisive role in shaping satisfaction levels in the digital publishing context.

Overall, these findings emphasize that in technology-driven service environments, perceived system reliability and pricing fairness are critical for enhancing user experience and maintaining customer loyalty. Technical excellence must therefore be supported by transparent and equitable pricing strategies to build trust and long-term engagement among digital publishing clients..

Table 2. Correlation between Indicators and Customer Satisfaction

No	Indicator	Dimension	r (Correlation)	Correlation Strength
1	Price Fairness	Price	0.85	Very strong
2	Payment Flexibility	Price	0.84	Very strong
3	Cost-Benefit Suitability	Price	0.83	Very strong
4	Price Transparency	Price	0.82	Very strong
5	Review Process Speed	Service	0.81	Very strong
6	Technical Support Availability	Service	0.79	Strong
7	Customer Responsiveness	Service	0.78	Strong
8	Clarity of Guidelines/Procedures	Service	0.76	Strong
9	Interface Design	Product	0.72	Strong
10	System Reliability	Product	0.70	Strong
11	Feature Completeness	Product	0.69	Strong
12	Platform Ease of Use	Product	0.68	Strong

The findings reveal that within digital publishing services utilizing the Open Journal Systems (OJS), technical aspects of the platform play a dominant role in shaping customer satisfaction. The AHP results indicate that interface quality and system reliability hold the highest weights among all sub-criteria, suggesting that users place greater emphasis on the platform's usability and stability compared to other service elements. These results highlight the importance of optimizing the system's functional performance to improve overall user experience.

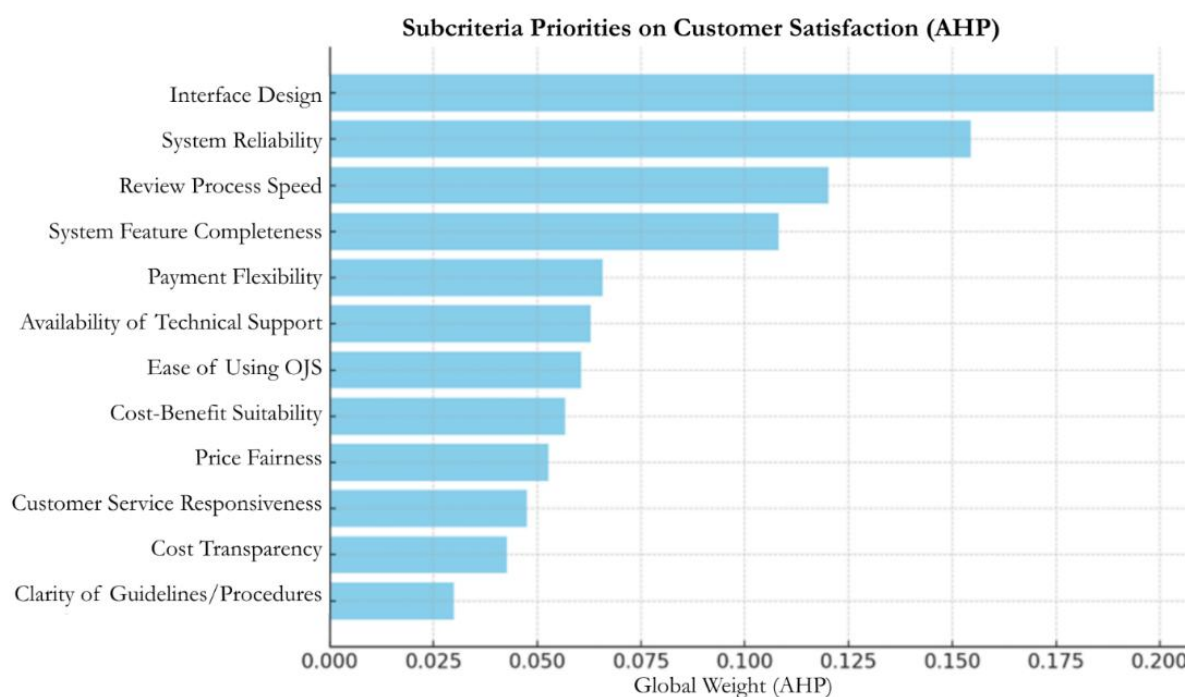


Figure 1. AHP Results on Sub-Criteria Prioritization for Customer Satisfaction

Contribution of Product Quality, Price, and Service Dimensions to Satisfaction Evaluation

Beyond technical attributes, price emerged as the most influential factor correlated with customer satisfaction. Respondents perceived that the value of the publishing service was determined not merely by its nominal cost but by how fairly the price reflected the quality and convenience received. This perception is consistent with [Monroe's \(2012\)](#) perceived value theory, which posits that customer satisfaction increases when the perceived benefits equal or exceed the costs paid.

Similarly, [Xie and So \(2020\)](#) emphasize that price fairness serves as a central determinant of trust and loyalty in digital service environments. Customers interpret transparent and reasonable pricing as an indicator of ethical business practice, enhancing their confidence in the service provider. Therefore, for digital journal publishers, adopting fair, consistent, and transparent pricing structures is not merely an operational decision but a strategic necessity to strengthen competitiveness and foster long-term customer relationships.

These findings are also consistent with the meta-analysis by [Ladhari and Rigaux-Bricmont \(2023\)](#), which emphasizes the importance of aesthetic and functional perceptions in shaping *customer value*. Empirical studies further reinforce this link: [Selamat and Eddyono \(2024\)](#) identified ease of use, system speed, and durability as decisive attributes influencing user loyalty and switching behavior in smartphone markets, while [Putra and Eddyono \(2024\)](#) found that product quality was the dominant determinant of consumer preference in the automotive sector, surpassing price and dealer accessibility. Together, these studies confirm that across digital and physical product domains, perceived quality remains the most influential factor driving satisfaction and preference formation.

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Although customer service indicators received lower AHP weights compared to product and price, this dimension remains strategically important for sustaining customer relationships. Indicators such as review process speed and technical support responsiveness are crucial because they directly shape users' perceptions of reliability and care. Even when the core product meets expectations, inefficient communication or delayed feedback can erode user trust and overall satisfaction.

This underscores the relational function of service quality—its ability to maintain engagement and assurance in moments of uncertainty during the publishing process. As demonstrated by [Han and Hyun \(2022\)](#), timely and interactive communication fosters emotional satisfaction and perceived attentiveness, both of which are vital in service-driven digital contexts. This finding reaffirms the principle of responsiveness in the Service Quality (SERVQUAL) framework ([Parasuraman et al., 1988](#)), where rapid feedback and ease of communication are key determinants of perceived service excellence. Hence, even if ranked lower in priority, customer service acts as the sustaining mechanism that reinforces user trust, satisfaction, and long-term loyalty in digital publishing ecosystems.

The implications suggest that strategies for improving digital scientific journal publishing services should focus on three main pillars: optimizing the OJS platform interface and system stability, revising pricing structures to be more transparent and value-driven, and enhancing technical support and editorial responsiveness. AHP proved to be an effective multicriteria tool for structuring user-based strategic priorities, while Pearson correlation validated the statistical relationships between variables.

Thus, this study not only contributes theoretically to digital service marketing literature but also offers practical implications for scientific publishing management in designing adaptive and sustainable service strategies amid digital industry competition. More broadly, the findings can serve as a reference for similar service providers in developing data- and customer-driven service models in an increasingly digital scientific ecosystem.

This is consistent with [Soltani-Nejad et al. \(2020\)](#), who emphasized that ease of use, system speed, and feature reliability are key determinants of satisfaction in OJS-based systems. Moreover, the Technology Acceptance Model ([Davis, 1989](#)) highlights perceived ease of use and perceived usefulness as critical factors in digital technology adoption.

The results indicate that review process speed and availability of technical support were the most influential indicators within the service dimension. Prompt and consistent responsiveness builds users' trust and strengthens loyalty in digital scholarly publishing contexts ([Kim & Choi, 2019](#)). This finding aligns with [Han and Hyun \(2022\)](#), who demonstrated that service innovation and active customer participation enhance perceived value and satisfaction in digital environments.

Collectively, these insights reinforce the argument that responsiveness and user engagement represent the relational foundation of service excellence. They highlight the need for continuous system support and interactive communication between publishers and authors to sustain satisfaction. This study thus contributes to the development of an integrated customer-centric service evaluation model, combining technical, procedural, and relational elements to guide future service redesign.

In related research, [Sulistiyadi and Eddyono \(2016\)](#) found that modified HOLSERV dimensions—empathy, reliability, assurance, and engagement—effectively captured service quality perceptions among young tourists. Among these, empathy and service behavior yielded the highest satisfaction levels due to their alignment with user expectations. This parallel reinforces that, across service industries, empathetic engagement and responsive behavior remain universal drivers of perceived quality and satisfaction.

Strategic Implications

Based on the overall findings, service improvement strategies for digital journal publishers should focus on three strategic priorities. First, optimize digital system performance, particularly by enhancing interface usability and ensuring platform reliability to deliver a seamless user experience. Second, restructure pricing models to promote fairness and flexibility, enabling authors from diverse backgrounds to access publication services equitably ([Sukamdani et al., 2022](#)). Third, strengthen customer service responsiveness by implementing faster communication channels and proactive technical support. Adopting a customer-driven service design approach will ensure that institutional processes remain aligned with users' evolving expectations ([Kotler & Keller, 2022](#); [Zeithaml et al., 2020](#)). In doing so, publishers can reinforce customer trust, improve satisfaction, and foster long-term loyalty. These managerial insights provide actionable guidance for transforming digital publishing operations toward greater efficiency, transparency, and user orientation.

CONCLUSION

This study examined how product, price, and service dimensions collectively influence customer satisfaction in digital scientific journal publishing services. The integrated use of the Analytical Hierarchy Process and correlation analysis revealed that technical quality, pricing fairness, and service responsiveness form an interdependent framework shaping user perceptions.

Theoretically, the findings highlight that customer satisfaction in digital publishing is built upon an integrated value experience where technological reliability, perceived fairness, and relational support mutually reinforce one another. This synthesis advances understanding of how users evaluate service performance in technology-mediated environments.

From a managerial perspective, the results emphasize the need for customer-centric redesign strategies that focus on system optimization, transparent pricing, and responsive service interaction. Such approaches can strengthen user trust, increase satisfaction, and enhance institutional competitiveness in the digital publishing landscape.

The integration of AHP and correlation analysis offers a comprehensive understanding of how product quality, perceived value, and service interaction jointly shape customer satisfaction. This study bridges a critical research gap by providing a systematic and empirical framework for evaluating OJS-based digital publishing services in Indonesia.

This study also offers a theoretical contribution by reinforcing digital service-based customer satisfaction models. The prioritization of technical features supports the validity of the Technology Acceptance Model and Service Quality Theory in the context of online scientific publishing. Furthermore, the findings affirm the relevance of price fairness and perceived value theories in explaining consumer behavior in academic services.

For the management of PT Penerbit Ilmiah Indonesia, these findings provide data-driven strategic direction. Three key recommendations are proposed:

1. Optimize the OJS system by enhancing interface design and technical reliability;
2. Review and redesign the pricing structure, emphasizing transparency, payment flexibility, and cost-benefit alignment;
3. Strengthen customer service interactions, particularly in terms of editorial processing speed and responsive technical support.

Future studies may extend this research by exploring longitudinal patterns, cross-institutional comparisons, or qualitative insights into user behavior, thereby deepening the understanding of digital service excellence and sustainability. Further investigations could also examine user satisfaction dynamics across various types of digital publishing platforms and academic contexts. Broader comparative analyses between institutions and countries may reveal how digital transformation strategies evolve within diverse scholarly ecosystems. Collectively, such research will enrich the global discourse on user-centered innovation and promote the development of sustainable digital publishing practices.

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