THE EFFECT OF CUSTOMER VALUE AND CUSTOMER EXPERIENCE ON CUSTOMER LOYALTY THROUGH CUSTOMER SATISFACTION AT CREATIVE INDUSTRY

Maghfirah Aginda Putri[1*], Daniel Kurniawan[2]
Universitas Ciputra

*Corresponding author:

ABSTRACT

This study aims to examine how customer value and customer experience affect customer loyalty through customer satisfaction at Lokatara (PT Lokatara Karya Indonesia). The research variables include independent variables customer value and customer experience, an intervening variable customer satisfaction, and a dependent variable customer loyalty. The study employed a saturated sampling method, with 79 Lokatara customers as respondents. All hypotheses were tested using SEM-PLS analysis version 3.0. The results indicate that customer value has a positive and significant effect on customer satisfaction and customer loyalty, customer experience has a positive and significant effect on customer satisfaction and customer loyalty, and customer satisfaction has a positive and significant effect on customer loyalty. Additionally, customer satisfaction mediates the influence of customer value and customer experience on customer loyalty. The implication for Lokatara as a service company is that it can adopt a personalized approach to enhance customer experience.

Keywords: customer value, customer experience, customer satisfaction, customer loyalty and Lokatara Karya Indonesia

INTRODUCTION

Developments in the industry creative especially for provider service product creative design visual communication is increasingly rapid. Demand will product creative moment this is also getting more and more increased. Looking at 2020, there was a global pandemic caused by the spread of the Sars-Cov-2 virus, occurred Lots change significant especially in activities that involve mobility physical. Use digital technology is experiencing significant improvement and expansion in One year last. Service provider service product creative design visual communication becomes the more important in context this, because required for compile visual communication from complex information to make it easy understood and used reference in taking decision important (Wahyurini, 2021). The Central Statistics Agency (BPS) also conducted survey entitled Analysis Survey The impact of Covid-19 on Business Actors, noted, 47.75% of entrepreneurs switch using online media to marketing. Where the product marketing they in the form of product creative design visual communication.

From several data and conditions that have been presented, there are improvement request customers on the creative product. So that role and contribution company in operation in the field industry creativity is very necessary in creation creative product. This is in harmony with PT Lokatara Karya Indonesia (Lokatara), a company engaged in in the field creative industry. Ordinary company called this creative agency, provides service in create creative strategies that can help customer from various field for reach they objective business. Decline customer allows existence change in preference customers and shifts need customers who do not Can filled by Lokatara as company provider service in fulfil value expected by customers. There is explanation problem customer for stop use service Lokatara is explained in table 1.1.

Table 1.1 Problem Customer

Problem	Explanation
Preference customer	Preference customer covers preference personal and changes in customer desires or needs. Customers Possible experience change related preferences with preference design, style, or certain desires that cannot be obtained from Lokatara.

Shifting needs customer	A shift in customer needs occurs when there is a change in customer preferences, demands, or needs. This can be caused by changes in trends, technology, or market conditions. If a company No can adapt And To meet new needs, customers may seek alternatives that better suit shifting needs. they.

Source: Internal Data Lokatara, 2022

The limited range of services offered by Lokatara has contributed to the decline in customer numbers. As of 2023, there are several similar creative agencies located in and around Surabaya, each offering a diverse range of services. This diversity of services has allowed similar providers to survive, thrive, and compete competitively to this day. A comparison of the services offered by six creative agencies is presented.

Table 1.2 Services Creative Agency

Name	Services that Offered
Lokatara	Branding, social media management, creative design, website development
Qoar	Branding, social media management, photo & video, website development
Gradin	Branding, commercial photo & videography, web development
Ideologie	Branding, social media management, editorial design, photo & video
Socioworks	Content creation, instagram & tiktok management, activation strategy
Porta	Branding, tiktok service, social activaton, digital marketing, marketing strategy

Source: Internal Data Lokatara, 2022

Addressing customer issues is a key focus for Lokatara. Customer satisfaction is crucial for Lokatara. Customer satisfaction is directly proportional to the quality of service provided. Improved service quality leads to higher customer satisfaction. This is what encourages customers to maintain a positive relationship with the company. Companies operating in the creative industry, such as Lokatara, must prioritize customer service to prevent them from switching to similar service providers. Militina & Achmad (2020) state that customer satisfaction influences customer loyalty. Therefore, Lokatara strives to maintain customer loyalty by creating customer value and a positive customer experience when customers use Lokatara's services.

Several previous studies have been conducted and described, with varying results. Research conducted by Hijjah & Ardiansari (2015) demonstrated a direct influence of customer value on customer loyalty, in contrast to research by Militina & Achmad (2020), which found that customer value had a positive but insignificant influence on customer loyalty. Wahyuni (2022) stated that there is a positive and significant influence between customer satisfaction and customer loyalty. Customer loyalty can mediate the influence of customer experience on customer satisfaction, and customer loyalty can mediate the influence of customer value on customer satisfaction. Meanwhile, Marpuah & Andriyati (2020) stated that customer satisfaction has no effect on customer loyalty, thus concluding that customer satisfaction is not an intervening variable between customer value and customer loyalty.

Based on the background of the problem and the various results of previous research, this study aims to determine and analyze the influence of customer value and customer experience on customer loyalty through customer satisfaction at Lokatara. By considering the diversity of previous research results, this study is expected to provide a more comprehensive understanding of the relationship between these variables in the context of creative agency companies in Indonesia. Therefore, further research is needed to determine the extent of the influence between customer value, customer experience, customer satisfaction, and customer loyalty at Lokatara (PT Lokatara Karya Indonesia).

LITERATURE REVIEW

SOR Theory (Stimulus, Organism, Response)

In this research case, the SOR (Stimulus-Organism-Response) theory is used. as a grand theory that provides framework conceptual for study connection between customer value, customer experience, satisfaction customers and loyalty customers. This theory first proposed by Houland, et. al in 1953. The basic assumption of the SOR theory is that behavioral change is influenced by the quality of stimuli communicated to individuals. After the communication process occurs and the stimulus is received, it can generate a willingness to change attitudes (Samboro & Yunianto, 2023). This theory covering three important elements, namely message or stimulus (S), communicant or organisms (O) and effects or response (R). The SOR theory explains that the environment (stimulus) affects organisms (individuals), which subsequently generate a response. In the context of this study, the stimulus refers to the customer value and customer experience provided by Lokatara. The organisms are the customers who receive and process these stimuli, while the responses are customer satisfaction and loyalty. Customer satisfaction can be viewed as the outcome of customers' evaluations of the stimuli they receive.In addition, satisfaction customers can also influence loyalty customers, where customers are satisfied tend maintain connection term long with Lokatara and make repeat orders.

Customer Value

According to Gale (1994), customer value is perception customer to mark on the quality offered relatively taller from competitors will influence level loyalty consumers, increasingly tall perception the value perceived by the customer by the customer, then the bigger possibility occurrence relationship (transaction). Desired relationship is relationship that is long term, because efforts and costs incurred by the company believed will far bigger if must interesting customer new or customers who have leave company, rather than maintain it (Pramudita, 2013). According to Kotler (2000), customer value refers to the difference between total customer benefits and total customer costs. Total customer benefits represent the overall set of expected advantages that consumers receive from a particular product or service, while total customer costs comprise the total expected expenses incurred by consumers in evaluating, acquiring, using, and disposing of a product or service. This value is very important for company because can influence level satisfaction customers and possibilities they for Keep going use product or service (Steviani & Semuel, 2015). In the journal it also said that customer value is perception customer about desired results from use something product or services. Sweeney and Soutar (2001) found in the research Steviani & Semuel (2015), there are 4 indicators of customer value, namely emotional value, social value, performance value, and value of money.

Customer Experience

Customer experience is all something that happened moment customer use product or service from something company. This is including all interactions that occur in a way direct or no direct between customers and companies provider services, starting from first time customer know about product until moment customer use product (Dewi et al., 2020). The customer experience process arises from a series of interactions between customers and a product, a company, or elements of the company, which subsequently trigger customer responses toward the product and the company. Customer experience indicators in research This referring to Militina & Achmad (2020) which includes Sense, Feel, Think, Act, and Relate.

Satisfaction Customer

According to Tjiptono & Candra (2012) satisfaction customers are also defined as response customers, namely evaluation on features something product or services, even product or that service himself, who gives level pleasure in consuming related with fulfillment needs. Thus, with the company or business can keep going increase quality and customers will feel satisfied (Usvela et al., 2019). Customer feel satisfied when his hopes fulfilled or will be

very satisfied when hope customer exceeded. In the journal Palma & Andjarwati (2016) there are five factors main satisfaction customers, namely Price, Service Quality, Product Quality, Emotional Factor, and Efficiency. There are three indicator satisfaction customer according to Dewi et al., (2020) which is used in study These are Overall Satisfaction, Confirmation of Expectation, and Comparison to Ideal.

Loyalty Customer

Loyalty customer is commitment customer to goods/services based on attitudes positive and reflected in purchase consistent repeat. Loyalty customer referring to customers for still committed in a way consistent order or buy return products/services certain in the future come, even when influence situational and effort marketing that can cause change behavior (Gultom et al., 2020). Shaw and Hamilton (2015:103) stated that loyalty customer is results from experience emotional continuous positive experienced this customer loyalty originate from satisfaction and based on known aspects customer. Customers perceive their transactional experiences with service providers as positive experiences, which evoke favorable emotions in the form of satisfaction. This customer satisfied then become loyal customers (Novianti et al., 2018). Loyalty customer is desire customer still for persist and remain do purchasing at the company. Indicators loyalty customer in this study referring to Kotler & Keller (2006) written in the journal Dewi et al., (2020) namely Repeat Purchase, Retention, and Referrals.

Influence Relationship between variables
Influence of Customer Value with Satisfaction Customer

According to journal Steviani & Semuel (2015), customer value has own positive and significant relationship to customers satisfaction. At the time consumer own perception high value then company give mark or great benefits for consumers, then will forming positive customer value in mind consumers. Increasingly tall consumer value accept compared to sacrifices that consumers make take it out, then will the more satisfaction is also felt customer. This research in line with study Hijjah & Ardiansari (2015), Militina & Achmad (2020), Tuwisna et al. (2017), Marpuah (2020), Wahyuni (2022) and Abadi et al. (2020). Based on results research that has been presented, then can formulated hypothesis as following:
H1: Customer value has an influence to satisfaction customer Lokatara

Influence of Customer Value with Loyalty Customer

In the journal Hijjah & Ardiansari (2015) stated that customer value is proven influential positive and significant to loyalty customer. As stated by the journal, the higher customer value then will increase loyalty customers. In this relationship, consumers will keep going weave connection with company, because feel get lots mark with use product or service. This research in line with study Steviani & Semuel (2015). Based on results research that has been is presented, then can formulated hypothesis as following:
H2: Customer value has an influence to loyalty customer Lokatara

Influence of Customer Experience with Satisfaction Customer

In the journal Dewi et al. (2020) stated that customer experience has an impact to customers satisfaction. Based on results obtained known that customer satisfaction can formed through customer experience. Where customers have good experience will something good service and products that have been used, then the customer will feel satisfied. Experience customer originate from something interaction between customers, products and performance the company that triggered something reaction. This research in line with study Hijjah & Ardiansari (2015), Militina & Achmad (2020), Tuwisna et al. (2017), Wahyuni (2022) and Azhari et al. (2015). Based on results research that has been presented, then can formulated hypothesis as following:
H3: Customer experience has an influence to satisfaction customer Lokatara

Influence of Customer Experience with Loyalty Customer

According to journal Dewi et al. (2020), customer experience has influence to loyalty customer in a way direct with positive direction, where connection the proven that customer experience has an impact significant to loyalty customers. Based on results obtained can known that loyalty customer can formed through customer experience. Where a consumers who have good experience will something good service product or service with something company so somebody the will be loyal to company and possibilities big will do next purchase. This research in line with study Hijjah & Ardiansari (2015), Militina & Achmad (2020), Tuwisna et al. (2017) and Azhari et al. (2015). Based on results research that has been is presented, then can formulated hypothesis as following:

H4: Customer experience has an influence to loyalty customer Lokatara

Influence Satisfaction Customer with Loyalty Customer

Gultom et al. (2020) found that customer satisfaction has a significant influence on customer loyalty, indicating that customers who are satisfied with their experiences tend to develop loyalty toward the products or services provided by the company. Consistency quality something service can give profit term long company that is create something perception positive from customer to company and produce something satisfaction. Satisfied customer with services that have been accepted will make customer the believe in the company and big hope will use return service in the future. This research in line with study Hijjah & Ardiansari (2015), Militina & Achmad (2020), Azhari et al. (2015), Dewi et al. (2020), Abadi et al. (2020) and Nobar & Rostamzadeh (2018). Based on results research that has been is presented, then can formulated hypothesis as following:

H5: Satisfaction customer influential to loyalty customer Lokatara

Influence of Customer Value with Loyalty Customer through Satisfaction Customer

In the journal (Abadi et al., 2020) it is shown that customer value influences satisfaction customers who in turn create loyalty customers. In addition, customer value influences loyalty customer mediated by customers satisfaction . Concluded that mark customer give contribution important for increase loyalty customers. This implies mark that customer important for considered, this things aims to ensure that customers give evaluation for evaluation about use product or service based on perception about what is received and what is given. So that can create and maintain loyalty customer. This research in line with study Hijjah & Ardiansari (2015) and Abadi et al. (2020). Based on results research that has been is presented, then can formulated hypothesis as following:

H6: Customer value has an influence to loyalty customer through satisfaction customer Lokatara

Influence of Customer Experience with Loyalty Customer through Satisfaction Customer

Simanjuntak & Purba (2020), According to Simanjuntak & Purba's journal (2020), shows that known not influence direct customer experience towards loyalty customer through customers satisfaction, then concluded satisfaction customer significant as mediator connection between customer experience and loyalty customer. Research This in line with study Hijjah & Ardiansari (2015). Based on results research that has been presented, then can formulated hypothesis as following:

H7: Customer experience has an influence to loyalty customer through satisfaction customer Lokatara

Hypothesis

In this research, there is several independent variables, namely X1 customer value, X2 (customer experience, and variables bound namely Y loyalty customers and the intervening variable, namely Z customer satisfaction. These variables will be analyzed using statistical testing and will produce several hypotheses. The analysis in this research model will depicted as following:
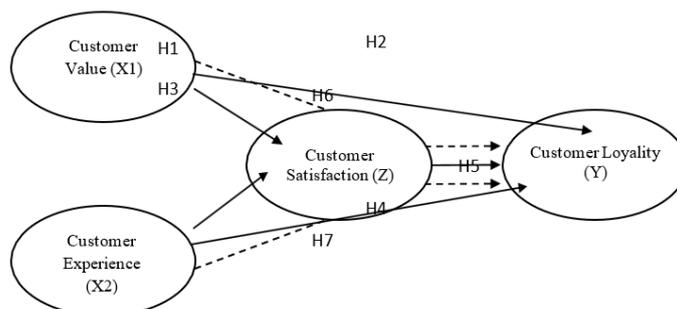
Figure 3.2 Model Analysis

Information:

Influence Direct

Influence No Direct

Hypothesis this study taken based on background behind, formulation problems and literature reviews that have been searched, so get hypothesis as following:

H1: Customer value has an influence to satisfaction customer Lokatara

H2: Customer value has an influence to loyalty customer Lokatara

H3: Customer experience has an influence to satisfaction customer Lokatara

H4: Customer experience has an influence to loyalty customer Lokatara

H5: Satisfaction customer influential to loyalty customer Lokatara

H6: Customer value has an influence to loyalty customer through satisfaction customer Lokatara

H7: Customer experience has an influence to loyalty customer through satisfaction customer Lokatara

RESEARCH METHODS

This research used approach quantitative, as for type research used is method study descriptive. Implementation this study will held distribution customer questionnaire Lokatara with using google form format as questionnaire. Implementation time will held in April to June 2023. Population in this study is customer Lokatara in range time 2020 to with in 2022 as many as 79 people. Size samples used in this study as many as 79 population as respondents. The instruments provided in study use Likert scale, can use Checklist form or with Multiple Choice. For test validity the two kinds are required testing, namely validity testing (test of validity) and reliability testing (test of reliability) with use SEM-PLS method.

Table 3.1 Definition Operational Variables

Variables	Definition Operational	Indicator
Customer Value (X1)	According to Steviani & Semuel (2015) it is customer perception about results desired from the use of a product or service.	According to Sweeney and Soutar (2001) on journal Steviani & Semuel (2015), there are 4 indicators of customer value: ● Emotional value ● Social value ● Quality/performance value ● Price/value of money

Customer Experience (X2)	According to Goddess et al., (2020) is everything that happens when a customer uses a product or service from a company.	Indicator the customer experience in this study refers to (Wahyuni, 2022) which includes: - Sense - Feel - Think - Act - Related
Customer satisfaction (Z)	According to Usvela et al., (2019) is how much satisfied a customer's response to a product or service provided by a company or business.	There are three indicators of customer satisfaction according to Dewi et al., (2020) that are used in study this is as follows: - Overall Satisfaction - Confirmation Expectation Comparison to Ideal
Customer Loyalty (Y)	According to Gultom et al., (2020) it is customer commitment to goods/services Which based on a positive attitude and reflected in consistent repeat purchases.	Indicator loyalty customers in study This referring to Kotler & Keller (2006:57) written in the journal Dewi et al., (2020), namely: - Repeat Purchase - Retention Referalls

RESULT AND DISCUSSIONS

Data Analysis Results

The analysis method used in this study is structural equation. modeling (SEM) with approach use method partial least square (PLS) And tool help program Smart PLS 3.0. There is two stage the main model evaluations in this test are the outer model and the inner model. For the inner model testing using PLS, a bootstrapping procedure was used, with the following results:

Results Testing Outer Model

The outer model test results consist of three criteria: convergent validity, discriminant validity, and reliability. Evaluation of the measurement model is based on the outer loadings for reflective indicators that meet certain criteria. Reflective indicators are considered valid if they have a loading value above 0.7 and/or a t-statistic value above 1.96, indicating convergent validity.

Validity Test Convergent

Convergent validity tests are conducted to determine the extent to which the measuring instrument or instrument Which used in study capable measure What that should be measured. In the convergent validity test, it is based on the outer loading for indicator reflective with criteria certain. Indicator reflective considered valid if it has a loading value above 0.7.
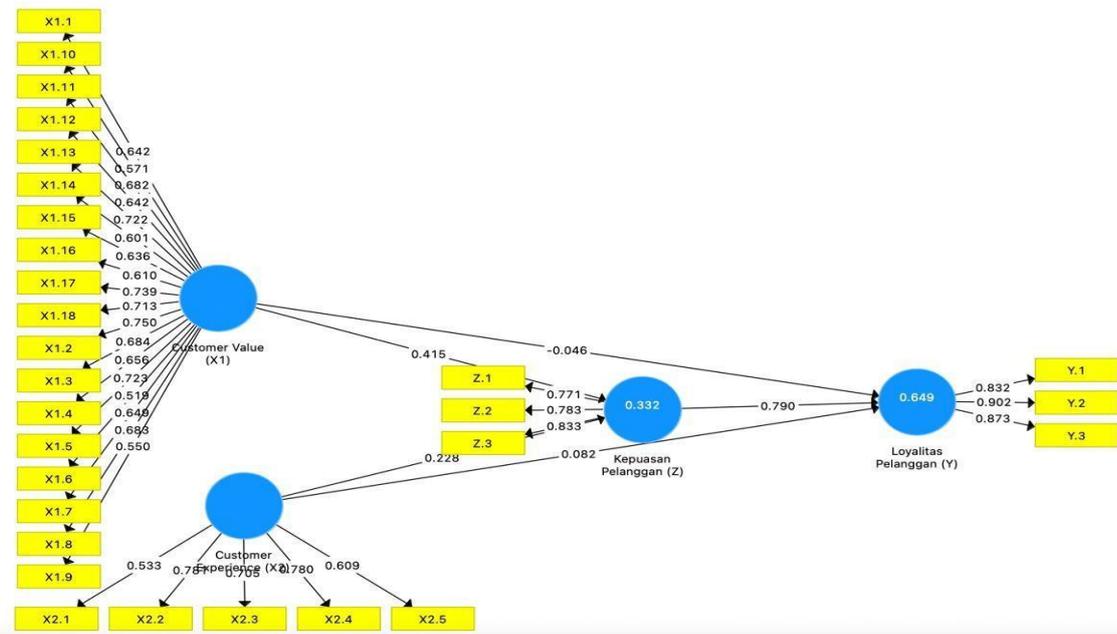
Figure 4.1 Model Variables Study

Source: Researcher Processed Data (2023)

When the analysis was carried out, several instruments from the research variables showed outer loading not enough from 0.7 seen from picture 4.1. Results can be concluded that data which entered No distributed normal. For normalize the data, another step is to remove outliers. Outliers are data with unique characteristics that appear very different from other values and appear in the form of extreme values (Ghozali, 2005:41). These outliers must be removed from the testing process. Outliers with outer loading the values less than 0.7 value was removed from the test to ensure better normality and thus be suitable for further analysis. Figure 4.2 shows the new research variable model that has removed several outliers. This model will serve as the basis for further testing.
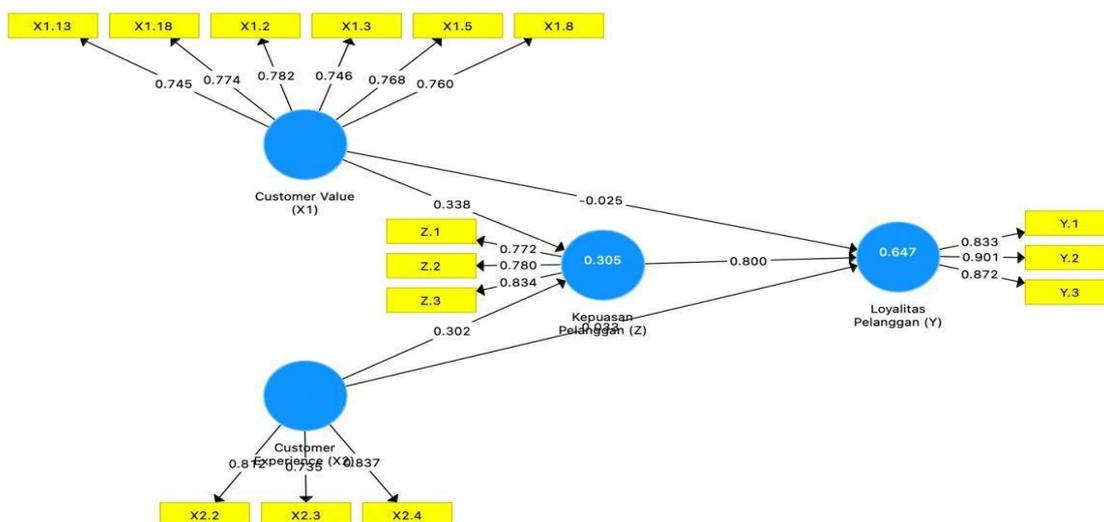

Figure 4.2 Model Variables Study New

Source: Data Processed Researchers (2023)

The following are the results of the convergent validity test of the indicators. customer value, customer experience, satisfaction customer And Customer loyalty is presented in Table 4.1. The results of the convergent validity test in Table 4.1 indicate that the outer loading value is greater than 0.7. Thus, the data in this study can be

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stated as valid. The convergent validity test can also be seen using the Average Variance Extracted (AVE).

Table 4. 1 Results test Q-Square (Q ^{2})

Question Items	Q ^{2}_Predict	PLS_RMSE	LM_RMSE
Z.1	0.155	1,002	1,084
Z.2	0.088	0.857	0.879
Z.3	0.192	0.827	0.870
Y.1	0.086	0.864	0.915
Y.2	0.046	0.976	1,001
Y.3	0.155	0.852	0.978

Source: Researcher Processed Data (2023)

Table 4.2 shows the results of the convergent validity test using Average Variance Extracted (AVE) for the research variables: Customer Value (X1), Customer Experience (X2), Customer Loyalty (Y), and Customer Satisfaction (Z). If the average variance extracted (AVE) of the latent variable is greater than 0, then it is said to have good validity. In this study, it is recommended that the AVE value should be greater than 0.50.

Table 4.2 Results test validity convergent use Average Variance Extracted (AVE)

Research Variables	Average Variance Extracted (AVE)
Customer Value (X1)	0.582
Customer Experience (X2)	0.634
Loyalty Customer (Y)	0.759
Satisfaction Customer (Z)	0.634

Source: Data Processed Researchers (2023)

Based on Table 4.2 show that all variables own The AVE value is above 0.50. Thus, it can be stated that the data in the study is valid.

Validity Test Discriminant

The discriminant validity test was conducted using cross-loading. In test cross-loading, can see How every items statement load on its own construction compared to with other constructs. Ideally, an item should have a higher loading on its own construct than on its with construct other. Mark cross-loading can it is said Good if more from 0.7 in something variables. Table 4.3 show results test discriminant validity using cross-loading.

Table 4.3 Results test validity discriminant use cross- loading

	Customer Value (X1)	Customer Experience (X2)	Loyalty Customer (Y)	Satisfaction Customer (Z)
X1.13	0.745	0.247	0.317	0.377
X1.18	0.774	0.457	0.242	0.337
X1.2	0.782	0.350	0.345	0.432
X1.3	0.746	0.303	0.309	0.377
X1.5	0.768	0.389	0.264	0.305

X1.8	0.760	0.520	0.236	0.369
X2.2	0.417	0.812	0.306	0.376
X2.3	0.423	0.735	0.202	0.280
X2.4	0.352	0.837	0.395	0.430
Y.1	0.372	0.273	0.833	0.649
Y.2	0.258	0.305	0.901	0.677
Y.3	0.359	0.437	0.872	0.760
Z.1	0.452	0.304	0.522	0.772
Z.2	0.345	0.286	0.546	0.780
Z.3	0.372	0.485	0.799	0.834

Source: Data Processed Researchers (2023)

Table 4.3 shows the cross-loading value for each variable. Which mark taller on the construction compared with other constructs and shows a value above 0.7. This indicates that all statement items represent indicators of a latent variable. can be said to be valid or with in other words, all the indicators that have been formulated are able to measure the latent variables well.

Test Reliability

Test reliability which used for indicates as far as where a measuring instrument is reliable and provides consistent results even after repeated measurements. The reliability of a construct with reflective indicators can be measured by looking at the composite reliability value and is strengthened by the Cronbach's alpha value. Composite reliability and Cronbach's alpha are good if they have values above 0.70. The following are the results of the instrument reliability research presented in Table 4.4.

Table 4.4 Composive Reliability

Research Variables	Cronbach's Alpha	Composite Reliability
Customer Value (X1)	0.719	0.838
Customer Experience (X2)	0.857	0.893
Loyalty Customer (Y)	0.717	0.838
Satisfaction Customer (Z)	0.838	0.903

Source: Data Processed Researchers (2023)

Based on Table 4.4, it shows that the composite reliability value and mark Cronbach's alpha on each variables own mark greater than 0.7. Thus, it can be stated that the data in the study is reliable.

Inner Model Test Results

The results of the inner model test of the inner model measurement were carried out to see the relationship between the constructs and the R-square (R2), Q-square (Q2) and f-square (f2) values of the research model.
Uji R-square (R^2)

R-Square (R^2) is a measure of the extent to which the dependent variable can be predicted or explained by independent variables in a model. Its value ranges from between 0 And 1, in where mark Which more tall show that model has a better ability to explain or predict the dependent variable. Table 4.5 shows the results of the R-Square (R^2) test.

Table 4.5 Results test R-Square (R^2)

Research Variables	R-Square (R^2)
Satisfaction Customer (Z)	0.305
Loyalty Customer (Y)	0.647

Source: Data Processed Researchers (2023)

Based on the table 4.5 can be seen if the R-Square (R^2) value of the satisfaction variable customer as big as 0.305. This matter can be interpreted that of 0.305 x 100% = 30.5% variability construct satisfaction customer influenced by customer value and customer experience. Customer loyalty variables with customer value R-Square (R^2) is 0.647. This means by 0.647 x 100% = 64.7% of loyalty variables are influenced by customer value and customer experience.

Test Q-square (Q^2)

The Q-square test ($Q2^)$ is used to measure the level of a model's ability to predict the relationship between its latent variables. A model can be said to be good when it has predictive accurate relevance with criteria, namely the Q2 predict value > 0. Each analysis model that passes the Q-square test ($Q2^)$ has its own level of predictive relevance which can be seen from the comparison between the PLS_RMSE and LM_RMSE values.

Table 4.6 Results test Q-Square (Q^2)

Question Items	Q^2_Predict	PLS_RMSE	LM_RMSE
Z.1	0.155	1,002	1,084
Z.2	0.088	0.857	0.879
Z.3	0.192	0.827	0.870
Y.1	0.086	0.864	0.915
Y.2	0.046	0.976	1,001
Y.3	0.155	0.852	0.978

Source: Data Processed Researchers (2023)

Table 4.6 shows that all statement items representing each indicator of each latent variable have a Q2predict value greater than 0. In addition, all statement items also have a PLS_RMSE value that is smaller than the LM_RMSE value. This is proven in Z.1, which obtains a PLS_RMSE value of 1.002, which is smaller than the LM_RMSE value, which reaches 1.084. This indicates that the analysis model has predictive relevance with a predictive level that tends to be strong.

Test f-square (f^2)

The f-square (f^2) test is used to indicate the relative level of influence of exogenous latent variables on endogenous latent variables. There are three levels of influence in the f-square (f^2) test: weak, moderate, and strong. The higher the f-square (f^2) value, the higher the relative level of influence of the exogenous latent variables on the endogenous latent variables.

Table 4.7 Results test f-Square (f^2)

Research Variables	Satisfaction Customer (Z)	Loyalty Customer (Y)

Customer Value (X1)	0.125	0.001
Customer Experience (X2)	0.100	0.002
Satisfaction Customer (Z)		1,259

Source: Data Processed Researchers (2023)

Table 4.7 states that customer value and customer experience have influence weak to customers satisfaction, because f-square results show mark not enough from 0.150 that is 0.125 and 0.100. Customer value and customers experience too own influence weak to loyalty customer with f-square values of 0.001 and 0.002. Meanwhile customer satisfaction as variables mediation own strong influence to loyalty customers, because f-square results show 1.259.

Results Testing Hypothesis

Hypothesis testing was conducted using the bootstrapping technique, which is used to estimate the statistics of the research population by taking subsamples of the original data and estimating the model for each subsample. T statistics, p values, and the original sample are parameters used in the bootstrapping hypothesis testing. The results of the direct effect test using bootstrapping from the PLS analysis can be seen in Figure 4.3.
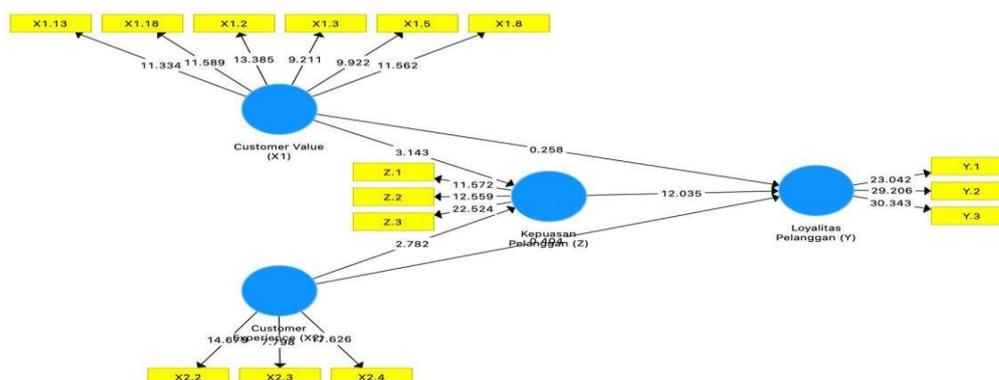

Figure 4.3 Model results bootstrapping testing
Source: Data Processed Researchers (2023)

Testing hypothesis done with using t-statistics and seeing mark p-values. If mark t-statistics ≥ mark t- table (1.96) or p- value < 0.05 then hypothesis study accepted. Test results hypothesis direct can seen in table 4.8

Table 4.8 Testing Hypothesis

Research Variables	Original Sample	T Statistics	P Values	Information
Customer Value (X1) - > Satisfaction Customer (Z)	0.338	3,143	0.002	Accepted
Customer Value (X1) - > Loyalty Customer (Y)	- 0.025	0.258	0.797	Rejected
Customer Experience (X2) -> Satisfaction Customer (Z)	0.302	2,782	0.006	Accepted
Customer Experience (X2) -> Loyalty Customer (Y)	0.033	0.404	0.686	Rejected
Satisfaction Customer (Z) -> Loyalty Customer (Y)	0.800	12,035	0.000	Accepted

Source: Data Processed Researchers (2023)

From table 4.8 which shows the results of hypothesis testing, it can be explained as follows:

● Testing hypothesis on the influence of customer value on satisfaction customer own the t-statistic value of 3.143 (>1.96) and p-values of 0.002 (<0.05) indicate that customer value has an influence positive significant to customers satisfaction. With thus, hypothesis 1 (H1) which states that customer value has an influence

positive and significant to customer satisfaction accepted.
- Testing hypothesis on the influence of customer value on loyalty customer own mark t-statistic as big as 0.256 (<1.96), p-values of 0.797 (>0.05) and the original sample -0.025 shows that customer value has an influence negative not significant to loyalty customer. With thus, hypothesis 2 (H2) Which state that customer influential value positive and significant to loyalty customer rejected.
- Testing hypothesis on the influence of customer experience on satisfaction customer own the t-statistic value of 2.782 (>1.96) and p-values of 0.302 (<0.05) indicate that customer experience has an influence positive significant to customer satisfaction. With Thus, hypothesis 3 (H3) which states that customer experience has a positive and significant influence on customer satisfaction is accepted.
- Testing hypothesis on influence customer experience to loyalty customer own mark t-statistic as big as 0.256 (<1.96), p-values of 0.797 (>0.05) and the original sample of 0.033 shows that customer experience has an influence negative not significant to loyalty customers. With thus, then hypothesis 4 (H4) which states that customer value has an influence positive and significant to loyalty customer rejected.
- Testing hypothesis on influence satisfaction customer to loyalty customer own the t-statistic value of 12.035 (>1.96) and p-values of 0.00 (<0.05) indicate satisfaction customer influential positive significant to loyalty customers. With thus, then hypothesis 5 (H5) which states satisfaction customer influential positive and significant to satisfaction customer accepted.

Results Testing Effect Mediation

The mediating variables in this study will be studied regarding the influence of the variables mediation satisfaction customer on influence not direct customer value and customer experience on customer loyalty. Just like hypothesis testing, testing the mediation effect in the PLS-SEM method also uses the technique bootstrapping with analyze mark t statistics, p values, And original sample. The mediation test in this study can be seen in the explanation of the analysis results in Table 4.9 as follows.

Table 4. 9 Testing Effect Mediation

Research Variables	Original Sample	T Statistics	P Values	Information
Customer Value (X1) -> Satisfaction Customer (Z) - > Loyalty Customer (Y)	0.271	0.289	0.095	Accepted
Customer Experience (X2) -> Satisfaction Customer (Z) -> Loyalty Customer (Y)	0.242	0.238	0.085	Accepted

From table 4.10 which shows the results of the mediation effect test, it can be explained as follows:
- Testing hypothesis on the influence of customer value on loyalty customer in a way not direct through satisfaction customer as variables mediation own mark The t-statistic is 0.289 (<1.96), the p-value is 0.095 (<0.05), and the original sample is 0.271. show customer satisfaction capable mediate influence customer value to loyalty customers. Based on results the can interpreted that the good customer value, then can increase satisfaction customers, so in the end loyalty customer will the more increased. With thus, then hypothesis 6 (H6) which states that customer value has an influence positive and significant to loyalty customer through satisfaction customer accepted.
- Testing hypothesis on influence customer experience to loyalty customer in a way not direct through customer satisfaction as variables mediation own mark the t-statistic is 0.238 (<1.96), the p-value is 0.085 (<0.05), and the original sample is 0.242. This show customer satisfaction capable mediate the influence of customer experience on loyalty customers. Based on results the can interpreted that the good customer experience, then can increase customers satisfaction, so in the end loyalty customer will the more increased. With thus, then hypothesis 7 (H7) which states that customer experience has an impact positive and significant to loyalty customer through satisfaction customer accepted.

CONCLUSION AND IMPLEMENTATION

Conclusion

Influence of Customer Value on Customer Satisfaction

The results of hypothesis testing using the bootstrapping technique indicate that customer value has a positive and significant influence on customer satisfaction . This finding implies that the higher the perceived customer value provided by the company, the higher the level of customer satisfaction. In the context of Lokatara, the affordability of its service prices compared to competitors contributes significantly to customer satisfaction, reflecting the importance of perceived value in shaping positive customer evaluations.

Influence of Customer Value on Customer Loyalty

The hypothesis testing results show that customer value does not have a significant influence on customer loyalty. This suggests that although Lokatara provides good customer value, it does not necessarily translate into customer loyalty. Customers may perceive value and feel satisfied, but these factors alone do not guarantee long-term commitment or repeat engagement.

Influence of Customer Experience on Customer Satisfaction

The results demonstrate that customer experience has a positive and significant influence on customer satisfaction. This indicates that improved customer experience leads to higher satisfaction. Within the Lokatara context, the presence of an active project manager who maintains transparent and consistent communication during project implementation enhances customers' overall experience and contributes positively to their satisfaction levels.

Influence of Customer Experience on Customer Loyalty

Customer experience was found to have no significant effect on customer loyalty. This finding suggests that while a positive experience may increase satisfaction, it does not necessarily foster loyalty. In a competitive market environment, maintaining customer loyalty requires not only positive experiences but also additional factors such as emotional engagement, trust, and perceived long-term benefits.

Influence of Customer Satisfaction on Customer Loyalty

The results indicate that customer satisfaction has a positive and significant effect on customer loyalty . This implies that higher levels of satisfaction lead to stronger customer loyalty. In Lokatara's case, customers who are satisfied with the services provided tend to remain loyal. The company supports this relationship by offering both pre- and post-service assistance to ensure continuous engagement and satisfaction.

Influence of Customer Value on Customer Loyalty through Customer Satisfaction

The mediation analysis shows that customer value has a positive and significant indirect influence on customer loyalty through customer satisfaction. This finding suggests that while customer value may not directly affect loyalty, it enhances customer satisfaction, which subsequently leads to increased loyalty. Therefore, customer satisfaction serves as a mediating variable in the relationship between customer value and loyalty.

Influence of Customer Experience on Customer Loyalty through Customer Satisfaction

Similarly, the mediation results reveal that customer experience has a positive and significant indirect influence on customer loyalty through customer satisfaction. This indicates that customer experience contributes to loyalty indirectly by first improving satisfaction. Thus, satisfaction plays a crucial mediating role between customer experience and customer loyalty in the Lokatara context.

Implications

Based on the research findings, several practical implications can be drawn for Lokatara in formulating competitive strategies that emphasize customer value and customer experience. First, Lokatara should adopt a personalization approach in delivering customer experiences. By understanding customer preferences and individual characteristics, the company can provide customized services, personalized communication, and tailored solutions that meet specific customer needs. Continuous innovation is also essential in developing service types that add value for customers. Through market analysis and customer feedback, Lokatara can identify potential areas for improvement and innovation to enhance both customer value and experience. Second, Lokatara should focus on building and maintaining strong customer relationships through ongoing interactions, responsive service, and open communication. Implementing a Customer Relationship Management (CRM) system can help the company foster long-term relationships, strengthen customer loyalty, and encourage positive word-of-mouth recommendations. Third, customer feedback should be utilized systematically to improve product and service quality. By collecting, analyzing, and acting upon feedback from surveys, evaluations, or direct communication, Lokatara can identify strengths, weaknesses, and areas requiring improvement. Finally, Lokatara should develop a differentiation strategy to stand out from competitors by offering competitive pricing, superior customer service, and unique offerings targeted at specific market segments. By providing significant added value and creating exceptional customer experiences, Lokatara can build a strong competitive advantage in the service industry.

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