

How To Build Customer Loyalty: Through Customer Experience, Perceived Price, And Customer Satisfaction

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ABSTRACT: The competition to get the highest Market Share among Low-Cost Carrier airlines in Indonesia is getting fierce. Airlines are competing to offer prices that are appropriate for passengers to perceive them in this era of tariff wars. The degree of satisfaction that is felt is needed to get loyal customers. The purpose of this research is to analyze the impact of customer experience and perceived price on customer loyalty through customer satisfaction. The method of analysis in this study uses the SEM-PLS (Structural Equation Model - Partial Least Square) method with 250 respondents taken by purposive sampling. The result of this research is there is effect positive and significant between customer experience on customer satisfaction and customer loyalty, also there is effect of perceived price on customer satisfaction and customer loyalty. Airlines must pay attention to the services provided to create a memorable experience for passengers and adjust prices to be accepted by passengers.

Keywords: Customer Experience, Perceived Price, Customer Satisfaction, Customer Loyalty, Low-Cost Carrier

INTRODUCTION

Indonesia is an archipelago country that has 17,504 islands from Sabang to Merauke which lies 3,977 miles long. The long and wide distances between Indonesian regions have driven the development of the air transportation industry. The high public interest in the presence of air transportation with relatively cheap price offers has resulted in higher competition for Low-Cost Carrier (LCC) airlines. The growth of Low-Cost Carrier (LCC) airlines aims to create an affordable market for the community and fill routes where the market is not yet potential. However, in the first quarter of 2019, there was a negative passenger growth as shown in table 1.

Table 1. Number of domestic passengers in Q1 (in thousands)

No.	Airlines	2018	2019	Class	Grown
1.	Lion Air	8,379	5,457	Low Cost	-35%
2.	Garuda Indonesia	4,527	3,504	Full Service	-23%
3.	Citilink	3,146	2,993	Low Cost	-5%
4.	Water batik	2,883	2,474	Full Service	-14%
5.	Sriwijaya Air	2,316	1,715	Medium	-26%
6.	Wing Air	1,634	1,319	Pioneering	-20%

Source: Ministry of Transportation (Self-professed)

From table 1, it can be seen that Citilink was able to maintain the best reduction in the number of passengers, namely 5% compared to other airlines. Citilink Indonesia's airline has received several awards including the Best Low-Cost Carrier Airlines in Indonesia in 2019 and was ranked 20th in the 2019 World's Best Low-Cost Airlines award from Sky Trax. Although it has been designated as the Best Low-Cost Carrier Airlines in Indonesia, Citilink Indonesia airlines have yet to dominate the market share in Indonesia.

In this highly competitive environment, Customer satisfaction is an important aspect that determines the success of an airline, so a good customer experience is required. According to Laming & Mason (2014), Customer experience is the key to achieving differentiation and overall customer satisfaction strategies, which can increase loyalty and advocacy, and promote business growth. Going back to the original question, airlines low-cost airlines

compete on favorite routes, which are often used as routes that travel with the highest frequency. That condition caused the airline Low-Cost Carrier competing to sell tickets at the lowest price to gain Market Share. However, the price assessment depends on the perception of each passenger. This price perception greatly affects passengers, Perceived Price is a comparison between all the costs he has sacrificed with the benefits he gets from a good or service. Higher flight ticket prices compared to competitors, of course, must be supported by convenience in service and better security, so that passengers feel a fair price which results in satisfaction in consumers. Satisfaction in consumers is what influences consumers in long-term post-flight repurchases which will lead to Customer Loyalty. This research was conducted to determine the effect of the influence of Customer Experience and Perceived Price on Customer Loyalty through Customer Satisfaction. This result is expected to be reflected in maintaining passenger loyalty and overall market share.

LITERATURE REVIEW

Customer Experience.

One of the ways to maintain the company's position in dominating the market is by captivating the hearts of consumers and providing an impressive experience of the services we provide. Customer Experience is a reaction from customers as a result of direct or indirect interactions with the organization/company. Customer experience aims to drive the company's success by creating a consumer experience that is different from that of competitors, and consumers are willing to pay for it (Laming & Mason, 2014). Laming & Mason (2014), they define "customer experience" as a physical and emotional experience that occurs through interaction with brand products and/or services (from direct contact to the post-consumer stage). Some of the characteristics possessed by Customer Experience are: Prioritizing passenger experience; Senses, Feelings, and Thoughts; Pay attention to the situation when the passenger uses the service and emphasizes the rationality & emotionality of passengers.

Schmitt (1999) divides Customer Experience into five dimensions, namely: Sense, Feel, Think, Relate and Act. This dimension was developed by Gentile et al. (2007) which assumes the following customer experience dimensions: Sensorial Component, Emotional Component, Cognitive Component, Pragmatic Component, Lifestyle Component, Relational Component. In this study using research Verhoef et al. (2009) is a development of (Lemon & Verhoef, 2016) based on the experience of passengers feel the indicators of sense, think, feel, act, and relate related to the airline company.

Perceived Price.

Price has a big influence on the consumer's assessment of the company (Kaura et al., 2015). According to (Campo & Yagüe, 2007) supported by product opinions Ha - Brookshire & Yoon (2012), Perceived Price is defined as something that is given or sacrificed by consumers to get something. This is in line with research by (Sánchez et al., 2006) which states that Perceived Price can be defined as a customer assessment of the average price of services compared to competitors. Usually, the lower the perceived price, the lower the perceived sacrifice (Martín- Consuegra et al., 2007). Perceived Price is the price received by consumers to get the brand chosen for the type of product (Shirai & Bettman, 2005). Perceived Price is subjective depending on the passenger's response, so that the evaluation of the price is not the same, depending on the passenger's own opinion. This research indicator refers to Kim et al. (2012), by using three indicators to perceive prices, namely: price expensive, money-saving, and discount.

Customer Satisfaction.

Customer satisfaction is assessed from the resulting performance compared to customer expectations, if the performance exceeds expectations, the customer will be satisfied. Customer satisfaction is caused by the cognitive or emotional response to a series of long-term services (Hu et al., 2009). Lin et al. (2015) and Leong et al., (2015) By comparing the perceived performance of the product with expectations, customer satisfaction is defined as an individual's perception of dissatisfaction or pleasure. The indicators used in this study refer to Setiawan et al. (2020) which is a modification of Taylor & Baker (2000) namely: pleasure in service, the fulfillment of expectations, and satisfying experiences.

Customer Loyalty.

Customer loyalty is a structure of extensive research used in marketing research to maintain sales market share. According to Griffin, (2007) Loyalty is a form of behavior in which decision-making departments continuously purchase company goods/services. Customer loyalty by some researchers is divided into two, namely behavioral and attitude loyalty. The behavioral loyalty is reflected in the behavior of customers when they buy back a brand or service because they like it (Jiang et al., 2015; Zeithaml et al., 1996), while attitude loyalty refers to the emotional and psychological desire of customers to repurchase and recommend to other people (Baumann

et al., 2012; Wong & Zhou, 2006). This concept involves the customer's commitment and support for re-subscription, and willingness to pay more for products or services that will continue to be liked in the future. (Agustin & Singh, 2005; Ladhari, 2009; Chai et al., 2015). Passenger loyalty is needed to increase market share, hoping that they will be loyal to the airline and willing to recommend it to other passengers. The indicators in this study refer to Deng et al. (2010) namely: Continuous use of a particular service provider; Recommending a particular service provider to others; and Loyalty to a particular service provider.

The effect of Customer Experience on Customer Satisfaction.

Customer Experience is the overall subjective response of customers either directly or indirectly to the company (Lemke et al., 2011; Walter, 2011). The customer experience comes from the unity of interaction between the customer and the product, the company or the various parts of the organization, and this interaction will cause a reaction. The expectations and expectations of customer needs are the indicators that must be met to achieve an unforgettable experience and improve customer satisfaction. Customer satisfaction is the culmination of a series of customer experiences, or it can be said that it is the evaluation result of good minus bad (Parcell, 2007).

H1: Customer Experience has a positive effect on Customer Satisfaction.

The effect of Perceived Price on Customer Satisfaction.

Price is an important factor for consumers to purchase, so it has a major impact on the company's consumer evaluation (Kaura et al., 2015). According to Zeithaml (1988) supported by the opinion Ha-Brookshire & Yoon (2012), Perceived price is defined as something that consumers pay or sacrifice in order to obtain something. Therefore, the better the perception of the service price, the higher the customer satisfaction with the service (Setiawan et al., 2020).

H2: Perceived Price has a positive effect on Customer Satisfaction.

The effect of Customer Satisfaction with Customer Loyalty.

According to Lin, Chen, & Chiu (2015) supported by research conducted by Leong, Hew, Lee, & Ooi (2015) By comparing the perceived performance of a product with expectations, customer satisfaction is an individual's perception of dissatisfaction or pleasure. Customer loyalty is established by establishing stable and strong relationships with customers and through customer satisfaction (Dominici & Guzzo, 2010). If the wishes of the passengers are met he will feel satisfied, and if the expectation is exceeded passengers will feel excited. This condition makes the passengers want to go back satisfaction that is felt over and over, to build loyalty passengers. Thus, the purchase of re-passenger is the benchmark that there is influence between customer satisfaction and customer loyalty.

H3: Customer Satisfaction has a positive effect on Customer Loyalty.

The effect of Customer Experience towards Customer Loyalty.

One of the factors that can give customer loyalty is Customer experience (Imbug et al., 2018; Santoso et al., 2018). The research by Wijaithammarit dan Taechamaneestit (2012) and Thuan et al. (2015) show that Customer experience influences customer loyalty. Loyalty can show a deep enduring customer commitment to re-subscribe or make selected re-purchases consistently in the future, even if the price offered is higher or is related to several other factors. (Jonathan, 2013). Customer experience outstanding will encourage passengers to repeat the experience again and in the end, will keep the loyalty of passengers. Loyalty can show a deep enduring customer commitment to re-subscribe or make selected re-purchases consistently in the future, even if the price offered is higher or is related to several other factors. (Jonathan, 2013)-

H4: Customer Experience has a positive effect on Customer Loyalty.

The effect of Perceived Price on Customer Loyalty.

Perceived Price is the price received by consumers to get the selected brand for the type of product (Shirai & Bettman, 2005). Perceived Price may also have a direct effect on purchase intention (Kim et al., 2012). Perceived Price can also be defined as a customer's assessment of the average price of service compared to its competitors (Yang & Peterson, 2004). Thus, if the price offered is acceptable to the passenger and the passenger judges the price accordingly, then the passenger will be willing to pay and make further purchases that will make the passenger loyal.

H5: Customer Experience has a positive effect on Customer Loyalty.

Based on the description of the theoretical basis above, the conceptual framework is as follows.

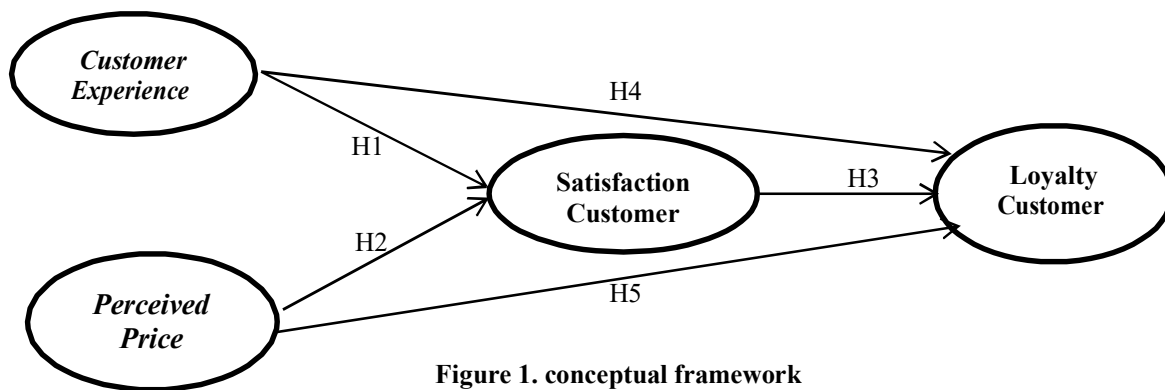


Figure 1. conceptual framework

METHODS

Sampling in this study used purposive sample by distributing questionnaires to 250 respondents who have used the Citilink Indonesia airline departing or heading to Soekarno-Hatta International Airport, Tangerang. The questionnaire in this study uses a Likert scale which consists of five scales. This research is calculated using SEM (Structural Equation Modeling) analysis method.

The indicators used in this research can be seen in Table 2 as follows:

Table 2. Measurement Indicators

Variable	Information
Customer Experience	CE1 Citilink Indonesia airline employees are neat and attractive.
	CE2 I am happy to use Citilink Indonesia airline.
	CE3 I am looking for information about the Citilink Indonesia airline.
	CE4 Using Citilink Indonesia airline suits my lifestyle.
	CE5 I promote Citilink Indonesia airline to others.
Perceived Price	PP1 Citilink Indonesia airline ticket prices may be more expensive than other Low-Cost Carrier airlines.
	PP2 Buying Citilink Indonesia airline tickets might save my expenses.
	PP3 Citilink Indonesia airline provides discounted prices.
Customer satisfaction	KP1 Services offered by Citilink Indonesia are by the standards
	KP2 The services provided by Citilink Indonesia airlines match my expectations.
	KP3 I am satisfied using Citilink Indonesia airline.
Customer loyalty	LP1 I re-purchased Citilink Indonesia airline tickets.
	LP2 I recommend Citilink Indonesia Airlines to others.
	LP3 I still bought Citilink Indonesia Airline tickets even though my relatives recommended other airlines.

RESULTS AND DISCUSSION

Outer Model Testing.

Evaluation of the outer model is carried out to assess the validity and reliability of the model. In the validity evaluation, it was carried out with 2 (two) criteria, namely convergent validity, and discriminant validity, while the reliability evaluation was carried out based on 2 (two) criteria, namely Cronbach alpha and composite reliability.

Validity test.

Table 3. Convergent Validity

Variable	Indicator	Mean	Outer Loading	AVE
CE	CE1	4,012	0.681	0.544
	CE2	3,976	0.826	
	CE3	3,768	0.755	
	CE4	4,036	0.795	
	CE5	3,7	0.608	

Variable	Indicator	Mean	Outer Loading	AVE
KP	KP1	4,012	0.798	0.581
	KP2	3,752	0.752	
	KP3	3,988	0.803	
LP	LP1	3,688	0.732	0.616
	LP2	3,992	0.786	
	LP3	4,06	0.769	
PP	PP1	3,624	0.823	0.597
	PP2	3,776	0.784	
	PP3	3,948	0.706	

Source: Processed Data (SmartPLS 3.0), 2020

From the results of the calculation of the relationship between latent variables and their indicators, not all of them exceed the specified conditions, namely outer loading > 0.7, for CE1 and CE5 indicators the outer loading values obtained are only 0.681 and 0.608 this figure is acceptable because it obeys (Hair et al., 2010) for Convergent Validity if the loading value is between 0.5 to 0.6 is considered sufficient. The next analysis is the Average Variance Extract (AVE) value for Convergent Validity assessment, the condition for the AVE value is > 0.5 so that it can be seen in Table 3 that all latent variables obtain an AVE value > 0.5. So that based on outer loading and the AVE value obtained, it can be concluded that all indicators or observed variables are significant.

Table 4. Discriminant Validity

	CE	KP	LP	PP
CE1	0.681	0.437	0.315	0.492
CE2	0.826	0.623	0.601	0.494
CE3	0.755	0.539	0.557	0.585
CE4	0.795	0.577	0.527	0.507
CE5	0.608	0.459	0.488	0.552
KP1	0.604	0.798	0.623	0.618
KP2	0.560	0.752	0.516	0.392
KP3	0.536	0.803	0.550	0.525
LP1	0.525	0.643	0.732	0.486
LP2	0.533	0.478	0.786	0.547
LP3	0.518	0.515	0.769	0.480
PP1	0.642	0.551	0.590	0.823
PP2	0.522	0.476	0.469	0.784
PP3	0.465	0.498	0.463	0.706

Source: Processed Data (SmartPLS 3.0), 2020

It can be seen in Table 4, the numbers in bold indicate that the correlation value between constructs is greater than the correlation value between constructs and other constructs, thus it can be concluded that the construct or latent variable already has good Discriminant Validity.

Reliability Test

From the results of the SmartPLS 3.0 output (table 5) all variables show Cronbach alpha and composite values with the majority of values > 0.7 although the customer satisfaction, customer loyalty, and perceived price variables have Cronbach alpha values of 0.640, 0.690, and 0.661, this is still acceptable. (Hair et al., 2010). Thus, it can be concluded that the construct has good reliability by the required minimum limit.

Table 5. Cronbach Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability
Customer Experience	0.787	0.855
Customer satisfaction	0.640	0.806
Customer loyalty	0.690	0.828
Perceived Price	0.661	0.816

Source: Processed Data (SmartPLS 3.0), 2020

Inner Model Testing

From the output of the algorithm calculation, the R-Square value (table 6) uses these two variables because they are variables that are influenced by other variables. As seen in Table 6, the R-Square value for

the Customer Satisfaction (KP) variable is 0.604 and for the Customer Loyalty (LP) variable is 0.567. These results indicate that 60.4% of the Customer Satisfaction (KP) variable is influenced by the Customer Experience (CE) and Perceived Price (PP) variables, while the Customer Loyalty variable shows that 56.7% is influenced by the Customer Experience (CE) variable. Customers (KP) and Perceived Price (PP)

Table 6. R-Square of Endogenous Latent Variables

	R Square	Adjusted R Square
Customer Satisfaction	0.604	0.599
Customer Loyalty	0.567	0.563

Source: Processed Data (SmartPLS 3.0), 2020

Hypothesis test

The results of the Smart PLS calculation are as follows:

Table 7. Path Coefficient

Hypothesis	Loading Factor	STDEV	T -Statistics	P -Values
H1 CustomExperience -> Customer Loyalty	0.242	0.050	4,862	0,000
H2 Customer Experience -> Customer Satisfaction	0.513	0.070	7,353	0,000
H3 Customer Satisfaction -> Customer Loyalty	0.395	0.061	6,493	0,000
H4 Perceived Price -> Customer Loyalty	0.230	0.060	3,838	0,000
H5 Perceived Price -> Customer Satisfaction	0.296	0.065	4,588	0,000

Source: Processed Data (SmartPLS 3.0), 2020

The magnitude of the direct influence and the value of the t-statistic for Customer experience and perceived price for customer loyalty through Customer Satisfaction can be seen in Figures 2 and 3.

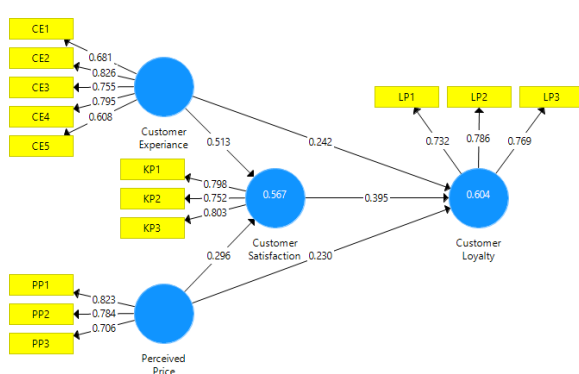


Figure 2. Path Coefficients

Source: Processed Data (SmartPLS 3.0), 2020

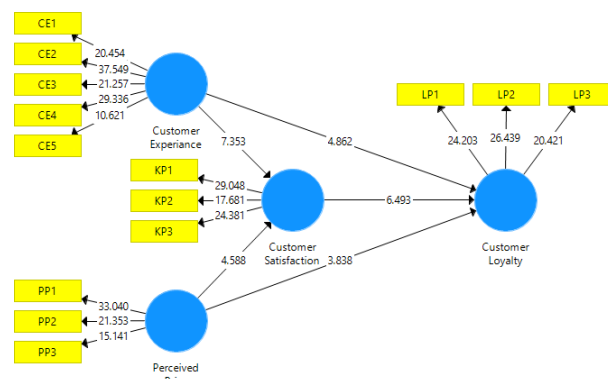


Figure 3. T-Statistic

The result of the evaluation of the path coefficient value shows that there is a relationship between the variables of each variable as indicated by the path coefficient value and the T-Statistics value \geq the T-table value (1,960). For P-Value values, all paths are accepted because the P-Value \leq 0.05. With these results it can be concluded that H1, H2, H3, H4, and H5 can be accepted and states that 5 indicators of Customer Experience, namely Sense, Think, Feel, Act and Relate have a positive and significant relationship to Customer Satisfaction and Customer Loyalty and 3 (three) indicators of Perceived Price, namely price expensive, money-saving and discounts have a positive and significant relationship to Customer Satisfaction and Customer Loyalty as shown in table 7.

To test Hypothesis 6, the t value is 4.607, which means it is greater than the t-table, which is 1.960, it can be stated that the mediation parameter is significant. Thus the indirect influence model of the Customer Experience

variable on customer loyalty through the customer satisfaction variable is significant, so Hypothesis 6 is accepted. Meanwhile, for testing Hypothesis 7, the t value is obtained 3,850 which means it is greater than the t-table is (1.960), it can be stated that the mediation parameter is significant. Thus the indirect influence model of the Perceived Price variable on customer loyalty through the customer satisfaction variable is significant, so Hypothesis 7 is accepted. Furthermore, the relationship between variables according to the calculation results can be seen in table 8.

Table 8. Indirect Coefficient

	Koef. Indirect	t-Statistics	P-Value
Customer Experience -> Customer Satisfaction -> Customer Loyalty	0.202	4,607	0,000
Perceived Price -> Customer Satisfaction -> Customer Loyalty	0.117	3,850	0,000

Source: Processed Data (SmartPLS 3.0), 2020

CONCLUSION

Customer experience has a significant and positive impact on customer satisfaction, and customers are happy to use Citilink Indonesia, which has the greatest impact on customer satisfaction. Perceived price has a significant positive impact on customer satisfaction. The most influential factor is the air ticket price of Citilink Indonesia. Although it is more expensive than other low-cost airlines, the price offered is still acceptable to passengers. This shows that airlines must always maintain passenger awareness of prices by maintaining passenger satisfaction.

The impact of customer experience on customer loyalty is positive and important. The most influential indicator is pleasure, and the desire to understand knowledge affects customer loyalty. The impact of perceived price on customer loyalty is positive and significant. The most influential indicator is to compare with other airlines and save money. Similarly, customer satisfaction has a positive and significant impact on customer loyalty, and the biggest influencing factor is satisfaction when using airlines.

For the indirect effect of customer experience on customer loyalty through customer satisfaction, significant results are obtained. Likewise, the effect of perceived price on customer loyalty through customer satisfaction obtained significant results.

Suggestion.

Airlines must pay more attention to the services provided to create a memorable experience for passengers and airlines must also adjust prices so that the price offered is always acceptable to customers and does not change passengers' perceptions. For further research, it is recommended to conduct Low-Cost Carrier research in other countries so that it can compare with Low-Cost Carrier conditions in Indonesia. expand the object of research. Besides, this research needs to be carried out for different types of industries, for example, tourism, hospitality, and other industries

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