CUSTOMER LOYALTY: THE EFFECTS OF SERVICE LOYALTY AND THE MEDIATING ROLE OF CUSTOMER SATISFACTION
STUDY CASE: PT SABDA ALAM HOTEL

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Abstract The following study has purpose to find the relationship between service quality dimensions towards Customer Satisfaction as mediating role and Customer Loyalty in PT Sabda Alam Hotel. This research came from a problem which was appeared from the company which show the number of customer decrease annually. Path analysis was conducted to investigate Customer Satisfaction as a mediational model that links service quality to Customer Loyalty. Appropriate measures are identified from 177 Sabda Alam customer from 2010 – 2015 as the population. The result indicate that Customer Satisfaction does not play a mediating role in the effect of independent and dependent variable. However, the result shows that there is an impact on service quality to Customer Loyalty directly. A recommendation that the company should do is to improve their service quality in every aspects to increase the level of Customer Satisfaction and Customer Loyalty.

Keywords: Service quality, Customer Satisfaction, Customer Loyalty, Hospitality, SERVQUAL

Introduction

Business in a sector of hospitality, especially in hotel industry is said to be the rapid pace industry over the past 50 years and still counting until now (Fowrdar, 2007). Generally, Hotel plays a vital role in hospitality industry. Providing a good quality service is believed that it could improve Customer Satisfaction and could lead to the number of visitors, repetition of the same visitor purchase, Customer Loyalty, and relationship commitment increased.

In Indonesia, especially in Garut, there is a hotel company named PT Sabda Alam Hotel. A 3 star hotel which was built in 2008 and located in the central of Garut exactly in Raya Cipanas street Number 3, Garut, Indonesia, Langensari village Tarogong district, Postal Code 44151. The company gain a great success during their first opening in 2008 but slowly their revenue decrease annually. The reason that occured can be caused by declining level of service quality that being offered by the company. According to preliminary research that researcher conduct, from 20 people that had been asked whether they like the service, how satisfied are they, and will they ever coming back to the company, the answer shows only half of them give positive answer toward those questions. So this study aims to contribute to the development of a conceptual framework that integrates service quality, customer satisfaction, and customer loyalty for the company to make the company right back on track to where the company reached the peak. The objective of this research is to identify and analyze the impact of Service Quality through SERVQUAL dimensions towards Customer Satisfaction which also affects the Customer Loyalty.

Service Quality
By definition, service quality concentrates on fulfilling customer's desire and wishes, and how well

that is conveyed to meet customer wants. Gronroos (1984) noted that an organization must recognize what comprises quality to those it serves in order to provide and maintain service quality. Quality is divided into two dimensions: "hard ware", which contain product and service quality, and "human ware", which covers the related customer interactive components in service (Grønholdt, Martensen, & Kristensen, 2000). (Grönroos, 1984) divided service quality into two classifications including technical quality and functional quality. While the primary emphasis of technical quality is on what customers usually received from the service, functional quality focuses on service delivery's procedures. Likewise, Klaus, in 1985, proposed that service quality may be described in physical, situational, and behavioral terms. In other words, service quality, according to (Klaus, 1985), focuses on what is delivered, the situation of the delivery, and how it is delivered (Juwaheer & Ross, 2003). (Klaus, 1985) also stated that standards of service quality are normally determined by previous experience of customers have toward service providers. These standards frequently reflect the physical and technical facets of a service due to being most simply measurable (Juwaheer & Ross, 2003).

Customer Satisfaction

(Ernest, 1987) stated that Customer Satisfaction is based on a feeling developed from an evaluation of the user experience during the time of consumption. (Zeithaml & Berry, 2003) stated that satisfaction is the customers evaluation of a product or service in terms of whether that product or service has met their needs and expectations. According to (Boeselie, Hesselink, & Wiele, 2002), satisfaction is a positive, affective state resulting from the appraisal of all aspects of a party's working relationship with another. Aligned with the statement, (Fornell, 1992) stated that satisfaction is based on an overall post-purchase evaluation. unfortunately this will only be applicable in assessing satisfaction towards product only. Due to that, (Oliver, 1997) has overcome those weakness through his study. He found that measuring satisfaction can be done by evaluating an overall aspects of service delivered to the customer. His conseptual definition is focusing in assessing both products and services. Since the nature of the inseparable and perishable elements of services itself, the evaluation by the customer is made during the consumption . so in terms, the definition is to understand that satisfaction is the customer's evaluation of a product or service terms of whther that product or service has met the customer's needs and expectation, otherwise failure to reach needs and expectation of customers will be assumed to result in dissatisfaction with the company that provide product or service. (Zeithaml, Bitner, & Gremler, 2009).
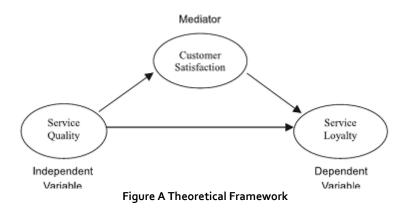
Customer Loyalty

By definition, Customer Loyalty is a consumer who intends to repurchase from the same service firms, to keep an optimistic attitude towards the service firm, and to willingly refer the service to others (Kandampully & Suhartanto, 2000). (Bowen & Shoemaker, 1998) stated that loyalty occurs when "the customer feels so strongly that you can best meet his or her relevant needs that your competition is virtually excluded from the consideration set, these customers buy almost exclusively from you and referring to you as their restaurant or their hotel". (Reichheld & Sasser, 1990) defined a loyal customer as one who values the relationship with the firm adequately to make the firm a preferred provider. Loyal customers do not switch to other service providers with small differences, such as price or service. Instead, loyal customers provide truthful and productive feedback, they combine the volume of their category purchases with the firm, they never mistreat firm employees, and they enthusiastically provide referral to their relatives and friends (Shoemaker & Bowen, 2003).

Research Model

Based on the literature above, using SERVQUAL dimension, researcher conduct the theoretical framework as below. Service Quality act as independent variable that include its 5 core attributes, while Customer Satisfaction and Customer Loyalty act as mediating variable and dependent variable. The theoretical framework itself is adapted from (Caruana, 2002). Caruana had research about effects of service quality towards mediating role of Customer Satisfaction and dependent variable of Customer Loyalty in XYZ Banking company. Using simultaneous factor analysis which followed by a varimax rotation, he able to conduct a results that there are two separate factors on service loyalty

and Customer Satisfaction items and three factors on service quality items. The results was in line with the lastest finding by Parasuraman et al in 1994. Service quality dimensions items are melding into one factor and distinct factors for tangibles and reliability arise. Results of the regression equations for service quality as independent role shows that there is significant effect towards Customer Satisfaction and Customer Loyalty (Sig. < 0,005).

This model can help Sabda Alam to identify customer segments that have the highest potential of defection and lowest potential of defection or in other word best customers to be targeted with the low limit of marketing resource. It is important for service company to develop benchmarks study for the constucts under consideration and to regulary and systematically monitor their performance to customers in the same level. Different benchmarks may be needed for different market segments that company target. In addition, monitoring customer can extend to a comparison of company's performance towards their competitors. Also using this model can help the company to develop excellent marketing strategy since they will know how to be able to control the customer and make them love to buy the company's service to gain significant revenue.

Figure A Theoretical Framework

Hypothesis

Service quality
Service quality is the results of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed. (Parasuraman, Zeithaml, & Berry, 1985). Service quality has been proven that it has a significant positive relationship with both Customer Satisfaction and Customer Loyalty towards banking company in xyz according to (Caruana, 2002) based on the studies by (Parasuraman, Zeithaml, & Berry, 1985). Therefore, this study hypothesizes that :
H1 : Service Quality has significant positive influence on Customer Satisfaction.
H3 : Service Quality has significant positive influence on Customer Loyalty
Customer Satisfaction
That satisfaction is the customer evaluation of a product or service in terms of whether that product or service has met their needs and expectations. (Zeithaml & Berry, 2003). (Ernest, Robert, & Roger, 1987) stated that Customer Satisfaction is based on a feeling developed from an evaluation of the user experience during the time of consumption. According to (Caruana, 2002), as a mediating role, Customer Satisfaction has been proven that it has a significant positive relationship with Customer Loyalty based on studies by (Parasuraman, Zeithaml, & Berry, A conceptual model of service quality and its implications for future research, 1985). Therefore, this study hypothesizes that :
H2 : Customer Satisfaction has significant positive influence on Customer Loyalty.

Methods

The type of research used in this study is *Applied Research*. It is because this study uses theories from other studies prior the current one and research questions were built from the problem statement. To reach the objectives of this study, researcher used quantitative method using questionnaires. In conducting this study, the type of the data, grouped according to the nature of the data, consist a quantitative data. Quantitative data is the numeric form of data or qualitative data numbered (Sugiyono, 2008). Quantitative data were analyzed using statistical formulas for classical assumption which were normality test using goodness of fit which was Kolgomorov-Smirnov test, Multicollinearity test using Variance Inflation Factor (VIF), (Hair, Anderson, Tatham, & Black, 1995) stated that a good VIF value is when its maximum value is not more than 10, Heteroscedasticity test using Glejser Method, Autocorrelation using Durbin-Watson Method, and also the multi linear regression for path analysis.

The questionnaire used consisted 44 items, To measure service quality, the 31 items of SERVQUAL instruments were used according to (Fowrdar, 2007), to measure Customer Satisfaction, the 3 items instruments were used, to measure Customer Loyalty, the 10 items instrument were used, both of them are according to (Caruana, 2002). Thus, all item will be measured on a seven-point scale using likert scale ranging from strongly disagree, to not strongly agree covering the numbers $1 - 7$.

This questionnaire was be distributed in September 2016. This questionnaire were spread using two method which is offline and online. Offline method used to distribute to customer who are coming to Sabda Alam on that day while online method used google form to reach certain customer who already purchase hotel service in Sabda Alam, the link (*bit.ly/SAHSERVQUAL*) that direct to google form is spread using social media such as line and instagram. the results from the questionnaires to generate the data is being analyzed after the results on validity, reliability, and classical assumption test has been done with path analysis method, path analysis method is the extension of multiple regression method which aims to provide estimates of the magnitude and significance of hypothesized causal connection between sets of variables, also Sobel Test analysis to test the significane of mediating variable. In Caruana's research, he assumed that service quality has a direct influence to service loyalty. On the other hand, Service quality also influence Customer Satisfaction which also influence Customer Loyalty.

Population of this research were someone who has experienced in purchasing the service that the company had offered. The number of the people who would become population were according to the number of customer who purchase the service in between 2010 - 2015 which were 37943 persons. To obtain a sample that which able to describe population, Slovin Theory was used to determine the number of the sample. Slovin Theory is represented using formula.

$$n = \frac{N}{1 + Ne^2}$$

N : Sample Size
N : Population Size
E : Margin of Error desired

Based on calculation using Slovin formula above, from the population of person 37943 with margin of error desired 7,5%, the number of sample that would be needed for this research are 177 respondents. Independent variables of this study were Tangible, Reliability, Responsiveness, Assurance, and Empathy. It was measured from the SERVQUAL dimension. The mediating variable in this study is Customer Satisfaction. The dependent variable in this study is Customer Loyalty. All variables in this research is measured by seven point Likert differential scale to investigate the level of agreement towards indicators with 1 = strongly disagree; and 7 = strongly agree. The survey for all this variable is based on two previous researcher which both of them related to (Parasuraman, Zeithaml, & Berry,

1985). For independent variable, researcher use questionnaire survey from (Fowdar, 2007), while for both mediating and dependent variable use questionnaire survey from (Caruana, 2002) which adapted from (Parasuraman, Zeithaml, & Berry, 1985). All those variables were adapted to Sabda Alam and each survey and questionnaire were alluded about Sabda Alam.

Results and Discussion

Reliability is a measure that shows the measuring instruments used in the study, reliability can be stated as a measurement tool. The consistency of which is measured through the measurement results from time to time if the phenomenon being measured does not change (Pezold, Iwamoto, & Harrison, 2006). While validity is a measure which indicates that the measured variable is actually a variable to be studied by researchers (Pezold, Iwamoto, & Harrison, 2006). According to (Arikunto, 1998), the use of critical point for validity and Cronbach-Alpha for reliability shows that an instrument can be said to be valid and reliable when the critical point and Cronbach-Alpha coefficient value are at least 0,6 or more. Based on the table below, all of the validity and reliability value are valid and reliable (higher than 0,6) so it can conclude that all of the variable instrument can go through classical assumption and regression test. The table is shown below.

Table A Validity & Reliability Test

Variable	Label	Pearson Correlation	Critical Point	Information	Cronbach's Alpha	General Standard (Arikunto 1998)	Information
Tangible (X1)	T1	0,777	0,6	Valid	0,948	0,6	Reliable
	T2	0,803		Valid			
	T3	0,798		Valid			
	T4	0,809		Valid			
	T5	0,777		Valid			
	T6	0,685		Valid			
	T7	0,852		Valid			
	T8	0,730		Valid			
	T9	0,691		Valid			
Reliability (X2)	RL1	0,707	0,6	Valid	0,948	0,6	Reliable
	RL2	0,800		Valid			
	RL3	0,802		Valid			
	RL4	0,847		Valid			
	RL5	0,798		Valid			
	RL6	0,726		Valid			
	RL7	0,816		Valid			
	RL8	0,816		Valid			
	RL9	0,765		Valid			
Responsiveness (X3)	RS1	0,767	0,6	Valid	0,915	0,6	Reliable
	RS2	0,805		Valid			
	RS3	0,780		Valid			
	RS4	0,743		Valid			
Assurance (X4)	A1	0,734	0,6	Valid	0,911	0,6	Reliable
	A2	0,752		Valid			
	A3	0,800		Valid			
Empathy (X5)	E1	0,812	0,6	Valid	0,933	0,6	Reliable
	E2	0,854		Valid			

	E3	0,786		Valid			
	E4	0,799		Valid			
	E5	0,784		Valid			
	E6	0,808		Valid			
Customer Satisfaction (Y)	CS1	0,834	0,6	Valid	0,909	0,6	Reliable
	CS2	0,845		Valid			
	CS3	0,839		Valid			
Customer Loyalty (Z)	CL1	0,852	0,6	Valid	0,959	0,6	Reliable
	CL2	0,877		Valid			
	CL3	0,828		Valid			
	CL4	0,769		Valid			
	CL5	0,826		Valid			
	CL6	0,839		Valid			
	CL7	0,800		Valid			
	CL8	0,767		Valid			

demographic questions provided, from 177 respondents with proportion of male were 107 and female were 70, they were mostly a person between 17 to 45 years old who earn 3,5 million – 7 million income and spend it in between 3 million – 4 million per month. The occupation somehow shows a slight different between employees, private employee, and government employee while students / college take the most of the respondents and entrepreneur take the least. 122 of the respondents are already married with 45 of them having 1 child, 39 of them having 2 children, and 33 of them having more than 2 children and 61 of them have no child. This means most of the respondents are a family with kids as their responsible, so it is possible to assumed that the parents of the kid are also taking them to Sabda Alam to enjoy the leisure time, which means their motivation to go to Sabda Alam is family oriented. Most of the respondents come to Sabda Alam for the first time and also their reason to visit is private leisure time which means they are enjoying their spare time from work to come to Sabda Alam by their own. The check for validity and reliability provided, critical point and Cronbach Alphas ranged between 0,685 – 0,959 which exceeded the acceptable cut off point (Arikunto, 1998). The results of the regression equations required for mediation model are provided including the R test Result, F test Result and T test Result and also the mediation model towards dependent variable are provided.

Table B R Square Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,879[a]	,773	,767	1,29350

a. Predictors: (Constant), E, A, T, RS, RL
b. Dependent Variable: CS

Table C F Test Result
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	976,975	5	195,395	116,783	,000[b]
	Residual	286,108	171	1,673		
	Total	1263,083	176			

a. Dependent Variable: CS
b. Predictors: (Constant), E, A, T, RS, RL

Table D T Test Result
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,351	,431		-,814	,417
	T	,076	,027	,208	2,816	,005
	RL	,062	,033	,166	1,857	,065
	RS	,104	,057	,135	1,824	,070
	A	,261	,063	,261	4,116	,000
	E	,104	,042	,197	2,473	,014

a. Dependent Variable: CS

The results of the path analysis equations and Sobel Test Result after the regression has been conducted are as follows

Table E Path Analysis Result

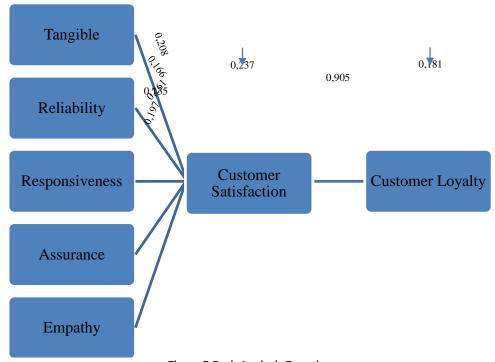| Variable	Path Coefficients	Influence		
		Direct	Indirect toward Customer Loyalty through Customer Satisfaction	Total
Tangible toward Customer Satisfaction	0,208	0,208	0,030	0,238
Reliability toward Customer Satisfaction	0,166	0,166	0,045	0,211
Responsiveness toward Customer Satisfaction	0,135	0,135	0,025	0,160
Assurance toward Customer Satisfaction	0,261	0,261	0,031	0,292
Empathy toward Customer Satisfaction	0,197	0,197	0,036	0,233
Customer Satisfaction toward Customer Loyalty	0,905	0,905	-	0,905
Ɛ1	0,237	0,237	-	0,237
Ɛ2	0,181	0,181	-	0,181

Figure B Path Analysis Equation

Table E Sobel Test Result

Variables	Path coefficient towards Customer Satisfaction	Path mediation towards Customer Loyalty	t Statistics	Standard Error	p-value Service Quality towards Customer Satisfaction	Result
Tangibles (X1)	0,208	0,158	2,816	,027	0,005	Significant
Reliablity (X2)	0,166	0,299	1,857	,033	0,064	Not Significant
Responsiveness (X3)	0,135	0,201	1,824	,057	0,068	Not Significant
Assurance (X4)	0,261	0,133	4,116	,063	0,00004	Significant
Empathy (X5)	0,197	0,203	2,473	,042	0,013	Significant
Customer Satisfaction	-	0,905	-	0,099	-	-

Based on all of the results above, it can be conclude that dimensions of SERVQUAL that has significant influence towards Customer Loyalty which Customer Satisfaction act as the mediating variable are Tangbile, Assurance, and Empathy with Assurance variable plays the most important aspects that customer consider when visiting Sabda Alam since it has the highest Beta coefficient value which is 0,261. While dimensions of SERVQUAL that has significant influence towards Service Loyalty without getting any mediating variable are all significant with Reliability plays most important aspects that customer consider since it has the highest score for Beta coefficient which is 0,299. According to previous research that has been done by (Caruana, 2002) in a bank industry, the results of previous research state that all of the variable has significant influence towards Customer Loyalty which Customer Satisfaction act as the mediating variable, this might occur since the object of research are different. Also it might be occur because customer are curious about the hot spring water rather than the room service or well served servant which make them perceived the Tangible, Assurance, and Empathy more than they perceived Reliability and Responsiveness since it already attached in each bungalow and cottage without any involvement by the staff, only when the customer needed. Those can also answered the reason why most of the respondents are a first time customer but they can loyal to Sabda Alam.

Disccusion

According to previous chapter about research question and research objective which, all of them have been briefly answered and the data result has been shown precisely. There are three major findings that researcher collect which are :

The first findings on this research is Service Quality for Sabda Alam hotel is found to have a significant and positive influence toward its Customer Satisfaction. According to respondents assessments on previous chapter, the Service Quality of Sabda Alam hotel in overall is rated as good by respondents with the total score of 70,14% and have an impact to Customer Satisfaction with the total score of 68,73%. However, there are only three sub-dimensions of SERVQUAL that has significant towards Customer Satisfaction which are Tangible, Assurance, and Empathy. This might occured since the customer are curious about the hot tub that Sabda Alam offered for bungalow and cottage room type so they might less consider about staff ability to perform the expected service dependably and accurately and staff willingness to provide prompt service.

The second findings on this research is positive significant which found on Customer Satisfaction towards Customer Loyalty. According to respondents assessments on previous chapter, the Customer Satisfaction of Sabda Alam hotel in overall is rated as good by respondents with the total score of 68,73% and have an impact to Customer Loyalty with the total score of 68,90%. This shows

that the more satisfied the customer are, the more loyal they become towards the Sabda Alam service.

The third findings on this research is Customer Satisfaction significantly mediates the relationship of Service Quality dimensions towards Customer Loyalty. According to the result, Customer Satisfaction act as the mediator for the relationship of Service Quality dimensions towards Customer Loyalty partially. This means H3 is accepted.

For future improvement, Sabda Alam hotel needs to improve its service quality especially in Tangible aspects since it has shown the lowest score based on the respondents assessment. Sabda Alam needs to fulfill its customers expectation towards its service by providing good quality of facilities and equipment including its cleanliness, maintenance, and hygienic. Also Sabda Alam needs to provide a room for smoking free in a restaurant since they do not have any. The second things that needs to improve is Reliability aspects since it has similar assessment score with Tangible. Sabda Alam need to train their staff and not only to serve what customer wants or customer request, but also to serve well and understand the customer better to make them satisfied. Since all of the variables that were found significant towards Customer Loyalty for Sabda Alam, Sabda Alam needs to improve all of the aspects to be better because as it has been stated in previous chapter that the highest value of continuum line is lie on Assurance which only shows 72,53% and none of them rated as very good so by the time Sabda Alam improve all of the aspects, customer can give a higher value of assessments towards its service.

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