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Reputation, Satisfaction, and Experience: Strategies for Building Customer Loyalty Through Customer Value in the Information Technology Industry

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ABSTRACT

This study aims to analyze the influence of *corporate reputation, customer satisfaction,* and *customer experience on customer loyalty* through *customer value* at PT XYZ, an information technology company engaged in the transportation and aviation industry. The approach used is quantitative descriptive. The results of the analysis show that *corporate reputation, customer satisfaction,* and *customer experience* have a positive and significant effect on *customer value*, while *customer value* has a positive and significant effect on *customer loyalty* and mediates the influence of these three variables on *customer loyalty*. These three variables together were able to explain 42.9% of *customer value* variants and 36.3% of *customer loyalty variants.* Thus, strategic *customer value* management is the key to building sustainable customer loyalty in information technology companies engaged in the aviation industry such as PT XYZ.

INTRODUCTION

PT XYZ is an information technology company in the aviation sector that provides IT solutions for airlines, transportation ecosystems, and related industries. With its vision of delivering stable and innovative IT platforms, the company focuses on enhancing customer experience and supporting the digital transformation of its business partners. Majority-owned by a state-owned enterprise and supported by experienced professionals, PT XYZ is capable of designing, building, and managing comprehensive information systems in the aviation industry. The company's culture—ACTION (Accountability, Respect, Integrity, Teamwork, Excellence)—serves as a strong foundation for delivering high-quality, customer-oriented services.

The global advancement of information technology has made IT a central pillar of modern business and society. Indonesia has also experienced significant progress in ICT development, as reflected in the continuous increase of the national ICT index from 2018 to 2023. However, this rapid development has intensified competition in the IT industry, requiring companies to sustain competitive advantage through innovation, improved customer experience, and long-term customer value creation. In this context, Customer Value becomes a key factor influencing Customer Satisfaction, Customer Trust, and ultimately Customer Loyalty.

In the technology industry where products and services are complex and largely intangible Corporate Reputation plays a critical role as a signal of quality for customers. For PT XYZ, reputation is strategic because the company is a subsidiary of a state-owned enterprise, carrying both institutional credibility and public expectations. Strong reputation helps build trust, enhance customer satisfaction, and drive long-term loyalty. This aligns with research showing that customer satisfaction and trust are essential components in shaping loyalty, especially in high-technology sectors.

Internal data from PT XYZ shows fluctuations in the number of customers and the Customer Satisfaction Index (CSI) from 2020 to 2024. Although CSI performance has remained relatively positive, the company faces challenges in acquiring new customers who demonstrate long-term loyalty. Contributing factors include high competition, strict regulations among state-owned entities, limited market expansion opportunities, and customers' increasing expectations for innovation and service quality. This phenomenon indicates that despite meeting KPI standards, PT XYZ still needs to strengthen value creation strategies and enhance customer experience across all interaction points.

Based on these conditions, the study titled "Reputation, Satisfaction, and Experience: Strategies for Building Customer Loyalty through Customer Value in the Aviation Information Technology Industry" becomes increasingly important. The research aims to provide data-driven insights to help PT XYZ effectively integrate corporate reputation, customer satisfaction, and customer experience. A deeper understanding of perceived customer value is expected to support the company's efforts to improve retention, strengthen loyalty, and ensure business sustainability amid growing competition in the aviation IT industry.

THEORETICAL REVIEW

Corporate Reputation Theory

Corporate Reputation refers to stakeholders' collective perceptions of a company's credibility, reliability, integrity, image, and social responsibility, functioning as a crucial intangible asset that strengthens trust, satisfaction, and customer loyalty. Reputation is shaped through internal performance that evolves into positive public perception and long-term trust. Each dimension Reliability, Trustworthiness, Credibility, Social Responsibility, and Image helps reduce consumer risk, enhance trust, elevate perceived quality and value, and build emotional bonds that foster loyalty, word-of-mouth, and sustainable competitive advantage.

Teori Customer Satisfaction

Customer satisfaction is the emotional or cognitive reaction customers develop when they compare their expectations with actual outcomes, as described in expectation-confirmation theory (Oliver, 1980). Satisfaction arises when performance matches or surpasses expectations, whereas dissatisfaction emerges when performance fails to do so. It plays a crucial role in retaining customers, building brand loyalty, and ensuring long-term profitability, with studies demonstrating its strong association with repeat purchases, favorable word-of-mouth, and customer commitment. Modern studies highlight both cognitive and emotional components in shaping satisfaction, influenced by digital experiences and value management strategies. Customer Satisfaction includes key dimensions such as expectations shaped by prior experiences and marketing communication; performance as the actual service outcome; comparison as the cognitive evaluation between expectations and performance; experience covering the entire customer journey; and confirmation/disconfirmation, which determines satisfaction or dissatisfaction depending on whether performance matches, exceeds, or fails to meet expectations.

Customer Experience

Customer Experience refers to the overall impressions formed by customers through their interactions with a company's products and services, emphasizing the importance of delivering experiences that meet customer expectations. Positive experiences across all touchpoints strengthen satisfaction and loyalty, while high service quality enhances customer perceptions that subsequently increase trust and long-term behavioral commitment. Customer experience consists of direct and indirect moments that shape brand perception, reflecting emotional, cognitive, social, sensory, and behavioral responses that influence future purchasing decisions. A well-managed customer experience—from emotions, thoughts, perceptions, to interactions—helps companies build strong relationships, improve economic value, increase revenue growth, enhance customer and employee satisfaction, and reduce business uncertainty.

Customer Value

Customer Value represents customers' perceptions of the benefits received compared with the costs incurred, where higher perceived benefits encourage continued patronage and long-term attachment to a brand. It is defined as the difference between total benefits and total costs experienced during product or service consumption, functioning as a strategic asset that creates sustained revenue through continuous customer engagement. Customers evaluate offerings by comparing alternatives, making superior value creation a key source of competitive advantage. Customer value comprises functional utility, emotional attachment, relational connection, social meaning, and spiritual fulfillment, all of which jointly shape satisfaction and influence repeated behavioral intentions, trust, and loyalty in both traditional and digital business environments.

Customer Loyalty

Customer Loyalty reflects a strong commitment to repurchase and consistently use a company's products or services despite situational influences or competitors' marketing efforts. Loyalty is demonstrated through repeated purchasing behavior, retention over time, willingness to recommend the brand to others, emotional attachment, reduced switching intention, and a higher share of wallet that indicates deeper engagement with a preferred brand. Loyal customers show enduring attachment formed by satisfaction, trust, product quality, positive experiences, and psychological bonds, which collectively strengthen long-term relational value. Loyalty not only minimizes customer churn but also amplifies brand advocacy, increases purchasing consistency, and drives sustainable business growth through greater customer lifetime value.

Research Conceptual Model

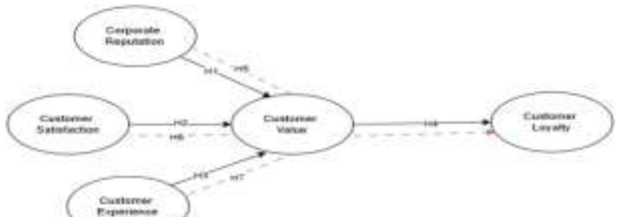


Figure. 1 Research Conceptual Model

METHODOLOGY

Research Type

This study employs a quantitative method with descriptive and causal approaches to analyze relationships and cause–effect interactions among the variables. Data were collected through a structured survey using a questionnaire distributed to eligible respondents, and the results were analyzed statistically using SmartPLS to examine variable relationships and test the proposed hypotheses.

Population

According to Sugiyono (2022), a population is a group of objects or subjects with specific characteristics set by the researcher. The population in this study consists of employees from companies using PT XYZ's services, aligned with the variables of Corporate Reputation (X1), Customer Satisfaction (X2), Customer Experience (X3), Customer Value (Z), and Customer Loyalty (Y).

Sample

The sample was selected using Proportional Stratified Sampling, a probability technique ensuring each group (strata) is proportionally represented (Sugiyono, 2022). Although probabilistic, respondents were selected based on relevance of characteristics and experience to ensure accurate data. Sample size was calculated using the Slovin formula with N = 25,191 and e = 0.05, resulting in 394 respondents. Distribution across strata followed proportional allocation.

Data Collection

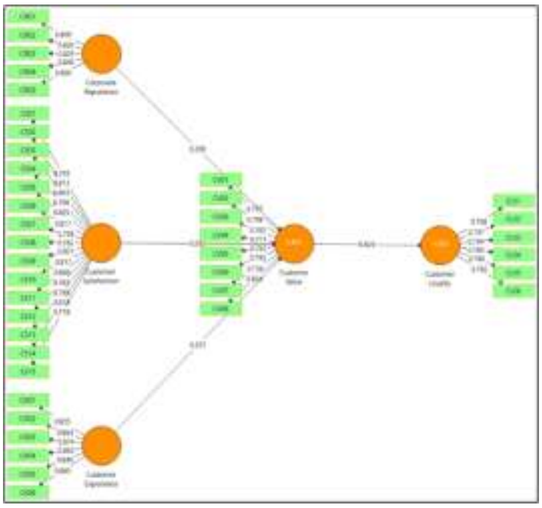
Data were collected using a structured questionnaire based on a 5-point Likert scale (Likert, 1932), measuring respondents' perceptions of each variable. Scoring used total and mean Likert formulas, and interpretation followed categories from "Strongly Disagree" (1) to "Strongly Agree" (5). The questionnaire, containing indicators from all variables, was distributed online via Google Forms over approximately one month, with periodic reminders to increase response rates.

RESULTS

Respondent Characteristics

The respondents in this study consisted of employees from companies that use PT XYZ's services, representing various organizational levels and departments. The demographic distribution showed that the majority were aged 26–40 years, with a balanced proportion of male and female respondents. Most participants had more than three years of work experience, indicating strong familiarity with the company's services. In terms of education, the majority held undergraduate degrees, followed by respondents with postgraduate qualifications. Overall, the characteristics demonstrate that the sample is composed of experienced and knowledgeable users, ensuring the credibility and relevance of the data collected.

Model Measurement Results (Outer Model)



Source: Author's Processed Data, 2025

Figure 2. Path Diagram Outer Model

Based on Figure 2, the indicators (green) and variables (orange) show that all factor loadings exceed the 0.7 validity threshold, indicating strong measurement accuracy. The SMARTPLS results confirm that every indicator meets the required validity criteria, so the measurement model can be presented as follows:

a. Convergent Validity

Table 1. Outer *Loading Table*

	Corporate Reputation	*Customer Experience*	*Customer Loyalty*	*Customer Satisfaction*	*Customer Value*
CL01			0,768		
CL02			0,797		
CL03			0,794		
CL04			0,784		
CL05			0,786		
CL06			0,782		
CR01	0,809				
CR02	0,820				
CR03	0,829				
CR04	0,845				
CR05	0,860				
CS01				0,793	
CS02				0,812	
CS03				0,803	
CS04				0,796	
CS05				0,805	
CS06				0,811	
CS07				0,759	
CS08				0,782	
CS09				0,821	

	Corporate Reputation	*Customer Experience*	*Customer Loyalty*	*Customer Satisfaction*	*Customer Value*
CS10				0,817	
CS11				0,806	
CS12				0,783	
CS13				0,799	
CS14				0,819	
CS15				0,778	
CV01					0,797
CV02					0,768
CV03					0,785
CV04					0,717
CV05					0,763
CV06					0,795
CV07					0,734
CV08					0,824
CX01		0,835			
CX02		0,864			
CX03		0,874			
CX04		0,850			
CX05		0,840			
CX06		0,860			

Source: Author's Processed Data, 2025

The Convergent Validity test shows that all indicators have outer loading values above 0.7, indicating good validity. This confirms that all constructs—Corporate Reputation, Customer Experience, Customer Loyalty, Customer Satisfaction, and Customer Value—are appropriate for further analysis. After processing the AVE values, the following results were obtained:

Tabel 2. Hasil Average Variance Extracted

	Average Variance Extracted (AVE)	Nilai Kritis	Evaluasi Model
Corporate Reputation	0,693	>0,5	Valid
Customer Experience	0,729		Valid
Customer Loyalty	0,617		Valid
Customer Satisfaction	0,638		Valid
Customer Value	0,598		Valid

Source: Author's Processed Data, 2025

Based on Table 2, all variables show AVE values above the required threshold of >0.5, indicating that each construct meets the criteria for Convergent Validity. Customer Experience has the highest AVE value (0.729), followed by Corporate Reputation (0.693), Customer Satisfaction (0.638), Customer Loyalty (0.617), all of which are valid. Customer Value also meets the standard with an AVE value of 0.598, indicating it is still appropriate to be used in the model.

b. Discriminant Validity

Table 3. Discriminant Validity (Cross Loading)

	Corporate Reputation	*Customer Experience*	*Customer Loyalty*	*Customer Satisfaction*	*Customer Value*
CL01	0,226	0,275	**0,768**	0,332	0,430
CL02	0,231	0,284	**0,797**	0,405	0,519
CL03	0,225	0,328	**0,794**	0,375	0,469
CL04	0,269	0,166	**0,784**	0,308	0,481
CL05	0,295	0,245	**0,786**	0,365	0,473
CL06	0,252	0,080	**0,782**	0,310	0,460
CR01	**0,809**	0,363	0,235	0,439	0,382
CR02	**0,820**	0,359	0,268	0,392	0,426
CR03	**0,829**	0,354	0,271	0,417	0,441
CR04	**0,845**	0,348	0,298	0,412	0,446
CR05	**0,860**	0,373	0,252	0,397	0,515
CS01	0,442	0,257	0,370	**0,793**	0,442
CS02	0,428	0,284	0,360	**0,812**	0,430
CS03	0,433	0,281	0,357	**0,803**	0,439
CS04	0,421	0,252	0,330	**0,796**	0,415
CS05	0,391	0,272	0,293	**0,805**	0,369
CS06	0,426	0,259	0,364	**0,811**	0,433
CS07	0,363	0,188	0,312	**0,759**	0,397
CS08	0,391	0,257	0,320	**0,782**	0,376
CS09	0,423	0,304	0,393	**0,821**	0,450
CS10	0,350	0,339	0,346	**0,817**	0,406
CS11	0,383	0,367	0,397	**0,806**	0,421
CS12	0,350	0,380	0,390	**0,783**	0,441
CS13	0,367	0,323	0,356	**0,799**	0,419
CS14	0,390	0,366	0,384	**0,819**	0,447
CS15	0,333	0,322	0,351	**0,778**	0,406
CV01	0,415	0,339	0,395	0,380	**0,797**
CV02	0,407	0,488	0,520	0,486	**0,768**
CV03	0,401	0,400	0,482	0,410	**0,785**
CV04	0,420	0,447	0,460	0,418	**0,717**
CV05	0,421	0,341	0,487	0,370	**0,763**
CV06	0,421	0,338	0,454	0,385	**0,795**
CV07	0,400	0,281	0,462	0,363	**0,734**
CV08	0,422	0,343	0,447	0,423	**0,824**
CX01	0,337	**0,835**	0,206	0,289	0,361
CX02	0,365	**0,864**	0,217	0,305	0,415
CX03	0,423	**0,874**	0,282	0,382	0,458
CX04	0,401	**0,850**	0,289	0,351	0,438
CX05	0,321	**0,840**	0,238	0,267	0,409
CX06	0,351	**0,860**	0,258	0,303	0,402

Source: Author's Processed Data, 2025

The cross-loading analysis in Table 3 shows that all indicators load higher on their respective constructs than on others, indicating strong discriminant validity. This confirms that all constructs Corporate Reputation, Customer

Experience, Customer Loyalty, Customer Satisfaction, and Customer Value are clearly distinguished from one another.

Table 4. Fornell-Lacker Criterion

	Corporate Reputation	*Customer Experience*	*Customer Loyalty*	*Customer Satisfaction*	*Customer Value*
Corporate Reputation	**0,833**				
Customer Experience	0,431	**0,854**			
Customer Loyalty	0,318	0,293	**0,785**		
Customer Satisfaction	0,492	0,373	0,446	**0,799**	
Customer Value	0,535	0,487	0,603	0,527	**0,773**

Source: Author's Processed Data, 2025

The Fornell-Larcker results show that the square root of AVE for each variable is higher than its correlations with other variables, indicating strong discriminant validity. All constructs Customer Experience, Corporate Reputation, Customer Loyalty, Customer Satisfaction, and Customer Value meet this criterion, confirming that the model satisfies the Fornell-Larcker requirement.

Table. 5 Heterotrair-monotrait ratio (HTMT)

	Corporate Reputation	*Customer Experience*	*Customer Loyalty*	*Customer Satisfaction*	*Customer Value*
Corporate Reputation					
Customer Experience	**0,473**				
Customer Loyalty	**0,360**	**0,323**			
Customer Satisfaction	**0,534**	**0,392**	**0,483**		
Customer Value	**0,592**	**0,524**	**0,672**	**0,560**	

Source: Author's Processed Data, 2025

The HTMT analysis shows that all construct pairs have values below the <0.90 threshold, indicating clear discriminant validity among the variables. These results confirm that all constructs are sufficiently distinct and suitable to proceed to the next stage of analysis.

c. Construct Reliability

Tabel 6. Composite Reliability dan Cronbach Alpha

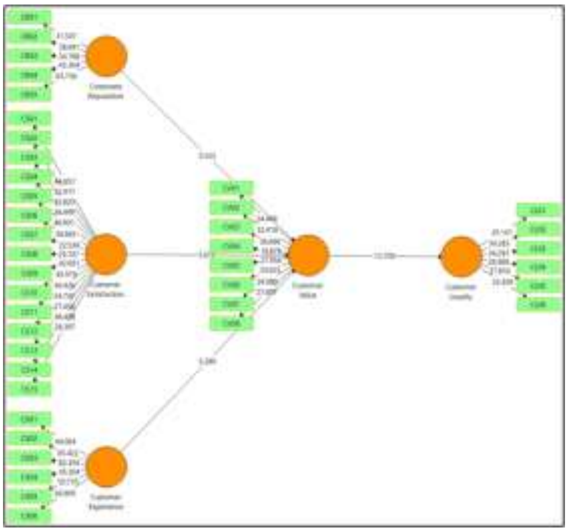
	Composite Reliability	*Cronbach's Alpha*	**Evaluasi Model**
Corporate Reputation	0,919	0,890	***Reliable***
Customer Experience	0,942	0,926	***Reliable***
Customer Loyalty	0,906	0,876	***Reliable***

	Composite Reliability	*Cronbach's Alpha*	**Evaluasi Model**
Customer Satisfaction	0,964	0,960	***Reliable***
Customer Value	0,922	0,904	***Reliable***

Source: Author's Processed Data, 2025

The reliability test results show that all variables have Composite Reliability values above 0.90 and Cronbach's Alpha above 0.70, indicating very strong internal consistency. These findings confirm that all constructs Customer Satisfaction, Customer Experience, Customer Value, Corporate Reputation, and Customer Loyalty are highly reliable and suitable for further analysis.

Structural Measurement (Inner Model)



Source: Author's Processed Data, 2025

Gambar 3. Path Diagram Inner Model

The inner model path diagram shows the relationships among latent variables in the SEM-PLS model, where Corporate Reputation, Customer Satisfaction, and Customer Experience all contribute to Customer Value with strong path coefficients. Customer Value then shows the strongest impact on Customer Loyalty, while all indicators display sufficient outer loadings, confirming their validity in representing their respective latent constructs.

R ***Square***

Table 7. R *Square*

	R ***Square***	**R** ***Square Adjusted***
Customer Loyalty	0,363	0,361
Customer Value	0,429	0,425

Source: Author's Processed Data, 2025

The R Square results show that Customer Value is moderately explained by Corporate Reputation, Customer Satisfaction, and Customer Experience (42.9%), while Customer Loyalty is moderately explained by Customer Value

(36.3%). Overall, the structural model demonstrates moderate explanatory power and is suitable for further path coefficient and hypothesis testing.

Predictive Relevance or Q Square

Tabel 8. Q *Square*

Variabel	*Composite Reliability*	Keterangan
Customer Value	0.250	Sedang
Customer Loyalty	0.220	Sedang

Source: Author's Processed Data, 2025

The Q Square results show that Customer Value (0.250) and Customer Loyalty (0.220) fall within the medium predictive category, indicating adequate predictive relevance. This confirms that the model has acceptable predictive ability and is suitable for further analysis.

Estimate for Path Coefficients or ***F*** *Square*

Tabel 9. F Square

Variabel	*F Square*	*Effect Size*
Corporate Reputation -> Customer Value	0.094	Kecil
Customer Satisfaction -> Customer Value	0.109	Sedang
Customer Experience -> Customer Value	0.090	Kecil
Customer Value -> Customer Loyalty	0.570	Besar

Source: Author's Processed Data, 2025

The F Square results show that Corporate Reputation (0.094) and Customer Experience (0.090) have small effects on Customer Value, while Customer Satisfaction (0.109) has a moderate effect, and Customer Value shows a large effect on Customer Loyalty (0.570). These findings indicate that Customer Value is the strongest driver of Customer Loyalty, whereas the other variables exert small to moderate effects on Customer Value.

Goodness of Fit Model (GOFM)

Tabel 10. F *Square*

	Saturated Model	Estimated Model
SRMR	0,057	0,063
d_ULS	2,649	3,213
d_G	1,460	1,467
Chi-Square	3009,993	3024,331
NFI	0,769	0,768

Source: Author's Processed Data, 2025

The GOF results show that the model fits the data adequately, with SRMR values for both the saturated model (0.057) and estimated model (0.063) remaining below the 0.08 threshold and other fit indicators (d_ULS, d_G, and Chi-Square) displaying stable patterns. Although the NFI values (0.769 and 0.768) have not reached the ideal 0.90 level, the model still demonstrates acceptable fit and is considered suitable for representing the research data.

DISCUSSION

Corporate Reputation

The descriptive results indicate that Corporate Reputation is generally perceived as Good (83%), reflecting positive customer perceptions of PT XYZ, although the lowest score (79%) highlights the need to enhance customer understanding and empathy; therefore, the company is encouraged to strengthen personal communication and interaction to maintain and improve its reputation.

Customer Satisfaction

Customer Satisfaction is rated as Very Good (85%), showing that customers are broadly pleased with PT XYZ’s services, but the lowest indicator (82%) related to competitiveness suggests that the company should enhance its differentiation strategies to remain superior in comparison to similar competitors.

Customer Experience

Customer Experience shows a Very Good score (86%), indicating that customers consistently have positive interactions with PT XYZ, yet the lowest item (83%), concerning engineer friendliness, implies the need for additional soft-skill training to further enrich the overall customer experience.

Customer Value

Customer Value also receives a Very Good rating (86%), demonstrating that customers perceive strong functional benefits from PT XYZ’s services, although the lowest score (78%) regarding the company's modern image indicates the need for stronger innovative branding and communication to reinforce perceived value.

Customer Loyalty

Customer Loyalty is relatively high (85%), reflecting strong tendencies for repeat use and recommendations; however, the lowest indicator (82%) related to budgeting commitment suggests that PT XYZ may need to introduce more flexible pricing or value-added packages to maintain customer loyalty.

Effect of Corporate Reputation on Customer Value

Corporate Reputation significantly influences Customer Value (t = 5.525), meaning that a stronger reputation enhances customers’ perceived value by increasing trust, reducing perceived risks, and improving perceived service quality, which is consistent with findings in previous research.

Effect of Customer Satisfaction on Customer Value

Customer Satisfaction has a significant positive effect on Customer Value (t = 5.619), indicating that satisfied customers perceive greater functional and emotional benefits from the service, a relationship widely supported by existing literature on satisfaction-driven value formation.

Effect of Customer Experience on Customer Value

Customer Experience significantly affects Customer Value (t = 5.280), showing that positive and seamless interactions increase the benefits customers perceive, which aligns with prior studies emphasizing experience as a crucial driver of perceived value.

Effect of Customer Value on Customer Loyalty

Customer Value is the strongest predictor of Customer Loyalty (t = 13.709), suggesting that when customers perceive high value, they are more likely to continue using the service and recommend it to others, confirming theoretical frameworks linking value to long-term loyalty.

Corporate Reputation → Customer Loyalty through Customer Value

Corporate Reputation indirectly affects Customer Loyalty through Customer Value (t = 5.089), demonstrating that reputation must translate into meaningful perceived value before it fully strengthens customer loyalty, consistent with mediating-value theories.

Customer Satisfaction → Customer Loyalty through Customer Value

Customer Satisfaction also indirectly influences Customer Loyalty through Customer Value (t = 4.707), indicating that satisfaction alone is insufficient and must be accompanied by perceived value in order to effectively drive customer loyalty.

Customer Experience → Customer Loyalty through Customer Value

Customer Experience indirectly shapes Customer Loyalty through Customer Value (t = 5.163), meaning that positive experiences enhance perceived value, which subsequently increases loyalty, supporting prior research highlighting value as a key mediating mechanism.

CONCLUSIONS AND RECOMMENDATIONS

The study concludes that Corporate Reputation, Customer Satisfaction, Customer Experience, Customer Value, and Customer Loyalty at PT XYZ are generally in good to excellent condition, indicating that customers perceive strong service quality, positive interactions, and meaningful benefits from the company's IT solutions. Corporate Reputation, Customer Satisfaction, and Customer Experience each have a significant positive direct impact on Customer Value, while Customer Value itself is the strongest predictor of Customer Loyalty. Additionally, all three antecedent variables indirectly influence Customer Loyalty through Customer Value, confirming that customer-perceived value is the key mediating factor that converts reputation, satisfaction, and experience into sustained loyalty. Overall, the findings demonstrate that PT XYZ successfully delivers high-value services that enhance long-term customer commitment.

Based on these findings, PT XYZ is advised to enhance aspects with the lowest descriptive scores, including strengthening service reliability, improving transparency in system updates, accelerating complaint handling, and ensuring consistent customer experience across all service touchpoints. The company should also increase perceived customer value by offering clearer benefit communication, adding service features, and providing more flexible package options, while loyalty can be reinforced through exclusive programs, incentives, and continuous customer engagement. Future researchers are recommended to expand the study by including additional variables such as customer trust, service quality, or switching costs, applying mixed methods, increasing sample size, and conducting longitudinal analyses to gain deeper and more comprehensive insights into customer loyalty dynamics in the IT industry.

FURTHER STUDY

Future research is recommended to include additional variables such as customer trust, service quality, or switching cost, and to apply mixed-method approaches for more comprehensive insights. The scope of research may also be expanded to other companies or sectors, with a larger sample size and a longitudinal design to observe changes in customer perceptions over time.

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