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The Effect of Marketing Mix Strategy on Customer Loyalty in Virtual Hotel Operation with the Mediation of Customer Satisfaction: A Study of RedDoorz in Greater Malang

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Abstract:

Technological advancement in recent industrial era has made business grow and develop rapidly. One of which is the need to enjoy foreign and domestic vacation. Budget travel becomes the choice of holiday for anyone who prioritizes budget for his travels, including booking hotel rooms. Based on issues, phenomena, problems, valuable meanings of variables, and research gaps between past researches, a more elaborate study is required, that is analyzing the mediation of customer satisfaction in the relationship between marketing mix strategy and customer loyalty. The population of this research in the overall is all customers of RedDoorz, a virtual hotel operation, in Greater Malang area. Referring to Roscoe, the sample of this research consists of 100 respondents. Inferential statistics were used to test the hypotheses and to produce an appropriate model. The data was analyzed using variant-based SEM or the Partial Least Squares. This study finds that marketing mix strategy increases customer loyalty and customer satisfaction; customer satisfaction increases customer loyalty and partially mediates the effect of marketing mix strategy on customer loyalty.

Keywords: Marketing mix strategy, customer satisfaction, customer loyalty

1. Introduction

Technological advancement in recent industrial era has made business grow and develop rapidly. New trends emerge to facilitate human to fulfill their needs, human needs are biogenic and psychogenic in nature. The biogenic needs are those coming from biological pressure such as hunger, thirst and discomfort, while the psychogenic needs are those arising from psychological pressure such as the longing for having something and the need for recognition and appreciation. One of people's needs is enjoying holidays, either abroad or inside their country (Freud, 2006).

Petriella (2019) stated that budget travel becomes a vacation option for anyone who prioritizes budget in his travel, including in booking hotel rooms. The trend of cheap hotel room is increasing, caused by technological simplicity in its reservation. This also makes Indonesia an appealing field for technology-based business startups in hotel sector, which is called as virtual hotel operator (VHO).

Inda (2019) argued that RedDoorz is the first hotel network to achieve 600,000 occupancies in every room per month in affordable accommodation in September 2019. The company was on course of reaching one million occupancies in every room per month in the same year. Focusing on lodging development and online sales distribution, RedDoorz chose potential e-properties for direct partnership and legal commitment. After permanent lodging quality improvements to meet key standards, such as facility enhancement, RedDoorz continues to ensure online and offline major-scale room sales, i.e. corporate sales program. The company also conducted professional training, regular checkups, and operational assistance to help the inn partners increase the standard of their facilities. Upon the meeting of the standard, RedDoorz helped them in online and offline sales accompanied by quality control and guest review (www.blog.reddoorz.com).

Conventional strategies such as discount, voucher, and member privilege, were also applied to keep the partners in business amidst the competition and Covid-19 pandemic that had totally paralyzed tourism activities globally. News by Kompas, based on the latest national data until April 2020, 229,789 employees in formal sector were laid off and 1,270,367 were temporarily discharged.

According to Statistics Indonesia, 10.40 million hotel rooms were occupied nationally. This is a 77.15 percent decrease compared to the 45.55 million occupancies in 2019 (www.Bps.go.id). This condition requires hotels to make their guests remain loyal.

During the pandemic situation and condition, companies need to come up with strategies to keep their existing customers and make them return using their services, and of course gaining their loyalty. Customer loyalty is crucial for

business sustainability. Loyal customers are those satisfied with products and services they receive from their provider. This is the starting point for their enthusiasm to introduce their provider to anyone else (Shalihah, 2020).

The business run by RedDoorz is also susceptible to challenges such as hotel owners who are still not familiar to management system, marketing programs and customer satisfaction (swa.co.id).

Marketing mix has seven concepts: product, price, place, promotion, people, process, and physical evidence; each has its own purposes. In order for companies to reach their effective marketing, to satisfy their customers, and to create customer loyalty, the seven concept must be appropriately related, blended, organized and utilized (Ali, 2020).

Product, price, place, and promotion from the marketing mix are significant to purchase decisions (Andotra & Pooja, 2007; Lembang, 2010). Customer's evaluation in marketing mix factors is considered through evaluation processes that influence decision making (Kotler & Keller, 2016). According to Satit *et al.* (2012), problems coming from consumer include uncertainty due to poor understanding and planning of marketing mix in four Ps: product, price, place, and promotion. The next one is about how each of the Ps influences consumer's decision making. The concept of Four Ps is an input component from the decision-making model of customers in travel agency services. In this concept, product and price are the most significant.

Customer satisfaction is a determining factor for customer loyalty (Jones & Suh, 2000). Bolton (1998) in Masturoh (2019) asserted that customer satisfaction is the prerequisite of customer loyalty since higher satisfaction leads to higher loyalty. Lombart & Louis (2012) stated that the outcome of customer satisfaction is customer loyalty. They both are different in their construction, but they are highly correlated (Gelade & Young, 2005; Silvestro & Cross, 2000). Customer loyalty is believed to be the final consequence of customers' overall and cumulative experience with the company (Brunner *et al.*, 2008).

Martin *et al.* (2007) explained that customer satisfaction is one of the key factors to predict consumer behavior and, more specifically, repeated purchase. Irrational decisions are based on a comprehension of information that is impossible to believe, which finally results in dissatisfaction (Dapkevicius & Melnikas, 2009). Sharma & Patterson (2000) found that customer satisfaction significantly affects repurchase intention in various services.

2. Theoretical Review

2.1. Marketing Mix

Marketing mix is a marketing device used by companies to obtain responses from target markets. It consists of four Ps: product, price, place, and promotion. In marketing management, marketing mix is the most fundamental concept that must be understood in order to make effective marketing strategies. Previous studies mentioned that marketing mix, i.e. factors such as product, price, place, and promotion, has significant impacts on purchase decision (Andotra & Pooja, 2007; Lembang, 2010).

2.2. Customer Satisfaction

Customer satisfaction is customer's perception about service quality. It is described as the result of comparison between customer's expectation and the following service quality he feels (Herington & Weaven, 2009). According to Hansemark & Albinsson (2004), customer satisfaction in the overall indicates attitudes toward service providers. It is also emotional reactions to the differences between what is expected by a customer and what he really received. In addition to service quality, it is determined by the product quality, value, and price as well as other factors that are personal and temporarily situational in nature (Swastha & Handoko, 2015).

2.3. Customer Loyalty

Customer loyalty is one of the most popular constructions whose relation with business marketing has been widely studied. Loyalty reflects customers' emotional and psychological desire to repurchase and recommend a product to others (Baumann *et al.*, 2012). Repurchase decision is a logic-based cognitive loyalty (Fraering & Minor, 2013) because customers would have made several comparisons with other product and services before making decisions (Han *et al.*, 2011). Based on the explanations above, the conceptual framework of this research is depicted as the following.

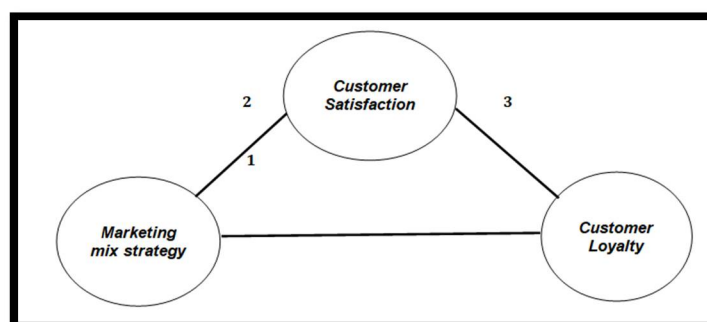


Figure 1: Conceptual Framework
Source: Processed Data (2022)

The hypotheses of this research are the following:

Tjan (2015) explained that the seven Ps of marketing mix influence customer loyalty. The research found that product, place, promotion, and physical evidence are proven to have individual significant impacts on customer loyalty.

The finding is supported by the research of Souar *et al.* (2015), which found that marketing mix influences customer loyalty. Based on the description above, the first hypothesis of this research is as follows:

- H1: *Marketing mix strategy significantly influences customer loyalty.*

According to a study that discusses marketing mix for product sales, satisfaction is the determiner of loyalty to certain products (Wahab *et al.*, 2016). The research found that marketing mix significantly affects customer satisfaction. It was conducted on women who wear hijab products. Furthermore, Mustawadjuhaefa *et al.* (2017) found that marketing mix positively and significantly influences customer satisfaction. Based on the description above, the second hypothesis of this research is as follows:

- H2: *Marketing mix strategy significantly influences customer satisfaction.*

Moriuchi & Takahashi (2016) mentioned that satisfaction and trust positively influence customer loyalty. Rather & Sharma (2017) also found that customer satisfaction has significant effects on customer loyalty. Based on the description above, the third hypothesis of this research is as follows:

- H3: *Customer satisfaction significantly influences customer loyalty.*

Devila *et al.* (2017) mentioned that marketing mix significantly impacts satisfaction and loyalty. Satisfaction significantly influences loyalty and marketing mix significantly affects loyalty through satisfaction. In addition, Mustawadjuhaefa *et al.* (2017) mentioned the mediating roles of customer satisfaction in improving loyalty. Based on the description above, the fourth hypothesis of this research is as follows:

- H4: *Marketing mix strategy significantly influences customer loyalty with the mediation of customer satisfaction.*

2.4. Method

This research uses quantitative approach since it is useful to examine a certain population and sample using data collected from research instruments through a systematic and measured analysis to assess predetermined hypotheses (Cooper & Schindler, 2014).

Based on the problems and objectives of research, this study is categorized as explanatory research. The data analysis used to test the hypotheses uses multivariate Structural Equation Modelling (SEM) with Partial Least Squares (PLS) approach. The application used to process the data is SmartPLS version 3. This research was conducted to the customers of RedDoorz located in the Greater Malang area. This region is a metropolitan area located in East Java, covering twenty properties in Malang city, fourteen in Malang regency and 22 in Batu city, from which 100 respondents were involved.

3. Result

3.1. General Description of RedDoorz

RedDoorz is the largest online budget lodging network in Indonesia. While focusing on lodging development and online sales distribution, this company chooses potential properties to work with them under legal commitments. They help property owners improve their quality in both facilities and services. Those working with this company provide clean linens, free Wi-Fi, mineral water, clean toilets, towels, water heater, and 24/7 services.

3.2. Outer Loading Analysis – First Order

The instruments of this research were assessed using measurement model, i.e. the outer model, to determine the specifications of any relationship between variables, constructs, or manifests. The assessment consists of convergent and discriminant validity and composite reliability tests.

3.2.1. Convergent Validity

The convergent validity of the measurement models with reflective indicators at the first order of the CFA can be seen from the correlation between indicators and their constructs. An indicator is considered to be valid if it has the outer loading value of greater than 0.70. The following is the table for Outer Loading – First Order.

Indicators	Product	Price	Place	Promotion	Physical Evidence	People	Process	Conformity with Expectation	Revisiting Intention	Willingness to Make Recommendations
MMS_1	0.840									
MMS_2	0.833									
MMS_3	0.851									
MMS_4		0.801								
MMS_5		0.861								
MMS_6		0.789								
MMS_7		0.785								
MMS_8			0.805							
MMS_9			0.803							
MMS_10			0.910							
MMS_11			0.826							
MMS_12				0.815						
MMS_13				0.895						
MMS_14				0.773						
MMS_15				0.846						
MMS_16				0.866						
MMS_17					0.794					
MMS_18					0.779					
MMS_19					0.825					
MMS_20					0.826					
MMS_21					0.795					
MMS_22					0.820					
MMS_23						0.786				
MMS_24						0.715				
MMS_25						0.815				
MMS_26						0.870				
MMS_27						0.818				
MMS_28							0.861			
MMS_29							0.783			
MMS_30							0.847			
MMS_31							0.906			
MMS_32							0.907			
CS_1								0.801		
CS_2								0.821		
CS_3								0.793		
CS_4									0.827	
CS_5									0.770	
CS_6									0.789	
CS_7										0.798
CS_8										0.839
CS_9										0.813

Table 1: Outer Loading - First Order
Source: Processed Questionnaire Data, 2022

Based on the Outer Loading – First Order, in the overall the indicators included in this first-order CFA have the loading values of greater than 0.70. Therefore, it can be said that each indicator is able to measure or predict its construct.

4.2.2 Discriminant Validity

The discriminant validity of the measurement model for the reflective indicators at this first-order CFA is based on the cross-loading measurement with the constructs. If the correlation of each indicator with its construct is higher than its relation with other construct, the indicators should be considered to be able to predict its construct or manifest better than the others.

Indicators	Product	Price	Place	Promotion	Physical Evidence	People	Process	Conformity with Expectation	Revisiting Intention	Willingness to Make Recommendations
MMS_1	0.840	0.595	0.612	0.523	0.676	0.655	0.555	0.573	0.518	0.545
MMS_2	0.833	0.650	0.603	0.621	0.535	0.592	0.576	0.454	0.280	0.447
MMS_3	0.851	0.789	0.787	0.719	0.638	0.563	0.624	0.573	0.440	0.511
MMS_4	0.641	0.801	0.639	0.580	0.620	0.602	0.534	0.472	0.399	0.584
MMS_5	0.673	0.861	0.677	0.664	0.574	0.597	0.623	0.577	0.465	0.574
MMS_6	0.648	0.789	0.599	0.606	0.443	0.438	0.544	0.411	0.311	0.519
MMS_7	0.661	0.785	0.664	0.623	0.667	0.682	0.645	0.597	0.571	0.717
MMS_8	0.688	0.736	0.805	0.544	0.665	0.634	0.543	0.551	0.484	0.577
MMS_9	0.596	0.571	0.803	0.608	0.628	0.597	0.634	0.562	0.480	0.537
MMS_10	0.674	0.667	0.910	0.681	0.632	0.594	0.751	0.646	0.436	0.551
MMS_11	0.713	0.698	0.826	0.651	0.607	0.577	0.722	0.650	0.475	0.556
MMS_12	0.558	0.535	0.575	0.815	0.610	0.619	0.714	0.555	0.376	0.550
MMS_13	0.639	0.661	0.636	0.895	0.609	0.605	0.798	0.566	0.381	0.562
MMS_14	0.616	0.621	0.586	0.773	0.629	0.568	0.611	0.455	0.319	0.523
MMS_15	0.580	0.626	0.525	0.846	0.608	0.566	0.632	0.635	0.440	0.537
MMS_16	0.713	0.756	0.781	0.866	0.634	0.585	0.810	0.690	0.395	0.545
MMS_17	0.670	0.599	0.618	0.513	0.794	0.735	0.517	0.574	0.558	0.644
MMS_18	0.586	0.517	0.628	0.635	0.779	0.583	0.666	0.586	0.489	0.496
MMS_19	0.574	0.581	0.639	0.638	0.825	0.674	0.588	0.551	0.537	0.632
MMS_20	0.604	0.621	0.618	0.571	0.826	0.721	0.635	0.593	0.544	0.641
MMS_21	0.604	0.602	0.596	0.585	0.795	0.654	0.629	0.414	0.379	0.631
MMS_22	0.513	0.554	0.557	0.618	0.820	0.665	0.629	0.501	0.483	0.683
MMS_23	0.646	0.661	0.584	0.598	0.628	0.786	0.632	0.532	0.427	0.596
MMS_24	0.493	0.517	0.442	0.515	0.663	0.715	0.554	0.373	0.400	0.542
MMS_25	0.548	0.532	0.630	0.560	0.694	0.845	0.609	0.629	0.608	0.547
MMS_26	0.533	0.549	0.582	0.612	0.675	0.870	0.681	0.521	0.578	0.639
MMS_27	0.642	0.634	0.624	0.520	0.685	0.818	0.595	0.567	0.613	0.651
MMS_28	0.526	0.480	0.626	0.659	0.672	0.671	0.861	0.582	0.501	0.587
MMS_29	0.501	0.627	0.571	0.679	0.566	0.555	0.783	0.533	0.357	0.496
MMS_30	0.598	0.589	0.664	0.746	0.708	0.691	0.847	0.633	0.514	0.683
MMS_31	0.709	0.738	0.786	0.801	0.630	0.677	0.906	0.681	0.462	0.637
MMS_32	0.647	0.689	0.756	0.783	0.685	0.704	0.907	0.778	0.575	0.712
CS_1	0.599	0.646	0.725	0.762	0.647	0.593	0.639	0.801	0.480	0.595
CS_2	0.393	0.476	0.522	0.492	0.484	0.535	0.553	0.821	0.611	0.523
CS_3	0.546	0.501	0.496	0.425	0.477	0.461	0.420	0.793	0.696	0.462
CS_4	0.328	0.356	0.374	0.363	0.378	0.496	0.408	0.659	0.827	0.419
CS_5	0.378	0.397	0.424	0.338	0.396	0.505	0.421	0.536	0.770	0.486
CS_6	0.462	0.539	0.527	0.384	0.679	0.565	0.506	0.571	0.789	0.689
CS_7	0.632	0.745	0.717	0.623	0.719	0.681	0.672	0.551	0.475	0.798
CS_8	0.432	0.526	0.416	0.441	0.537	0.498	0.511	0.523	0.594	0.839
CS_9	0.403	0.487	0.501	0.526	0.636	0.646	0.602	0.529	0.582	0.813

Table 2: Cross Loading - First Order
Source: Processed Questionnaire Data, 2022

The cross-loading values for the correlation of each indicator with its construct are higher than its correlation with other constructs (bolded column). Therefore, the constructs of the variables have fulfilled the discriminant validity requirement.

4.2.3. Composite Reliability

The next assessment is about composite reliability at the first order of indicators that measure the construct. A construct will be said to be reliable if its composite reliability value is greater than 0.60. The results of the composite reliability calculation are presented below.

Constructs	AVE	Composite Reliability	Cronbach's Alpha	Remark
Product	0.841	0.879	0.794	Reliable
Price	0.809	0.884	0.824	Reliable
Place	0.837	0.903	0.856	Reliable
Promotion	0.840	0.923	0.895	Reliable
Physical Evidence	0.807	0.918	0.893	Reliable
People	0.802	0.900	0.860	Reliable
Process	0.862	0.935	0.913	Reliable
Conformity with expectation	0.805	0.847	0.729	Reliable
Revisiting Intention	0.796	0.838	0.711	Reliable
Willingness to make recommendations	0.817	0.857	0.750	Reliable

Table 3: Composite Reliability - First Order
Source: Processed Questionnaire Data, 2022

The table above shows all values obtained from calculations of AVE, composite reliability, and Cronbach's alpha at the first order.

4.3. Structural Model - First Order

The assessment of the structural model, which is also called as inner model, at this first order is used to explain the effects of the indicators on their own construct. Here R-squared, Q-squared, and Goodness of Fit (GOF) tests were used.

The results of the processing in SmartPLS are presented in the following table.

R-Squared - First Order

Construct	R-Squared
Product	0.743
Price	0.766
Place	0.797
Promotion	0.802
Physical Evidence	0.809
People	0.779
Process	0.829
Conformity with expectation	0.802
Revisiting Intention	0.800
Willingness to make recommendations	0.776
$Q^2 = 1 - [(1 - R^2_1) \times (1 - R^2_2) \times (1 - R^2_3) \times (1 - R^2_4) \times (1 - R^2_5) \times (1 - R^2_6) \times (1 - R^2_7) \times (1 - R^2_8) \times (1 - R^2_9) \times (1 - R^2_{10})]$ $Q^2 = 0,999$	

Table 4: Q- Squared
Source: Processed Primary Data, 2022

Based on the calculation results above, the obtained Q-Squared is 0.999. This shows that the variance of the research data that can be explained by the research model is 99.9%, with the remaining 0.1% is explained by other factors not included in the construct model. Therefore, based on the value, the construct model, at this first order, is a strong model.

The GoF value is as follows:

$$GoF = \sqrt{0.676 \times 0.790}$$

$$GoF = 0.731$$

The value above is an indication that this research construct model has a large GoF.

4.4. Outer Loading Analysis – Second Order

The assessment on the research instruments was conducted using measurement model, also known as the outer model, in order to determine the specific relationships between the indicators and the constructs variables or the manifests. This assessment consists of convergent validity, discriminant validity and composite reliability

4.4.1. Convergent Validity

The convergent validity of the measurement model with the reflective indicators in this second-order CFA can be observed from the correlation between indicators and their constructs.

Construct Indicators	Marketing Mix Strategy (X)	Customer Satisfaction (Z)	Customer Loyalty (Y)
MMS_1	0.702		
MMS_2	0.689		
MMS_3	0.779		
MMS_4	0.697		
MMS_5	0.737		
MMS_6	0.635		
MMS_7	0.754		
MMS_8	0.728		
MMS_9	0.712		
MMS_10	0.784		
MMS_11	0.762		
MMS_12	0.722		
MMS_13	0.785		
MMS_14	0.705		
MMS_15	0.711		
MMS_16	0.825		
MMS_17	0.714		
MMS_18	0.718		
MMS_19	0.736		
MMS_20	0.747		
MMS_21	0.724		
MMS_22	0.716		
MMS_23	0.726		
MMS_24	0.636		
MMS_25	0.713		
MMS_26	0.735		
MMS_27	0.724		
MMS_28	0.741		
MMS_29	0.697		
MMS_30	0.792		
MMS_31	0.844		
MMS_32	0.840		
CS_1		0.713	
CS_2		0.728	
CS_3		0.721	
CS_4		0.699	
CS_5		0.662	
CS_6		0.767	
CS_7		0.697	
CS_8		0.734	
CS_9		0.726	
CL_1			0.830
CL_2			0.848
CL_3			0.804
CL_4			0.839

*Table 5: Outer Loading - Second Order
Source: Processed Questionnaire Data, 2022*

The validity assessment for the reflective constructs uses the correlation between construct indicators and the latent variables. The measurement using the reflective constructs shows the changes in a certain construct in a latent variable when other constructs in the same latent variable change (or excluded from the model).

4.4.2. Discriminant Validity

The discriminant validity of a measurement model with reflective constructs in this second-order CFA is calculated based on the cross loadings with the latent variables. If the correlation of certain constructs with their latent variables is greater than their correlation with other latent variables, the constructs are said to have a better ability to predict their own latent variables than other latent variables.

Construct Indicators	Marketing Mix Strategy (X)	Customer Satisfaction (Z)	Customer Loyalty (Y)
MMS_1	0.702	0.614	0.610
MMS_2	0.689	0.449	0.514
MMS_3	0.779	0.577	0.536
MMS_4	0.697	0.553	0.487
MMS_5	0.737	0.611	0.597
MMS_6	0.635	0.469	0.453
MMS_7	0.754	0.713	0.649
MMS_8	0.728	0.609	0.543
MMS_9	0.712	0.597	0.588
MMS_10	0.784	0.621	0.685
MMS_11	0.762	0.636	0.606
MMS_12	0.722	0.562	0.600
MMS_13	0.785	0.574	0.604
MMS_14	0.708	0.494	0.442
MMS_15	0.711	0.609	0.659
MMS_16	0.825	0.621	0.629
MMS_17	0.714	0.668	0.596
MMS_18	0.718	0.593	0.626
MMS_19	0.736	0.649	0.614
MMS_20	0.747	0.671	0.679
MMS_21	0.724	0.546	0.545
MMS_22	0.716	0.634	0.637
MMS_23	0.726	0.589	0.539
MMS_24	0.636	0.499	0.593
MMS_25	0.713	0.669	0.628
MMS_26	0.735	0.654	0.728
MMS_27	0.724	0.688	0.651
MMS_28	0.741	0.632	0.639
MMS_29	0.697	0.528	0.563
MMS_30	0.792	0.693	0.759
MMS_31	0.844	0.678	0.688
MMS_32	0.840	0.782	0.716
CS_1	0.679	0.713	0.671
CS_2	0.562	0.728	0.548
CS_3	0.526	0.721	0.492
CS_4	0.439	0.699	0.469
CS_5	0.459	0.662	0.507
CS_6	0.595	0.767	0.633
CS_7	0.484	0.717	0.697
CS_8	0.544	0.734	0.625
CS_9	0.626	0.726	0.713
CL_1	0.641	0.693	0.830
CL_2	0.779	0.719	0.848
CL_3	0.610	0.686	0.804
CL_4	0.701	0.690	0.839

Table 6: Cross Loading - Second Oder
Source: Processed Questionnaire Data, 2021

Based on the table above, the cross-loading values for the correlation of each construct with its latent variables are greater than its correlation with other latent variables (bolded column). Therefore, the latent variables have acceptable discriminant validities.

4.4.3. Composite Reliability

The next assessment is composite reliability at the second order in a construct that measures latent variables.

Laten Variables	AVE	Composite Reliability	Cronbach's Alpha	Remark
Marketing Mix Strategy (X)	0.737	0.974	0.973	Reliable
Customer Satisfaction (Z)	0.717	0.905	0.882	Reliable
Customer Loyalty (Y)	0.830	0.899	0.850	Reliable

Table 7: Composite Reliability - Second Order

Source: processed questionnaire data, 2022

The table above shows overall results obtained from the calculations of AVE, composite reliability, and Cronbach's alpha at the second order

4.4.4. Structural Model - Second Order

The assessment of the structural model, which is also called as inner model, at this second order was used to explain the effect of a construct on each laten variable.

Variable Laten	R-Squared
Customer Satisfaction (Z)	0.688
Customer Loyalty (Y)	0.759
Q-Squared - second order	$= 1 - [(1 - R^2_1) \times (1 - R^2_2)]$ $= 1 - [(1 - 0.688) \times (1 - 0.759)]$ $= 1 - (0.312 \times 0.241)$ $= 1 - 0.075$ $= 0.925$

Table 8: R-Squared - Second Order

Source: Processed Questionnaire Data, 2022

Based on the calculation result above, the Q-Squared is 0.925, indicating that the variety of data that can be explained by the research model is 92.5%. The remaining 7.5% is explained by other factors not included in the latent variables. Therefore, it can be concluded that this second-order structural model is robust.

The GoF value is calculated below.

$$GoF = \sqrt{0.582 \times 0.723}$$

$$GoF = 0.649$$

The value indicates that the latent variable model of this research is considered to be having a large GoF.

The second-order analysis determines the significance of the construct on its latent variable. Here P-values and T-Statistics values were used to measure it, in which P-values should be smaller than 0.05 and the T-Statistics should be greater than 1.96.

Path	Original Sample	T-Statistics	P-Values	Remark
Product → MMS (X)	0.862	31.804	0.000	Significant
Price → MMS (X)	0.875	41.582	0.000	Significant
Place → MMS (X)	0.893	39.831	0.000	Significant
Promotion → MMS (X)	0.895	45.262	0.000	Significant
Physical Evidence → MMS (X)	0.900	45.165	0.000	Significant
People → MMS (X)	0.882	40.420	0.000	Significant
Process → MMS (X)	0.911	66.678	0.000	Significant
Conformity with expectation → CS (Z)	0.895	35.785	0.000	Significant
Revisiting intention → CS (Z)	0.894	37.153	0.000	Significant
Willingness to make recommendations → CS (Z)	0.881	35.206	0.000	Significant

Table 9: Path Coefficients - Second Order

Notes:

Mms: Marketing Mix Strategy

Cs: Customer Satisfaction

Source: Processed Questionnaire Data, 2022

5. Hypothesis Testing

After the first and second-order analyses were conducted, the next step is testing the hypothesis based on the structural model of the second order that has been assessed. The hypotheses of this research were grouped into two: the direct-effect hypothesis (i.e. H1, H2, H3) and the indirect-effect hypothesis (i.e. H4); the former is explained right in the following, while the former is explained separately afterwards, i.e. in sub-chapter 5.6.

Path	Original Sample	T-Statistics	P-Values	Remark
Marketing Mix Strategy (X) → Customer Loyalty (Y)	0.414	4.269	0.000	Significant
Marketing Mix Strategy (X) → Customer Satisfaction (Z)	0.829	28.490	0.000	Significant
Customer Satisfaction (Z) → Customer Loyalty (Y)	0.496	5.298	0.000	Significant

Table 10

Source: Processed Questionnaire Data, 2022

Based on the data resented in the table above, all three hypotheses regarding direct effects, i.e. H1, H2, and H3, are accepted since their P-values are greater than 0.05.

6. Discussion

The results of the hypothesis testing indicate that marketing mix strategy increases customer loyalty. It is understandable since, based on the descriptive statistical analysis, the average score of marketing mix strategy is categorized as very high or very good. It confirms the analysis of respondent's characteristics based on user's experience that supports the high loyalty of RedDoorz's customers, 53% of them use the hotel's services more than three times and 35% use them three to four times. The high experience of the customers can be interpreted as the high loyalty of the company's customers, as the average score for customer satisfaction is categorized into very high or very good. The result shows that the joy or the dissatisfaction of the respondents after comparing their expectations and the company's performance in Greater Malang is indicated to be high.

7. Implication of Research

The results of this research prove that marketing mix is instrumental in improving customer loyalty and influential in increasing customer satisfaction. In addition, it is also proven that customer satisfaction mediates the effect of marketing mix on customer loyalty. Customer satisfaction is the reflection of customer's short-term emotional reactions to certain service performances, in this case, the lodging service provided by RedDoorz. Customers in Greater Malang assess their satisfaction or dissatisfaction after using the company's services and use the information to reshape their perceptions about quality based on their experiences.

Loyalty is customer's willingness to subscribe from RedDoorz in Greater Malang for a long period, to repeat the use of the lodging services, and to recommend the product to other people. As long as they receive higher values (or higher satisfaction) compared to those provided by other companies, their loyalty will remain intact.

8. Limitation of Research

This research, however, does not free from limitation, particularly in terms of its data, subject, object, time, and scope. It is expected that those limitations are responded by future researchers. Those limitations are elaborated below:

- This research uses ordinal data that was analyzed using explanatory research approach. In this condition, PLS is used. Nevertheless, according to Ghazali (2015), PLS is not pretentious of answering models. Using available data, PLS only tries to predict what kind of relationships exist in a model, (yet this is the weakness of PLS).
- This research was conducted during the Covid-19 pandemic, which hinders the generalizability to similar phenomena in normal situation since the pandemic might influence the use of RedDoorz.
- The data of this research were mostly obtained from online questionnaires since the pandemic, and therefore people's mobility was limited.

9. Conclusion

The respondents of this research are people with the age of above 33 years and the income of more than IDR 7 million per month. The number of male customers is slightly higher than that of female ones.

The results of the inferential analysis and discussions related to marketing mix strategy, customer satisfaction, and customer loyalty, as described in the research model, have led to the following points of conclusion:

- Marketing mix strategy is able to increase customer loyalty. This is presented through the explanatory research and second-order analyses that have been conducted, which finally discovered dimensions of marketing mix strategy; they are price, place, promotion, physical evidence, people, and process. This finding shows that the attitudes that reflect customers' emotional and psychological willingness to reuse the service of RedDoorz in Greater Malang and to recommend it to others are indicated to be high. Customer loyalty can be created through accurate marketing strategies.
- Marketing mix strategy can increase customer satisfaction. This is presented through the explanatory research and second-order analysis that have been conducted, which means, finally, dimensions of marketing mix, i.e. product, price, place, promotion, physical evidence, people dan process were discovered. This finding shows that the attitudes reflecting that the marketing mix strategy is in the category of very high or very good. It means that the components combined in the marketing mix strategy by RedDoorz in Greater Malang are in the category of very high or very good. This shows that respondents' satisfaction or dissatisfaction after comparing their

expectation to RedDoorz in Greater Malang is highly indicated. Customers made their first decision when they finally purchased something, and it ended with satisfaction or dissatisfaction.

- Customer satisfaction enhances customer loyalty. This is presented through the exploratory study and the second-order analysis that have been carried out. The analysis on respondent's characteristics based on user's experience also suggest the high satisfaction and loyalty of RedDoorz's customers, as suggested by the fact that 53% of the respondents have used the company's service more than three times and 35% of them have used it 3-4 times. Based on the said experience, it can be interpreted that the satisfaction and the loyalty of RedDoorz's customers in Greater Malang is high. The satisfied customers tend to share their experience to other, and dissatisfied customers do so. Customer satisfaction is one of the goals of any business, and it can be attained from comprehension about the needs of the targeted markets and the provision of packages that meet the needs in a higher level.
- Customer satisfaction partially mediates the effect of marketing mix strategy on customer loyalty. Therefore, it is crucial for RedDoorz to ensure the satisfaction of their customers while using accommodation in Greater Malang. Following a meticulous observation on the results of the descriptive analysis based on the respondents' answer, particularly in marketing mix strategy, it is evident that *people* has the lowest average score of all dimensions. Therefore, it is predictable that this dimension is the one that makes marketing mix strategy cannot have full-mediation role. Hence, this dimension needs to be improved.

10. Suggestion

Based on the results of this research, the following suggestions were made for next researchers and for marketing practitioners or RedDoorz themselves.

11. For Next Researchers

This research points out several matters that had become its limitations; so, next studies can address them for better findings.

- This research was conducted during the Covid-19 pandemic, which hinders the generalizability to similar phenomena in normal situation since the pandemic might influence the use of RedDoorz. Therefore, next researches are advised to be conducted during normal situations in order to assess the consistency of the research model.
- The data of this research were mostly obtained from online questionnaires since the pandemic, and therefore people's mobility was limited. Therefore, next researches are advised to be conducted during normal situations when the data can be harvested through questionnaires whose responses can be obtained directly in order to enhance data quality.
- Next researches are advised to assess mediation variables in similar phenomenon yet in different culture to assess the consistency of this research's findings. Studies, conducted outside Greater Malang, Indonesia, can be an interesting context as there are possibilities of the presence of different culture and respondent profiles.

12. For Practitioners or RedDoorz Themselves

Based on this research's findings, the following suggestions for practitioners and RedDoorz themselves were made:

- Respondent assessments in relation to the effect of marketing mix on customer loyalty with the mediation of customer satisfaction have been well-conducted. However, the satisfaction of accommodation users needs to be increased to strengthen their willingness to continuously use the services.
- Practitioners and RedDoorz themselves need to pay attention to the dimensions of marketing mix, i.e. product, price, place, promotion, physical evidence, people, and process, to create better perceptions among users.
- As suggested by one of the findings, several variables are significantly influential, but the significance of people is below the average. This should be addressed adequately either by practitioners or RedDoorz themselves. The finding indicates that certain respondent categories have their own preference in the values expected from accommodation service providers. Therefore, companies need to formulate strategies suiting the profile of their users in order to create customer's continuous usage intention, which, in the end, help the creation of sustainable business.

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