



## The Effect of Switching Barriers, Hedonic Value on Customer Loyalty with Customer Satisfaction as Mediator

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### **Abstract**

This study aims to obtain a structural relationship model between customer loyalty, customer satisfaction, switching barriers and hedonic value in Telkom Jakarta. The variables in this study were the exogenous variables consisting of switching barriers and hedonic values, the mediator variable was customer satisfaction and the endogenous variable was customer loyalty. As a hypothesis in this study is a theoretical model of the effect of switching barriers, hedonic value on customer loyalty with customer satisfaction mediator match (fit) with empirical data on Indihome customers in Jakarta. The research subjects were 400 Indihome customers in Jakarta. The data collection technique was carried out using the customer loyalty scale from Bobalca, et al., The customer satisfaction scale from Grigoroudis and Siskos, the switching barrier scale from Jones, et al., The hedonic value scale constructed by the author. The data analysis technique was carried out using SEM (Structural Equation Model) which processing was carried out using the Lisrel (Linear Structural Relationship) program. The results showed that the effect of switching barriers, hedonic value on customer loyalty with customer satisfaction mediator matched (fit) with empirical data, with NFI value 0.91, NNFI 0.90, CFI 0.92.

**Keywords:** *Costumer Loyalty; Customer Satisfaction; Switching Barrier; Hedonic Value*

### **Introduction**

Related to customers, in the business world there is a phenomenon of customers reduce the volume of spending or the frequency of transactions and customers leave the company's products to switch to other company products. This phenomenon is bad for companies (Kasmir, 2017). Therefore, companies always try to build customer loyalty to its products.

One of the variables that is often associated with customer loyalty is customer satisfaction. But there are contradictions that occur with regard to customer loyalty issues. Mardalis (2005) states that satisfied customers will not automatically become loyal customers. This is reinforced by research by Sutanto (2008) which found that customer satisfaction does not have a significant effect on customer loyalty. Customer satisfaction does not fully identify the tendency to buy back or customers will be loyal, because customers are completely free to choose other products. Zahra and Matulesy (2012) also think that it is not easy to ensure that satisfied consumers are automatically loyal, because basically humans

always want to try something new. Meanwhile Agustina, et al. (2018) found that when customers stay because they feel comfortable with the value and service they get, they are more likely to become loyal customers. Satisfaction will encourage consumers to repurchase the product. If consumers are satisfied with the product, the consumer will be loyal to the purchase of the product.

On the other hand, switching barriers are also a determinant of customer switching behaviour to other products. Usually, these switching barriers are used as a marketing strategy to make it expensive for customers to switch to other companies, such as search costs, transaction costs, loyal customer discounts and emotional costs (Kaur, et al., 2011). Even Jones, et al. (2000) argued that switching barriers is a company's retention strategy of anything that can make consumers feel more expensive and difficult to switch to other product or service providers.

Apart from switching barriers, the value in shopping also related to customer satisfaction and loyalty. There are two types of shopping value. Utilitarian value is related to the efficiency, task and economy of the product or service. Meanwhile, the hedonic value is more subjective and focused on the experience of consumption, uniqueness, symbolic meaning, or emotional arousal and the image it causes.

Hanzaee and Rezaeyeh (2013) found that hedonic value play a greater role in customer satisfaction than utilitarian value. This result implies that hedonic value should not be neglected in marketing activities. In other words, enjoyment is a predictor of the customer service value. Therefore, if hedonic values are applied in a restaurant, for example, then the restaurant requires the use of a more entertaining atmosphere, such as lighting, colour, music, unique designs, interior decoration, employee appearance and other aspects of the dining experience that make consumers pleasant or exciting.

In the world of telecommunications today, the description of the problems discussed earlier also occurs in Indonesia. Now, Indonesia has entered the era of how to access the internet over the air using radio waves called wireless fidelity/WIFI. Telkom is the State Owned Enterprises (BUMN) which is engaged in telecommunications and network services in the territory of Indonesia. In 2015, Telkom underwent a business transformation with the end of the era of Copper in cables turning into the king of digital telecommunications services with a 100% fiber optic basis and making Indihome its superior product. Telkom is committed to pioneering the digital technology society. Indihome enhances wireless network services by using fiber optic cables so that internet access is faster, internet facilities are also added with cable television access and closed circuit television / cctv.

The current phenomenon is the number of customer complaints, since 2017. In addition, there are also customers who decide to stop using Telkom products. This indicates a problem with customer loyalty and satisfaction. Realizing this, Telkom has also carried out several switching barriers to overcome these problems, for example by expanding the media for interaction with customers through telephone interviews, pro-active interactions, social media, direct relations with digital information system tools.

Recognizing the many other competitors, Telkom also tries to compete by promoting product quality, competitive price packages, attractive product content, more attractive promos and segmenting the market based on customer affordability. But, there are still weaknesses in the switching barriers that Telkom is working on because there are still many customers who complain and unsubscribe. Based on the description of the problems mentioned above, the problem of Telkom customer loyalty deserves an in-depth and measured research.

## **Customer Loyalty**

Beatson and Leonard (2002) suggest that customer loyalty is a simple expression of a customer relationship with a producer or company, which consists of several cognitive processes. Meanwhile,

Bobalca (2014) states that customer loyalty is customer behavior that involves continuous repurchasing, a preference for brands and brand recommendations to other individuals and a positive attitude towards a product by involving the psychological side of emotional attachment.

Bobalca (2014) mentions several aspects of customer loyalty: a. Affective loyalty; a general evaluation of the individual on a product emotionally. b. Conative loyalty; the customer's intention to continue buying the company's products as a form of commitment to the company. c. Action loyalty; saying positive things about a product to other individuals, recommending products, paying a premium price to the company, expressing a preference for the company over others.

### **Customer Satisfaction**

According to Grigoroudis and Siskos (2010), customer satisfaction is a response to an assessment of how well a product or service meets customer expectations so that it can predict the level of performance of the product. On the other hand, Herlambang (2018) suggests that customer satisfaction is the level of individual feelings after comparing product performance with expectations for the product.

Grigoroudis and Siskos (2010) specify several aspects of internet customer satisfaction: a. Service; it can take the form of technical services (such as connection speed, download speed, connection reliability), characteristics related to subscription fees and various other services provided. b. Purchase process; characteristics of the purchasing process, such as access to sales, information during purchase, the initial setup process, and so on. c. Technical support; it can be seen from support and solutions to technical problems (speed, effectiveness), as well as employee behavior (politeness, readiness, and so on). This can be seen from the clarity of information related to the product, which is provided to customers through various media.

### **Switching Barriers**

Valenzuela (2012) stated that switching barriers are the company's efforts to prevent customer dissatisfaction and prevent customers from moving to other competitors. Jones, et al. (2000) argue that switching barriers are a company retention strategy that consists of anything that can make consumers feel more expensive and difficult to switch to other product or service providers.

Jones, et al. (2000) mentioned the aspects of switching barriers: a. Interpersonal relationship; it refers to the strength of the personal bonds that develop between customers and service employees. Good interactions between customers and service employees can lead to personal relationships that bind customers with service providers. b. Perception of switching costs; perceived switching costs are consumers' perceptions of time, money and effort in relation to changes in service providers. When the perceived cost of the activity increases, the likelihood of consumers switching products decreases. c. Alternative allure; alternative attractiveness refers to the customer's perception of the extent to which other alternative products available in the market are more profitable and attractive than the previous product.

### **Hedonic Value**

Sirgy (2012) argues that hedonic value is an individual's focus on integrity and his own judgment about what makes him happy and encouragement to increase personal freedom, self-care and self-improvement. Musnaini, et al. (2015) said that hedonic value is the evaluation of the subject after his experience interacting with objects or events and the results of consumption experiences that are formed based on values related to multisensory and emotional experiences.

Musnaini, et al. (2015) argue that there are several aspects of hedonic value: a. Adventure; in consuming, customers discover things that are self-stimulating, have adventure and a world of their own. b. Charm; what is seen by the eye based on the level of beauty and popularity, then this will be the focus of evaluation. c. Enjoyment; it is one thing that is important and inseparable from hedonism, that the pleasure of something is the main focus. This pleasure can take the form of entertainment, fantasy, comfort and other positive feelings.

### Samples and Data Collection Techniques

As subjects in this study were 400 Indihome (Telkom) complaining customer. Data collection was carried out using the Likert scale model method, which contains questions with available alternative answers. The samples fill in the scale via a google form which is distributed via email or WhatsApp based on the contact data provided by Telkom.

### Instrument Test

The scale in this research passed several instrument tests:

#### 1. Language test

The authors used 3 adaptation instruments, the customer loyalty scale from Bobalca, et al., The customer satisfaction scale from Grigoroudis and Siskos, the switching barrier scale from Jones, et al., so the linguistic test was conducted to find out whether the questions the writer used were in accordance with the rules of good and correct language. For this reason, the researcher asked an English translator to assess the translation results. The translation process starts from English to Indonesian and then the translation results are translated back into English to find out whether there are significant differences in terms of meaning. From this test, the linguist states that all question statements have been reviewed and are appropriate to be used for research purposes.

#### 2. Expert judgement test

To find out whether the items that the author has compiled meet the content validity requirements, the researcher has 5 expert panels. The expert panel was asked to assess whether each item was able to measure the indicators to be measured. Furthermore, to calculate the validity of an item based on the assessment of the expert panel, the researchers calculate its validity using the Aiken's V test. According to Aiken's V, an item is said to be valid if the Aiken's V value is equal to or 0.80 and above. The test results from the expert panel are:

Variable	$\Sigma$ Item	Aiken's V	Status
Customer loyalty	10	0.85 – 1	Valid
Customer satisfaction	19	0.85 – 1	Valid
Switching barriers	12	0.85 – 1	Valid
Hedonic value	24	0.80 – 1	Valid

#### 3. Try out test

This test tests the research instrument by testing it on different subjects, but has the same characteristics, namely 50 customer Indihome (Telkom) in Jakarta. Researchers used the validity and reliability test using the SPSS program. The result is:

Variable	$\Sigma$ Item	Drop Item	rit	Reliability
Customer loyalty	10	0	0.46-0.93	0,945
Customer satisfaction	19	0	0.34-0.89	0,948
Switching barriers	12	0	0.35-0.85	0,892
Hedonic value	24	0	0.31-0.73	0,937

The criterion for the validity is rit value has a positive correlation direction, and the value is greater than r criteria value (0.3). So, all items are valid. And the reliabilities are very high because it is in the range 0.80 – 1.00.

#### 4. Confirmatory Factor Analysis Test

The validity criteria in this analysis are items that have a factor loading either above or equal to 0.5 (items that have a loading factor below 0.5 are dropped). The analysis results have also been modified to get a better fit index. The result is:

Variable	Fit Index	$\Sigma$ Item	Drop Item	$\Sigma$ Final Item	Reliability
Customer loyalty	NFI $0.98 \geq 0.90$	10	0	10	0,893
	NNFI $0.96 \geq 0.90$				
	CFI $0.98 \geq 0.90$				
	IFI $0.98 \geq 0.90$				
	RFI $0.95 \geq 0.90$				
Customer satisfaction	NFI $0.92 \geq 0.90$	19	0	19	0,888
	NNFI $0.93 \geq 0.90$				
	CFI $0.92 \geq 0.90$				
	IFI $0.92 \geq 0.90$				
	RFI $0.94 \geq 0.90$				
Switching barriers	NFI $0.92 \geq 0.90$	12	0	12	0,899
	NNFI $0.93 \geq 0.90$				
	CFI $0.90 \geq 0.90$				
	IFI $0.90 \geq 0.90$				
	RFI $0.92 \geq 0.90$				
Hedonic value	NFI $0.91 \geq 0.90$	24	0	24	0,879
	NNFI $0.95 \geq 0.90$				
	CFI $0.93 \geq 0.90$				
	IFI $0.91 \geq 0.90$				
	RFI $0.93 \geq 0.90$				

Based on the fit index, it can be concluded that all measurement model scales fit with empirical data. For the validity test, all items in all scales are valid. The research instruments that measure four variables are reliable because they are above 0.7.

## Result

### Hypothesis 1: “Switching barriers and hedonic value affect customer loyalty through customer satisfaction mediator”

Based on the fit index table, it can be concluded that some calculation results indicate that the model theoretic is acceptable or fit with the data. The values are NFI  $0.91 \geq 0.90$ , NNFI  $0.90 \geq 0.90$ , CFI  $0.92 \geq 0.90$ , IFI  $0.92 \geq 0.90$ , RFI  $0.90 \geq 0.90$ , GFI  $0.90 \geq 0.90$ , AGFI  $0.90 \geq 0.91$ . Thus it can be concluded that switching barriers and hedonic value affect customer loyalty through customer satisfaction mediator.

### Hypothesis 2: “Customer satisfaction affects customer loyalty”

Based on the results of data analysis,  $\beta = 0.46$  with t value = 8.15 which is greater than t table 1.96. Thus it can be concluded that costumer satisfaction has a positive and direct effect on customer loyalty. If the determination value (r<sup>2</sup>) is calculated, it can be concluded that the contribution of customer

satisfaction to customer loyalty is 0.21 or equal to 21%. That is, if it is calculated directly, without the other variables, customer satisfaction can affect customer loyalty 21%.

### **Hypothesis 3: “Switching barriers affects customer loyalty”**

Based on the results of data analysis,  $\gamma = 0.19$  with  $t$  value = 5.47 which is greater than  $t$  table 1.96. Thus it can be concluded that switching barriers has a positive and direct effect on customer loyalty. If the determination value ( $r^2$ ) is calculated, it can be concluded that the contribution of switching barriers to customer loyalty is 0.04 or equal to 4%. That is, if it is calculated directly, without the other variables, switching barriers can affect customer loyalty 4%.

### **Hypothesis 4: “Hedonic value affects customer loyalty”**

Based on the results of data analysis,  $\gamma = 0.40$  with  $t$  value = 8.02 which is greater than  $t$  table 1.96. Thus it can be concluded that hedonic value has a positive and direct effect on customer loyalty. If the determination value ( $r^2$ ) is calculated, it can be concluded that the contribution of hedonic value to customer loyalty is 0.16 or equal to 16%. That is, if it is calculated directly, without the other variables, switching barriers can affect customer loyalty 16%.

### **Hypothesis 5: “Switching barriers affects customer satisfaction”**

Based on the results of data analysis,  $\gamma = 0.20$  with  $t$  value = 4.15 which is greater than  $t$  table 1.96. Thus it can be concluded that switching barriers has a positive and direct effect on customer satisfaction. If the determination value ( $r^2$ ) is calculated, it can be concluded that the contribution of switching barriers to customer satisfaction is 0.02 or equal to 2%. That is, if it is calculated directly, without the other variables, switching barriers can affect customer satisfaction 2%.

### **Hypothesis 6: “Hedonic value affects customer satisfaction”**

Based on the results of data analysis,  $\gamma = 0.64$  with  $t$  value = 9.88 which is greater than  $t$  table 1.96. Thus it can be concluded that hedonic value has a positive and direct effect on customer satisfaction. If the determination value ( $r^2$ ) is calculated, it can be concluded that the contribution of hedonic value to customer satisfaction is 0.41 or equal to 41%. That is, if it is calculated directly, without the other variables, switching barriers can affect customer satisfaction 41%.

### **Hypothesis 7: “Customer satisfaction serves as a mediator of the effect of switching barriers on customer loyalty”**

Based on the results of data analysis, the indirect effect coefficient is 0.09 with  $t$  value 4.00, which is greater than  $t$  table 1.96. Thus it can be concluded that customer satisfaction serves as a mediator of the effect of switching barriers on customer loyalty.

### **Hypothesis 8: “Customer satisfaction serves as a mediator of the effect of hedonic value on customer loyalty”**

Based on the results of data analysis, the indirect effect coefficient is 0.30 with  $t$  value 7.55, which is greater than  $t$  table 1.96. Thus it can be concluded that customer satisfaction serves as a mediator of the effect of hedonic value on customer loyalty.

## **Discussion**

The results showed that switching barriers and hedonic values affect customer loyalty with customer satisfaction as a mediator for Indihome (Telkom) customers in Jakarta. This means that customer loyalty is directly and indirectly influenced by customer satisfaction, switching barriers and hedonic value. The higher switching barriers, the hedonic value and customer satisfaction, will make customer loyalty higher. Meanwhile, the lower switching barriers, the hedonic value and customer satisfaction, will make customer loyalty lower.

This is confirmed by Shifatan, et al. (2015) and Fauziah (2017) which state that several factors that can affect customer loyalty are customer satisfaction, switching barriers and hedonic value. With switching barriers, consumers will find it difficult to switch to other brands due to the viewpoints of economic, psychological, social value, the function of making transactions and other advantages of the product. So, customers will feel a loss when they don't use the company's products. On the other hand, the need for pleasure in hedonic values also encourages individuals to get satisfaction from a product, so that individuals will continue to consume the product. When barriers move, hedonic value and customer satisfaction are strengthened, it will make customers more loyal to use the product.

Specifically, in Jakarta, Indihome customers experience satisfaction problems due to the lack of products that meet customer expectations, so that customers complain, and even end up unsubscribing. In a period of intense competition and increasing customer expectations, Telkom is in essence very interested in retaining existing customers by providing satisfaction with its products. This is reinforced by the opinion of Homburg and Giering (2001) which states that satisfaction has become the main goal for many companies. The strong focus on customer satisfaction is based on the implicit assumption that there is a strong positive relationship between customer satisfaction and loyalty.

Meanwhile, switching barriers in this study are proven to have a direct, positive and significant effect on customer loyalty. This means that the higher switching barriers, the higher customer loyalty. Conversely, the lower the barrier to move, the lower customer loyalty. Telkom has applied this, one of which is by making it difficult for customers to unsubscribe, for example by using optical fiber and a wider network, while other companies can't.

The effect of switching barriers on customer loyalty is in accordance with Kheiry and Alirezapour (2012) that switching barriers are the driving force of companies that push back customers who want to unsubscribe to remain subscribed. With this obstacle, customers will continue to subscribe because they don't want to be burdened with the losses they will find. Telkom subscribers also know the reliability of Telkom which has an extensive network, so they will continue to subscribe.

Hedonic value is also proven to directly and positively affect customer loyalty. That is, the higher the hedonic value, the higher customer loyalty. Conversely, the lower the hedonic value, the lower customer loyalty. Telkom applies this, one of which is by adding Netflix and Disney Channel programs on its cable tv.

The positive effect of hedonic value on customer loyalty is in accordance with what was stated by Santouridis and Krikoni (2016) which stated that currently the internet is important for life. The Internet provides a lot of convenient information about entertainment services. The hedonic value that exists in an individual encourages him to always use the internet to get the desired entertainment. Therefore, loyalty in repeated use occurs in individuals because of the need for entertainment.

The role of customer satisfaction as mediators on the effect of switching barriers on customer loyalty, this is proven significant in the study. This is in line with the phenomenon found in research, namely Telkom has made several obstacles so that customers do not switch to other products. For

example, access to internet installations in these areas is only allowed and accessible by Telkom. or, even when switching to other products, customers are faced with the fact that they will get losses in terms of cost, time and effort.

Telkom provides procedural constraints that can tire customers, such as reporting, returning the modem by the customer directly to the office and canceling the subscription that cannot be done immediately. In fact, before subscribing, customers are required to deposit first and if they want to unsubscribe, the deposit can be returned but with several procedures that need to be passed. This is reinforced by Yang and Peterson (2004) who state that when switching costs are very large or changing products is very difficult, even dissatisfied customers will tend to maintain business relationships with existing service providers and refuse to dissolve the relationship.

On the other hand, Viciwati and Pulungan (2016) assume that customer satisfaction is considered an emotional response to an evaluation of the experience of consuming a product or service. Therefore, in evaluation it is necessary to have a good emotional experience based on the services provided. Telkom also presents barriers in the service sector with the Phoenix package service, which provides Cloud Storage for IndiHome up to 8 GB, Langit Musik, Movin 'Phone, and IndiHome Study. Even free calls are given according to the type of package chosen. With this service, it is hoped that customers will be satisfied and eventually continue to subscribe.

The role of the mediator of customer satisfaction on the effect of hedonic values on customer loyalty, this is proven to be significant in the study. Indihome customers in Jakarta need the internet for entertainment purposes. Therefore, Telkom finally added Netflix in its cable tv service, the Disney Channel which presented many famous films, even unmitigated, foreign films that were filled with voices by Indonesian artists to make it easier for viewers to understand films and no longer need to read translation of film conversations. Thus, customers are increasingly satisfied with the existing entertainment. Even Telkom also broadcasts music concerts that can only be watched from its channel. The musicians who were invited were different and were well-known musicians. Customers are increasingly interested in continuing to watch.

This is reinforced by Miao (2015) who says that hedonic experiences are subjective, reside within the individual, and are evaluations for satisfaction. Hedonic value has an impact on future consumption experiences, for example to consume again or increase the quantity of consumption.

### ***Suggestion***

Based on the results of the research and discussion previously described, the researcher proposes several theoretical and practical suggestions as follows:

#### **a. Theoretical Suggestions**

Based on theoretical reviews and field observations, for further research it is necessary to consider involving other exogenous variables, such as utilitarian value, in order to obtain several more comprehensive theoretical models to explain customer loyalty. Other researchers who are interested in conducting research on customer loyalty are advised to review demographic factors including gender, age, education, length of subscribe, and job. By reviewing demographic data, the results of the analysis are more specific and in-depth. For example, increasing age is related to one's experience in choosing goods or services, the level of formal education of a person is a generally accepted social class position, the higher one's education, the more likely it is to have a high income. Given the demographics, there could be more varied results.



**b. Practical Suggestions**

Based on the results of research which shows that customer satisfaction, switching barriers and hedonic values affect customer loyalty, it is advisable for companies to pay attention to the variables that play a role in dealing with customer loyalty problems. For example:

- 1) The existence of expert human resources to solve product problems and improve product quality. So that customers are increasingly loyal to using the product.
- 2) There are programs that can keep customers interested in using Indihome products, for example through promotions, discounts, selection of brand ambassadors who are always up to date and others.
- 3) Be observant in seeing the needs of the market share that must be adapted to the times.
- 4) Provide a lot of convenience to customers and make responsive movements in dealing with customer complaints.
- 5) Always conduct regular surveys because managers who are responsible for customer retention programs need information about the determinants of customer loyalty. It is especially important for managers to know which customers can most rely on satisfaction as a driver of loyalty. Furthermore, it is important to know which types of customers tend to be less loyal even though they may be very satisfied. With this information, the manager can introspect and plan the right strategy to overcome the problem.
- 6) Give more attention to the lowest and highest aspects of each variable, namely:
  - a) The lowest aspect of customer loyalty is conative loyalty on the loyalty variable, which is the customer's intention to continue buying the company's products. This means that customers have a tendency not to subscribe anymore, especially if they have the opportunity to switch products. On the other hand, affective loyalty is the highest loyalty, which is the general evaluation of the individual towards the product emotionally. This means that there is an emotional attachment between the customer and the product. For example, there is a sense of joy because customer can access the internet. Therefore, in order to motivate customers not to think or intend to stop subscribing, Telkom needs to provide product facilities that are more pleasing to customers, for example with adequate internet speed, less network damage. With pleasure, emotionally there will be a sense of pride in using the product, because of the perceived reliability. Moreover, if the information about Indihome spreads, through promotions and advertisements in the mass media and is known for its reliability, the customers will be more proud and emotionally attached.
  - b) The lowest aspect of customer satisfaction is technical support, namely support and solutions to technical problems (speed, effectiveness), as well as employee behavior (politeness, readiness, etc.). Therefore, Telkom needs to standardize work for employees who are responsible for technical support and provide training to improve competence. Meanwhile, the service aspect scored the highest among other aspects. Therefore, Telkom needs to further expand its network services, from only in Indonesia, to also start expanding to other countries. Telkom needs to recommend Indonesian citizens living abroad to use Telkom's domestic products, namely Indihome when they have ventured abroad.
  - c) In terms of switching barriers, there are aspects of alternative attractiveness, namely customer perceptions of the extent to which other alternative products available in the market are more profitable and attractive than the previous product. This aspect is a negative aspect for barriers to moving. This aspect is of high value, so that this aspect is detrimental to Telkom. With the expanding media of information, other products have expanded their information, so customers have started comparing other products with Indihome and intend to switch. Therefore, Telkom needs to study the advantages of other products and create programs that can beat the advantages of other products. For example,

by cooperating with bank credit services to provide greater discounts than other products. Meanwhile, interpersonal relationships are the aspect that has the greatest value, so, Telkom also needs to direct employees to recommend Telkom to the wider community and provide training in marketing to build good interpersonal relationships with customers.

- d) The lowest aspect of the hedonic value is pleasure. This shows that Telkom needs to increase entertainment on its cable tv. Telkom needs to study tv programs that are being loved by subscribers, so that they can be included in its cable tv network. Meanwhile, if there is content that requires a maximum transfer size that can be done at one time for large data exchange (bandwidth), such as Netflix, then Telkom needs to enter the content through Telkom Group's Content Delivery Network (CDN) service which is spread across various locations. in Indonesia, so that the content remains without causing problems for Telkom and subscribers keep subscribing because they are entertained. In addition, Indihome can also include other entertainment applications on cable TV, such as games, online friendship, and so on.

7) Related to customer loyalty, the company needs to pay attention to the need for affective, conative and action loyalty. Thus, companies need to build a good product image, for example with advertisements starring well-known public figures who can influence customers so that there is a good general evaluation of the product emotionally. From this, customers continue to intend to buy the company's products as a form of commitment to the company. In the end, the customer says positive things about the product to others, recommends the product, pays a premium price to the company, expresses preference for the company over others. As for the recommendation, Telkom can also take the example of customers to become Indihome ambassadors, so that the wider Telkom's promotion to various circles.

8) Based on the results, it is known that customer satisfaction is a mediator between the effect of switching barriers to customer loyalty and the hedonic value of customer loyalty. This means that the effect of switching barriers and hedonic value on customer loyalty will be stronger if it is mediated by customer satisfaction. Thus, it is necessary to consider whether switching barriers and hedonic values provide satisfaction to customers. Therefore, barriers to switching do not actually compel customers to keep subscribing, but instead make customers satisfied with the barriers. For example, by selecting employees who deal with direct customers, such as customer service, marketing, technicians, with the characteristics of having expertise in building interpersonal relationships with customers. In addition, it is also necessary to advertise the advantages of financial subscription compared to other competitors, so that customers feel high switching costs. On the other hand, hedonic values also need to provide satisfaction, for example by providing entertainment, fantasy, comfort, adventure, preoccupation with the world itself. For example, with applications that can only be accessed on indihome, for example consulting experts such as doctors and psychologists via live video online. There is the addition of new programs on cable tv that is booming in the world, the provision of online games and good cable TV picture quality.

### **Research Limitations**

The limitation in this study is this study uses the google doc application, so the researchers cannot directly monitor the filling of the scale by the respondents.

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