Media Ekonomi dan Manajemen, Volume 35 Issue 1, January 2020, 34-51

# PERCEIVED VALUE, STORE IMAGE, AND SATISFACTION AS ANTECEDENTS OF STORE LOYALTY MODERATED BY PROCEDURAL SWITCHING COSTS

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Received: September 2019; Accepted: October 2019; Available online: January 2020

#### **Abstract**

The phenomenon of measuring behavioral loyalty on specific stores or merchants obviously popular, particularly despite the existence of structural and fundamental criticism on specific issue. The objectives of this research is to examine the antecedents of customer loyalty specifically on store loyalty. We operate survey method to gather primary data. The focus of the research is to examine the effect of perceived value, store image, and customer satisfaction on store loyalty. We perform sub group analysis to test the moderating effect of procedural switching costs. The results indicate that customer who perceive low perception of procedural switching costs and high perception of procedural switching costs experienced different perception in their perceived value on customer satisfaction, perceived value on loyalty, and store image on customer satisfaction. The results shows that the perceived value, store image, and customer satisfaction has a positive and significant relationship of store loyalty in the different perception of procedural switching costs. Furthermore, procedural switching costs play a significant role in moderating the relationship between customer satisfaction and store loyalty. There was an indirect effect in the relationship between perceived value and store loyalty, which was mediated by customer satisfaction. The indirect effect of the relationship between store image and store loyalty was also proven to be mediated by the customer satisfaction.

**Keywords**: perceived value, customer satisfaction, store loyalty, procedural switching costs.

#### Abstrak

Fenomena dalam menguji perilaku setia pada toko masih populer, meskipun masih ada kritik struktural dan mendasar pada masalah tertentu. Tujuan dari penelitian ini adalah untuk menguji pendahulu dari loyalitas pelanggan khususnya pada loyalitas toko. Kami menggunakan metode survei untuk mengumpulkan data primer. Fokus dari penelitian ini adalah untuk menguji pengaruh nilai yang dirasakan, citra toko, dan kepuasan pelanggan terhadap loyalitas toko dan menguji peran persepsi mengenai procedural switching costs sebagai pemoderasi. Metode analisis data menggunakan Structural Equation Modeling (SEM) untuk menguji hubungan antar konstruk sesuai dengan hipotesis penelitian. Uji analisis Sub-Group dilakukan untuk menguji peran variabel procedural switching costs sebagai pemoderasi. Hasil penelitian menunjukkan bahwa pelanggan yang mempersepsikan procedural switching costs yang berbeda ternyata memiliki perbedaan persepsi dalam

mengungkap hubungan antara nilai yang dipersepsikan pada kepuasan pelanggan serta loyalitas toko, perbedaan persepsi terjadi juga pada hubungan antara citra toko pada kepuasan pelanggan. Selain itu, procedural switching costs memainkan peran penting dalam memoderasi hubungan antara kepuasan pelanggan dan loyalitas toko. Terdapat pengaruh tidak langsung pada hubungan antara nilai yang dipersepsikan dan loyalitas toko, yaitu dimediasi oleh kepuasan pelanggan. Pengaruh tidak langsung dari hubungan antara citra toko dan loyalitas toko juga terbukti dimediasi oleh kepuasan pelanggan.

Kata Kunci: Persepsi nilai, kepuasan, konsumen, kesetiaan, procedural, switching costs.

*How to Cite*: Wiardi, A. H., Hadi, E. D., & Novrianda, H. (2020). Perceived Value, Store Image and Satisfaction as Antecedents of Store Loyalty Moderated by Procedural Switching Costs. *Media Ekonomi dan Manajemen*, *35*(1), 34-51. doi: http://dx.doi.org/10.24856/mem.v35i1.1175.

#### INTRODUCTION

The detection of brand loyalty commonly can be identified through the structure of beliefs (cognitive), the structure of attitudes (affective), and the structure of intentions (conative) or intention to behave (Oliver, 1999). The third stage of this decision process should be firstly reviewed to ensure the actual brand loyalty (Dharmmesta, 1999). Conative loyalty is a condition which includes deep commitment in making a purchase decision. The desire of repeat purchasing action regarding to loyalty is depicted as an action of anticipation, but has not been yet implemented. In order to complete the sequence of loyalty, a procedure which can be adopted is by adding the model of cognitive-affective-conative in the model of behavioral loyalty.

Commitment to store refers to the ability of individual or consumer in selecting and visiting certain store to create their own transaction (Bloemer and Ruyter, 1998). Nevertheless, the conceptual and operational definitions of consumer behavior has not been able to explain how and why loyalty towards specific store exists. The pattern of consumer behavior revisiting the specific store is noted as an important concept in explaining the behavior of loyalty, instead of memories of costumer regarding to how they behave.

In general, customers can easily evaluate the performance and benefits of certain product or service in different perception. Moreover, Zeithaml (1988) proposes that the perceived value is clearly regarding to customer expectations towards product performance and its benefits, as well as perceived quality they have experienced. Customers incline to compare the prices of products and its features based on their experiences and the perceive sacrifices in terms of non-monetary prices. Further, it is assumed as the value of time and the required energy in order to obtain product or service.

Lam, Shankar, Erramilli and Murthy (2004) operate an exploratory study to examine the relationship between consumer satisfaction and switching costs on customer loyalty. The result performs that switching costs has shown positive impact on customer loyalty. This finding is in line to the result as revealed by Burnham, Frels, and Mahajan (2003). In the situations of high perceived switching costs, consumers will continue to use the same provider. In terms of low switching costs and the low of perceived value, it may lead the consumers to switch the service providers.

Burnham et al. (2003) evaluate the antecedents of switching costs and identify three types of switching costs. His research identifies three types of switching costs namely, (1) Procedural switching costs, is the costs associated to the loss of time and effort to find alternative products or services. (2) Financial switching costs, is the costs associated to financial losses and the loss of benefits as obtained by loyal customers. (3) Relational switching costs, is the

costs as associated to customer psychological comfort or emotional loss. Based on the results of Burnham et al. (2003) these three variables were utilized in our research. These variables consist of the perceived procedural switching costs, which focus on examining the component of switching costs as moderating variable. And of the perceptions of procedural switching costs which is categorized into high and low perception of procedural switching costs.

In addition to examine the antecedents of loyalty, most of researchers understand how those factors shaping the loyalty and confining the conditions on its relationship. Also, it can be used to investigate the effective strategy in order to increase the customer loyalty (Wang, 2010). The purpose of this research is to examine whether the perceived value and store image influencing consumer loyalty in high or low procedural switching costs. Previous research also aimed to examine whether consumer satisfaction probably able to mediate the effect of perceived value on loyalty, and store image in high and low procedural switching costs. According to Lam et al. (2004), overall consumer satisfaction may mediate the relationship between perceived (customer perceived value) and customer loyalty, but switching costs does not moderate the relationship. Their research did not distinguish the types of switching costs so that it could affects the operational definition of measurement variables, ie. switching costs, so in this study we describe the specific types of switching costs as a moderating variable, it is the perception of the procedural switching costs. In several studies in the literature review has not been specifically examines one type of switching costs component that has an effect as moderating variables, such as procedural switching costs.

The relationship between corporate image and customer loyalty depends on the level of consumer perceptions of switching costs. Eventhought, the effect of switching

costs as a moderating variables the relationship between service quality and customer loyalty is not proven. We examine the moderating effect of Procedural switching costs in order to differentiate the perception of low and high procedural costs in structural modeling equation.

# LITERATURE REVIEWS AND HYPOTHESIS DEVELOPMENT

Consumers evaluate the performance and benefits of a product or service with a different perception. Zeithaml (1988) proposed that the perceived value is the consumer expectations on the performance and benefits of the product, and the quality that they feel for each price they pay. Consumers compare prices with product features based on his experience and consumers also perceive a sacrifice in terms of prices of non-monetary exchange of value between the time and energy to get a product or service. Desarbo et al. (2001) suggested that value as an exchange between the buyer's perception of the products performance and its cost.

Yang and Peterson (2004) argue that customer loyalty can be generated by increasing the level of customer satisfaction, and by offering special value or benefits as attached in product or service. The perceived value is one of key factors in keeping consumer loyalty. Further, it has significant impact towards customer satisfaction. Meanwhile, Dick and Basu (1994) explain that the structure of intentions (conative) as one of detecting the behavioral loyalties can be explained by understanding three aspects, namely switching costs, sunk costs, and expectations. Hereby, switching costs arises in various consumer choices. Switching costs can also be determined as natural psychological attitude, in which the motivated consumer will be ready to take further action.

Perceived value is the ratio generated from the benefits of service provider compares to the cost and time as spent by con-

sumers (Yang and Peterson, 2004). Consumer satisfaction is assumed as reflection of overall positive and negative feelings in regard to the value or benefits as obtained from the service provider itself. In the research of Yang and Peterson, (2004) it is known that perceived value is being considered as strong predictor in explaining customer satisfaction. Furthermore, Sinha and Desarbo (1998) report specific antecedents of two-dimensional latent factors in identifying the perceived value. Based on the previous research and the findings of Zeithaml (1988); Cronin et al. (2000); Yang and Peterson (2004), and Lam et al. (2004), this study will generally examine the hypotheses one as follows.

H1: Perceived value is assumed to show positive effect towards customer satisfaction.

There are some allegations in their research that do not distinguish the types of switching costs. Therefore, it affects the operational definition of variables which is used to measure the switching costs. In particular, this research clarifies the types of switching costs as the moderating variable, namely the perception of procedural switching costs. Bloemer and Ruyter (1998) define consumer behavior in revisiting the same store as important concept in describing the behavior of loyalty. Memories also considered as factors that can cause the behavior exist. Additionally, in terms of evaluating the loyalty, attitudinal dimensions are applicable to consumers' intention in buying and recommending certain product. Therefore, it is noted that attitudinal dimension is known as good indicator for measuring consumer loyalty. Based on the previous study, this study will examine hypothesis two as follows.

H2: Customer satisfaction is conjectured to perform positive effect towards store loyalty.

Customer loyalty can be demonstrated in a variety of behavior, customer's behavior that are defending and recommend the service providers and to another person is an indication of customer loyalty (Lam et al., 2004). Yang and Peterson (2004) proposed that customer loyalty can be generated by offering high value and benefits of product or services. Consumer perceptions of values and benefits is the result of the customer's evaluation of about what they felt on the performance of a services. Consumers tend to have intention the current services in the to re-visit future. Consumers can also avoid the learning process to spend time and effort they need to recognize and adjust to the new services.

According to Wang (2010), if the consumer's evaluation towards the specific services seems high, it is supposed that consumers will have intention to choose the same services. However, in case of the value of evaluation seems to be low, it tend to make the consumer switching to use the other services provider. Based on research as operate by Cronin et al. (2000), Yang and Peterson (2004), and Wang (2010), this study will examine hypothesis three as follows.

H3: The perceived value is assumed to perform positive effect towards store loyalty.

Burnham et al. (2003) find negative correlation between the perception of product modification and procedural switching costs. Consumers who perceive low procedural switching costs, may also perceive lower costs as associated to the modification of the product made by the company. It is obviously directing the company to create modifications relating to its products. Consumer perceptions about the switching costs specifically described in this study by using procedural switching costs as defined and measured by Burnham et al. (2003). Based on his description with respect to the concept of procedural switching costs and review of previous

research, this study will test the hypothesis four as follows.

H4: Procedural perceived switching costs moderate the effect of perceived value on loyalty store.

Customers perception of the switching costs are substantial, as the process for switching services is a difficult process and costly. Consumers who are not satisfied will continue to use the service and refused to close the relationship. Lee et al. (2001) have examined the effect of switching costs and its relationship between satisfaction and loyalty. They find that switching costs weakening the relationship. In other word, it can serve as moderating variables. Based on the previous literature review, this research will test the hypotheses five as follows.

H5: Procedural switching costs moderate the effect of customer satisfaction on store loyalty.

Bloemer and Ruyter (1998) argue that there is positive and significant relationship between the image of store and customer satisfaction. Nevertheless, their findings are not consistent with the research as operate by Ball et al. (2006). It is noted that the image of store is considered as important determinant of satisfaction, and delivers high impact towards customer satisfaction. Hereby, consumers will evaluate the service quality of store, quality of merchandise, cleanliness, store layout, car parking area, and the atmosphere of store they had visited before. The better consumer's perception towards the image of store, the more satisfied customers and make them has strong intention to revisit the store in the future. Based on the description and the results of previous research, this research study will examine hypothesis six as follow.

H6: Store image shows positive effect towards customer satisfaction.

Consumer evaluation with respect to store loyalty can give either positive or negative image. The research of Hu and Jasper (2010) reveal that positive evaluation of store incline to increase the intention to revisit the store. This happens because the overall positive perception of the attributes in store will make the customers feel comfort and satisfy. Therefore, it can be predicted that they will return to the same store in the future.

In this case, they do not have supporting information to evaluate another provider. The performance of new service, certainly not perceived by customer in which it takes too much time and mental effort to learn the new service. Wang (2010) defines that the effect of corporate image on customer loyalty weakening when the consumer's perceived high switching costs. This occurs due to consumer perceptions regarding to switching costs of consumer reaction to the optimal performance as given by the service provider. Based on the previous research, this study will examine the hypothesis eight as follow.

- H7: Store image shows positive effect towards store loyalty.
- H8: Procedural switching costs moderate the effect of perceived store image on store loyalty.

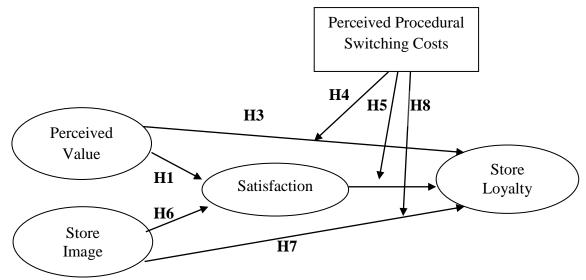


Figure 1. Research Model

Source: Research model was adapted from Bloemer dan Ruyter (1998), Yang dan Peterson (2004), and Wang (2010).

## RESEARCH METHODS

We operate survey method to obtain the primary data. The sampling methods are done by utilizing non-probability sampling and purposive sampling technique. The sample size used in this research were 300 respondents, and this number is enough to conduct the data analysis by employing Structural Equation Modeling (SEM) using maximum likelihood estimation techniques. We operate convergent and discriminant validity. Reliability tests can be performed in order to measure the consistency of the test. The reliability of constructs can be seen based on the calculation of squared standardized factor loading amount divided by the sum of the square number of standardized factor loading, and the amount of error variance. Criteria for good reliability calculation is  $\geq$ 0.7. Sub Group moderating analysis operated to examine the model comparison and asses the differences between respondents inwich perceived low procedural switching costs and respondent who perceive high procedural switching costs. Overall, the model compared between groups is the measurement models and structural models comparison between groups, so it can be examine the role of moderating variables

## The Assesment of Normality

The normality test indicate that in the level of univariate, observed variables are not normally distributed. In the level of multivariate, data is also not normally distributed at a high value. We are consider when we testing interval data such as likert scale is still difficult to find normal distribution, however the validity and reliability examination needs to be perfomed.

## Validity and Reliability

We perform validity of each construct and indicators using AMOS 18 software, we adopted the indicators of perceived value based on Yang and Peterson (2004), perceived store image based on Bloemer and Ruyter (1998) and Wang (2010), perceived satisfaction based on Lam et al. (2004), perceived procedural switching costs based on Burnham et al. (2003), and customer loyalty based on Wang (2010). Based on the test of the validity of these studies and the assessment of the supervisor, all items of measurement used in this study is valid in terms of face validity.

The item p1, p2, p4, and p13 for the construct of perceived procedural switching costs have factor loading values

smaller than 0.5. Items which have loading factor less than 0.5 indicates that these items are not valid and we perform the deletion of unvalid indicators. Researchers realized the weakness of the construct validity results could have an impact on the next test. Therefore, researchers will re-test the validity of the constructs in this study at the pase of measurement model.

In Table 1 the value of standardized factor loading items of each construct is greater than 0.5 after the deletion of indicators that are not valid. We conclude that overall the indicator of each construct are valid. The result of construct validity after the deletion of unvalid indicators are provided in Table 1.

After we perform deletion the indicators that showed loading factor smaller than 0.5 we execute convergent validity, because the structure of data are changes after the deletion of indicator p1, p2, p4, and p13.

## **Convergent Validity**

Convergent validity test performed by looking at the value of Average Variance Extracted (AVE) which is calculated from the sum of squared standardized factor loading divided by the number of items of measurement. The calculation was performed for all latent constructs in the measurement model. AVE value greater than 0.5 indicates that there is sufficient convergence (Hair et al., 2010: 709). Convergent validity calculation results can be seen in Table 2 which shows the value of Average Variance Extracted (AVE) of each construct. Based on Table 2 there is a problem in convergent validity for the store image and Procedural switching costs prior to deletion of unvalid indicator, it has AVE value below 0.5. The deletion of indicator p1, p2, p4, and p13 resolve the convergent validity problem, after the deletion of the unvalid indicators athere is an impact on increasing AVE value of procedural switching costs, the AVE value of the procedural switching costs raises become 0.511. The detailed AVE values can be seen in Table 3.

## **Discriminant Validity**

Based on Table 3 it can be conclude that, overall, the average value AVE of the two constructs is greater than the squared correlation between two constructs were tested in this study. Table 3 shows the comparison of the average value AVE of the two constructs and values of squared correlation between two constructs after deletion indicator p1, p2, p4, and p13. If the average value AVE of the two constructs is greater than the value of the square of the correlation between the two constructs, we conclude that a construct are different or well discriminated to another construct. Based on the discriminant validity test, the constructs in this research had good discriminant validity.

We asses the construct reliability of perceived value, store image, satisfaction, loyalty, and procedural switching costs. The result of the construct reliability are that each cosntruct had a value greater than 0.7 therefore we conclude that overall constructs has good reliability.

In Table 4 we report the values of construct reliability of each construct in this research. We consider that the statistical value of each construct are above 0.7 after the removal of unvalid indicators, it means that in the condition of high or low perception of procedural switching costs the indicators of each construct are reliable.

Table 1. Standardized Factor Loading After The Deletion of Item p1, p2, p4, dan p13

| Item Indicators |       |         | Construct    | 1 / 1 / | 1       |
|-----------------|-------|---------|--------------|---------|---------|
| nem marcators   | *PSC  | Loyalty | Satisfaction | Image   | P.Value |
| p12             | 0,706 | 0       | 0            | 0       | 0       |
| p11             | 0,718 | 0       | 0            | 0       | 0       |
| p10             | 0,774 | 0       | 0            | 0       | 0       |
| p9              | 0,659 | 0       | 0            | 0       | 0       |
| p8              | 0,782 | 0       | 0            | 0       | 0       |
| p7              | 0,830 | 0       | 0            | 0       | 0       |
| р6              | 0,699 | 0       | 0            | 0       | 0       |
| p5              | 0,703 | 0       | 0            | 0       | 0       |
| p3              | 0,514 | 0       | 0            | 0       | 0       |
| 11              | 0     | 0,645   | 0            | 0       | 0       |
| 12              | 0     | 0,659   | 0            | 0       | 0       |
| 13              | 0     | 0,876   | 0            | 0       | 0       |
| 14              | 0     | 0,887   | 0            | 0       | 0       |
| 15              | 0     | 0,850   | 0            | 0       | 0       |
| k1              | 0     | 0       | 0,804        | 0       | 0       |
| k2              | 0     | 0       | 0,763        | 0       | 0       |
| k3              | 0     | 0       | 0,811        | 0       | 0       |
| k4              | 0     | 0       | 0,698        | 0       | 0       |
| k5              | 0     | 0       | 0,762        | 0       | 0       |
| c1              | 0     | 0       | 0            | 0,745   | 0       |
| c2              | 0     | 0       | 0            | 0,661   | 0       |
| c3              | 0     | 0       | 0            | 0,687   | 0       |
| c4              | 0     | 0       | 0            | 0,746   | 0       |
| c5              | 0     | 0       | 0            | 0,654   | 0       |
| n1              | 0     | 0       | 0            | 0       | 0,848   |
| n2              | 0     | 0       | 0            | 0       | 0,690   |
| n3              | 0     | 0       | 0            | 0       | 0,657   |
| n4              | 0     | 0       | 0            | 0       | 0,755   |
| n5              | 0     | 0       | 0            | 0       | 0,783   |

Source: processed data.

\*PSC: Procedural Switching Costs

**Table 2.** Average Variance Extracted (AVE) Values of Each Construct Before and After The Deletion of Indicators p1, p2, p4, dan p13

|                            | /1 /1 / 1            |                     |
|----------------------------|----------------------|---------------------|
|                            | AVE Value Before The | AVE Value After The |
| Construct                  | Deletion of Unvalid  | Deletion of Unvalid |
|                            | Indicators           | Indicators          |
| Perceived Value            | 0,562                | 0,562               |
| Store Image                | 0,470                | 0,490               |
| Satisfaction               | 0,591                | 0,591               |
| Loyalty                    | 0,626                | 0,625               |
| Procedural switching costs | 0,397                | 0,511               |

Source: processed data.

**Table 3.** The Comparison of Average AVE Value and The Square Correlation Between Constructs

|              | instructs              |                  |                    |             |
|--------------|------------------------|------------------|--------------------|-------------|
|              |                        | Average Value of | Square Correlation |             |
| Construct 1  | Construct 2            | AVE Between      | Value Between The  | Description |
|              |                        | Construct        | Two Construct      |             |
|              | Procedural             | 0.526            | 0.052              | Val: d      |
| D ' 1        | Switching Costs        | 0,536            | 0,053              | Valid       |
| Perceived    | Loyalty                | 0,594            | 0,124              | Valid       |
| Value        | Satisfaction           | 0,576            | 0,111              | Valid       |
|              | Store Image            | 0,526            | 0,299              | Valid       |
|              | Satisfaction           | 0,540            | 0,176              | Valid       |
| Store        | Loyalty                | 0,558            | 0,094              | Valid       |
| Image        | Procedural             | 0.500            | 0.055              | Val: d      |
| _            | Switching Costs        | 0,500            | 0,055              | Valid       |
|              | Loyalty                | 0,608            | 0,339              | Valid       |
| Satisfaction | Procedural             | 0.551            | 0.202              | Wali d      |
|              | <b>Switching Costs</b> | 0,551            | 0,203              | Valid       |
| Lovelty      | Procedural             | 0,568            | 0.156              | Valid       |
| Loyalty      | Switching Costs        | 0,308            | 0,156              | v and       |

Source: processed data.

**Table 4.** Construct Reliability Values

| Constructs                 | Value |
|----------------------------|-------|
| Perceived Value            | 0,864 |
| Store Image                | 0,827 |
| Satisfaction               | 0,878 |
| Loyalty                    | 0,891 |
| Procedural switching costs | 0,902 |

Source: Processed data.

## RESULT AND DISCUSSION

## **Characteristic of the Respondents**

Sample size in this research are 320 individuals whose experienced in computer stores and we can only obtain 300 processable questionnaire as a primary data. The result shows that the male respondents are dominant than women respondent as many as 191 people or 63.7% of total respondents. While the number of respondents female as many as 109 people or 36.3% of total respondents. The number of respondents who had visited twice or more at computer store are 292 people or 97% of the total respondents. The detailed respondent characteristic can be seen in Table 5.

Based on Figure 2 the value of chisquare  $(X^2)$  of 763,789 and the probability of chi-square value (p value= 0,000) below 0.05. This value indicates that the measurement model is not in accordance with the empirical data in this study. According to Hair et al. (2010), the results of the chi-square test (X2) are not too much of a problem, the researcher must always complete his test with another goodness of fit index, as important as the others, the chi-square value  $(X^2)$  and the degree of freedom (df) must always be reported.

The Result of measurement models test presented in Figure 2, based on the analysis of the goodness of fit index of the measurement model, the overall measurement model quite well illustrates the empirical data used in this study. The measurement model can properly measure consumer behavior regarding perceived value,

store image, customer satisfaction, store loyalty, and perceived procedural switching costs.

The result of structural model equation presented on Figure 3, the value of chi-square  $(X^2)$  is 731.908 with the degree of freedom (df=370) and the normed chi-square value  $(X^2/df)$  is 1.978. Normed Chi-square  $(X^2/df)$  value is smaller than 3.00 so that the structural model in this study has a good fit with the empirical data.

Based on Table 6 the chi-square value in the structural model ( $X^2$ =731.908) is smaller than the chi-square value measurement model ( $X^2$ = 763.789), the result of  $X^2$  value comparison indicate that the structural model is better than the measurement model. Furthermore, normed Chi-square ( $X^2$ /df) and RMSEA of the structural model are lower than the measurement model, structural models indicate that CFI values greater than 0.85 it can be conclude that the overall value of the goodness of fit of the structural model are already sufficient with empirical data in this study.

#### **Sub-Group Analysis**

We perform sub-group analysis using multiple group analysis technique. In the structural model analysis, multiple group analysis is an analysis to estimate or test the differences between similar models and estimated into different group (Hair et al., 2010: 758). Next we perform the comparison of two group respondent, the model comparison asses the differences between respondents inwich perceived low procedural switching costs and respondent who perceive high procedural switching costs. Overall, the model compared between groups is the measurement models and structural models comparison between groups, so it can be examine the role of moderating variables in this study.

Respondents are divided into two groups, this is based on descriptive statistical tests that show the average value of respondents' responses concerning perceived procedural switching costs that is equal to 3.16. Respondents who have an average response below 3.16 are classified as respondents who perceive low procedural switching costs. Whereas respondents who have an average response above 3.16 are classified as respondents who perceive high procedural switching costs.

In the first stage, we asses the base model unconstrained difference in the group of respondents who perceive high procedural switching costs and low procedural switching costs. The test results presented in Table 7 revealed sufficient goodness of fit index on two groups of respondents (X2 = 620 319, df = 320, X2 /df = 1.1938, p = 0.000, RMSEA = 0.056, and CFI = 0904). Normed Chi-square (X2 / df) value worth less than 3.00 it indicate that the models had a good conformity with the empirical data. Based on the test results of  $\Delta X^2$  and  $\Delta df$  in comparison the baseline model unconstraint and structural model ( $\Delta X^2 = 51.83$  and  $\Delta df = 21$ ), the baseline model unconstraint and structural covariance ( $\Delta X^2 = 67.18$  and  $\Delta df = 24$ ). the baseline model unconstraint and structural residual ( $\Delta X^2 = 68.09$  and  $\Delta df = 26$ ), and the baseline model unconstraint and residual measurement ( $\Delta X^2 = 132.08$  and  $\Delta df = 50$ ), as a whole showed a significant difference (p < 0.001) for the two groups of respondents. This shows that the five constructs in the models has responded differently by the two groups of respondents. We argue that the procedural switching costs role as moderating variable in this research model.

Goodness of fit comparison test results in this research model using multi-sample confirmatory factor analysis (MCFA) techniques. According to Hair et al. (2010), the basis of the group comparison process used is the difference in chi-square  $(X^2)$ , if a number of differences have been tested and the suitability of the model (measured by chi-square) does not show a significant increase (poor match) in a an unrestricted model, then differences

can be accepted. Under the random-effects model, study-level variability is considered a nuisance. An overall random-effects analysis may be the preferred choice when moderation of the effects by study-level characteristics is not of substantive interest (Cheung and Cheung, 2016).

In a subgroup analysis, the structural model is fitted separately to groups of studies. Within the subgroups, one may use or fixed-effects modeling (Jak, 2015). Fixed-effects subgroup analysis is suitable if homogeneity of correlations within the subgroups is realistic. Most often, however, heterogeneity within subgroups of studies is still expected, and fixed-effects modeling may be unrealistic. In such cases, random-effects subgroup analysis may be the best choice. A possible problem with a random-effects subgroup analysis is that the number of studies within each subgroup may become too small for reliable results to be obtained.

## **Result of Hypothesis Testing**

Significance level and its critical value ratio on the parameter estimate shows in Table 8 indicate the test result supported for the hypotheses that have been proposed. Critical value ratio greater than  $\pm$  1.96 indicates in the 5% significance level there is influence between constructs. The critical value ratio greater than 2.58 indicates in the  $\pm$  1% significance level, there is influence between constructs were tested.

The estimated value of the respondents who perceive high procedural switching costs on the relationship between perceived value and store loyalty, the relationship of consumer satisfaction and store loyalty, and the relationship between store image and customer satisfaction shows significant effect (p<0,05). The estimation results are different one another in two groups of respondents, we argue it is one indication of the moderating effect.

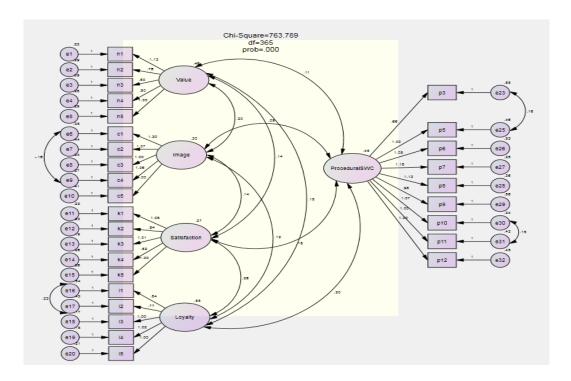
Figure 4 represent the significant estimation values in the group of respondents who perceive high procedural switching costs. We found the significant relationship between perceived value and store loyalty, relationship to customer satisfaction and store loyalty; the signify-cant relationship between store image and customer satisfaction; and satisfaction on loyalty.

We found different estimation result between group of respondent, based on Figure 5 the significant estimation of the respondents who perceive low procedural switching costs are identified in the relationship between perceived value and customer satisfaction; and the relationship between customer satisfaction and store loyalty. Estimation results that are different from the other groups of respondents are one indication of the influence of moderating variables.

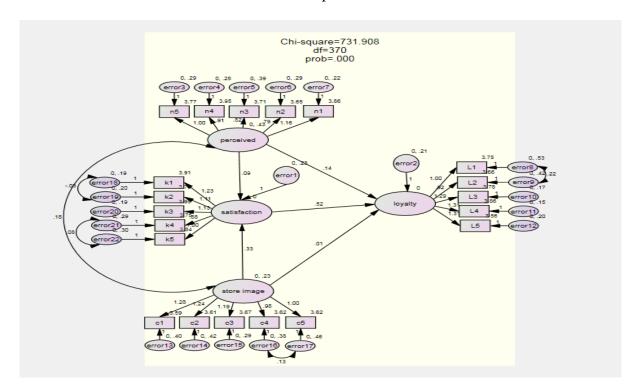
**Table 5.** Characteristic of The Respondent

| Description                        |              | Size of Respondent | Valid Percent |
|------------------------------------|--------------|--------------------|---------------|
| Gender                             | Male         | 191                | 63,7%         |
|                                    | Female       | 109                | 36,3%         |
|                                    | Total        | 300                | 100%          |
| Visitation at a computer store for | Once         | 8                  | 2,7%          |
| the last six month                 | Twice        | 180                | 60,0%         |
|                                    | 3 visitation | 83                 | 27,7%         |
|                                    | 4 visitation | 12                 | 4 %           |
|                                    | 5 visitation | 10                 | 3,3%          |
|                                    | 6 visitation | 7                  | 2,3%          |
|                                    | Total        | 300                | 100%          |

Source: processed data.



**Figure 2.** The Result of Measurement Models Test Source: processed data.



**Figure 3.** The Result of Structural Models Test Source: processed data.

**Tabel 6.** The Comparison of GOF Index Measurement Models and Structural Models

**Table 7.** Goodness of Fit Index Comparison Between Two Group Respondent

| Indeks Goodness of fit                          | GOF Measurement Models GOF Structural Models | GOF Structural Models |
|---|--|-----------------------|
| Chi-square $(X^2)$                              | 763,789                                      | 731,908               |
| Probability Scaled Chi-square (p-value)         | 0,000  | 0,000                 |
| Degree of freedom (df)                          | 365  | 370                   |
| Normed Chi-square (X2/df)                       | 2,020  | 1,978                 |
| Goodness of Fit Index (GFI)                     | 0,858  | 0,883                 |
| Comparative Fit Index (CFI)                     | 0,923  | 0,904                 |
| Root Mean Square Error of Approximation (RMSEA) | 0,058  | 0,056                 |
| Source: processed data.                         |  |                       |

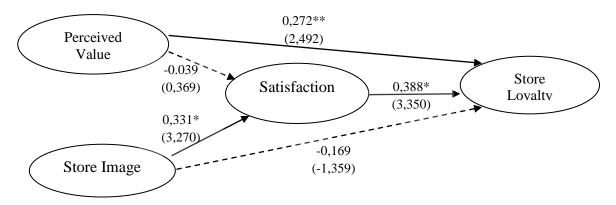
|                              | Model Fitness (Fit) | ss (Fi   | t)               |       |   |       | Differer | nces B      | etween | Differences Between Models |
|------------------------------|---------------------|----------|------------------|-------|---|-------|----------|-------------|--------|----------------------------|
| Models                       | X2                  | ф        | X2/df            | Ь     | $X2$ df $X2/df$ P RMSEA CFI $\Delta X2$ $\Delta df$ Sig.(p) | CFI   | AX2      | $\Delta df$ | Sig    | ( <i>p</i> ):              |
| Baseline Model Unconstrained | 620,319             | 320      | 320 1,1938 0,000 | 0,000 | 0,056   | 0,904 |          |             |        |                            |
| Measurement Weight           | 659,457             | 7 336 1, | 1,1963           | 0,000 | 0,057   | 0,897 | 39,14    | 16          | 0,001  | p<0,01                     |
| Structural Weight            | 672,147             | 341      | 1971             | 0,000 | 0,057   | 0,894 | 51,83    | 21          | 0,000  | p<0,01                     |
| Structural Covariance        | 687,497             | 344      |                  | 0,000 | 0,058   | 0,891 | 67,18    | 24          | 0,000  | p<0,01                     |
| Structural Residual          | 688,413             | 346      | 1,1990           | 0,000 | 0,058   | 0,891 | 68,09    | 26          | 0,000  | p<0,01                     |
| Measurement Residual         | 730,721             | 370      | 2,034            | 0,000 | 0,059   | 0,878 | 132,0    | 8 50 (      | 0,000  | p<0,01                     |
| مامل لمومومون معدده          |                     |          |                  |       |   |       |          |             |        |                            |

Source: processed data. \*PSC= Procedural Switching Costs.

**Table 8.** Estimated Value and Significance Structural Relationships

|   |                   | *Low PSC                              |       |             |                       | *High PSC                             | <i>T</i> ) |            |
|---|-------------------|---------------------------------------|-------|-------------|-----------------------|---------------------------------------|------------|------------|
| Structural Relationshin Between Construct | Esti              | Estimation                            | S     | Sig         | Est                   | Estimation                            | Sig        | 50         |
|   | Estimate<br>Value | Standardized<br>Regression<br>Weights | *C.R  | p<br>value  | *C.R p Estimate value | Standardized<br>Regression<br>Weights | *C.R       | p<br>value |
| Perceived Value> Customer Satisfaction    | 0,248             | 0,324                                 | 2,415 | 2,415 0,016 | -0,032                | -0,039                                | -0,369     | 0,712      |
| Customer Satisfaction> Loyalty            | 0,563             | 0,548                                 | 4,903 | 0,000       | 0,434                 | 0,388                                 | 3,350      | 0,000      |
| Perceived Value> Loyalty                  | 0,011             | 0,014                                 | 0,116 | 0,908       | 0,251                 | 0,272                                 | 2,492      | 0,013      |
| Store Image> Customer Satisfaction        | 0,119             | 0,111                                 | 0,831 | 0,406       | 0,379                 | 0,413                                 | 3,289      | 0,001      |
| Store Image> Loyalty                      | 0,221             | 0,200                                 | 1,674 | 0,094       | -0,173                | -0,169                                | -1,359     | 0,174      |

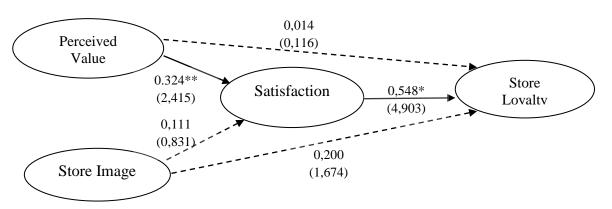
Source: Processed data
\*PSC= Procedural Switching Costs
\*C.R= Critical Ratio



**Figure 4.** The Result of Hypothesis Testing of the Respondent that Perceive High Procedural Switching Costs

## <u>Description</u>:

- (\*) estimated value significant at 0.01
- (\*\*)estimated value significant at 0.05
- : significant relationship
- ---- : not significant



**Figure 5.** The Result of Hypothesis Testing of the Respondent that Perceive Low Procedural Switching Costs

#### Description:

- (\*) estimated value significant at 0.01
- (\*\*)estimated value significant at 0.05
- : significant relationship
- ---- : not significant

#### **DISCUSSION**

This research examines the antecedent of store loyalty on the context of consumer of computer store. The method used in this research was survey and yield 300 processable questionnaire. Structural Equation Modeling (SEM) as a statistical tool to examine the proposed hypothesize in this research by means maximum likelihood estimation technique. The result shows perceived value influence store loyalty in

the group of high procedural switching costs and customer satisfaction positively significant influences store loyalty in both group of procedural switching costs. However the effect of store image on store loyalty are not significant influences in both group of customer. The perception of store image influence customer satisfaction only in the context of high procedural switching costs.

There was an indirect effect in the relationship between perceived value and store loyalty, that is mediated by customer satisfaction in the context of low procedural switching costs. The indirect effect of the relationship between store image and store loyalty was also proven to be mediated by the customer satisfaction in the context of high perception of procedural switching costs. In this research procedural switching costs played a significant role in moderating the relationship of customer satisfaction and store loyalty.

Customers' behavior in revisiting specific store is an important indicator in explaining the concept of store loyalty, in which it is also needed to be considered as the triggering factors regarding to the existence of those behaviors. Store image has a significant positive effect on customer satisfaction and specifically on the procedural conditions of high perceived switching costs. The results also showed that customer satisfaction and significant positive effect on store loyalty, it is proved that there are indirect effects between store image and store loyalty is mediated by customer satisfaction. Widyastuti (2019) conclude that the repeat customers then have become the guides to family and friends that visit Jogja and always suggest their family and friends to buy the product of Dagadu as special souvenirs of Jogja. The results of this study reinforce the research Bloemer and Ruyter (1998) which revealed that there is no direct effect on the relationship between a company's image and store loyalty, the relationship is mediated by customer satisfaction.

Perceptions of procedural switching costs is a natural perception in the mind of customers. It is need to be considered by marketers that the formation of the customer perceptions regarding time, effort, cost, and the intention to switch service provider related to the perceived benefits, product complexity, and heterogeneity of service providers. The complexity of the product in the store

computer can shape the customer perceptions about products offered are technology - related products that need to understand the benefits and compliance with specific customer's needs. In this case, marketers need to need to manage their marketing strategies by providing a clear understanding of the services and products it sells, so that customer can perceive more value in the store as an option that has a quality above industry standards. Performance of the company in providing benefits, a positive image, and satisfaction to customer beyond the average scope of the industry can generate a positive contribution to customer loyalty.

## CONCLUSSION AND RECOMENDATIONS

The research was carried out to predict the behavior of a store loyalty, it was a consequence of the perceived value, customer satisfaction, and the image of the store on condition that perceived procedural switching costs high and low. The sampling method in this research is nonprobability sampling, and use purposive sampling technique, thus generalizing the limited research that is similar to the characteristics of the sample. In this research examines one component of a specific switching costs that act as moderating variable, it is procedural switching costs (Burnham et al., 2003) so it does not thoroughly examine the three components of switching costs. In future studies are advised to examine another components of the switching costs so as to test the role of specific variables or switching costs are multidimensional.

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