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The Influence of Ship Charter Service Quality and Marketing Strategy on Experience That Implications Customer Satisfaction at PT. Citra Maritime Jakarta

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Abstract: This study aims to analyze the effect of Charter Ship Service Quality and Marketing Strategy on Customer Experience that impacts Customer Satisfaction at PT. Citra Maritime Jakarta. The main issue addressed in this study is how the quality of services provided and the marketing strategies implemented can influence customer experience and satisfaction. This research adopts a quantitative approach with an explanatory research design. The population of this study consists of customers who use charter ship services at PT. Citra Maritime Jakarta, with a sample size of 100 respondents selected through purposive sampling. Primary data was obtained through the distribution of questionnaires measuring respondents' perceptions of service quality, marketing strategy, customer experience, and customer satisfaction. Data analysis was conducted using Structural Equation Modeling (SEM) methods. The results show that charter ship service quality and marketing strategy have a positive and significant effect on customer experience. Furthermore, customer experience was found to have a positive impact on customer satisfaction. These findings emphasize the importance of improving service quality and implementing sustainable marketing strategies to enhance customer experience and satisfaction. This study provides practical contributions to the development of marketing strategies and the improvement of service quality in the charter ship service sector.

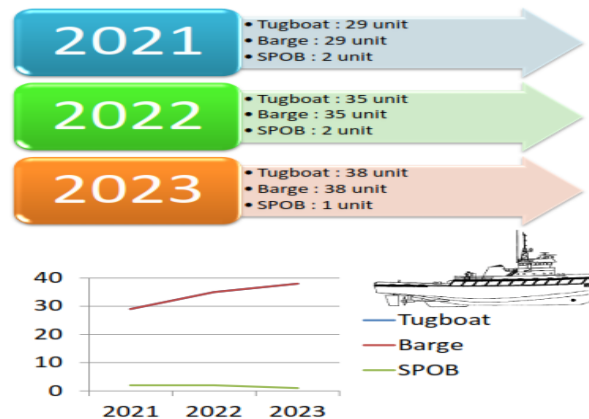
Keywords: Charter Ship Service Quality, Marketing Strategy, Customer Experience, Customer Satisfaction

INTRODUCTION

The global shipping industry has experienced significant growth in recent decades, along with the increasing need for inter-country freight transportation. Ship charter activities are a vital element in this industry because they can offer flexibility in meeting the ever-increasing logistics needs. In Indonesia, as a maritime country with thousands of islands, the shipping and ship charter sector plays a crucial role in maintaining the smooth distribution of goods between regions. Government programs aimed at expanding and facilitating the distribution of goods, as well as strengthening inter-island connectivity, have further encouraged the growth of

domestic shipping and ship charter companies. PT. Citra Maritime is one of the national shipping companies established to support this vision, by providing inter-island freight transportation and ship charter services that can reach national and international routes.

The main strength of PT. Citra Maritime lies in its fleet that greatly supports various types of shipping. The fleet owned by this company consists of various types of ships designed to meet various transportation needs, ranging from ships for transporting large quantities of goods to smaller ships that can serve certain routes. This complete and varied fleet allows PT. Citra Maritime to provide flexible and reliable services, according to client requests and needs. With the experience and reputation that has been built since its establishment, this company continues to grow and expand its service reach, both domestically and internationally, to continue to support the economy and facilitate inter-island trade (PT. Citra Maritime, 2024).



Source: PT. Citra Maritime (2024)

Figure 1. Data on the Number of Fleets of PT. Citra Maritime from 2021 to 2023

Based on fleet data from 2021 to 2023, the increase in the number of tugboat fleets shows the company's efforts to improve the quality of ship charter services that can support operations to meet customer demand. In 2021, there were 29 tugboat units, which increased to 35 units in 2022 and again increased to 38 units in 2023. This increase in the number of fleets reflects PT. Citra Maritime's commitment to expanding service capacity, ensuring fleet availability to support efficient delivery of goods

However, PT. Citra Maritime also faces challenges in marketing strategies that need to be improved in order to reach a wider market segment and increase the company's competitiveness. Although it has developed various marketing strategies, including utilizing digital technology, online advertising campaigns, and building partnerships with other marine companies, there are still problems in the effectiveness of market segmentation and targeting. Some of the products and services offered do not always match the needs of existing customers, causing dissatisfaction among customers.

Based on a preliminary survey of 30 customers of PT. Citra Maritime, the majority of respondents felt that the company's marketing strategy was not effective enough in reaching all market segments. This can be seen from the number of respondents who disagreed or were neutral regarding the effectiveness of the marketing strategy being implemented. Most customers also felt that the company had not utilized digital technology optimally in their marketing campaigns. These findings indicate that PT. Citra Maritime needs to reevaluate its approach and improve its digital marketing strategy, including the use of social media and paid advertising to increase brand visibility and company appeal.

Another issue revealed was the lack of adequate efforts in setting competitive prices that are in line with the value offered by the company. Several respondents felt that the prices set were not commensurate with the quality of service provided, which could reduce customer satisfaction and the attractiveness of PT. Citra Maritime in an increasingly competitive market.

Therefore, the company needs to make improvements in terms of pricing, improve marketing communications, and maximize the use of digital technology to increase the visibility and effectiveness of marketing campaigns.

Customer experience factors also play an important role in influencing their level of satisfaction. The experience gained by customers from every interaction with PT. Citra Maritime, starting from the booking process, communication with agents, to delivery of goods, can shape their perception of service quality. Consistent positive experiences will increase customer loyalty and lead to higher satisfaction. However, if the customer experience does not meet their expectations, this can lead to dissatisfaction which has an impact on decreasing overall satisfaction. Therefore, companies need to pay attention to every detail in the customer experience to ensure that every stage of the ship charter service runs smoothly (PT. Citra Maritime, 2024).

Based on the research gap of previous studies, there are several studies that show that service quality has a positive effect on customer satisfaction, but do not identify operational factors that can hinder satisfaction, such as limited fleet capacity or technical problems related to ship systems and documents (Abdur Rohman & Hidayati, 2021; Supriyanto & Kristiyanti, 2019). In addition, other studies reveal the influence of service quality on customer satisfaction, but do not discuss in depth external factors, such as operational constraints and ineffective communication, which can affect the overall customer experience (Fajar Tyas Adi et al., 2021; Lis Lesmini et al., 2022). Therefore, PT. Citra Maritime needs to conduct further research to explore the role of operational service quality, appropriate pricing strategies, and more efficient marketing communications, which can improve customer experience and help companies achieve higher satisfaction targets (Zahra et al., 2023).

METHOD

This study uses a survey method with a quantitative approach to collect and analyze data. This quantitative method is objective and relies on statistical testing to analyze the data obtained. This study was conducted in a rational, empirical, and systematic scientific manner, which includes data collection through questionnaires distributed to respondents. The collected data was then processed using SmartPLS 4 software to facilitate the analysis process. The sampling technique used was a saturated sampling technique, in which all relevant population elements, namely 100 people from 20 customer companies of PT Citra Maritime Jakarta, were included in this study. With a relatively small number of respondents, this technique ensures that the research results can reflect the population without bias, so that they can be generalized well.

The target population in this study was 100 customers of PT Citra Maritime Jakarta, consisting of 20 companies that use ship charter services. This population was selected to provide a comprehensive picture of customer experience, perception, and satisfaction with the services provided. Based on the conceptual framework that has been prepared, the research hypothesis includes seven statements that test the influence of service quality, marketing strategy, customer experience, and customer satisfaction. The data collected will be analyzed using path analysis and hypothesis testing to test the relationship between variables in this study. All data collected will be presented in tabular form to facilitate analysis and understanding, and tabulation will be used to summarize the data in easy-to-understand categories.

represented, so that the construct measurement model can be considered valid and reliable. Thus, it can be concluded that the measurement model in this study is able to measure the constructs well.

Construct Reliability

In the construct reliability test, the results of data processing show that the Cronbach's alpha value for all variables is more than 0.7, which means it meets the minimum limit required to measure internal consistency of data (Hair et al., 2019). In addition, the composite reliability value for all **variables** is also above 0.7, indicating that the measurement model has good reliability. This shows that the indicators used in each construct can measure the construct consistently, so that the results of this study can be relied on.

Construct Validity

Based on the results of the Average Variance Extracted (AVE) test, all variables in this study have an AVE value of more than 0.5, which indicates that the constructs measured in this model are valid. A high AVE value indicates that most of the variation in the indicators can be explained by the related latent constructs. Thus, it can be concluded that the constructs used in this study have good validity, and the indicators used are able to explain the constructs well.

Discriminant Validity

Discrimination testing using the Heterotrait-Monotrait (HTMT) ratio shows that all HTMT values are below 0.9, which means that the indicators in each construct in this research model have been discriminated well and there is no significant overlap between one construct and another (Henseler et al., 2015). This indicates that the constructs used in this study have good discriminant validity, and the indicators used are specific in measuring the intended construct.

Fornell-Larcker Criterion

The results of the Fornell-Larcker Criterion show that the AVE root value for each latent variable is greater than the correlation between other variables, which means that the indicators in each construct have been clearly separated and do not overlap with other constructs. This confirms that the discriminant validity in this model has been guaranteed, where each indicator specifically measures the intended construct, and each construct in this model can be distinguished well from other constructs.

Inner Model

Below are the results of the inner model image from the PLS-SEM bootstrapping results along with their descriptions.

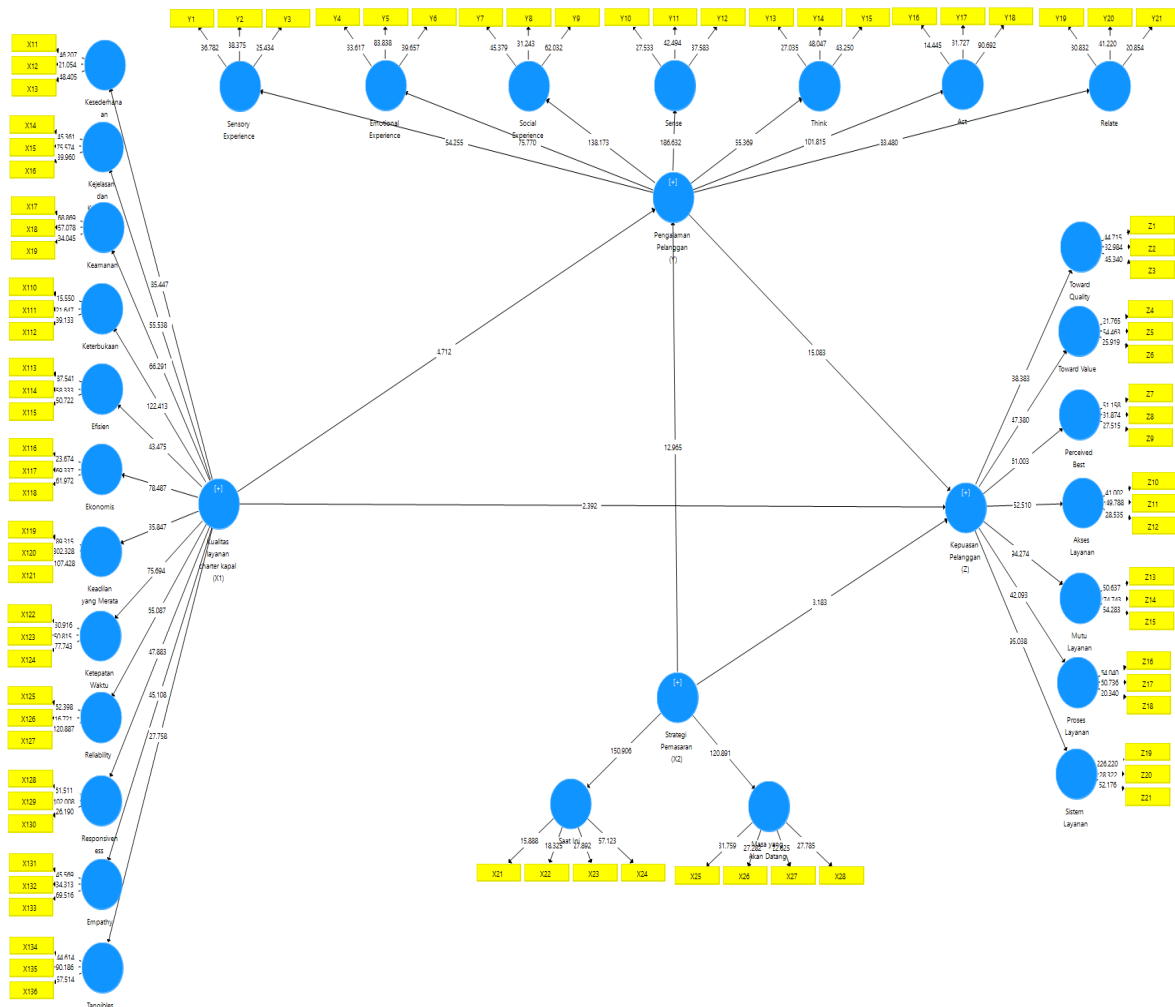


Figure 3. Research Results Matrix

The results of bootstrapping in the form of an inner model image as above can show the structural relationship between variables in this research model.

Multicollinearity

In structural model analysis, multicollinearity test is important to evaluate the existence of a strong relationship between independent variables in the model. In this study, the multicollinearity test was conducted using the Variance Inflation Factor (VIF) value. Based on the test results, the VIF value for all variables was found to be less than 5, indicating that there is no multicollinearity problem in this research model. Thus, it can be concluded that there is no high correlation between the independent variables in this model that can interfere with further analysis, ensuring that this research model is reliable for further testing.

R-Square (Coefficient of Determination)

R-Square is used to measure how much exogenous variables contribute to the endogenous construct. The results of the R-Square test show that the Customer Experience variable (Y) has a contribution of 33.6%, which reflects the influence of the Ship Charter Service Quality variables (X1) and Marketing Strategy (X2) on the variable. Meanwhile, the Customer Satisfaction variable (Z) is explained by 49.6% by the Ship Charter Service Quality, Marketing Strategy, and Customer Experience variables. The remaining contribution comes from other variables not examined in this study, indicating the existence of external factors that also influence both constructs.

Effect Size Value (f-Square)

The effect size (f2) test is used to evaluate the influence of independent variables on dependent variables in the model. The results of the analysis show that the Customer Experience variable (Y) has a very large influence on Customer Satisfaction (Z) with an f2 value of 0.862, which is included in the strong influence category. Meanwhile, the influence of the Charter Ship Service Quality variable (X1) on Customer Experience (Y) and Customer Satisfaction (Z) shows a weak to moderate influence. This indicates that customer experience and marketing strategies are more dominant in influencing customer satisfaction than the quality of service that is directly felt.

Predictive Relevance (Q-Squared)

The Q-Square value is used to measure the reliability of the model in predicting the dependent variable. Based on the test results, the Customer Experience variable (Y) has a Q2 value of 0.215, which indicates a small predictive relevance. In contrast, the Customer Satisfaction variable (Z) has a Q2 value of 0.316, which indicates a moderate predictive relevance. This shows that this model provides a fairly good contribution in explaining variations in the Customer Satisfaction variable, but still has room for improvement in terms of predictions on the Customer Experience variable.

Hypothesis Testing Results

Here are the results *Path Coefficients*:

Table 1. Direct and Indirect Influences

Hypotesis	Direct and Indirect	Original Sample (O)	T Statistics (O/STDEV)	P Values	Kete
H1	Charter ship service quality (X1) -> Customer Experience (Y)	0.286	4.712	0.000	Significant
H2	Marketing Strategy (X2) -> Customer Experience (Y)	0.757	12,965	0.000	Significant
H3	Quality of charter ship service (X1) -> Customer Satisfaction (Z)	0.366	2.392	0.017	Significant
H4	Marketing Strategy (X2) -> Customer Satisfaction (Z)	0.480	3.183	0.002	Significant
H5	Customer Experience (Y) -> Customer Satisfaction (Z)	0.809	15,083	0.000	Significant
H6	Charter ship service quality (X1) -> Customer Experience (Y) -> Customer Satisfaction (Z)	0.231	4.480	0.000	Significant
H7	Marketing Strategy (X2) -> Customer Experience (Y) -> Customer Satisfaction (Z)	0.613	10,351	0.000	Significant

Discussion

Direct Influence of Charter Ship Service Quality on Customer Experience (H1)

The test results show that the Quality of Ship Charter Services (X1) has a significant effect on Customer Experience (Y) with a path coefficient value of 0.286 and a T-statistic of 4.712 (p-value = 0.000). This finding is in line with the research of Supriyanto & Kristiyanti (2019) which shows that service quality has a direct effect on customer experience in shipping companies. Fajar Tyas Adi et al. (2021) also stated that the quality of agency services has a significant effect on customer satisfaction, which basically also affects their experience. Research by Setiobudi et al. (2021) found that customer experience increases with increasing service quality, indicating that service quality is a key factor in creating a positive experience. Thus, good quality ship charter services will strengthen the overall customer experience, which in turn increases their satisfaction. Chandra et al. (2024) also emphasized that high service quality is directly related to a satisfying customer experience, supporting the conclusion that service quality is a dominant factor in improving customer experience.

Direct Influence of Marketing Strategy on Customer Experience (H2)

This study found that Marketing Strategy (X2) has a significant effect on Customer Experience (Y), with a path coefficient of 0.757 and a T-statistic of 12.965 (p-value = 0.000). This supports the findings of Setiobudi et al. (2021) which states that effective marketing can create a better customer experience with stronger interactions between companies and customers. Lis Lesmini et al. (2022) also found that a successful marketing strategy can build a deeper experience for customers, increasing their trust and satisfaction with the products and services offered. Research by Abdur Rohman & Hidayati (2021) confirms that a good marketing strategy contributes to strengthening customer experience through proper brand management and clear communication. Zahra et al. (2023) shows that companies that implement marketing strategies that are in accordance with customer needs will be better able to create positive experiences that will strengthen their relationships with customers. Therefore, companies need to develop an integrated marketing strategy that focuses on customer satisfaction in order to effectively improve customer experience.

Direct Influence of Ship Charter Service Quality on Customer Satisfaction (H3)

The results of this test indicate that the Quality of Ship Charter Services (X1) has a significant effect on Customer Satisfaction (Z) with a path coefficient value of 0.366 and a T-statistic of 2.392 (p-value = 0.017). Research by Fajar Tyas Adi et al. (2021) shows that the quality of agency services has a significant effect on customer satisfaction. Supriyanto & Kristiyanti (2019) also confirmed that service quality is the main factor that increases customer satisfaction in the shipping industry. Research by Setiobudi et al. (2021) added that good service quality not only improves customer experience but also directly contributes to their satisfaction. Zahra et al. (2023) also found that the quality of service received by customers has a direct effect on their satisfaction, which strengthens the findings of this study. Therefore, companies need to ensure that the quality of service provided can meet or even exceed customer expectations, which in turn will increase their level of satisfaction.

Direct Influence of Marketing Strategy on Customer Satisfaction (H4)

The results of this study indicate that Marketing Strategy (X2) has a significant effect on Customer Satisfaction (Z), with a path coefficient of 0.480 and a T-statistic of 3.183 (p-value = 0.002). This finding indicates that the implementation of an effective marketing strategy can directly increase customer satisfaction. Research by Setiobudi et al. (2021) shows that a marketing strategy that focuses on meeting customer needs can contribute positively to their satisfaction. Chandra et al. (2024) revealed that targeted and planned marketing can increase customer satisfaction by creating a comprehensive and relevant experience to customer needs. Lis Lesmini et al. (2022) also found that the right marketing strategy can improve customer perceptions of the products and services provided, which ultimately increases their satisfaction. Research by Asniar et al. (2023) confirms that effective marketing, which understands and responds to customer needs, can contribute to higher levels of satisfaction. Therefore, companies need to develop and implement marketing strategies that not only focus on sales but also on meeting customer needs, which in turn increases their satisfaction.

Direct Influence of Customer Experience on Customer Satisfaction (H5)

The test results show that Customer Experience (Y) has a significant effect on Customer Satisfaction (Z), with a path coefficient of 0.809 and a T-statistic of 15.083 (p-value = 0.000). Research by Zahra et al. (2023) revealed that customer experience acts as a mediator in increasing consumer satisfaction, where good experiences tend to result in higher satisfaction. Setiobudi et al. (2021) also stated that customer experience has a direct effect on satisfaction, because a pleasant experience increases positive perceptions of the service provided. Fajar Tyas Adi et al. (2021) added that the better the experience experienced by customers, the higher their

level of satisfaction with the service. Research by Chandra et al. (2024) further shows that customer experience serves as a major driver of satisfaction in the service industry, so companies must focus on improving customer experience to ensure higher satisfaction. Therefore, it is important for companies to create a comprehensive and positive customer experience in order to effectively increase their satisfaction.

Indirect Effect of Ship Charter Service Quality on Customer Satisfaction Through Customer Experience (H6)

The results of the indirect path test show that Charter Ship Service Quality (X1) has a significant effect on Customer Satisfaction (Z) through Customer Experience (Y), with a path coefficient of 0.231 and a T-statistic of 4.480 (p-value = 0.000). Research by Setiobudi et al. (2021) supports these results by stating that customer experience can enhance the relationship between service quality and customer satisfaction. Zahra et al. (2023) also found that customer experience acts as a mediator that strengthens the relationship between service quality and customer satisfaction, confirming the importance of customer experience in this process. Fajar Tyas Adi et al. (2021) further added that good customer experience can moderate the effect of service quality on customer satisfaction, strengthening the evidence that positive experiences increase satisfaction. Therefore, companies need to optimize the quality of services provided and focus on creating positive customer experiences as a way to strengthen the impact of service quality on customer satisfaction.

Indirect Effect of Marketing Strategy on Customer Satisfaction Through Customer Experience (H7)

The indirect path test shows that Marketing Strategy (X2) has a significant effect on Customer Satisfaction (Z) through Customer Experience (Y), with a path coefficient of 0.613 and a T-statistic of 10.351 (p-value = 0.000). Setiobudi et al. (2021) showed that marketing that focuses on customer satisfaction can improve customer experience, which in turn contributes to their satisfaction. Lis Lesmini et al. (2022) supports this finding by stating that a good marketing strategy can create a better customer experience, which strengthens their satisfaction. Research by Chandra et al. (2024) also shows that experiences driven by the right marketing strategy can significantly increase customer satisfaction. Zahra et al. (2023) further confirms that customer experience formed through a good marketing strategy can act as a link between marketing and customer satisfaction. Therefore, companies must utilize marketing strategies that focus on customer experience to improve their overall satisfaction.

CONCLUSION

Based on the research results, the Quality of Ship Charter Services has a significant effect on Customer Experience, with a t-value of 4.712 which is greater than 1.96 and a p-value smaller than 0.05. This shows that the better the quality of service provided, the more positive the experience felt by customers. The Openness dimension shows the largest contribution with a factor loading of 0.960, which emphasizes the importance of transparency and clarity of information about the service. In contrast, the Empathy dimension with the lowest factor loading of 0.885 indicates that although empathy remains important, its contribution to service quality is not as large as other dimensions such as openness or security. At the indicator level, X120 with the highest factor loading of 0.984, related to the timeliness of service, indicates that timeliness is the main factor in influencing the quality of service perceived by customers. While X126 with the lowest factor loading of 0.750, related to the clarity of costs and service requirements, indicates that although cost information is important, its influence is smaller compared to other factors that are more directly related to the quality and efficiency of the service.

The marketing strategy implemented by PT Citra Maritime Jakarta has a significant influence on Customer Experience, as evidenced by the t-value of 12.965 which is greater than 1.96 and the p-value is smaller than 0.05. This indicates that an effective marketing strategy can significantly strengthen customer experience. The Future dimension, with a factor loading of 0.964, shows that a proactive long-term strategy is more influential than a strategy that is only reactive to the current situation. Meanwhile, the Present has a slightly lower factor loading of 0.962, which reflects that although a strategy based on the current situation remains important, its contribution to customer experience is not as strong as long-term planning. Indicator X24 with the highest factor loading of 0.905, which relates to the ability of marketing strategies to retain customers, shows the importance of customer retention in creating a positive experience. Conversely, indicator X23 with the lowest factor loading of 0.785, which shows that the target market's acceptance of the service, although relevant, makes a smaller contribution to shaping customer experience.

The quality of charter ship services is also proven to have a significant influence on Customer Satisfaction, with a t-count of 2.392 which is greater than 1.96 and a p-value smaller than 0.05. This shows that the quality of service provided directly affects the level of satisfaction felt by customers. The Openness dimension which has the highest factor loading of 0.960, confirms that clarity of information and transparency in service greatly influences customer satisfaction. Conversely, Empathy, although still important, has a smaller influence with a factor loading of 0.885, indicating that although attention to customer needs remains relevant, other factors are more dominant in influencing their satisfaction. In the indicator, X120 with the highest factor loading of 0.984, which relates to the timeliness of service completion, indicates that customer satisfaction is greatly influenced by services that are completed on time. While the X126 indicator with the lowest factor loading of 0.750, which relates to the clarity of costs and service requirements, indicates that although cost factors influence satisfaction, their contribution is smaller compared to efficiency and service quality.

The results of the study indicate that Marketing Strategy has a significant effect on Customer Satisfaction, with a t-count of 3.183 greater than 1.96 and a p-value smaller than 0.05. This indicates that the right marketing strategy plays a major role in increasing customer satisfaction. The Future dimension, with a factor loading of 0.964, indicates that long-term planning in marketing strategy is more effective in creating customer satisfaction compared to strategies that only focus on the current situation. The Present, although important, has a slightly lower contribution with a factor loading of 0.962. In the indicator, X24 with the highest factor loading of 0.905, related to "The marketing strategy implemented can maintain the growing number of customers in the ship charter service", indicates that good customer retention is the key to increasing customer satisfaction. Conversely, indicator X23 with the lowest factor loading of 0.785, which is related to the target market's acceptance of the services provided, although important, makes a smaller contribution to increasing customer satisfaction.

The results of the analysis show that Customer Experience has a significant effect on Customer Satisfaction, with a t-value of 15.083 which is much greater than 1.96 and a p-value smaller than 0.05. This finding confirms that the experience felt by customers, both emotionally and physically, has a very large impact on their level of satisfaction. The Sense dimension, with the highest factor loading of 0.966, shows that sensory experiences involving customers' senses, such as visual and auditory, greatly affect their perception of the service as a whole. Conversely, Emotional Experience with a factor loading of 0.907 has a smaller effect on customer satisfaction compared to sensory experience. In the indicator, Y9 with the highest factor loading of 0.926, which is related to "My experience with the charter boat service strengthens my relationship with the PT. Citra Maritime Jakarta brand", shows that experiences that connect customers emotionally with the brand increase their satisfaction. Indicator Y13 with the lowest factor loading of 0.786, which is related to "The experience of using this ship charter service

invited me to think more creatively about agency services", although important, has a smaller contribution in forming a deeper customer experience.

This study found that Charter Service Quality has a significant effect on Customer Satisfaction through Customer Experience, with a t-count of 4.480 which is greater than 1.96 and a p-value smaller than 0.05. This means that the experience experienced by customers functions as a mediator that strengthens the relationship between service quality and customer satisfaction. The Openness dimension with a factor loading of 0.960 shows that transparency and clear communication have a significant effect on increasing customer satisfaction through positive experiences. The Empathy dimension with the lowest factor loading of 0.885, although still relevant, its effect on increasing satisfaction through experience is smaller than the openness or security dimension. In the indicator, X120 with the highest factor loading of 0.984, which is related to the timeliness of service completion, shows that customer satisfaction is greatly influenced by the timeliness of the service provided. Indicator X126 with the lowest factor loading of 0.750, which is related to the clarity of costs and service requirements, shows that although important, the cost factor has a smaller effect compared to the quality and efficiency of the service.

The results of the analysis show that Marketing Strategy has a significant effect on Customer Satisfaction through Customer Experience, with a t-count of 10.351 which is greater than 1.96 and a p-value smaller than 0.05. This shows that the right marketing strategy can increase customer satisfaction through the experience created. The Future Dimension with a factor loading of 0.964 shows that a long-term-oriented marketing strategy has a greater impact on creating a positive customer experience. The Current Dimension with a factor loading of 0.962, although still relevant, has a slightly smaller influence in influencing customer satisfaction through the experience created. In the indicator, X24 with the highest factor loading of 0.905, which is related to customer retention through marketing strategy, shows that a marketing strategy that focuses on customer retention has a major contribution to their satisfaction. Conversely, indicator X23 with the lowest factor loading of 0.785, which is related to the target market's acceptance of the services provided, although important, has a smaller contribution to increasing customer satisfaction.

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