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## The Effect of Tenant Revitalization and Product Innovation of KM Kelud on Customer Satisfaction of PT. XYZ

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**Abstract:** This study aims to analyze the effect of tenant revitalization and product innovation on customer satisfaction of KM Kelud ship of PT. XYZ. Tenant revitalization includes improving physical conditions, modernizing facilities, arranging layouts, and increasing comfort and security of tenant areas. Product innovation includes providing new services such as wifi, study on board, tour on board, city on board, and event meeting charter aimed at improving customer experience during sailing. The research method uses a quantitative approach with data collection through questionnaires given to 180 respondents of KM Kelud passengers serving the Jakarta-Batam-Medan route during the 2024 NATARU period. Data analysis uses Structural Equation Modeling (SEM) with the help of SmartPLS 4.0 software. The results of the study show that tenant revitalization and product innovation have a significant effect partially and simultaneously on customer satisfaction. The research model explains 99.4% of the variation in customer satisfaction. The practical implications of this study provide recommendations to PT. XYZ to continue improving service quality through tenant revitalization and product innovation programs to maintain customer loyalty and competitiveness in the Indonesian maritime transportation industry.

**Keywords:** Tenant Revitalization, Product Innovation, Customer Satisfaction, Sea Transportation, Passenger Ship Facilities

### INTRODUCTION

Indonesia, as the largest archipelago in the world, has an area that stretches from Sabang to Merauke and connects thousands of islands by sea. The ocean for Indonesia is not just a geographical boundary, but also a lifeline that unites people, economies, and cultures throughout the archipelago. This condition encourages the development of ship assets in the commercial sector, including those managed by PT. XYZ. Based on data from 2018 to

August 2023, the trend of income from PT. XYZ ship assets has fluctuated. This phenomenon shows a significant decrease in 2020 of 52.9% compared to the previous year, caused by the impact of the COVID-19 pandemic. Entering 2021, performance began to improve with an increase in income reaching 71.8% compared to 2020. However, this positive trend did not last long, because in 2022 and 2023 there was another decline of 2.6% and 42.5%, respectively.



Figure 1. 1 Asset Income Trend bar chart full year 2023

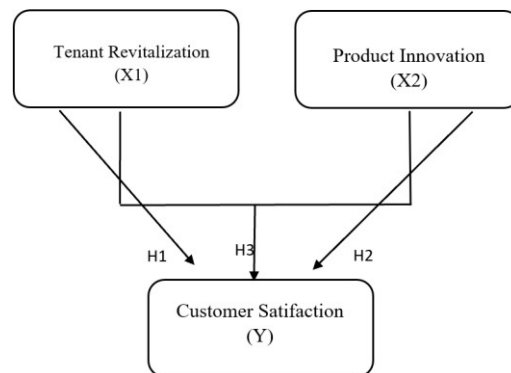


Figure 1. 1 Diagram chart presentase tenant full year 2023

The problems that occurred were exacerbated by challenges in maintaining service quality, especially related to the condition of tenants on board ships that did not meet standards. Many tenants exhibit unmaintained physical conditions, outdated facilities, and shabby appearance. The lack of regular maintenance and updates makes tenants look dirty, worn, and have a suboptimal layout. This has the potential to reduce customer perception of PT. XYZ service quality, which can ultimately have an impact on the company's competitiveness in the marine transportation industry.

Revitalization is a strategic step to overcome these problems. According to , revitalization includes restructuring, reusing land or buildings, and renovating the area so that economic and social value can increase. This effort can also open up opportunities for partnerships between the government and the private sector. On the other hand, product innovation is needed to improve comfort and service during travel so that it can promote the improvement of the company's performance and provide a long-term competitive advantage. By combining tenant revitalization and product innovation, PT. XYZ can maintain a balance between business interests and customer satisfaction, while strengthening its position as a reliable marine transportation provider and contributing to connectivity and national economic progress. (Hildayanti & Rasyid, 2020) Al fajar et al., (2024) (Fatkhan & Chasanah, 2024) (Fahdiyara & Syah, 2021)

Variabel	Research Results	Indicator	Source
Tenant Revitalization	Revitalization has an effect on the rate of tourist visits by 34.6%, the number of tourist visits increases after revitalization.	1. Regional Revitalization 2. Tourist Visitation Rate	(Lestaro et al., 2020)
Product Innovation	Product innovation affects purchase decisions, Product innovation and purchase decisions affect customer loyalty, Purchase decisions mediate the influence of product innovation on customer loyalty.	1. Product Innovation 2. Purchase Decision 3. Customer Loyalty	(Dachi, 2020)
Customer Satisfaction	Customer satisfaction has a significant positive impact on customer trust and loyalty, Trust mediates the influence of satisfaction on customer loyalty.	1. Customer Satisfaction 2. Customer Trust 3. Customer Loyalty	(Dedek Kurniawan Gultom et al., 2020)



**Picture 1.** Research Framework

H1: The tenant revitalization carried out by PT. XYZ has a positive effect on customer satisfaction and ship asset revenue from 2018 to August 2023.

H2 : Product innovations (Wifi, Study on board, Tour on board, City on board, and Even meeting charter) carried out by PT. XYZ have an effect on customer satisfaction.

H3 : Tenant revitalization and product innovation simultaneously and partially affect customer satisfaction of PT. XYZ

**METHOD**

This study uses a quantitative approach to complete each stage of the research, including the techniques and stages used. This approach is recovered because it has planned and structured features

from the beginning to the end of the research process. Research approaches based on the philosophy of positivity, used to study a specific population or sample, using research

instruments, analyzing data quantitatively or statistically to validate pre-established hypotheses. (Scott, 2023)

According to Population is a generation area that consists of objects or subjects that have certain qualities and characteristics that have been determined by the researcher to be examined and then conclusions are drawn. Population includes all the properties, characteristics, or attributes of objects and subjects as a whole so they are very important. There are 21,702 customers of the KM Kelud PT. XYZ ship who use the Jakarta-Batam-Medan route during the NATARU (Christmas and New Year) period in 2024 is the subject of this study. The author uses the Hair formula to calculate the total number of sample participants, with a total of 18 indicators multiplied by 10, so that a sample of 180 is required. The sampling technique used the Hair formula with 180 respondents as a sample from a population of 21,702 population. Respondents came from KM Kelud customers of PT. XYZ who used the Jakarta-Batam-Medan route during the NATARU period in 2024. The use of the Structural Equation Modelin – Smart PLS 4 software was chosen because it can analyze the relationship patterns between latent constructors and their indicators, as well as direct measurement errors (Scott, 2023) (Lukitaningsih & Lestari, 2023) (Uliya et al., 2021)

## RESULTS AND DISCUSSION

Table 4. 1 Respondent Gender

Gender	Number of Respondents	Presentase
Man	93	51.7%
Woman	87	48.4%
Total	180	

Source : Research Analysis Results (2025)

Table 4. 2 Respondents' domicile

Home	Number of Respondents	Presentase
Jakarta	148	82.2%
Batam	18	10%
Terrain	14	7.8%
Total	180	

Source : Research Analysis Results (2025)

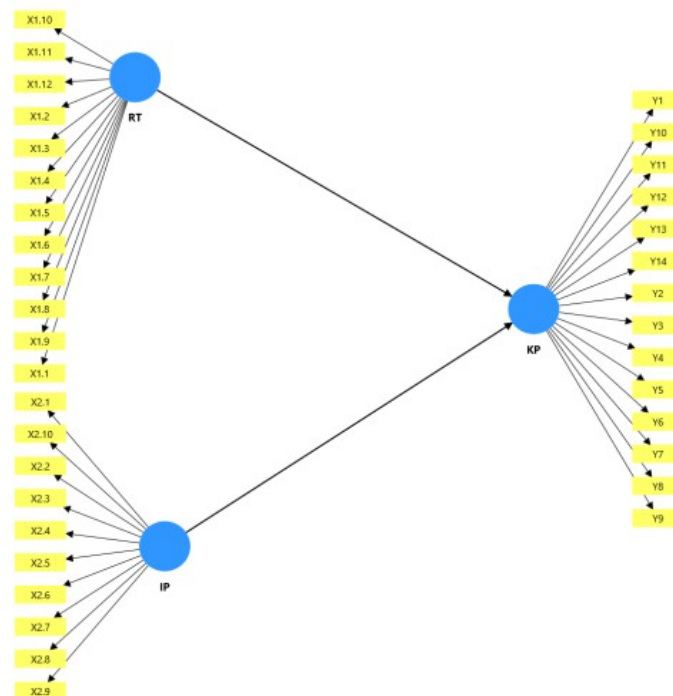
Table 4. 3 How often respondents use the service

How Often to Use PT Pelni (PERSERO) Services	Number of Respondents	Presentase
1 Time	25	14.9%
2 Times	79	43.9%
3-5 times	66	36.7%
6-10 You	10	5.6%
<b>Total</b>	<b>180</b>	

Source : Research Analysis Results (2025)

Based on the results of the analysis of 180 respondents, the majority of men were 93 people (51.7%), while women amounted to 87 people (48.4%), with a relatively small percentage difference so that it showed a fairly balanced participation in terms of gender. In terms of domicile, most of the respondents came from DKI Jakarta as many as 148 people (82.2%), followed by Batam as many as 18 people (10%) and Medan as many as 14 people (7.8%), which shows the dominance of PT. XYZ service users from the DKI Jakarta area. Meanwhile, the frequency of service usage showed that 79 respondents (43.9%) used the service twice, 66 respondents (36.7%) 3–5 times, 25 respondents (14.9%) only once, and 10 respondents (5.6%) 6–10 times, indicating that most users have more than one trip experience so there is a potential for attachment to PT. XYZ services.

Figure 4. 1 Outer Model



Source : Research Analysis Results (2025)  
Table 4. 4 Outer Loading Values

No	Variabel	Indicator	Outer Loading
1	Tenant Revitalization	RT 1	0.866
		RT 2	0.896
		RT 3	0.898
		RT 4	0.920
		RT 5	0.874
		RT 6	0.904
		RT 7	0.906
		RT 8	0.862
		RT 9	0.888
		RT 10	0.850
		RT 11	0.901
		RT12	0.900
2	Product Innovation	IP 1	0.894
		IP 2	0.907
		IP 3	0.909
		IP 4	0.902
		IP 5	0.870
		IP 6	0.893
		IP 7	0.886
		IP 8	0.876
		IP 9	0.875
		IP 10	0.918
3	Customer Satisfaction	KP 1	0.880
		KP 2	0.905
		KP 3	0.925
		KP 4	0.919
		KP 5	0.915
		KP 6	0.892
		KP 7	0.904
		KP 8	0.911
		KP 9	0.904
		KP 10	0.872
		KP 11	0.886
		KP 12	0.871
		KP 13	0.860
		KP 14	0.905

Source : Research Analysis Results (2025)

Based on external loading data, all indicators in the variables of Tenant Revitalization, Product Innovation, and Customer Satisfaction have values above 0.80, exceeding the recommended threshold of 0.70. So it shows excellent convergent validity. Tenant Revitalization has a value of 0.850–0.920, Product Innovation 0.870–0.918, and Customer Satisfaction 0.860–0.925, which indicates that all indicators are able to represent their constructs optimally and are suitable for further analysis

Tabel 4. 5 Nilai Test Construct Reability and Validity

N0	Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
1	Tenant Revitalization	0.976	0.976	0.978	0.790
2	Product Innovation	0.972	0.972	0.975	0.798
3	Customer Satisfaction	0.981	0.981	0.983	0.802

Source : Research Analysis Results (2025)

Based on the table, all variables, namely Tenant Revitalization, Product Innovation, and Customer Satisfaction, have reliability values (Cronbach's Alpha, rho\_a, and rho\_c) above 0.7 and AVE above 0.5, so that the research instrument is declared very reliable and valid.

Table 4. 6 Test Determination Value

	R-square	R-square adjusted
<b>Customer Satisfaction</b>	0.994	0.994

Source : Research Analysis Results (2025)

The table shows the results of the determination test (R-square and R-square adjusted) for the Customer Satisfaction variable with the same value, which is 0.994, which means that the model can explain 99.4% of the variation in Customer Satisfaction, thus demonstrating the model's very high predictive power.

Table 4. 7 Test Predictive Relevance (Q-Square) Value

	$Q^2$ Predict
DOL	0.999964

Source : Research Analysis Results (2025)

The DOL value of 0.999964 indicates an almost perfect prediction with very small errors and very high accuracy

Tabel 4. 7 Test Goodness of Fit

	Saturated model	Estimated model
<b>SRMR</b>	0.037	0.037
<b>d_ ULS</b>	0.912	0.912

Source : Research Analysis Results (2025)

The saturation model and the estimation model both had an SRMR value of 0.037 and a d\_ ULS of 0.912, indicating good model suitability and consistency of the estimation results.

Table 4. 8 Hypothesis Testing

Hipotesis	Influence	T statistics ( O/STDEV )	P values	Result
<b>RV-&gt;KP</b>	The tenant revitalization carried out by PT PELNI (Persero) has a positive effect on customer satisfaction and ship asset revenue from 2018 to August 2023.	4.568	0.000	Valid
<b>IP -&gt; KP</b>	Product innovations (Wifi, Study on board, Tour on board, City on board, and Even meeting	20.307	0.000	Valid

Hipotesis	Influence	T statistics ( O/STDEV )	P values	Result
	charter) carried out by PT PELNI (Persero) affect customer satisfaction.			
<b>RT, IP -&gt; KP</b>	Tenant revitalization and product innovation simultaneously and partially affect customer satisfaction of PT PELNI (Persero).	24.875	0.000	Valid

Source : Research Analysis Results (2025)

The results of the study show that tenant revitalization has a positive and significant influence on customer satisfaction of PT. XYZ with a statistical value of T of 20.307 and P of 0.000. Likewise, product innovations such as Wifi, Study on board, Tour on board, City on board, and Event meeting charter had a positive and significant effect with a T value of 4,568 and P 0,000. Simultaneously, both also have a significant effect on customer satisfaction with a T value of 24,875 and P 0,000.

**CONCLUSION**

Tenant revitalization and product innovation of PT. XYZ together increase customer satisfaction by providing a more comfortable experience, representative facilities, and

innovative services such as Wifi, Study on board, Tour on board, City on board, and event meeting charter that meet the modern

needs of customers. The research model used showed very high suitability and predictive ability, confirming the validity and reliability of this analysis as the basis for decision -making. Therefore, PT. XYZ must continue to develop tenant revitalization programs and product innovation in a sustainable manner according to customer trends and needs in order to maintain customer satisfaction and loyalty, as well as support the company's vision to become the leading maritime shipping and logistics company in Indonesia that prioritizes the best service quality.

### Suggestion

The findings of this study support the theory of customer satisfaction in the marine transportation industry by showing that improvements in physical services and facilities, such as tenant revitalization and product innovation (Wifi, Study on board, Tour on board, City on board, event meeting charter), significantly improve customer comfort and experience, thus positively influencing satisfaction when applied together. The analysis models used are valid and can be used as a reference for similar research, helping industry players make data-driven strategic decisions. In practical terms, PT. XYZ can leverage these results to allocate resources efficiently, focusing on developing innovative facilities and services to improve customer satisfaction, strengthen the company's position in a competitive market, and increase customer loyalty which is essential for business sustainability and long-term revenue stability. Therefore, PT Pelni's management must continue to develop and evaluate innovation programs in an ongoing manner to achieve sustainable success.

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