Original Article

Analysis of Service Management Strategy in the Formation of Customer Loyalty through Customer Satisfaction

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Abstract - *At this time, global economic growth increasingly leads to competition, especially for similar companies. The many competitors in similar companies make each golf club compete to provide services and facilities that support the golfer's satisfaction and encourage each golfer to be loyal to the products or services offered from each golf course.*

The purpose of this study is (1) To find the influence of Physical Evidence of the Customer Satisfaction and customer loyalty (2) To find out the influence of Reliability of the Customer Satisfaction and Customer Loyalty, Examine the relationship between physical evidence and belief through customer satisfaction Examining the relationship between reliability and loyalty through customer satisfaction.

Keywords - *Tangibles, Reliability, Customer Satisfaction, and Customer Loyalty.*

I. INTRODUCTION

A. Research Background

Currently, global economic growth is increasingly leading to competition, especially for similar companies. The number of competitors in similar companies makes each golf club compete to provide services and facilities that support the satisfaction of the golfer and encourage each golfer to be loyal to the products or services offered from each of these golf courses, without exception the golf course company. In Bogor, such as PT. Karabha Digdaya (Emeralda Golf Club) Cimanggis Depok. PT. Karabha Digdaya (Emeralda Golf Club) Cimanggis Depok is a company engaged in services, especially golf course service providers. This company has provided various facilities, including Golf Cart, Golf Shop, Driving Range, Putting Green, Locker Room, Restaurant, Vip room, Meeting room, Game room, Spa, Sauna & Massage, Wedding, photo-taking, Exhibition space. Apart from providing several facilities, PT Karabha digdaya (Emeralda Golf Club) Cimanggis Depok also has 3 courses (types of fields), including a River course, a Lake course, and a Plantation course. Apart from providing several facilities and fields to its customers or golfer, this company also provides maximum service to its customers. By providing good service, it will give satisfaction to the

hearts of its customers were with that satisfy the customer becomes loyal or loyal and will not move to another heart.

In an era of increasingly sophisticated technology, this type of sport, although only limited to certain circles, still contributes to the country by giving birth to new juniors in the golf sport. The government hopes that through this sport, it can give birth to a tough golfer who can make the nation proud in the international arena, like Tiger Wood. The existence of PB PGI (Indonesian Golf Association), it helps the government to provide regular guidance to junior athletes in the country. Kevin Caesario Akbar and Rivani Sihotang are noted to be national athletes who often win competitions. Besides that, this sports businessman is in great demand because besides being able to play golf, they can also have casual meetings on the golf field.

The golf course company in Bogor is one of the golf courses that has a large area compared to other golf courses in Indonesia. It has been proven that the standard of golf courses usually or generally only provides 18 holes of the course but PT. Karabha Digdaya (Emerlda Golf Club) and others have 27 hole courses. The extent of the golf course owned by PT. Karabha Digdaya does not guarantee that customers will always be crowded. In 2018 the number of customers visiting had decreased from the previous year.

In order to attract customers' interest, many golf clubs offer their characteristics, for example, where the golf caddy is given a unique and attractive uniform. Golf Guides (Caddy) are the spearhead of a Golf Club because most of the customer's time is spent with Golf Guides. If a customer spends 7 hours at the Golf Club, where 1 hour is used in the Restaurant, 1 hour is used before and after golf preparations, then 5 hours are used to play golf and during the game followed by the golf guide.

A golf guide can be said to be a representative of a golf club, where customer satisfaction is also determined by a golf guide. So that the company does various ways so that the golf guides that are owned provide satisfaction to customers. Starting from being given special training, beauty classes, and always monitoring the attitude and

appearance to achieve it. Thus, customers continue to be loyal customers, which will lead to loyalty in the minds of customers. Therefore, it is necessary to have a customer satisfaction survey to find out what customer needs and desires are for the company to become loyal to the company.

A golf course or golf course is an important thing that must be considered by the company. Because the golf course is not properly maintained and cared for, it will suffer short-term and long-term damage, and when the golf course is damaged or poorly, customers will certainly not be comfortable playing golf in that place.

The best service, of course, will be provided by every company, including Emeralda Golf Club. In providing golf sports services, service is the primary key that characterizes every golf course. All employees/Golf Operations are required to provide the best service for customers or visitors. If the customer is disappointed with the lousy service, chances are the customer will not return to using the golf service. For this reason, the company is always given counseling so that every employee always carries out the SOP that has been determined by the company.

The size of the Golf Club is sometimes said to be insufficient to guard the entire course. Moreover, golf clubs are close to residential areas, and sometimes there are places that can be traversed by residents, including Emeralda Golf Club. So that when in the field, there were several thefts. Starting from golf players' valuables (cell phones, money, and other valuables) to valuables belonging to golf guides. So that when there is a case of loss, players will certainly be afraid to return to playing golf at that place.

The responsiveness of company officers is very important, where customers communicate directly with company representatives. So that in almost every golf course, the officers are given special training on how to serve customers optimally and are given special counseling about the possibilities that can occur during the service process. It is not uncommon for customers when the service process takes place to ask to replace field officers because the service of the officers is less disgusting, so that it will have a negative impact on customers and the company.

From the very beginning, any golf company has instructed every field officer to serve customers with sincerity and sincerity. From this competition, the company always tries to get closer to the field officers by holding outings or other events so that the officers feel happy to work for the company. Even though this has been done, there are still many things that need to be addressed so that customers do not change field officers during the service process.

Table 1. Indonesia's Best Golf Course 2019 Nominees

Club Golf
1.   New Kuta Golf Course
2.   Bali National Golf Course
3.   Bintan Lagoon Resort – Sea View Golf Course
4.   Damai Indah – Bumi Serpong Damai Course
5.   Esmeralda Golf Club – River & Lake Course
6.   Jagorawi Golf & Country Club – Old Course
7.   Klub Golf Bogor Raya Golf Course
8.   Laguna Golf Bintan
9.   Nirwana Bali Golf Course
10. Rainbow Hills Golf Club Course
11. Rancamaya Golf Course
12. Ria Bintan Golf Club
13. Royale Jakarta Golf Club
14. Taman Dayu Golf

Source: https://worldgolfawards.com/award/indonesia-best-golf-course/2018

Table 2. Data on Customer Visits of Emeralda Golf Club For The Period of 2016-2019

Year	Total Customer
2017	67.555
2018	71.333
2019	70.144

source: Emeralda GOLF Club (2016-2019)

From this data, it can be seen that the customers of PT. Karabha Digdaya experienced a decline in 2018. In 2017 the total subscribers were 71,333, while in 2018, it was 70,144. The difference in the decrease in total subscribers was 1,189. Based on the background of the problem above, the authors are interested in conducting research with the title "The Effect of Physical Evidence, Reliability, Assurance, Responsiveness, and Empathy on Customer Loyalty. (Study at PT. Karabha Digdaya, Emeralda Golf & Country)".

B. *Identification of Problems*
In general, both physical evidence, reliability, golf companies in Bogor are still low, so there is an indication that golf customer satisfaction is still far from the expectations of golf course users.

C. *Formulation of The Problem*
Based on the above background, the problems that can be formulated are as follows:
1. How does Physical Evidence affect Customer Loyalty?
2. How does reliability affect customer loyalty?
3. How does reliability affect customer loyalty?
4. How is the direct effect of physical evidence on customer loyalty
5. How is the direct effect of reliability on customer loyalty?
6. How does physical evidence affect loyalty through customer satisfaction?
7. How does reliability affect loyalty through customer satisfaction
8. How does customer satisfaction affect customer loyalty

D. Research Purposes

Based on the

1. Knowing the effect of Physical Evidence on Customer Satisfaction.
2. Knowing the effect of reliability on customer satisfaction.
3. Knowing how big the direct effect of physical evidence is on customer loyalty.
4. Knowing the direct effect of reliability on customer loyalty.
5. Knowing the influence of physical evidence on loyalty through customer satisfaction.
6. Knowing the influence of reliability on loyalty through customer satisfaction.
7. Knowing the influence of satisfaction on loyalty.

II. LITERATURE REVIEW

A. Service Quality

The Service Quality model was developed by (Parasuraman et al., 1985). SERVQUAL is built on a comparison of two main factors, namely customers' perceptions of the real service they receive (Perceived Service) with the actual service expected or desired (Expected Service). It is further stated that there are 5 (five) dimensions in measuring the quality of SERVQUAL services, namely:

1. Tangibles, or physical evidence, namely the ability of a company to show its existence to external parties. The appearance and ability of the company's physical facilities and infrastructure and the condition of the surrounding environment are clear evidence of the services provided by the service providers.
2. Reliability, or reliability, namely the company's ability to provide services as promised accurately, on time, and can be trusted.
3. Responsiveness, or responsiveness, is a willingness to help and provide fast and accurate service to customers by delivering clear information. Leaving consumers waiting for no apparent reason causes negative perceptions of service quality.
4. Assurance, or guarantee and certainty, namely the knowledge, courtesy, and ability of company employees to foster customer trust in the company.
5. Empathy, namely giving sincere and personal attention to customers by trying to understand consumer desires.

B. Research Variable

a) Customer Loyalty

Loyalty is a word used to describe loyalty and obedience to the State, movement, or individual. Loyalty is used in a business context to describe the willingness of customers to always use the company's products in the long term, especially if using them exclusively, and to recommend the company's products to friends and colleagues. Customer loyalty goes beyond behavior and includes preferences, likes, and intentions in the future (Hasan, 2014).

The term loyalty is often heard by marketing experts as well as business practitioners; loyalty is a concept that seems easy to talk about in everyday contexts but becomes more difficult when analyzed its meaning. In many definitions (Hasan, 2008) describes loyalty as follows:

a. As a generic concept, brand loyalty shows the tendency of consumers to buy a particular brand with a high level of consistency.
b. As a behavioral concept, repurchasing is often associated with brand loyalty. The difference is, if brand loyalty reflects a psychological commitment to a particular brand, repurchasing behavior involves buying the same brand over and over again.
c. Repurchasing is the result of domination (1) succeeding in making the product the only available alternative, (2) continually doing promotions to attract and persuade customers to buy back the same brand.

Boulding (in Hasan, 2008) suggests that the occurrence of brand loyalty in consumers is caused by the influence of satisfaction and dissatisfaction with the brand, which accumulates continuously in addition to the perception of product quality. Customer loyalty, according to (Tunggal, 2008) is customer attachment to a brand, shop, manufacturer, service provider, or other entity based on a favorable attitude. And good feedback, such as repeat purchases. Based on this definition, it can be concluded that there are behavioral and attitude elements in customer loyalty.

Customer loyalty (Hasan, 2014) must be shown in certain objects. The object in question is a brand that reflects the quality, packaging, and so on attached to the product. Brands are considered more prevalent and more objectified because they are considered as product or company identities that are more easily recognized by customers.

According to (Hasan, 2008) Customer loyalty is defined as people who buy, especially those who buy regularly and repeatedly. A customer is someone who continuously and repeatedly comes to the same place to satisfy his desires by having a product or getting a service and paying for the product or service. According to Tjiptono (in Nuriyati, 2015), the creation of satisfaction can provide several benefits, including harmonious relationships between the company and customers, becoming the basis for repeat purchases, and creating customer loyalty, as well as word of mouth recommendations that benefit the company.

According to (Kotler and Nuriyati, 2015), the relationship between satisfaction and loyalty is when consumers reach the highest level of satisfaction which creates strong emotional bonds and long-term commitment to the company's brand.

(Ibrahim, 2009) stated that loyalty is expressed as an expected behavior for a product/service, which includes the possibility of further purchases/changes in service agreements, or vice versa, how likely it is that customers will switch to another brand/service provider.

b) Customer Satisfaction

Customer satisfaction is a feeling of pleasure or disappointment for someone caused by the perceived performance or results of a product, compared to expectations (Kotler and Keller, 2009). (Kotler and Keller, 2012) argue that satisfaction is a person's feeling of pleasure or disappointment resulting from comparing the perceived performance of the product (or results) with their expectations. The basis for true loyalty lies in customer satisfaction, where service quality is the main input, customers who are very satisfied or even love the service tend to be loyal supporters of the company (Keiningham in Lovelock, 2011).

Meanwhile, according to (Lovelock and Wirtz, 2012), satisfaction is an attitude that is decided based on the experience gained. Research is needed to prove the presence or absence of previously, which is the most important part of the satisfaction. Furthermore, according to (Lovelock, 2011) satisfaction is an emotional state; their post-purchase reactions can be in the form of anger, dissatisfaction, annoyance, joy, or pleasure.

c) Mediating variables

According to Yonathan (2013), Customer satisfaction is the overall attitude of consumers after service quality. Measuring customer satisfaction can be done through:
a. The attributes relating to the product consist of:
  - Value price relationship is the relationship between the price set by Zangrandi paid by the consumer and the value obtained by the consumer. This variable is measured by: Consumers are satisfied with the price paid.
  - Product reliability and consistency, which is the accuracy and reliability of the food sold in Zangrandi, including ice cream served, guaranteed delicious. This variable is measured by: Consumers are satisfied with the quality of the product.
  - The range of products or services is the many types of products or services offered by Zangrandi. This variable is measured by: Consumers are satisfied with the large variety of products.
b. Service-related attributes consist of a Guarantee or warranty, a guarantee given by Zangrandi for the products being sold. This variable is measured by: Consumers feel safe when consuming the product.
c. Attributes related to purchases consist of Courtesy, namely courtesy, respect, attention, and hospitality given by Zangrandi in serving its customers. This variable is measured by: Consumers are satisfied with the friendliness of Zangrandi employees

d) Customer Loyalty Indicators

To conduct research on customer loyalty according to (Hayes, 2008) can be done as follows:
a. A number of referrals - Word of Mouth (WOM): assesses the number of people who recommend the product by word of mouth.
b. The decision to purchase again: assesses the number of customers who buyback

c. The decision to purchase different products: assessing customers who buy products other than those that have been purchased.
d. The decision to increase purchase size: assess customers who increase the size of their purchase.
e. Customer retention and defection rates: assess customer retention rates and rates.

e) Physical Evidence

Physical evidence is an environment where a company provides services and a location where the company can interact with consumers, as well as various tangible components in supporting the performance and smoothness of service (Zeithaml, Bitner and Gremler, 2006). Physical evidence, according to (Lovelock, 2011) is that physical means are things that actually influence consumer decisions to buy and use the service products offered. The elements included in physical facilities include the physical environment; in this case, the building, equipment, equipment, logo, design, and other attributes become physical evidence that affects customer perceptions. Furthermore, physical evidence, according to (Nirwana, 2004) supporting facilities is a part of service marketing which has an important role. Because services delivered to customers often require supporting facilities in delivery.

Physical evidence is the physical structure of a company which is a major component in forming the impression of a company. Physical evidence has an important role in attracting consumers to come to a company and make purchases (Firmansyah and Hashniyah, 2013). According to (Sucipto, 2011) physical evidence is the physical environment in which the service is delivered and where companies and consumers interact, and each tangible component facilitates the appearance or communication of these services. The elements of Physical Evidence are needed in advancing the company.

f) Physical Evidence Indicator

Physical Evidence indicators are physical facilities and real communication elements (Cant, Strydom, and Joste, 2006). The following is an explanation of each physical facility in relation to consumer decisions to buy products/services: Design Exterior The building is an arrangement of outdoor spaces including the visitor parking layout, bag drop/lobby placement, the shape of the building seen from the outside, and the outdoor lighting system.
a. Interior design, the purpose of interior design is to organize the spaces in the area covering the road that provides comfort, golf courses, clubhouses, restaurant waiting rooms, and others.
b. Indoor lighting system.
c. The atmosphere (atmosphere) created by a golf course has a direct effect on the comfort of workers and consumers.
d. Furniture (use) The room inside the Club House and on the field should be designed in such a way that visitors are comfortable playing golf.

g) *Reliability*

Tjiptono, 2009). Reliability or reliability is the company's ability to perform services in accordance with what has been promised in a timely manner. The importance of this dimension is that customer satisfaction will decrease if the services provided are not as promised. So the component or element of this dimension of reliability is the company's ability to deliver services appropriately and appropriately charge fees.

(Lupiyoadi, 2013) Reliability is the company's ability to provide services as promised accurately and reliably, such as punctuality, the same service to all customers without errors, sympathetic attitude, and high accuracy.

(Tjiptono, 2006) Reliability includes work consistency (performance) and the ability to be trusted (dependability); this means that the company provides services appropriately from the first moment and fulfills its promises.

According to (Zeithaml et al., 1990), reliability indicators are:

a. The carefulness of officers in serving customers, namely the attitude of being careful, thorough, sincere, sincere, diligent, and tenacious in doing work
b. Have clear service standards. Service standards are benchmarks that are used as guidelines for service delivery and reference for evaluating service quality as an obligation and promise of providers to consumers for quality, fast, easy, affordable, and orderly service.
c. The ability of officers or apparatus to use tools in the service process. How an employee has the ability to operate the tools in the service process.
d. Officer expertise in using tools in the service process. That the officers have expertise in using these tools.

Table 3. Previous Research

No	Research Title	Researcher	Research Method	Result
1.	Relationship Quality of service with customer loyalty at PT.Karabha Digdaya (Emeralda Golf Club)	Eka Oktaviani Alfiah (2017)	Descriptive Analysis	The results of the analysis using the descriptive analysis method prove that service quality has a positive effect on customer loyalty.
2.	The Influence of the Dimensions of Reliability, Tangible Dimensions and Dimensions of Empathy on Customer Loyalty	Narso Suharno, Muchsin Saggaf. (2012)	Explanative Research - Quantitative.	Hypothesis test results
3.	Analysis of the effect of Servqual on student satisfaction and loyalty.	Yassyir, Murti dan Surachman. (2012)	SEM analysis of Structural Equation Modeling	shows that reliability, tangible and empathy have a positive effect on customer loyalty.
4.	Reliability affects patient satisfaction with health services.	Defrian, Mulyaningsih. (2013)	Cross-sectional approach	The results of the study, there is a significant influence between the Servqual variable and the student satisfaction variable.
5.	The influence of service quality dimensions on customer loyalty of PT. Bank Danamon	Anton (2010)	Path Analysis	The results showed that there is a significant relationship between Servqual and customer satisfaction.
6.	The influence of responsiveness and empathy on customer loyalty at PT.Sriwijaya Air Medan	Tarigan (2014)	Multiple linear regression analysis	The results of this study indicate that the dimensions of service quality have an effect on customer loyalty.
7	The influence of competence, information, employees, and physical evidence on customer satisfaction and loyalty at zangrandi in Surabaya	Yonathan, Ivana Christine (2013)	Path Analysis	The results of this study indicate that responsiveness & empathy simultaneously and partially have a positive & significant effect on customer loyalty.
8.	The Effect of Service Quality on Customer Satisfaction at Baruna Sanur Restaurant	Ida Ayu Inten Surya Utami & Made Jatra	Multiple Regression	The results showed that competence, information, employees, and physical evidence had no effect on the intention

C. Relationship Between Variables

The Effect of Physical Evidence, Reliability, Assurance, Responsiveness, and Empathy with Customer Loyalty through Customer Satisfaction According to (Gunarathne et al., 2014), there are 5 dimensions of service quality (Servqual) or service quality, namely Reliability, Assurance, Tangibles, Empathy and Responsiveness. Servqual relates two dimensions at once, namely on the part of Servqual's assessment on the customer dimension (customer) while on the other hand the assessment can also be done on the provider dimension or, more closely, lies in the ability of the quality of service served by the "people who serve" managerial level up to the front line service level. Servqual that exceeds expectations is something golf customers have always wanted. Because of the large number of variables that must be studied, this study is limited to only 2 (two), namely the variable physical evidence, reliability, and moderating variable customer satisfaction, and as the dependent or endogenous variable, namely customer loyalty.

According to (Lupiyoadi 2013), in-service quality, especially for the service industry, customers will feel satisfied if they get good service or as expected. The quality and price factors are not guaranteed to satisfy customers. Good quality and low prices will be meaningless if the services provided by employees are not good (unfriendly, difficult procedures, and uncomfortable services). The quality of service is supported by two things, namely, technology and human systems. According to the popular concept of service quality, Servqual (Parasuraman, 1988). A successful servqual will increase the number of golf customer visits.

According to (Hasan, 2008) Customer loyalty is defined as people who buy, especially those who buy regularly and repeatedly. A customer is someone who continuously and repeatedly comes to the same place to satisfy his desires by having a product or getting a service and paying for the product or service. According to (Kotler 2002), the definition of service is any action or activity that a party can offer to another party, which is basically intangible and does not result in any ownership. The production can be linked or not linked to one physical product. Service is the behavior of producers in order to meet the needs and desires of consumers in order to achieve satisfaction with the consumers themselves. Kotler also said that this behavior could occur during, before, and after the transaction.

According to (Lupiyoadi, 2013) Assurance is the knowledge, politeness, and ability of company employees to foster customer trust in the company. This includes, among others, communication (communication), credibility (credibility), security (security), competence (competence), and courtesy. Based on the theory and description, the following hypotheses can be concluded:

Hypothesis 1: The Effect of Physical Evidence, Reliability, Assurance, Responsiveness, and Empathy has a positive effect on Customer Loyalty.

a) The Effect of Reliability on Customer Satisfaction

Previous research conducted by Istianto and Tyra (2012) at the Ketty Resto restaurant in Palembang suggested that reliability has a positive and significant effect on customer satisfaction. The same thing was stated by Novita and Nurcahya (2011) at the D&I Skin center in Denpasar, which states that reliability has a positive and significant effect on customer satisfaction.

Hypothesis 2: Reliability has a positive and significant effect on customer satisfaction.

b) The Effect of Physical Evidence on Customer Loyalty

Physical evidence, according to (Lovelock, 2011) is that physical means are things that actually influence consumer decisions to buy and use the service products offered. Physical evidence is the physical structure of a company which is a major component in forming the impression of a company. Physical evidence has an important role in attracting consumers to come to a company and make purchases (Firmansyah and Hashniyah, 2013). Based on the theory and description, the following hypotheses can be concluded:

Hypothesis 3: The Effect of Physical Evidence has a positive effect on Customer Loyalty.

c) The Effect of Reliability on Customer Loyalty

(Tjiptono, 2009) Reliability or reliability is the company's ability to perform services in accordance with what has been promised in a timely manner. (Lupiyoadi, 2013) Reliability is the company's ability to provide services as promised accurately and reliably. Such as punctuality, the same service to all customers without errors, sympathetic attitude, and high accuracy. Based on the theory and description, the following hypotheses can be concluded:

Hypothesis 4: The Effect of Reliability has a positive effect on Customer Loyalty.

d) Effect of Customer Satisfaction on Customer Loyalty

Consumer satisfaction affects consumer loyalty at Zangrandi in Surabaya. The creation of customer satisfaction can provide several benefits, including a harmonious relationship between the company and consumers, providing a good basis for repeat purchases, forming a word-of-mouth recommendation that benefits the company, and creating consumer loyalty. Customers who are satisfied and loyal (loyal) are an opportunity to get new customers. Retaining all consumers would generally be more profitable than switching customers because the cost of attracting new customers could be five times the cost of maintaining one existing consumer (Kotler et al., 2000, p.60).

Hypothesis 5: Customer satisfaction has a positive and significant effect on customer loyalty

D. Research Paradigm

The research paradigm and used as a reference in this research are as follows:

Fig. 1 A Research Paradigm

According to the paradigm picture above, the writer can interpret it. In this relationship, there is Physical Evidence, Reliability Against Satisfaction, and these variables also have an effect on Customer Loyalty; then what is the impact of the changes if the satisfaction variable acts as moderation for the effect of physical evidence and reliability on loyalty through this moderating variable.

III. RESEARCH METHODOLOGY

To get a sample that is the object of research, the population calculation is based on the number of customers from January 2018 to December 2019.

Table 4. Emeralda Golf 2018 Customer Population No Month Number of Visitors

No	Number	Visitor
1	Januari	5474
2	Februari	5472
3	Maret	6921
4	April	6532
5	Mei	6159
6	Juni	5145
7	Juli	5641
8	Agustus	5970
9	September	5566
10	Oktober	5545
11	Nopember	5321
12	Desember	6398
	Jumlah	70144

Based on table 4, the number of samples can be calculated using the Slovin formula as below:

$$n = \frac{N}{1+Ne^2} = \frac{70144}{1+70144\,x0.1^2} = \frac{70144}{1+701,44} = \frac{70144}{702,44} = 99,85 \sim 100$$

Based on the above calculations, the number of samples or respondents was 99.85 or rounded to 100 people.

IV. RESULTS OF RESEARCH

The results of this study begin with the profile of the respondents. This respondent profile describes the condition of the respondent. The characteristics of these respondents provide some simple information about the condition of the respondents who are the object of the research or also provide answers about the gender of the respondent, the respondent's age, the respondent's occupation, and how often the respondent plays golf. Respondents in this study were 100 respondents, namely Emeralda Golf customers; the questionnaire was filled in by 100 respondents, then processed into research data. Based on the data that has been obtained, it is known that the number of all indicators is complete and in accordance with the number of respondents.

A. Cartesian Diagram Customer Satisfaction Level and Expectation Level of Officer Services

Cartesian diagrams are used to map the level of satisfaction felt by customers with the level of importance that customers expect into a diagram that forms 4 (four) quadrants.
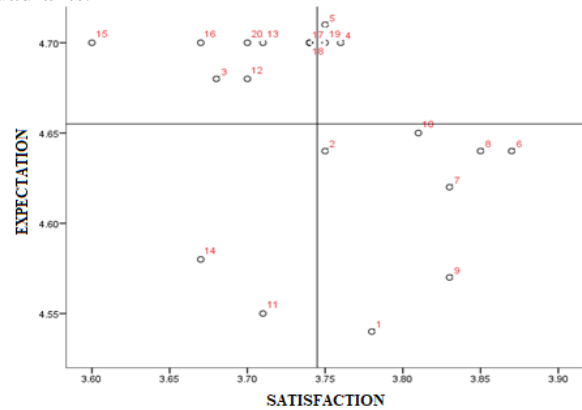

Fig. 2 Cartesian Diagram of Satisfaction and Expectation Levels

a) Quadrant A (Priority to be Addressed)

Service attributes in this quadrant are categorized as priority attributes to be handled, given that the expected importance is above the average level of importance while the perceived satisfaction is still below the average level of satisfaction. The statement attribute that belongs to quadrant A is a number (3,12,13,15,16,17,18,20)

a. Well maintained golf course
b. Friendly staff
c. The patient attitude of officers
d. Officers are responsive in resolving customer complaints
e. Officers are always ready to serve customers
f. Officers are able to provide the required information clearly
g. Officers are responsive in resolving customer complaints
h. Officers are able to provide the required information clearly.

b) Quadrant B (Maintained).

Service attributes in this quadrant are categorized as retaining handling attributes, considering that the expected importance is above the average level of importance and perceived satisfaction is also above the average level of satisfaction. The statement attribute included in this quadrant is number (4,5,17,18,19)

a. Good golf atmosphere
b. Esmeralda Golf employee's good appearance

c. Officers are able to provide the required information clearly

d. Officers are responsive in resolving customer complaints

e. Employees listen to complaints carefully when guests complain.

c) Quadrant C (Ignore)

Service attributes in this quadrant are categorized as ignoring or not priority attributes to be handled, considering that the expected interests are still below the average level of importance and perceived satisfaction is also below the average level of satisfaction.

The statement attribute in this quadrant is numbers (11 and 14)

a. Competent officers in carrying out their duties

b. Provide accurate goods inspection results

d) Quadrant D (Excessive)

Service attributes in this quadrant are categorized as excessive handling, considering that the expected importance is still below the average level of importance while the perceived satisfaction is above the average level of satisfaction.

The service attributes included in this quadrant are numbers (1,2,6,7,8,9,10)

a. Aesthetics of building exterior design

b. Ease of use of facilities

c. Accuracy of officers in serving customers

Have clear service standards

a. The ability of officers to use service aids

b. Officer expertise in using tools in service

c. Officer Provide accurate information

B. Formation of Path Equations
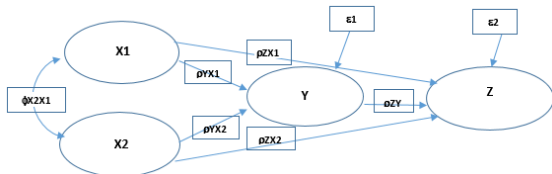
Fig. 3 Path Diagram

Based on Fig. 3, research paths can be made as below:

Path 1: $Y = \rho YX1 + \rho YX2 + \varepsilon1$

Path 2: $Z = \rho ZX1 + \rho ZX2 + \rho ZY + \varepsilon2$

C. Classic assumption test

a) Data Normality Test

The immorality test yields the following figures:

Table 5. Data Normal Test

No	Variable Code	Skewness Ratio	Kurtosis Ratio	Conclusion
1	X1	2,099161	-0,2665	Normal
2	X2	1,000596	0,40681	Normal
3	Y	-2,15952	0,26286	Normal
4	Z	-0,3281	0,27187	Normal

All variables are in the range of Skewness ratio and Kurtosis ratio between -2 to +2.

b) Multicollinearity Test

This test yields the following figures:

Table 6. Multicollinearity Test

Coefficients[a]		
	Collinearity Statistics	
Model	Tolerance	VIF
1 Bukti Fisik (Tangible)	.684	1.463
Reliability	.814	1.228
Assurance	.708	1.412
Kepuasan	.984	1.016
Loyalty	.997	1.003

a. Dependent Variable: Loyalitas Pelanggan

Because the tolerance value is above 0.10 and the VIF is below 10, multicollinearity does not occur in this test.

c) Heteroscedasticity Test

Based on the results of the calculation of all independent variables statistically both X1 (Physical Evidence), X2 (Reliability), Y (satisfaction), and Y (Loyalty) have a significance value> 0.05 or above 5%, thus it can be concluded that there is no heteroscedasticity or homoscedasticity

d) The Coefficient of Determination and the Coefficient of Correlation

Table 7. The Coefficient of Determination and The Coefficient of Correlation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999[a]	.997	.997	.069

a. Predictors: (Constant), Empati, Reliability, Assurance, Physical Evidance

Based on table 7. it can be explained that the multiple relationship or correlation on all variables (Physical Evidence, Reliability, Assurance, Responsiveness, Empathy and Customer Loyalty), has a very strong relationship strength, referring to Sugiyono's 2007 table. multiple correlation coefficient of 0.999. The acquisition of an r-square value of 0.997 can be explained that the variables of Physical Evidence, Reliability, Assurance, Responsiveness and Empathy are able to influence or explain the variability (variability) of the value of customer loyalty by 99.7% while the remaining 3% is influenced or explained by other factors. or other variables not studied. Formation of Path Equations:

Path I : $Y = 0,489X1 + 0.358X2 + error$

Path II : $Z = 0.702X1 + 0,143X2 + 0.308Y + error$

e) Simultaneous Research Hypothesis Test

Table 8. Simultaneous Research Hypothesis Test

No	Relationship	F-Account	Significance	Conclusion
1	Physical Evidence, Reliability with Satisfaction	78.221	0,000	Significant
2	Physical Evidence, Reliability and Satisfaction with Loyalty	38.890	0,000	Significant

The simultaneous relationship between physical evidence of reliability and satisfaction is significant. Thus Physical Evidence, Reliability, and Satisfaction with Loyalty are stated to be significant and are a prerequisite for the next process.

f) Partial Research Hypothesis Test (t-test)

Table 9. Results of Path Analysis Data Proces

No	Independent Variable	Dependent Variable	β	t-account	Significance
Path I					
01	Bukti Fisik	Kepuasan Pelanggan	0.489	9.134	0.000
02	Reliabilitas		0.358	3.041	0.000
Path II					
02	Bukti Fisik	Loyalitas	0.702	1.790	0.000
03	Relliabiitas		0.143	8.105	0.000
04	Kepuasan Pelanggan		0.308	3.150	0.000

g) Research Hypothesis Testing

i. The Effect of Physical Evidence on Customer Satisfaction.

Based on table 9, the t-count is 9,134 and the t-table value (df = 100-5.1 = 94, α = 5%) = 1.66) or (9,134> 1.66), supported by a significance value of 0,000 or below 0, 05 or 5%, thus H0 is rejected and H1 is accepted, it can be concluded that physical evidence has a positive and significant effect on customer satisfaction, so research hypothesis 1 is accepted.

ii. The Effect of Reliability on Customer Satisfaction

Based on the table 4.26, the t-count is 3.041 and the t-table value (df = 100-5.1 = 94, α = 5%) = 1.66) or (3.041> 1.66), supported by a significance value of 0.003 or below 0, 05 (5%), thus H0 is rejected and H1 is accepted, it can be concluded that reliability has a significant positive effect on customer satisfaction, so research hypothesis 2 is accepted.

iii. Effect of Customer Satisfaction on Customer Loyalty.

Based on table 4:26, the t-count is 3,150 and the t-table value (df = 100-5.1 = 94, α = 5%) = - 1.66) or (3,150> -1.66), supported by a significance value of 0.432 or above. 0.05 (5%), thus H1 is accepted and H0 is rejected, it can be concluded that customer satisfaction has a positive and significant effect on Customer Loyalty, so research hypothesis 3 is rejected.

iv. Direct Effect of Physical Evidence on Customer Loyalty.

Based on table 4.26, it is obtained that the t-count is 8,105 and the t-table value (df = 100-5.1 = 94, α = 5%) = 1.66) or (8,150> 1.66), supported by a significance value of 0,000 or below 0, 05 (5%), thus H0 is rejected and H5 is accepted, it can be concluded that physical evidence has a significant effect on customer loyalty, so research hypothesis 4 is accepted.

v. Direct Effect of Reliability on Customer Loyalty.

Based on table 4:26, the t-count is 1,790 and the t-table value (df = 100-5.1 = 94, α = 5%) = - 1.66) or (1,790> -1.66), supported by a significance value of 0.881 or above 0.05 (5%), thus H1 is accepted and H0 is rejected, it can be concluded that physical evidence has a positive and significant effect on Customer Loyalty, so research hypothesis 5 is rejected.

Table 10. Calculation of Direct Effect and Total Effect

No.	Interralation	Between	Direct Influence	Indirect Influence	Effect Total
1	Physical Evidence & Loyalty	Satisfaction	0.702	(0.489x0.308) = 0.1506	0.8526
2	Reliability & Loyalty	Satisfaction	0.140	(0.140x0.308) = 0.04312	0.1831

vi. The Effect of Physical Evidence on Loyalty through Customer Satisfaction

The results of calculations such as table 10 above, the direct relationship between physical evidence and customer loyalty are 0.702, and through customer satisfaction, a multiplication value is obtained of 0.1506. Thus the total effect is 0.8526, and with the Sobel Test, a significance value of 0.000 or below 5% is obtained. Thus hypothesis 6 is accepted, and it is proven that customer satisfaction is able to moderate the relationship between physical evidence and customer loyalty, in addition to the significance of the total path value also increases.

vii. The Effect of Reliability on Loyalty through Customer Satisfaction

The results of calculations such as table 10 above, the direct relationship between reliability and customer loyalty are 0.140, and through customer satisfaction, a multiplication value is obtained of 0.04312. Thus the total effect is 0.1831, and with the Sobel Test, a significance value of 0.000 or below 5% is obtained. Thus, hypothesis 7 is stated to be accepted, and it is proven that customer satisfaction is able to moderate the relationship between physical evidence and customer loyalty. Besides, the significance of the total path value also increases.

V. DISCUSSION

This research is based on the results of statistical tests above the first hypothesis, which states that there is a relationship between the influence of Physical Evidence, Reliability, Assurance, Responsiveness, and Empathy together have a relationship with Customer Loyalty. Thus this research can prove the theory presented by Stanton (2009), Gitosudarmo (2008), Kotler (2007), Saladin (2007), and Kotler and Keller (2009), which in essence is that all service components consist of physical evidence, reliability, assurance. Responsiveness and empathy together must exist and be considered in order to be able to meet satisfaction in order for consumers to achieve customer loyalty.

Based on the results of multiple regression analysis, variable X1 (Physical Evidence) is 0.471, meaning that if the Physical Evidence variable increases by one unit, then Y (Customer Loyalty) will increase by 0.471 if other variables are held constant. With the results where these variables have a positive and significant effect on Customer Loyalty, this study proves that the theory presented by Lovelock (2011) is that physical facilities are something that significantly influences consumer decisions to buy and use the service products offered.

This study also supports previous research, such as that conducted by Rinala et al. (2013), which shows the results of research that Service Quality (Physical Evidence) has a positive and significant effect on Customer Loyalty. So PT. Karabha Digdaya (Emeralda Golf) is necessary to pay attention to Physical Evidence that has had a positive and significant effect on Customer Loyalty.

This research is based on the results of statistical tests that have been carried out above for the third hypothesis, it can be concluded that reliability has a significant effect on customer loyalty, so research hypothesis 3 is accepted.

This study proves the theory presented by Tjiptono (2009). Reliability or reliability is the company's ability to perform services in accordance with what has been promised in a timely manner. The importance of this dimension is that customer satisfaction will decrease if the services provided are not as promised. So the component or element of this dimension of reliability is the company's ability to deliver services appropriately and appropriately charge fees.

This study also supports previous research, such as that conducted by Suharno and Shihab (2012), which shows the results of the study that reliability has a positive

and significant effect on customer loyalty. So PT. Karabha Digdaya (Emeralda Golf) needs to pay attention to reliability which has a positive and significant effect on Customer Loyalty.

This study is based on the results of statistical tests that have been carried out above on the fourth hypothesis, it can be concluded that Assurance does not have a significant effect on Customer Loyalty, so research hypothesis 4 is rejected. Based on the results of multiple regression analysis, the variable X3 (Assurance) is -0.004, meaning that if the Assurance variable increases by one unit, Y (Customer Loyalty) will increase by -0.004 if the variable is considered constant. With the results where these variables have no positive and significant effect on customer loyalty, then Hypothesis 4 is rejected.

This study is based on the results of statistical tests conducted above on the fifth hypothesis, it can be concluded that responsiveness has a significant effect on customer loyalty, so research hypothesis 4 is accepted. Based on the results of multiple regression analysis, the variable X4 (responsiveness) is 0.438, meaning that if the responsiveness variable increases by one unit, then Y (Customer Loyalty) will increase by 0.438 if the variable is considered constant. With the results where these variables have a positive and significant effect on Customer Loyalty, then Hypothesis 3 is accepted.

This study proves the theory presented by Lupiyoadi (2014), Responsiveness, which is a willingness to provide fast and precise service to customers by delivering clear information. Leaving consumers to wait without any apparent reason causes a negative perception of service quality.

This study also supports previous research, such as that conducted by Janita, Suharyono, and Kusumawat (2014), which shows the results of research that Service Quality (Responsiveness) has a positive and significant effect on Customer Loyalty. So PT. Karabha Digdaya (Emeralda Golf) needs to pay attention to Responsiveness which has had a positive and significant effect on Customer Loyalty.

This study is based on the results of statistical tests conducted above on hypothesis six, it can be concluded that empathy does not significantly influence customer loyalty, so research hypothesis 6 is rejected. Based on the results of multiple regression analysis, the variable X5 (Empathy) is -0.001, which means that if the Empathy variable increases by one unit, Y (Customer Loyalty) will increase by -0.001 if the variable is considered constant. With the results where these variables do not have a positive and significant effect on Customer Loyalty, then Hypothesis 6 is rejected.

Based on the results of this study, Emeralda Golf is expected to continue to improve in terms of Physical Evidence, Reliability, and Responsiveness, considering that these three variables have a positive and significant effect on Customer Loyalty. As for the Assurance and Empathy variables which do not have a positive and significant effect on Customer Loyalty, they must continue to provide good service (Assurance and Empathy) to customers.

VI. CONCLUSION AND SUGGESTION

A. Conclusion

Based on the results obtained from this study, it can be concluded as follows:

1. Physical evidence has a positive and significant effect on the customer satisfaction of golf customers in Bogor.
2. Reliability has a positive and significant effect on customer satisfaction of golf Bogor
3. Customer satisfaction has a positive and significant effect on customer loyalty to golf Bogor
4. Physical evidence has a positive and significant direct effect on Customer Loyalty at the Bogor golf course.
5. Reliability has a positive and significant effect on Customer Loyalty on the Bogor golf course
6. Satisfaction is able to moderate the relationship between physical evidence and customer loyalty.
7. Satisfaction is able to moderate the relationship between reliability and customer loyalty of Bogor golf.

B. Suggestion

- Based on the results of the respondent's answer to the Physical Evidence variable, it can be seen that the smallest average value is statement 3 (3.68) with high information, namely a well-maintained golf course. I suggest Emeralda Golf can improve the quality of the golf course by taking better care of it. Starting from the tee box, fairway, rough, to the green, of course, every part has a special standard of care. So that consumers feel satisfied with the quality of Emeralda Golf course, of course, with consumers feeling satisfied with the course, it will have a positive impact on Emeralda Golf.
- From the research conducted on the reliability variable, it can be seen that the smallest average value is statement 4 (3.24) with sufficient information, namely the expertise of officers in using tools in service. I suggest Emeralda Golf continue to conduct routine training for officers who are company representatives and also start introducing golf assistive equipment that is commonly used by Golf customers. Of course, with a lot of knowledge from the officers, it will get a positive value from customers.
- From the research conducted on the Customer Loyalty variable, it can be seen that the smallest average value is statement 4 (3.22) with sufficient information, namely looking for another golf course to play golf. I suggest Emeralda Golf continues to make new innovations and new regulations that can attract customer attention. Because if things do not change and just like that, customers tend to get bored, so they look for other golf courses to play golf.

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