

Original Article

Authenticity and Cultural Value as Drivers of Customer Satisfaction in the NAJMA Handwritten Batik Lasem Industry: An SEM-PLS Approach

Lafinati Intan Suryaneta^{1✉}, M. Fathur Rahman²

^{1,2} Faculty of Economics and Business, Universitas Negeri Semarang, Indonesia

Correspondence Lafinatiintan@students.unnes.ac.id[✉]

Abstract:

The decline in turnover and increased competition among Batik MSMEs necessitate an understanding of the factors that influence customer satisfaction with Batik Tulis Najma. This study aims to analyse the influence of added-value product quality, customer service quality, and marketing strategies on customer satisfaction, both directly and indirectly. The study uses a quantitative approach with the Partial Least Squares (PLS) method with 106 respondents. The results show that added value, product quality, and marketing strategy have a positive effect on customer satisfaction. Service quality does not have a significant direct effect, but it does have a significant effect through added value product quality, both directly and through marketing strategy. Conversely, service quality through marketing strategy has no significant effect. These findings confirm that increasing product added value and effective marketing strategies are key to improving customer satisfaction and the competitiveness of batik SMEs.

Keywords: Product Added Value Quality, Customer Service Quality, Marketing Strategy, Customer Satisfaction.

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Introduction

Micro, small, and medium enterprises (MSMEs) play a vital role in supporting the national economy because they play a role in improving community welfare ([Sholicha & Oktafia, 2021](#)). SMEs become the foundation of economic activities that can restore the economic condition ([Aliyah, 2022](#)). Their presence is essential not only for economic growth but also for promoting social welfare and regional economic equity ([Supriyanto, 2024](#)). Based on data released by The Department of Cooperatives and Micro, Small, and Medium Enterprises in 2024, the number of MSMEs in Indonesia surpassed 65 million business entities ([Azizah et al., 2024](#)). These enterprises contribute more than 60% to Indonesia's Gross Domestic Product (GDP) and absorb nearly 97% of the national workforce, highlighting their strategic

importance to the Indonesian economy ([Yakin & Ningrum, 2025](#)). According to data published by Statistics Indonesia (BPS), Indonesia's economy saw a decline of 2.07% in 2020 due to the COVID-19 pandemic. However, signs of economic recovery emerged in subsequent years, with MSMEs playing a pivotal role as key drivers of economic stabilization through job creation and contributions to GDP ([Rahmawati et al., 2024](#)). Sectoral classification of MSMEs is essential for formulating targeted policies, such as logistics support for food producers or digital marketing programs for retail businesses, as each sector has distinct capital requirements, supply chains, and market access characteristics ([Statistik, 2024](#)).

Indonesia is widely recognized as a country rich in cultural heritage, with batik serving as one of its most prominent cultural identities. Batik represents not only a traditional art form but also a significant MSME sector that contributes to preserving Indonesia's cultural values. As an indigenous cultural product with international recognition, batik possesses unique advantages in terms of motif diversity, philosophical meaning, color composition, and meticulous craftsmanship, resulting in finer quality compared to similar textile products from other countries ([Pelita et al., 2024](#)). One of the most distinctive forms of batik is Lasem batik, originating from a small town in Rembang Regency, Central Java. Lasem handwritten batik has long been recognized as a cultural identity of the region and remains a flagship product within the local creative industry. Lasem batik reflects a long history of cultural acculturation between Javanese and Chinese ethnic traditions. The distinctive motifs and color schemes of Lasem batik are strongly influenced by Chinese cultural elements, shaped by historical migration and prolonged interaction between Chinese communities and local residents ([Prasetyo & Disarifianti, 2021](#)).

Within the creative industry sector, handwritten batik MSMEs such as Batik Tulis Najma face substantial challenges in maintaining customer satisfaction amid increasing competition from mass-produced printed batik and imported textile products. Although Lasem handwritten batik is rich in historical and cultural significance, it requires continuous enhancement of added value through motif innovation and quality improvement to sustain market attractiveness ([Widiastuti et al., 2024](#)). Customer service quality—particularly responsiveness and empathy—also plays an important role, yet it often remains a weakness among small-scale MSMEs due to limited resources and managerial capacity ([Ulfah et al., 2023](#)). Furthermore, digital marketing strategies, such as the utilization of social media and e-commerce platforms for brand equity development, have become increasingly critical in reaching millennial and Generation Z consumers ([Ulhaq et al., 2025](#)). Lasem handwritten batik is traditionally produced through manual processes using cotton fabric, wax (malam), and either natural or synthetic dyes. High-quality fabrics such as primisima and prima are commonly used due to their superior color absorption and durability in preserving intricate motifs ([Tarumanagara, 2023](#)). However, when any key dimension—such as customer satisfaction or the preservation of cultural meaning—is compromised, the sustainability of batik MSMEs becomes threatened ([Winarti et al., 2024](#)). Batik Tulis Najma is one MSME that has consistently sought to preserve cultural heritage through motif development and the training of younger generations. Despite these efforts, the enterprise has experienced a decline in sales turnover and volume in recent years. [Lutfipambudi \(2024\)](#) the widespread circulation of printed batik products has caused a decline of up to 70% in the turnover of Lasem handwritten batik within the past two years since 2023. This phenomenon illustrates the increasing pressure faced by traditional batik industries due to shifting consumer preferences and advancements in textile printing technology. Under these conditions, enterprises such as Batik Tulis Najma are required to conduct comprehensive evaluations of both product quality and marketing approaches to remain competitive in a rapidly changing market environment.

Table 1. Declining Sales Data of Batik Najma for the 2022-2025 Period

Sales/Year	2023 (pcs)	2024 (pcs)	2025 (pcs)/ May
1 Color Batik	280	215	104
2 Color Batik	98	89	41
3 Color Batik	27	15	4
Sarung Batik	25	20	5
Fashion	20	16	8
Classic Batik	11	8	5
Contemporary Batik	14	9	7
Total	475	372	174
Turnover/Year	2023 (Rp)	2024 (Rp)	2025 (Rp)
	Rp. 151.425.000	Rp. 132.250.000	Rp. 54.350.000

Source: Owner of Batik Tulis Najma

Sales data from Batik Tulis Najma for the period 2022–2025 further demonstrate a significant downward trend in both sales volume and revenue. This decline reflects broader challenges encountered by batik MSMEs in adapting to evolving market dynamics and consumer behavior (Amalia et al., 2024). Similar findings Yusrita et al., (2025) indicate that many batik MSMEs continue to face limitations in marketing strategies, product innovation, and the utilization of digital technologies, ultimately resulting in reduced consumer purchase interest. These conditions underscore the importance of developing adaptive and responsive strategies to address changes in consumer preferences and intensifying competition within the creative industry (Izzuddin & Halim, 2025). Moreover, advancements in digital marketing must be aligned with efforts to enhance MSME competitiveness in the technology-driven era (Vega et al., 2025).

Customer satisfaction in handwritten batik MSMEs is influenced by a combination of product quality, including cultural added value, SERVQUAL-based service quality, and innovative marketing strategies (Wijaya et al., 2023). Customer satisfaction in handwritten batik MSMEs is influenced by a combination of product quality, including cultural added value, SERVQUAL-based service quality, and innovative marketing strategies (Untari et al., 2024). Customer satisfaction in handwritten batik MSMEs is influenced by a combination of product quality, including cultural added value, SERVQUAL-based service quality, and innovative marketing strategies (Utami et al., 2025). However, a research gap still exists with regard to the integration of the distinctive **Overview** of Lasem handwritten batik through a structural analytical approach such as Partial Least Squares–Structural Equation Modeling (PLS-SEM) (Zulfikri et al., 2024).

This study aims to examine the effects of the three variables on customer satisfaction at Batik Tulis Najma, as well as to provide practical recommendations for MSME managers to enhance competitiveness through product upgrading and digital marketing strategies (Tunggal et al., 2022). In addition, This research aims to look at how three different factors affect how satisfied customers are at Batik Tulis Najma, as well as to provide practical recommendations for MSME managers to enhance competitiveness through product upgrading and digital marketing initiatives. (Waluyo et al., 2024). The results of this investigation are anticipated to support the preservation of Lasem handwritten batik culture while simultaneously contributing to local economic empowerment (Winarti et al., 2024). The contribution This research is anticipated to provide useful benefits for Batikk Tulis Najma in formulating strategies to maintain and enhance customer loyalty. Aspects including perceived

value, customer satisfaction, service quality, and brand image are important indicators that need to be empirically measured. [Pratama Hafidz & Huriyahnurvi \(2023\)](#) emphasize that strengthening these dimensions can increase business resilience amid increasingly intense industry competition. This study adopts a quantitative approach to investigate the effects of these variables on customer satisfaction at Batik Tulis Najma. The findings are expected to offer applicable strategic recommendations to support business sustainability while preserving the existence of cultural heritage through Lasem handwritten batik.

The Disconfirmation of Expectation Theory ([Oliver, 1980](#)) posits that customer satisfaction arises when product performance exceeds expectations, resulting in positive disconfirmation ([Winarti et al., 2024](#)). When actual performance aligns with expectations, zero disconfirmation occurs, which helps maintain a basic level of satisfaction with cultural products such as batik ([Untari et al., 2024](#)). Conversely, the theory indicates this occurs if service or product performance disappoints by not matching expected levels below expectations, leading to customer dissatisfaction in MSMEs ([Ulfah et al., 2023](#)). The Disconfirmation of Expectation Theory also serves as a foundational model for customer satisfaction in digital marketing strategies, where expectations are shaped through promotional activities ([Ulhaq et al., 2025](#)). Furthermore, this theory is highly relevant to service quality, defined as the difference between customers' prior expectations and the performance they actually experience service performance significantly influences satisfaction levels ([Vera et al., 2025](#)).

Positive disconfirmation tends to lead to high levels of customer satisfaction, whereas negative disconfirmation is more likely to lead to dissatisfaction ([Azzahra & Salim, 2025](#)). Numerous studies have employed the Expectation–Disconfirmation Theory (EDT) framework to analyze customer satisfaction across various contexts, including online services, service industries, e-commerce, educational services, and other sectors. Within this theoretical framework, disconfirmation is considered the primary determinant of customer satisfaction levels. Consumers experience positive disconfirmation when product or service performance exceeds expectations, leading to a significant increase in satisfaction. Conversely, when performance fails to meet expectations or results in negative disconfirmation, customers are likely to feel disappointed or dissatisfied ([Alim et al., 2025](#)). *Teori Disconfirmation of Expectation (Oliver, 1980)* The Disconfirmation of Expectation Theory ([Oliver, 1980](#)) also supports hypothesis testing using PLS-SEM for customer satisfaction variables ([Waluyo et al., 2024](#)). Based on these explanations, it can be concluded that the Disconfirmation of Expectation Theory represents a cognitive model in which customer satisfaction is a function of pre-purchase expectations and performance disconfirmation. The key indicators of this theory involve a comparison between expectations and actual performance. This theory is essential for understanding customer satisfaction in Lasem handwritten batik MSMEs.

Added value product quality refers to the additional value embedded in handwritten batik products to differentiate them from competitors through product upgrading initiatives ([Tunggal et al., 2022](#)). Added value product quality encompasses innovations in region-specific motifs and improvements in material quality aimed at Optimizing the market potential of handmade batik art. This process involves the integration of unique cultural elements that need to be modernized to remain relevant in the market ([Widiastuti et al., 2024](#)). Furthermore, added value product quality supports the sustainability of handwritten batik through social capital and local community empowerment ([Winarti et al., 2024](#)). High product quality is also influenced by customers' perceived value of cultural products such as batik ([Untari et al., 2024](#)). Studies on added value product quality are comparable to research examining analyzing the influence of product quality on customer satisfaction and loyalty in small businesses ([Utami et al., 2025](#)). This concept can be integrated with service quality in creative MSMEs ([Wirianson et al., 2024](#)). Added value product quality is often combined with pricing and service

strategies to enhance consumer satisfaction ([Wijaya et al., 2023](#)). Overall, added value product quality encompasses motif innovation, material quality, and cultural elements embedded in handwritten batik, which reflects the degree to which the product satisfies customer expectations. Its main dimensions include product upgrading, design innovation, and historical value, with indicators such as distinctive Lasem motifs, quality enhancement, and differentiation from competitors. Products with higher added value tend to be more attractive and generate greater customer satisfaction.

H¹: Added Value Product Quality exerts a positive effect on customer satisfaction.

H²: Added Value Product Quality, mediated by Marketing Strategy, has a positive effect on Customer Satisfaction.

Customer service quality represents efforts to fulfill customer needs through an integrated quality management system within MSMEs ([Ulfah et al., 2023](#)). SERVQUAL dimensions, including tangibles, reliability, responsiveness, assurance, and empathy significantly and positively affect customer satisfaction across various types of MSME services, including the creative sector ([Vera et al., 2025](#)). Reliability in service delivery and responsiveness to customer complaints are crucial elements that directly contribute to increased customer satisfaction, particularly in small businesses such as handwritten batik production ([Wirianson et al., 2024](#)). Competitive product pricing is often supported by high customer service quality as a key enabling factor ([Wijaya et al., 2023](#)). The integration of digital technology with integrated service strategies influences the effectiveness of customer service quality in the creative industry, including batik MSMEs that increasingly rely on online platforms ([Zulfikri et al., 2024](#)). Prompt responses to customer feedback help reduce the disparity between service expectations and actual performance, while the combination of high-quality service and appropriate pricing creates optimal synergy in enhancing consumer satisfaction in competitive markets ([Wijaya et al., 2023](#)). Based on these explanations, it can be concluded that customer service quality reflects the efforts of Lasem handwritten batik MSMEs to fulfill or exceed customer expectations by applying the SERVQUAL dimensions of tangibles, reliability, responsiveness, assurance, and empathy. Fast, empathetic, and consistent service supported by technology is able to enhance customer satisfaction, loyalty, and business sustainability amid intense market competition.

Although service quality does not have a direct effect in this study, empirical evidence from other studies indicates that service quality still plays an important role in the overall customer experience. For example, models examining perceived service quality and customer experience show significant effects on customer satisfaction when product quality is included as a supporting moderating variable, suggesting that service quality functions to strengthen customers' perceptions of the product. ([Z. Setiawan et al., 2023](#)) This study's outcomes corroborate the findings reported in earlier studies, suggesting that recent research showing that service quality contributes indirectly through added-value product quality and effective marketing strategies. Overall, integrating the results of this study with contemporary literature strengthens the argument that customer satisfaction in creative MSMEs, such as handwritten batik enterprises, is more strongly influenced by a combination of well-designed marketing strategies and robust product value creation, while service quality functions as a supporting element that operates through product value perceptions rather than exerting a direct influence on customer satisfaction.

H³: Service Quality does not have a significant effect on Customer Satisfaction.

H⁴: Service Quality, mediated by Added Value Product Quality, has a significant effect on Customer Satisfaction.

H⁵: Service Quality, mediated by Added Value Product Quality and Marketing

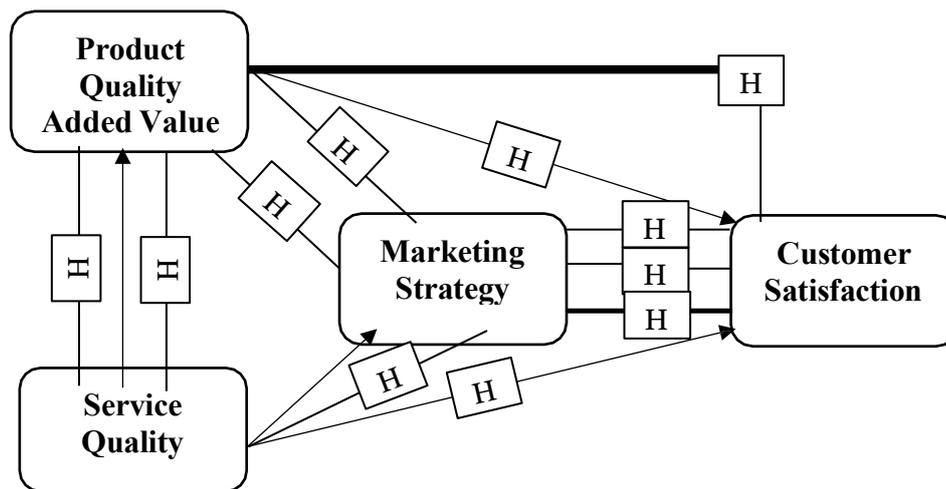
Strategy, has an effect on Customer Satisfaction.

H⁶: Service Quality, mediated by Marketing Strategy, does not have a significant effect on Customer Satisfaction.

Promotion through social media and the development of brand equity have become key elements in driving increased or corroborate the findings reported in earlier studies era ([Ulhaq et al., 2025](#)). Marketing is one of the core essences of business that fundamentally relies on the presence of customers ([Setiawan & Irawati, 2023](#)). A marketing strategy is a plan that helps businesses achieve their marketing and commercial objectives by maximizing the use of available resources. It can also be regarded as an effort to promote goods or services through specific strategies and techniques to increase sales ([Karolin & Fauzi, 2022](#)). Furthermore, a marketing strategy is designed to achieve business goals through promotional and sales activities related to products or services ([Riyadi & Muamar, 2024](#)). Product positioning strategy focuses on securing a place in consumers' minds and therefore involves building trust, confidence, and perceived competence among customers ([Sope, 2023](#)). The simultaneous integration of marketing strategies, customer service, and technological utilization significantly influences satisfaction levels among retail and creative MSMEs ([Zulfikri et al., 2024](#)). Overall, marketing strategy represents a structured approach that integrates digital promotion, brand strengthening, and multi-channel distribution to reach and retain the handwritten batik market in the digital era. The strategy emphasizes social media, e-commerce platforms, and Lasem cultural values as key differentiating attractions. In the context of MSMEs, marketing strategies and customer value creation have been widely examined as key factors driving customer satisfaction and business performance. Numerous studies indicate that effective marketing strategies are capable of generating higher perceived customer value, which in turn contributes contributing to greater customer satisfaction and long-term customer loyalty. For instance, research on BSMM MSMEs demonstrates that the integration of traditional and digital marketing strategies successfully creates emotional value, social value, and perceived product quality, ultimately leading to higher customer satisfaction and an improved overall business reputation ([Putra et al., 2025](#)).

H⁷: Marketing Strategy has a positive effect on Customer Satisfaction.

Customer satisfaction does not by itself ensure long-term customer loyalty merely reflect the final outcome of the consumption process, but rather serves as a comprehensive mirror of the effectiveness of service quality, product excellence, and the firm's ability to meet and even exceed customer expectations ([Astuti et al., 2023](#)). emphasize that customer satisfaction is a key indicator of the extent to which service quality and product usage are able to deliver positive customer experiences, thereby directly influencing consumers' perceived value. From a more psychological perspective, customer satisfaction is also understood as an individual expectation shaped by customers' beliefs and anticipations regarding what they will receive, which are expressed both verbally and nonverbally after interacting with the firm ([Agung et al., 2022](#)). Customer satisfaction also refers to the overall sensations or feelings experienced by consumers after conducting transactions and using a company's products, resulting from a perceived comparison between expectations and actual outcomes ([Badriyah and Kuswanto, 2023](#)). Supporting factors for customer satisfaction include trust, service quality, and effective promotional activities ([Rizkiana et al., 2023](#)). Therefore, the degree of customer satisfaction serves as a crucial benchmark that every company must consider in carrying out its business operations ([Agung et al., 2022](#)).



Source: Author's Work, 2025

Figure 1. Hypotheses

[Mahmudi \(2020\)](#) study examined the application of Six Sigma and the utilization of information technology in Lasem handwritten batik MSMEs; however, it did not address customer satisfaction or cultural value as sources of competitive advantage. In contrast, the present study focuses on Batik Tulis Najma by incorporating the variables of added value product quality, customer service quality, and digital marketing strategy to examine their effects on customer satisfaction rooted in local cultural values. Furthermore [Triyanita et al., \(2024\)](#) investigated “The Effect of Product Quality and Marketing Strategy on Customer Satisfaction in MSMEs in Indonesia.” While informative, their study adopts a general and cross-sectoral perspective and therefore does not specifically accommodate the characteristics of the handwritten batik industry, which is rich in cultural value and authenticity. In addition, cultural value was not explicitly integrated as a key factor determining customer satisfaction. The novelty of this study lies in the expansion of the analytical focus compared to prior research, which primarily revealed that product quality and price have a significant impact on customer satisfaction. This study develops a more comprehensive model by incorporating added value product quality, customer service quality, and marketing strategy. [Soetiyono & Alexander \(2025\)](#) examined an empirical study of the relationship between service quality, product quality, price perception, and customer loyalty. in a growing marketplace context. In contrast, the present study is conducted in a different context, namely batik MSMEs experiencing a decline in revenue. Its novelty lies in analyzing the roles of added value product quality, service quality, and marketing strategy in restoring customer satisfaction during a business downturn, rather than a growth phase. The research gap is evident in the lack of studies that comprehensively examine the roles of authenticity and cultural value in shaping customer satisfaction in Lasem handwritten batik. This study offers novelty by integrating these aspects into a SEM-PLS model within the context of Batik Tulis Najma MSMEs that are currently experiencing declining performance.

Methods

This investigation utilizes a numerical methodology to objectively measure interpersonal connections among variables through numerical data analysis (Prayogi, 2022). This approach is selected because the research aims to systematically examine inter-variable relationships by involving numerical data, statistical techniques, and structured analysis in scientific inquiry (Barella *et al.*, 2024). The data are collected using a survey method, which involves the distribution of questionnaires containing instruments related to the variables under study to a selected sample (Kurniawati & Rindrayani, 2025). The research methodology employed in this investigation is classified as explanatory research (M. Sari *et al.*, 2023). Explanatory or explanative research is designed to test theories or hypotheses in order to strengthen or even refute existing theoretical frameworks (Sari *et al.*, 2022). This type of research aims to explain how findings from a sample can be generalized to a population, as well as to examine relationships, differences, or causal effects among variables in accordance with the research hypotheses k.

. Accordingly, an explanatory survey approach is employed to analyze cause-and-effect or reciprocal relationships among variables and to ascertain the impact of exogenous factors (X) on the endogenous variable (Y). All constructs in this study are conceptualized as reflective and are measured using instruments that have been validated in prior international research (Mulyono *et al.*, 2025).

This study was conducted in Lasem, Rembang Regency, Central Java, with the sample consisting of customers of Batik Tulis Najma, one of the handwritten batik centers that has a base of loyal customers but has experienced a decline in revenue. The study employs a saturated sampling A method utilizing the complete entirety of the population as the representative group (Ichsanudin & Aguss, 2022). Total sampling (also referred to as total population sampling or a small census) is a sampling technique in which all members of the population are included as research subjects; in other words, the sample size equals the population size (Bafarasat *et al.*, 2023). This technique is commonly applied when the population is relatively small or when the researcher intends to include all units (e.g., all students in a class or all employees in a single unit) in order to eliminate sampling error (Makwana Dhaval *et al.*, 2023). The population in this study comprises all customers of Batik Tulis Najma who have purchased handwritten batik products. Based on the collected data, the population consists of 106 customers.

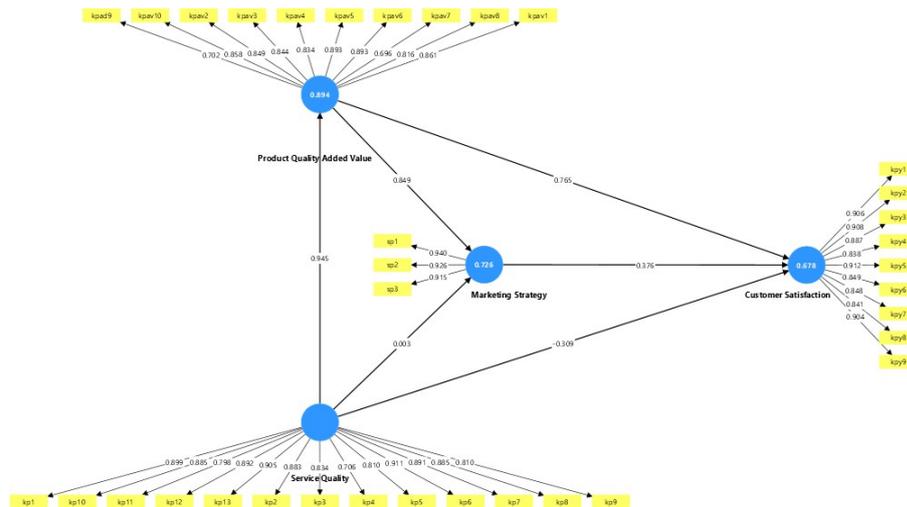
The present research utilizes the PLS-SEM methodology for the examination of interdependencies between constructs, and for the concurrent evaluation of the influence of independent variables on the dependent variable. This approach has been chosen due to its capacity to manage intricate causal frameworks, survey data with relatively small sample sizes, and does not rely on the assumption of data normality (Hair & Alamer, 2022). PLS-SEM is effective for testing causal relationships and theoretical models involving latent constructs in quantitative research (Pereira *et al.*, 2024). SmartPLS is utilized due to its capability to evaluate construct validity and reliability utilizing the outer model (encompassing loading factors, Average Variance Extracted [AVE], and Composite Reliability [CR]) and to scrutinize both direct and indirect relationships between variables via the structural model (Yarsasi *et al.*, 2025).

Results

The questionnaire distribution was conducted in two stages. Structural Equation Model Based on Partial Least Square (SEM-PLS) through 2 tests to process data, namely the outer model and inner model. In the outer model through two stages of construct validity testing by looking at the results of convergent validity and discriminant validity (Salsabila & Rahman, 2025). The initial stage involved 30 respondents for instrument pre-testing to assess validity and reliability using SmartPLS 4 (Bujang *et al.*, 2024). The subsequent stage was carried out with 106 respondents, in accordance with the established minimum sample size. Data

obtained at this stage were then analyzed using SmartPLS 4 to evaluate congruence of measures and consistency of internal components for each construct (Kamis *et al.*, 2020). The collected data were analyzed using SmartPLS (PLS-SEM) to assess construct quality through tests of Convergent validity was assessed using Average Variance Extracted (AVE), while internal consistency reliability was evaluated through Composite Reliability and Cronbach's Alpha. This method allows for a comprehensive evaluation of indicators and constructs within the research model Pereira *et al* (2024) and is effective in measuring the connections between unobserved constructs and their observable measures (Fauzi, 2022).

Measurement Model Test (Outer Model): Validity Test



Source: SmartPLS processing results.

Figure 2. Research Results of Validity Test (SmartPLS)

Validity Test

Table 2. Validity Test

Variabel	Average Variance Extracted (AVE)	Remark
Product Quality Added Value	0.684	Valid
Service Quality	0.734	Valid
Marketing Strategy	0.860	Valid
Customer Satisfactio	0.770	Valid

Source: SmartPLS processing results.

The Average Variance Extracted (AVE) is a metric used to quantify the proportion of variance present in observable indicators that is attributable to the underlying latent construct. AVE serves as a statistical indicator for evaluating convergent validity of latent constructs in measurement models, particularly in Structural Equation Modeling (SEM), including PLS-SEM (Cheung *et al.*, 2024). An AVE value above 0.50 indicates adequate convergent validity of a construct (Mukhtar *et al.*, 2022). This value implies that over 50% of the indicator variance is accounted for by the latent construct, while the remaining variance is attributed to measurement error (Fabbricatore *et al.*, 2023). The results of data processing using SmartPLS indicate that all variables in this study have met the criteria for convergent validity (Panahi *et al.*, 2023). The AVE values demonstrate that all constructs exhibit good convergent validity, with product quality recording an AVE of 0.684, service quality of 0.734, marketing strategy of 0.860 (the highest), and customer satisfaction of 0.770. These results confirm that each construct is able to strongly and consistently

represent its respective indicators.

Reliability Test

Table 3. Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability	Remark
Product Quality Added Value	0.948	0.950	Reliabel
Service Quality	0.969	0.972	Reliabel
Marketing Strategy	0.919	0.920	Reliabel
Customer Satisfaction	0.963	0.965	Reliabel

Source: SmartPLS processing results.

The purpose of reliability testing is to evaluate the degree to which a set of indicators consistently measures an underlying, unobservable variable (Li & Lay, 2024). An established reliability for a construct is indicated when its Cronbach's Alpha coefficient surpasses 0.60, and its Composite Reliability measure is above 0.70 (Utama et al., 2025). These thresholds indicate that the indicators within the construct demonstrate good and stable consistency in measuring the same variable. The product quality variable exhibits very high reliability, with a Cronbach's Alpha of 0.948 and Composite Reliability of 0.950. The service quality variable is also reliable, with values of 0.969 and 0.973, respectively. Meanwhile, marketing strategy records a Cronbach's Alpha of 0.919 and Composite Reliability of 0.920, Customer satisfaction recorded values of 0.963 and 0.965. Overall, these results indicate strong reliability and consistency. results indicate excellent internal consistency, confirming that all constructs in this study are reliable (Trisnadi et al., 2025).

Structural Model Test (Inner Model)

Table 4. R-square Model

	R-Square	R-square Adjusted
Customer Satisfaction Quality	0.678	0.668

Source: SmartPLS processing results

The R^2 value is interpreted as weak if it is below 0.19, moderate if it falls within the range of 0.33 to 0.66, and strong if it exceeds 0.67 (Rethabfahisa & Ariyanto, 2025). An R-A squared value of 0.678 indicates that the independent variables have a significant effect on the dependent variable collectively account for 67.8% of the fluctuations observed in the customer satisfaction quality metric. The remaining 32.2% of the variance is attributable to factors external to the current research framework. Applying standard interpretative guidelines, this R^2 measure is categorized as indicative of a strong association. category between the independent and dependent variables, suggesting that the model demonstrates substantial predictive capability. Furthermore, the adjusted R-square value of 0.668 more accurately reflects the explanatory power of the model after accounting for model complexity, particularly the number of independent variables, while also reducing the risk of overestimation caused by the inclusion of additional predictors (Leonardo & Wijoyo, 2025). This finding suggests that added-value product quality, service quality, and marketing strategy simultaneously explain 67.8% of the variation in customer satisfaction, whereas the remaining variance is affected by other variables outside the scope of this the proposed (Pereira et al., 2024).

Table 5. f^2 Evaluation for Effect Size

F- square	Customer Satisfaction
Product Quality Added Value	0.151
Service Quality	0.031
Marketing Strategy	0.120

Source: SmartPLS processing results

Based on the findings of the effect size (f^2) evaluation presented in Table 6, the magnitude of each exogenous variable's contribution to customer satisfaction can be identified. Methodologically, the f^2 value is used in PLS-SEM analysis to assess the strength regarding the effect of an independent construct on a dependent construct, with thresholds of 0.02 indicating an effect size of 0.15 is considered small, 0.35 indicates a medium effect, and 0.35 represents a large effect (Cahyani *et al.*, 2025). Other than Pratama & Nuryana (2023) Based on the results of the effect size (f^2) evaluation presented in Table 5, the magnitude of each exogenous variable's contribution to customer satisfaction can be identified. Methodologically, the f^2 value is employed in SEM-PLS analysis to assess the strength of the effect of an independent construct on a dependent construct. This interpretation follows widely accepted guidelines in recent quantitative research, where an f^2 value of 0.02 indicates a small effect, 0.15 represents a medium effect, and 0.35 reflects a large effect, as outlined in contemporary methodological studies (adapted from Cohen, 1988 and confirmed in recent PLS-SEM literature). The f^2 values indicate that product quality (added value) has a moderate effect on customer satisfaction (0.151), while service quality (0.031) and marketing strategy (0.120) exhibit small effects. These findings suggest that the level of product quality has the strongest impact shaping customer satisfaction.

Indirect Effect Test

Table 6. Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Product Quality Added Value-> Customer Satisfaction	0.788	0.833	0.246	3.206	0.001
Product Quality Added Value-> Marketing Strategy-> Customer Satisfaction	0.854	0.853	0.031	27.987	0.001
Service Quality-> Customer Satisfaction	-0.308	-0.340	0.211	1.461	0.144
Service Quality-> Product Quality Added Value-> Customer Satisfaction	0.723	0.778	0.248	2.911	0.004
Service Quality-> Product Quality Added Value-> Marketing Strategy-> Customer Satisfaction	0.302	0.095	0.092	3.287	0.001
Service Quality-> Marketing Strategy-> Customer	0.001	-0.001	0.072	0.014	0.989

Satisfaction					
Marketing Strategy					
-> Customer Satisfaction	0.354	0.340	0.096	3.683	0.000

Source: SmartPLS processing results

Added Value Product Quality → Customer Satisfaction: Significant (hypothesis accepted as the t-statistic value of 3.206 > 1,96 and the p -value 0,001 < 0,005).

Added Value Product Quality → Marketing Strategies → Customer Satisfaction: Significant (hypothesis accepted as the t-statistic 327.987 > 1,96 and the p -value 0,001 < 0,005).

Service Quality → Customer Satisfaction: not significant (hypothesis rejected) as the t-statistic value 1.461 < 1,96 and the p -value 0,144 > 0,005.

Service Quality → Added Value Product Quality → Customer Satisfaction: Significant (hypothesis accepted as the t-statistic value of 2.911 > 1,96 and the p -value 0,004 < 0,005).

Service Quality → Added Value Product Quality → Marketing Strategies → Customer Satisfaction: Significant (hypothesis accepted as the t-statistic value of 3.287 > 1,96 and the p -value 0.001 < 0,005).

Service Quality → Marketing Strategies → Customer Satisfaction: not significant (hypothesis rejected) as the t-statistic value 0.014 < 1,96 and the p -value 0,144 > 0,989.

Marketing Strategies → Customer Satisfaction: Significant (hypothesis accepted as the t-statistic value 3.683 > 1,96 and the p -value 0,000 < 0,005)

The Effect of Added Value Product Quality on Customer Satisfaction

Added value product quality is shown to substantially enhance customer satisfaction, as shown by a t-statistic of 3.206 (>1.96) and a p-value of 0.001 lower than 0.05; therefore, the hypothesis is accepted. These findings indicate that product quality enriched with added value plays an important role in enhancing customer satisfaction. The acceptance of the hypothesis implies that the higher the product's added value—such as unique motifs, premium materials, and cultural value—the higher the level of customer satisfaction ([Aviliani, 2024](#)). This finding is consistent with studies on batik MSMEs, which identify added value as a primary predictor of customer satisfaction. The practical implication is that Batik Tulis Najma's management needs to continuously innovate and enhance product added value in order to maintain customer satisfaction in a highly competitive market (Mauludina, 2024). This finding aligns with the research of ([Arini et al., 2025](#)) which found that product quality has a positive and significant effect on customer satisfaction. However, previous studies did not explicitly examine added value as a distinct construct, which constitutes the research gap addressed in the present study.

In the theoretical framework of this study, the expectation construct in the Disconfirmation of Expectation Theory ([Oliver, 1980](#)) is represented by the added value product quality variable. This variable reflects customers' expectations regarding the value embedded in the product before and during the consumption process ([Dewi & Muna, 2024](#)). The indicators employed—namely product specifications, product performance, and product appearance ([Novel et al., \(2022\)](#)) shape customers' initial perceptions of product quality and added value. When the perceived added value product quality meets or exceeds these expectations, customers experience positive disconfirmation, which subsequently leads to increased customer satisfaction ([Pandiangan & Nisa, 2024](#)).

The Effect of Product Quality through Marketing Strategy on Customer Satisfaction

Based on the research results, the effect of added value product quality through marketing strategy on customer satisfaction shows a t-statistic value of 327.987 with

a p-value < 0.001, indicating a highly significant effect. These findings suggest that enhanced marketing strategies intensify the communication of marketing elements, which in turn leads to higher levels of customer satisfaction ([Arfi & Manik, 2025](#)). Furthermore, the findings of [Zuhron et al., \(2024\)](#) demonstrate that the more effectively marketing strategies are communicated—particularly through the use of an integrated marketing mix that includes promotion, digital engagement, and clear value proposition messaging—the stronger their influence on enhancing customer satisfaction. Other studies in the retail sector also report that well-designed marketing strategies implemented through both digital and offline media strengthen customer–brand relationships, thereby driving increased consumer satisfaction ([Misidawati et al., 2023](#)). In addition ([Bakhri et al., 2022](#)) revealed that marketing strategies significantly affect customer satisfaction levels, supporting the role of promotional activities in shaping perceived performance, which ultimately affects customer satisfaction.

In the theoretical framework of this study, the disconfirmation construct in the Disconfirmation of Expectation Theor ([Oliver, 1980](#)) is represented by the marketing strategy variable, which is manifested through promotional indicators. Through these promotional activities, customers form initial expectations based on the messages conveyed by marketing communications and subsequently evaluate the actual performance of the product during usage ([Aryanti & Ali, 2025](#)). Other empirical studies indicate that when expectations shaped by marketing strategies are met or exceeded by the perceived product quality, positive disconfirmation occurs and significantly enhances customer satisfaction ([Yulianto, 2021](#)). Accordingly, the findings of this study not only demonstrate a statistically meaningful association linking marketing strategy and customer satisfaction, but also reinforce the theoretical assumption that effective marketing communication creates appropriate expectations which, when supported by superior product quality, result in a strong customer satisfaction response ([Mujiyanto et al., 2023](#)).

The Effect of Service Quality on Customer Satisfaction

The results of the study indicate that service quality does not have a significant effect on customer satisfaction, as evidenced by a t-statistic value of 1.461, which is lower than 1.96, and a p-value of 0.144, which exceeds 0.05; therefore, the hypothesis is rejected. These empirical findings suggest that perceived service performance has not yet become a primary aspect evaluated by customers in the formation of satisfaction. [Yulianto \(2021\)](#) found that certain dimensions of service quality, such as responsiveness, do not always have a significant effect on customer satisfaction in partial testing. Although service quality is measured through indicators of tangibles, reliability, responsiveness, assurance, and empathy, as developed in the SERVQUAL model [Tampanguma et al., \(2022\)](#) several empirical studies indicate that not all of these dimensions consistently exert a significant influence on customer satisfaction across different service contexts. The insignificant direct effect of service quality on customer satisfaction in this study further suggests that service performance alone is insufficient to generate a meaningful evaluative response from customers when it merely fulfills minimum expectations. This finding aligns with the argument that service quality may function as a baseline requirement rather than a primary satisfaction driver, particularly in contexts where customers place greater emphasis on product-related attributes and perceived value ([Nguyen et al., 2021](#)). In the theoretical framework, service quality is positioned as a representation of the perceived performance construct in the Disconfirmation of Expectation Theory ([Oliver, 1980](#)). Responsiveness and assurance did not exhibit significant partial effects on customer satisfaction, particularly when customers prioritized product outcomes over service encounters ([Yulianto & Gusti, 2021](#)). However, the empirical results indicate that perceived service performance has not yet become a dominant factor in the customer satisfaction evaluation process, and thus does not produce

positive disconfirmation strong enough to significantly increase customer satisfaction ([Ariyani & Albari, 2022](#)). In this study, service quality represents perceived performance; however, the empirical results indicate that such performance does not exceed customer expectations sufficiently to trigger positive disconfirmation. Instead, service quality appears to operate at an expectancy-confirmation level, where performance is perceived as acceptable but unremarkable

The Influence of Service Quality through Product Quality Added Value on Customer Satisfaction

The research results indicate that service quality, through added-value product quality, has a positive and significant effect on customer satisfaction, as evidenced by a t-statistic value of $2.911 > 1.96$ and a p-value of $0.004 < 0.05$; therefore, the hypothesis is accepted ([Safira et al., 2025](#)). These findings suggest that service quality does not independently influence customer satisfaction, but instead operates indirectly through improvements in product quality that provide added value ([Zuhron et al., 2024](#)). Within the framework of the Disconfirmation of Expectation Theory ([Oliver, 1980](#)), service quality plays a role in shaping perceived performance, which subsequently influences how customers evaluate the added-value product quality they receive ([Putri et al., 2024](#)).

The service quality indicators proposed by [Tampanguma et al., \(2022\)](#) include reliability, responsiveness, assurance, empathy, and tangible evidence. These indicators support the process of value delivery, thereby enabling added-value product quality to be perceived more highly by customers ([Ahmad et al., 2024](#)). When service quality strengthens perceptions of product specifications, product performance, and product appearance, the actual performance of the product tends to be evaluated as exceeding customer expectations, thus creating positive disconfirmation ([Asrini & Suci, 2025](#)). This condition of positive disconfirmation becomes the primary mechanism explaining why service quality can enhance customer satisfaction through added-value product quality, even though the direct effect of service quality is not significant ([Sari et al., 2022](#)). These findings support previous studies showing that service quality reinforces perceptions of product quality and has an indirect impact on customer satisfaction ([Agustine, 2024](#)). Added-value product quality functions as a mediating variable between service quality and customer satisfaction, as explained in the Disconfirmation of Expectation Theory ([Husna et al., 2025](#)).

The Effect of Service Quality through Added Value Product Quality and Marketing Strategy on Customer Satisfaction

The findings of this research reveal that the effect of service quality through added value product quality and marketing strategy on customer satisfaction is not significant, as evidenced by a t-statistic value of $0.014 < 1.96$ and a p-value of $0.989 > 0.05$ the hypothesis is rejected. These findings suggest that although service quality, added value product quality, and marketing strategy are integrated within a single causal path, the combination of these three variables has not been able to significantly shape customer satisfaction evaluations ([Zuhron et al., 2024](#)). In the context of service quality, encompassing aspects like dependability, promptness, confidence, physical evidence, and consideration often exhibit non-uniform effects on customer satisfaction, which may result in a non-significant direct relationship when other variables exert a more dominant influence. Consistent with this [Surahman et al., \(2020\)](#) found that service quality did not exert a meaningful impact on customer loyalty in the railway transportation sector, despite strong theoretical links between the two. Other studies also indicate that the association between service quality and satisfaction is not always linear across different industry contexts, suggesting the need to consider the influence of other dimensions-such as product value or purchasing experience-that may be more closely aligned with customer

expectations ([Nursalim et al., 2025](#)).

Within the framework of the Disconfirmation of Expectation Theory ([Oliver, 1980](#)), customer satisfaction is formed only when perceived performance is able to meet or exceed consumers anticipated standards in the aspects that are most highly prioritized ([Ahmad et al., 2024](#)). The non-significant results of this study indicate that service quality, although mediated through added value product quality and marketing strategy, has not generated sufficiently strong positive disconfirmation in customers' perceptions ([Putri et al., 2024](#)). Under such conditions, service quality merely results in zero disconfirmation; therefore, even when combined with added value product quality and marketing strategy, its effect. The literature by [Bitros et al., \(2024\)](#) further demonstrates that the association linking service quality and customer satisfaction may become insignificant when customer perceptions are more heavily affected by other elements, including product quality or overall brand experience, positioning service quality as a supporting variable whose contribution to satisfaction is not dominant. Consequently, the findings of this study do not contradict the theoretical foundation; rather, they suggest that in certain contexts, service quality mediated through other pathways (product and marketing) needs to be examined differently, as customers tend to evaluate satisfaction based on the criteria most relevant to them, particularly the added value of the product ([Mulyati & Jaya, 2025](#)).

The influence of marketing strategies on customer satisfaction

Drawing from the study findings, the consequence of marketing strategy on customer satisfaction shows a t-statistic value of 3.683, which exceeds 1.96, and a p-value of 0.000, which is lower than 0.05; therefore, the hypothesis is accepted and considered statistically significant. An effective marketing strategy encompasses a series of marketing mix activities, such as promotion, pricing, distribution, and enhanced communication of product value to customers, thereby shaping positive perceptions of the products and services offered ([Arfi & Manik, 2025](#)). These findings are consistent with the study by [Misidawati et al. \(2023\)](#), which reported that digital marketing strategies and service quality have a positive effect on customer satisfaction in Indonesia's e-commerce industry. In the MSME context, marketing strategies have also been proven to significantly drive customer satisfaction, as they help consumers better understand the value and benefits of products more clearly. [Anita et al., \(2025\)](#) state that digital marketing strategies, which include effective promotional activities and a strong online presence, have a significant impact on customer satisfaction and brand loyalty.

According to the Disconfirmation of Expectation Theory, marketing strategy plays a crucial role in shaping customers' initial expectations prior to consumption and influencing their evaluation of the actual performance of a product or service after consumption. When marketing strategies successfully communicate the promised value, customers tend to encounter positive disconfirmation, which in turn enhances their satisfaction. This study demonstrates that marketing strategies shape expectations and influence performance evaluation, thereby generating positive disconfirmation ([Melisa et al., 2025](#)). Digital communication-based marketing strategies have been shown to increase customer engagement and brand perception, which subsequently impact customer satisfaction ([Nazifah et al., 2024](#)). This theoretical perspective is consistent with the findings of [Utari, \(2025\)](#) which indicate that marketing strategies can create realistic expectations that, when fulfilled or even exceeded by actual performance, result in high levels of consumer satisfaction. Furthermore, the findings of [Mujiyanto et al., \(2023\)](#) align with marketing management literature that emphasizes the importance of an integrated marketing strategy mix in creating positive customer experiences that directly contribute to customer satisfaction.

Conclusion

Drawing on the established research objectives, the findings of this study comprehensively demonstrate that customer satisfaction at Batik Tulis Najma is primarily shaped by added-value product quality and marketing strategy, both through direct and indirect effects. These findings confirm that added-value product quality serves a dominant function in improving customer satisfaction, while marketing strategy functions as a reinforcing mechanism that bridges product value with customer perceptions. In contrast, customer service quality is not proven to have a significant direct effect on customer satisfaction, although it still plays an indirect role through improvements in added-value product quality, either independently or through a sequential pathway involving marketing strategy. Thus, all research objectives and hypothesis testing are empirically addressed through the developed model.

Theoretically, these findings make an important contribution to the development of customer satisfaction studies in the context of culture-based MSMEs. This study demonstrates that the role of service quality is not always a direct determinant, as commonly assumed in many conventional marketing studies, but may instead function as a supporting factor that strengthens perceptions of product value. In the context of the handwritten batik industry, which is rich in cultural value, aesthetics, and product uniqueness, customers tend to form satisfaction based on perceived added-value product attributes rather than solely on service experiences. These findings enrich theoretical understanding by positioning added-value product quality as the core construct in shaping customer satisfaction within creative MSMEs.

From a practical perspective, the results imply that batik MSME practitioners should prioritize strengthening product added value through motif innovation, material quality, and the reinforcement of cultural narratives embedded in the products. Effective marketing strategies should be directed toward consistently communicating this added value to customers, thereby shaping positive perceptions and enhancing satisfaction. For policymakers, these findings can serve as a basis for designing MSME development programs that are more oriented toward improving product quality and marketing capabilities, rather than focusing solely on standard service training.

Nevertheless, this study has limitations, particularly in terms of its object scope, which covers only a single MSME, as well as employing cross-sectional data that is unable to examine the enduring patterns of customer satisfaction. Therefore, it is suggested that future studies should involve a larger number of Batik MSMEs across different regions, adopt a longitudinal approach, and incorporate additional variables such as customer loyalty and brand image in order to broaden generalizability and deepen the development of customer satisfaction models in culture-based creative industries.

Suggestion

Based on the established research objectives, the results of this study indicate that the quality of value-added products plays an important role in increasing customer satisfaction with Batik Tulis Najma. The better the motif innovation, material quality, and cultural uniqueness displayed, the higher the level of satisfaction felt by customers.

Marketing strategies have also been proven to influence customer satisfaction. Clear product information delivery, consistent promotion, and the use of digital media help customers understand the value of the product, thereby increasing their satisfaction.

Service quality does not have a direct impact on customer satisfaction. However,

good service still plays a role through improving the quality of products that have added value. Services that support the process of delivering product value can strengthen customers' positive perceptions of the product.

Overall, customer satisfaction with Batik Tulis Najma is influenced more by the strength of product value and the effectiveness of marketing strategies than by service itself. This answers the problem statement that the combination of value-added product quality and marketing strategies is the main factor in shaping customer satisfaction.

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