INTERNATIONAL JOURNAL OF SOCIAL SCIENCE, EDUCATIONAL, ECONOMICS, AGRICULTURE RESEARCH AND TECHNOLOGY (IJSET) | ISSN (E): 2827-766X
Website: https://ijset.org/ | Volume 5 No. 10 (2026)

THE INFLUENCE OF CUSTOMER VALUE AND TRUST ON CUSTOMER LOYALTY AT PT MITRA PROTEKSI MADANI

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Received: 21/07/2026 | **Revised:**07/08/2026 | **Accepted:**20/08/2026 | **Published:** 31/08/2026

Abstract

This study aims to examine and analyze the influence of Customer Value and Trust on Customer Loyalty at PT Mitra Proteksi Madani. This research employs a quantitative method with an associative approach. The population consists of all customers of PT Mitra Proteksi Madani, totaling 1,877 customers. The sample size was determined using the Slovin formula, resulting in 100 respondents. The sampling technique used was accidental sampling. The research data are primary data obtained through questionnaires distributed to customers of PT Mitra Proteksi Madani in Tebing Tinggi City. Data analysis was conducted using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS software. The analysis stages included the Measurement Model (Outer Model) to assess the validity and reliability of the research instruments and the Structural Model (Inner Model) to analyze the relationships among latent variables. Hypothesis testing was conducted using the T-Statistic to determine the partial effects and a simultaneous test to examine the joint influence of Customer Value and Trust on Customer Loyalty. The results indicate that Customer Value has an influence on Customer Loyalty, Trust has an influence on Customer Loyalty, and Customer Value and Trust simultaneously influence Customer Loyalty at PT Mitra Proteksi Madani. These findings indicate that enhancing customers' perceived value and strengthening their trust in the company are important factors in building and maintaining customer loyalty.

Keywords: Customer Value, Trust, Customer Loyalty, PLS-SEM, PT Mitra Proteksi Madani.

INTRODUCTION

The development of information and communication technology has had a significant impact on various business sectors, including the financial services and insurance industries. Technological advances have encouraged companies to undertake digital transformation in conducting their business activities, both in terms of operations, service systems, and the ways in which companies interact with customers. Digitalization is not only utilized to improve the efficiency and effectiveness of business processes but also to create added value by providing services that are faster, more accessible, secure, and capable of meeting customer needs. Along with the increasing use of digital technology by society, a company's ability to adopt technology has become an important factor in maintaining competitiveness amid increasingly intense business competition.

One company that continues to develop its digital transformation is PT Mitra Proteksi Madani (MPM Insurance Broker). The company operates in the insurance brokerage services sector, providing risk management consulting services and assisting in the placement of insurance programs for individual and corporate customers. PT Mitra Proteksi Madani was established on October 2, 2014, as part of the development of the PT Permodalan Nasional Madani (Persero) business ecosystem, with the objective of providing professional, reliable, and customer-oriented risk protection solutions tailored to the needs of each customer.

As a company operating in the insurance brokerage sector, PT Mitra Proteksi Madani has obtained a business license from the Financial Services Authority (Otoritas Jasa Keuangan/OJK), enabling it to conduct business activities in accordance with the applicable regulations governing the Indonesian insurance industry. In carrying out its functions, the company acts as an intermediary between insurance companies and customers, beginning with consultations regarding protection needs, assisting in the selection of insurance products appropriate to customers' risk profiles, arranging policy placement, and providing assistance throughout the claims settlement process. Unlike conventional insurance companies, PT Mitra Proteksi Madani does not issue its own insurance products. Instead, it provides recommendations for products offered by various insurance companies based on the specific needs of each customer.

The services provided by PT Mitra Proteksi Madani cover various customer segments, ranging from individuals and Micro, Small, and Medium Enterprises (MSMEs) to large-scale corporations. Its scope of services includes risk management consulting, insurance program preparation, policy placement, protection evaluation, and assistance throughout the claims process. The insurance products facilitated by the company include motor vehicle insurance, property insurance, health insurance, life insurance, credit insurance, marine and transportation insurance, engineering insurance, and various other types of commercial insurance according to customer needs.

From a service marketing perspective, customer loyalty is one of the main indicators reflecting a company's success in establishing long-term relationships with customers. Loyalty is not only demonstrated by customers' decisions to continue using a company's services but is also reflected in their willingness to repurchase, use more of the products offered, and recommend the company to others. In addition, loyal customers tend to remain with a company even when faced with various offers from competitors. Therefore, the level of customer loyalty is a crucial aspect for companies in maintaining business sustainability, particularly amid increasingly competitive financial services industries. An overview of customer loyalty at PT Mitra Proteksi Madani can be observed from the development of the number of customers and retention rates over the past five years, as presented in Table 1.

Table 1. Customers of PT Mitra Proteksi Madani, 2020–2024

Year	Number of Customers	Retained Customers	Loyalty Rate (Retention)
2020	1.250	1.010	80,8%
2021	1.430	1.160	81,1%
2022	1.670	1.340	80,2%
2023	1.890	1.510	79,9%
2024	2.140	1.680	78,5%

Based on the data presented in Table 1, the number of customers of PT Mitra Proteksi Madani showed an increasing trend during the 2020–2024 period. In 2020, the company had 1,250 customers, which increased to 1,430 customers in 2021. This increase continued, reaching 1,670 customers in 2022, 1,890 customers in 2023, and 2,140 customers in 2024. The growth in the number of customers indicates that the company has been able to attract new customers through various efforts, such as improving service quality, developing digital services, and implementing more effective marketing strategies.

On the other hand, when viewed from the customer retention rate as an indicator of loyalty, a different trend can be observed. The retention rate in 2020 was recorded at 80.8% and increased slightly to 81.1% in 2021. However, in the following years, the retention rate showed a declining trend, falling to 80.2% in 2022, 79.9% in 2023, and further declining to 78.5% in 2024. This condition indicates that although the company has succeeded in increasing the number of customers each year, its ability to retain existing customers has actually declined. This suggests that the increase in new customers has not been fully accompanied by an increase in customer loyalty.

One factor that is suspected to influence customer loyalty is Customer Value, or the value perceived by customers. Customer Value refers to customers' perceptions of the benefits they obtain compared with the costs, time, effort, and risks incurred when using a particular product or service. The higher the perceived value, the more likely customers are to feel that the services received are in accordance with their expectations, thereby encouraging their intention to continue using the company's services. According to Philip Kotler and Kevin Lane Keller, customer value is the difference between the benefits received by customers and the total costs incurred to obtain a product or service. Research conducted by Gilang (2025) shows that Customer Value has a positive and significant effect on customer loyalty. This finding indicates that the higher the value perceived by customers regarding the company's services, the higher their level of loyalty.

However, research conducted by Erola (2025) shows different results, indicating that Customer Value does not have a significant effect on customer loyalty. These differences in research findings indicate that the relationship between Customer Value and customer loyalty still requires further empirical examination in different research settings, particularly in insurance brokerage companies.

In addition to Customer Value, Trust is also an important factor influencing customer loyalty. In the service industry, particularly financial and insurance services, trust constitutes a fundamental basis for establishing long-term relationships between companies and customers. Customers are more likely to continue using a company's services when they believe that the company is capable of providing professional services, protecting data security, fulfilling its commitments, and providing the best solutions for their risk protection needs. According to Aaker (2018), trust refers to customers' belief that a company possesses the capability, integrity, and commitment to consistently fulfill customer expectations.

The importance of trust in increasing customer loyalty is supported by research conducted by Abidah and Rachmat (2025), which demonstrates that trust has a positive and significant effect on customer loyalty. The study explains that the higher the level of customer trust in a company, the greater the customers' intention to continue using the company's services and recommending them to others. However, research conducted by Sitepu (2025) obtained different results, finding that trust does not have a significant effect on customer loyalty. These differences in research findings indicate the existence of a research gap that requires further investigation.

As a company operating in the insurance brokerage services sector, PT Mitra Proteksi Madani is not only required to provide professional services but also to create high value for customers and build trust through quality, transparent, and customer-oriented services. When customers perceive high benefits from the services provided and have confidence in the company, customer loyalty is expected to increase. Conversely, when perceived value and customer trust are low, the company may face the risk of losing customers even if it succeeds in acquiring new ones.

Based on the existing phenomenon, supporting theories, and differences in previous research findings, the study entitled "The Influence of Customer Value and Trust on Customer Loyalty at PT Mitra Proteksi Madani" is important to conduct. This study is expected to provide empirical evidence regarding the influence of Customer Value and Trust on customer loyalty, while also serving as a basis for the company in formulating strategies to enhance customers' perceived value, strengthen trust, and build sustainable customer loyalty.

REVIEW OF LITERATURE

Customer Loyalty

According to Sinulingga and Sihotang (2023), customer loyalty is a relationship built through meaning, experience, and emotional bonds between customers and a company. Loyalty is not merely viewed as repeated purchasing behavior, but also as a form of customer attachment based on positive experiences, perceived value, and an ongoing relationship with the company.

Furthermore, Fatihudin and Firmansyah (2019) explain that customer loyalty refers to a customer's commitment to continuously use a particular product or service repeatedly over the long term, accompanied by a willingness to provide positive recommendations to others and a reluctance to switch to competing companies despite the availability of various alternatives. Loyalty is formed through satisfaction, trust, service quality, and positive customer experiences.

According to Panjaitan (2018), customer loyalty is a long-term commitment held by customers to continuously use a company's products or services, make repeat purchases or reuse the services, provide positive recommendations to others, and not easily switch to competitors because of their satisfaction, trust, and positive experiences with the company.

According to Fatihudin and Firmansyah (2019), customer loyalty can be measured through several indicators that reflect customers' commitment to maintaining their relationship with the company. These indicators include repeat purchase, retention, and referral.

1. Repeat Purchase
   Repeat purchase refers to the customer's willingness to repurchase or reuse products or services offered by the company continuously. Loyal customers will continue to utilize the company's products or services because they believe that the services received are able to meet their needs and expectations. In the context of PT Mitra Proteksi Madani, this indicator can be observed through customers' willingness to continue using insurance brokerage services or renew their cooperation with the company.
2. Retention
   Retention refers to the company's ability to retain customers so that they do not switch to competing companies. Loyal customers will continue using the company's products or services even when competitors offer various attractive alternatives. Such loyalty arises because customers have a high level of trust, satisfaction, and confidence that the company is capable of providing the best services according to their needs.
3. Referral
   Referral refers to customers' willingness to provide positive recommendations to family members, friends, colleagues, or the general public regarding the company's products or services. Satisfied and loyal customers

will voluntarily share their positive experiences, thereby helping the company acquire new customers through word-of-mouth promotion.

Customer Value

According to Philip Kotler (2021), customer value is the difference between the total benefits expected by customers and the total costs they must incur to obtain, use, and manage a product or service. Customers will choose products or services that provide the highest value according to their needs and expectations.
Furthermore, Tjiptono and Diana (2019) explain that customer value is the customer's overall evaluation of the benefits obtained from a product or service based on perceptions of what is received compared with what must be sacrificed. Customer value is influenced not only by product quality but also by service quality, price, ease of obtaining services, and experiences during interactions with the company.
Meanwhile, Rachmad et al. (2023) state that customer value refers to a company's ability to create relevant benefits for customers through a combination of product quality, service quality, innovation, and superior customer experiences. In the digital era, customer value does not only originate from the products offered but also from ease of access to services, service speed, personalization, and long-term relationships established by the company with its customers.
According to Tjiptono and Diana (2019), customer value can be measured through four main indicators: emotional value, social value, quality/performance value, and price/value for money.

1. Emotional Value
   Emotional value refers to the benefits perceived by customers in the form of positive feelings after using a product or service. Emotional value may include feelings of comfort, security, pride, confidence, and satisfaction experienced by customers while using the company's services.
2. Social Value
   Social value refers to the benefits obtained by customers related to improvements in self-image, social status, or acceptance within their social environment as a result of using a company's products or services. Customers will perceive greater value when the use of a particular service enhances their credibility or reputation.
3. Quality/Performance Value
   Quality/performance value refers to customers' perceptions regarding the quality and performance of the products or services they receive. This value is reflected in the company's ability to provide reliable, high-quality, consistent services that meet customer expectations.
4. Price/Value for Money
   Price/value for money refers to customers' perceptions regarding the suitability between the benefits received and the costs incurred. Customers will perceive a service as having high value when the benefits obtained are considered equivalent to or even greater than the costs they have to pay.

Trust

According to Hasan (2018), customer trust is the customer's belief that a company possesses the ability, honesty, and commitment to provide products or services in accordance with customer expectations. Trust is established when a company is able to provide consistent services, fulfill promises that have been made, and maintain good relationships with customers.
Furthermore, Schiffman and Wisenblit (2020) state that customer trust refers to the customer's willingness to rely on a company based on the belief that the company will act honestly and responsibly and will be able to fulfill customer expectations. Trust develops through positive experiences perceived by customers during their interactions with the company and becomes one of the important factors influencing repeat purchase decisions.
Meanwhile, Panjaitan (2018) explains that customer trust is the customer's belief in the credibility, reliability, and integrity of a company in providing products or services. Trust becomes stronger when a company is able to provide positive experiences, maintain the security of customer information, and demonstrate consistency throughout the service process.
According to Davis and Newstrom (2024), which remains widely used in recent studies, customer trust is measured through three main indicators: ability, benevolence, and integr**ity**. These three indicators are explained as follows.

1. Ability
   Ability refers to the company's capacity to provide professional, high-quality services that meet customer needs. This ability reflects the company's competence, knowledge, experience in providing services, and capability to resolve problems faced by customers. A company with a high level of ability will find it easier to gain customer trust because it is perceived as capable of providing the best services.
2. Benevolence
   Benevolence refers to the company's concern and attention to customers' interests. A company with a high level of benevolence will strive to understand customer needs, provide appropriate solutions, and prioritize customer satisfaction rather than merely focusing on the company's own interests. Such concern creates a sense of security and confidence that the company genuinely pays attention to its customers' interests.
3. Integrity
   Integrity refers to honesty, consistency, and responsibility in carrying out all service activities. Integrity is reflected in the company's ability to fulfill promises, provide information openly and accurately, comply with applicable regulations, and uphold ethical standards in providing services to customers. A high level of integrity strengthens customers' confidence that the company can be trusted over the long term.

RESEARCH METHOD

The research employed a quantitative method. Sugiyono (2022) states that quantitative research can be defined as a research method based on the philosophy of positivism, used to investigate a particular population or sample, with data collected using research instruments and analyzed quantitatively or statistically, with the aim of describing and testing predetermined hypotheses. The population in this study consisted of all customers of PT Mitra Proteksi Madani, totaling 1,877 customers. The sample size was determined using the Slovin formula, resulting in a total of 100 respondents. The sampling technique used was accidental sampling. The data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The type of data used in this study was primary data, obtained through questionnaires distributed to customers in Tebing Tinggi City. Data analysis was conducted using the Partial Least Squares (PLS) method, which consists of three main stages. The first stage is the Measurement Model (Outer Model), which is used to ensure that the measurement instruments are appropriate for measuring the constructs, particularly in terms of validity and reliability. The second stage is the Structural Model (Inner Model), which is used to examine the correlations or relationships among latent variables in the study through the t-test. The third stage is hypothesis testing, which is conducted to determine whether the estimated regression coefficients are statistically significant. Hypothesis testing was subsequently performed using the T-Statistic test (Direct Effect) and the F-test (Simultaneous Effect).

RESULTS AND DISCUSSION

Evaluation of the Outer Model (Measurement Model)

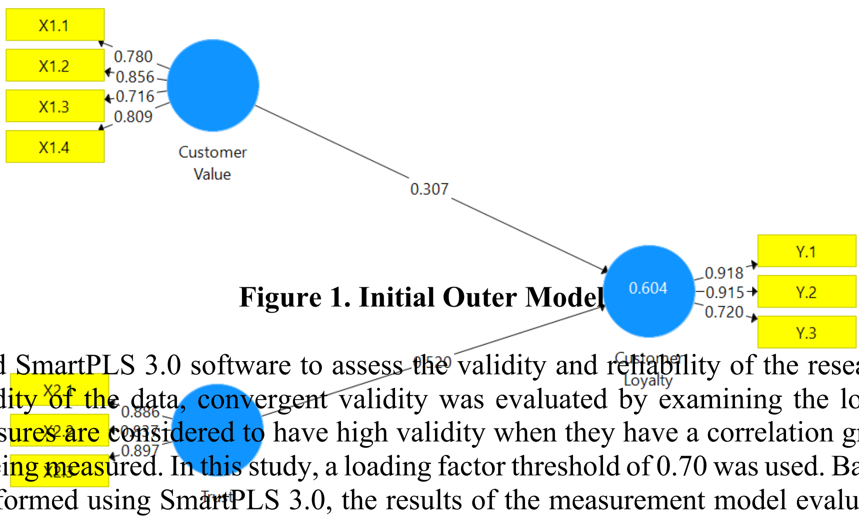

Figure 1. Initial Outer Model

1. Validity Test
   This study used SmartPLS 3.0 software to assess the validity and reliability of the research instruments. To assess the validity of the data, convergent validity was evaluated by examining the loading factor values. Reflective measures are considered to have high validity when they have a correlation greater than 0.70 with the construct being measured. In this study, a loading factor threshold of 0.70 was used. Based on the algorithm calculation performed using SmartPLS 3.0, the results of the measurement model evaluation for convergent validity based on the loading factor are presented in Table 2.

Table 2

Results of the Validity Test Based on Loading Factors

	Customer Value	Trust	Customer Loyalty
X1.1	0,780		
X1.2	0,856		
X1.3	0,716		
X1.4	0,809		
X2.1		0,886	
X2.2		0,837	
X2.3		0,897	
Y.1			0,918
Y.2			0,915
Y.3			0,720

Based on Table 2, all loading factor values exceed the threshold of 0.70. Therefore, it can be concluded that all indicators used in this study are valid in measuring their respective latent constructs.

2. Reliability Test

The reliability of the research instruments was evaluated using the Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. The results are presented in Table 3.

Table 3

Results of AVE, Cronbach's Alpha, and Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Customer Loyalty	0,813	0,842	0,890	0,733
Customer Value	0,803	0,820	0,870	0,627
Trust	0,845	0,851	0,906	0,763

An instrument is considered reliable when the Average Variance Extracted (AVE) value is greater than 0.50, Cronbach's Alpha is greater than 0.60, and Composite Reliability is greater than 0.70. Based on the results presented above, all constructs meet the established reliability criteria. Therefore, all indicators can be considered reliable in measuring their respective latent variables.

Evaluation of the Inner Model (Structural Model)

The evaluation of the inner model can be assessed using several indicators, including the coefficient of determination (R^2). The structural model generated by SmartPLS 3.0 in this study is presented below.

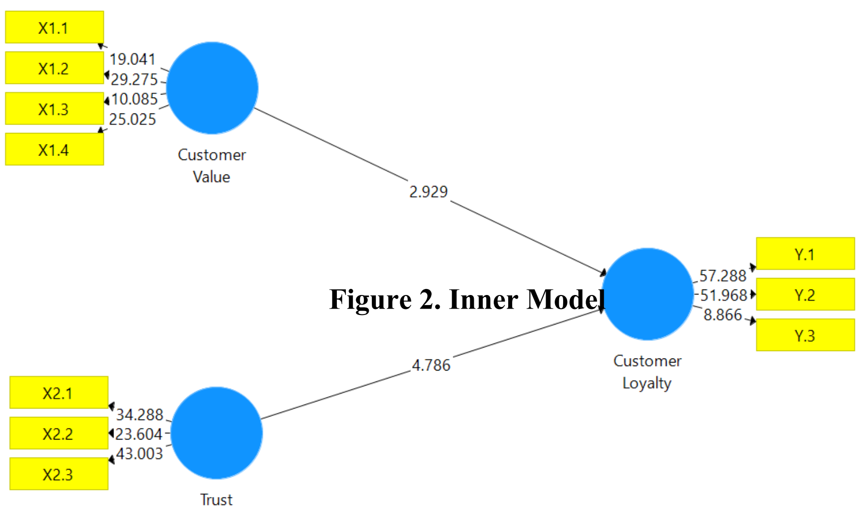

Figure 2. Inner Model

R-Square

The evaluation of the PLS model begins by examining the Adjusted R-Square value for each dependent latent variable. The R^2 calculation results in this study are presented in Table 4.

Tabel 4
R-Square Values

	R Square	R Square Adjusted
Customer Loyalty	0,604	0,596

Sumber: Data Primer diolah

Based on the results of the bootstrapping procedure presented in Table 4, the Adjusted R-Square value for Customer Loyalty is 0.596. This indicates that Customer Value and Trust jointly explain 59.6% of the variance in Customer Loyalty. In other words, the contribution of Customer Value and Trust to Customer Loyalty is 59.6%, while the remaining 40.4% is explained by other variables that are not included in this study, such as price reference, convenience, service quality, and other relevant factors.

Hypothesis Testing

1. **T-Test (Partial Effect)**

The direct-effect test was conducted to examine Hypotheses 1 and 2 using the path coefficients. The path coefficient values can be evaluated through the T-statistic, which should exceed the critical T-table value of 1.96. This indicates the presence of a significant effect of an exogenous variable on an endogenous variable for each proposed hypothesis. A T-statistic value ≥ 1.960 or a probability value ≤ the significance level (α = 5%) indicates that the hypothesis is accepted, meaning that there is a statistically significant relationship between the variables being tested. Table 5 presents the results of the direct hypothesis testing using the bootstrapping procedure in SmartPLS 3.0. The results for each hypothesis are described below.

Table 5
Path Coeficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Customer Value -> Customer Loyalty	0,307	0,314	0,105	2,929	**0,004**
Trust -> Customer Loyalty	0,520	0,515	0,109	4,786	**0,000**

a. H1: Customer Value → Customer Loyalty

Based on the hypothesis testing results presented in Table 5, the T-statistic for the relationship between Customer Value and Customer Loyalty is 2.929, with a significance value of 0.004. The results indicate that the T-statistic is greater than 1.96 and the significance value is less than the 5% significance level (α = 0.05).Therefore, Customer Value has a significant effect on Customer Loyalty. Thus, Hypothesis 1 (H1) is accepted.

b. H2: Trust → Customer Loyalty

Based on the hypothesis testing results presented in Table 5, the T-statistic for the relationship between Trust and Customer Loyalty is 4.786, with a significance value of 0.000. The results indicate that the T-statistic is greater than 1.96 and the significance value is less than the 5% significance level (α = 0.05). Therefore, Trust has a significant effect on Customer Loyalty. Thus, Hypothesis 2 (H2) is accepted.

2. **F-Test (Simultaneous Effect)**

The simultaneous effect test was conducted using the F-statistic to determine whether the independent variables jointly have a significant effect on the dependent variable. According to Sugiyono (2018), the F-statistic can be formulated as follows:

$$Fh = \frac{R^2 / k}{(1 - R^2) / (n - k - 1)}$$

Where:

F : F-test value
r^2 : Multiple correlation coefficient
k : Number of independent variables
n **:** Number of respondents.

Given: R = 0,596
k = 2
n = 100

$$Fh = \frac{0{,}596 / 2}{}$$

$$Fh = \frac{0{,}298}{0{,}0041} \;)$$

Fh =

Based on the manual calculation, the calculated F-value (F-count) is 72.682. At a significance level of α = 5%, with degrees of freedom for the numerator of k and degrees of freedom for the denominator of n − k − 1, the F-table value is 3.09. Therefore: F-count = 72.682 > F-table = 3.09 Based on these results, the calculated F-value is greater than the F-table value. Thus, Hypothesis 3 (H3) is accepted, indicating that Customer Value and Trust simultaneously have a significant effect on Customer Loyalty.

DISCUSSION

1. The Effect of Customer Value on Customer Loyalty

Based on the research findings, Customer Value has an effect on Customer Loyalty at PT Mitra Proteksi Madani. These results indicate that the better the value perceived by customers when using the services of PT Mitra Proteksi Madani, the greater the tendency of customers to maintain their relationship with the company, reuse its services, and recommend the company to others. Thus, the value received by customers is one of the important factors in building customer loyalty.

Theoretically, *customer value* represents customers' evaluation of the comparison between the benefits obtained and the sacrifices made to acquire a product or service. In service marketing, customers consider not only price but also functional benefits, service quality, convenience, comfort, and the experience obtained during interactions with the company. Fatihudin and Firmansyah (2019) explain that in service marketing, creating value for customers is an important component in building customer satisfaction and loyalty. When customers perceive that the benefits obtained are greater than or proportional to the costs and sacrifices incurred, their likelihood of maintaining a relationship with the company will increase.

This perspective is also consistent with Hasan (2018), who explains that successful marketing is fundamentally related to a company's ability to create superior value for customers. Positive customer value creates a perception that the company is capable of providing benefits that are consistent with customers' needs and expectations. In the context of PT Mitra Proteksi Madani, customers who perceive that the company's services provide benefits, convenience, security, and protection that correspond to their needs are more likely to continue using the company's services.

The findings of this study are also supported by Erola (2025), who found that *customer value* contributes to increasing customer loyalty in online transportation services. Gilang (2025) also demonstrated a relationship between *customer value* and *customer loyalty* among customers of culinary-sector MSMEs. These findings strengthen the argument that when customers receive good value from a service, they are more likely to maintain their relationship with the service provider.

2. The Effect of Trust on Customer Loyalty

Based on the research findings, Trust has an effect on Customer Loyalty at PT Mitra Proteksi Madani. This finding indicates that the level of customer trust in the company is an important factor in determining customers' decisions to maintain their relationship with the company. The higher the level of customer trust in PT Mitra Proteksi Madani, the greater the likelihood that customers will continue using the company's services, refrain from switching to other companies, and recommend the services to others.

Trust is one of the important elements in the relationship between service companies and customers. Unlike tangible products that can be directly observed, services are characterized by intangibility, which often creates uncertainty for customers when purchasing or using a service. Therefore, customers need confidence that the company can provide services in accordance with its promises. Fatihudin and Firmansyah (2019) explain that in service marketing, a good relationship between a company and its customers is strongly influenced by the company's ability to meet customer expectations and provide reliable services. Trust that develops through positive experiences will strengthen the relationship and encourage customers to remain loyal.

Aaker (2018) also places trust as an important element in building customer relationships with a brand. When customers believe that a company or brand can provide the quality and benefits promised, they will develop positive perceptions and a stronger tendency to maintain their choice. In the context of PT Mitra Proteksi Madani, trust can be established through service consistency, transparency of information, the company's ability to fulfill its obligations to customers, employee professionalism, and a sense of security when using the company's services.

The findings of this study are consistent with the research conducted by Abidah and Rachmat (2025), which demonstrated that trust plays a role in increasing customer loyalty at Bank Mandiri in Surabaya. The results indicate that the higher the level of customer trust in a financial service institution, the stronger the resulting loyalty. This finding is relevant to the characteristics of PT Mitra Proteksi Madani as a service company because the relationship between the company and its customers requires confidence that the company is capable of providing services in accordance with its commitments.

3. The Simultaneous Effect of Customer Value and Trust on Customer Loyalty

Based on the research findings, Customer Value and Trust simultaneously have an effect on Customer Loyalty at PT Mitra Proteksi Madani. This result indicates that customer loyalty is not formed by a single factor but rather results from a combination of the value perceived by customers and their confidence in the company. In other words, customers are more likely to maintain their relationship with the company when they perceive that they receive benefits that are appropriate to the sacrifices they make while simultaneously having trust in the company.

Theoretically, Fatihudin and Firmansyah (2019) explain that service marketing is closely related to the creation of customer value, satisfaction, and loyalty. In the service industry, customers evaluate the overall benefits obtained in comparison with the costs, time, effort, and risks they must incur. However, high customer value alone may not be sufficient to generate loyalty if customers do not trust the company. Customers must also be confident that the company is capable of fulfilling its promises and consistently providing quality services.

Hasan (2018) explains that creating customer value is an important component of marketing strategy because superior value can establish long-term relationships with customers. Meanwhile, Aaker (2018) emphasizes the importance of the relationship between customers and brands in building brand equity and customer preferences. When a company is able to provide high value while simultaneously establishing trust, customers will have stronger reasons to maintain their choice.

In the context of PT Mitra Proteksi Madani, *customer value* can be manifested through service benefits that meet customers' needs, convenient service processes, quality communication, and the compatibility between the costs incurred and the benefits received. Meanwhile, trust can be established through corporate honesty, transparency of information, service consistency, security, professionalism, and the company's ability to fulfill its commitments to customers. When these two aspects operate simultaneously, they can create a more positive relationship experience and consequently strengthen customer loyalty.

The findings of this study are also relevant to previous research. Erola (2025) and Gilang (2025) demonstrated the importance of *customer value* in explaining customer loyalty. Meanwhile, Abidah and Rachmat (2025) demonstrated the importance of trust in increasing customer loyalty. Therefore, the findings of this study at PT Mitra Proteksi Madani extend previous research by demonstrating that customer value and trust jointly play an important role in building customer loyalty.

CONCLUSION

Based on the research findings, it can be concluded that Customer Value has an effect on Customer Loyalty at PT Mitra Proteksi Madani, indicating that the higher the value and benefits perceived by customers, the higher their level of loyalty. Furthermore, Trust has an effect on Customer Loyalty, indicating that customers' confidence in the company's ability, honesty, and consistency is an important factor in maintaining customer relationships.

Simultaneously, Customer Value and Trust have an effect on Customer Loyalty at PT Mitra Proteksi Madani. Therefore, increasing customer loyalty can be achieved by providing service value that corresponds to customers' needs while simultaneously building and maintaining trust through consistent, professional, transparent, and reliable services.

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