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MARKETING STRATEGY AND COMPANY PERFORMANCE: THE MEDIATING ROLE OF CUSTOMER SATISFACTION

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Abstract

This study analyzes the role of customer satisfaction in mediating the influence of marketing strategies on company performance in an Indonesian communications company. The marketing strategy variables examined include brand image, pricing strategy, and product innovation. Previous research has examined the influence of marketing strategies on company performance, but the mediating role of customer satisfaction has received limited attention, particularly in the telecommunications service industry. This study uses a quantitative approach with an associative method. The research sample of 50 respondents who are IndiHome customers in Bali, was selected using purposive sampling techniques. Although the sample size is relatively small for regression analysis, it meets the minimum requirement for statistical testing and is therefore considered acceptable. The results show that brand image, pricing strategy, and product innovation have a significant effect on customer satisfaction. Furthermore, customer satisfaction has been proven to have a positive effect on the company's performance. The Sobel test confirms that customer satisfaction plays a significant role as a mediator in the relationship between marketing strategy and company performance. Thus, this study confirms that marketing strategies will have a greater impact on company performance if supported by a high level of customer satisfaction.

Keywords: Brand Image, Pricing Strategy, Product Innovation, Customer Satisfaction, Company Performance

INTRODUCTION

People's lives today cannot be separated from technology, both for work and for daily activities. With rapid technological advances and awareness of the importance of access to information, people are moved to use the internet to access information. The lifestyle of the people is changing over time, they need access to information quickly. This is a challenge and opportunity for telecommunication operators to meet these needs (Purwati, Malau, & Hamzah, 2020).

PT Telkom Indonesia through Indihome products presents triple play services that include high-speed internet, landline telephones, and interactive television. The service was launched in 2015 in line with the network's switch from copper to fiber optics. Indihome was chosen in this study because it represents telecommunication service providers that face stiff competition in the Indonesian internet market, so it is relevant to be studied from the perspective of marketing strategy, customer satisfaction, and company performance.

Currently, many internet service companies with low prices have sprung up to compete with Indihome. Fierce competition between internet service providers has triggered PT Telkom to be able to compete optimally. In a company, to achieve success is not spared from marketing activities. According to American Marketing Association (AMA) in Kotler & Keller (2008) states that Marketing is a function and series of organizational activities that aim to create, communicate, and provide value to customers, as well as to manage relationships with customers to provide benefits to the organization and its stakeholders. Meanwhile, marketing strategy is a basic tool that is compiled to achieve the company's goals by developing a competitive advantage and used to meet predetermined market needs (Sholihin, 2019).

The marketing strategies discussed in this study are brand image, pricing strategies and product innovation. The importance of brand image for companies is very big because it can be a determining factor in maintaining its existence in the midst of competition with other internet providers. In addition, brand image is also a major consideration in the product marketing strategy carried out by the company (Agreni, Retnowati, & Septiani, 2022). Through brand image, companies can build perception, impression and reputation in the eyes of consumers. So it can be said that, brand is one of the elements that affect customer satisfaction after using a product (Rahmadani & Dwiridotjahjono, 2023).

A pricing strategy is a plan drawn up by a company to determine the price of the products or services they sell to consumers. Pricing should be based on consumers' perception of the value to be received, not based on the cost of the seller or producer (Kotler & Keller, 2008). Thus, the price must reflect the value felt by consumers for the product or service, and be able to meet their expectations in terms of quality, benefits, and satisfaction. (Matsuoka, 2022) shows that dynamic pricing systems (revenue management) can affect the perception of value, which in turn impacts customer satisfaction and loyalty. In addition, (Chatterjee & Rahman, 2023) emphasize that multiple factors in the telecommunications industry, including pricing and service quality, significantly shape customer satisfaction through the mediating role of loyalty programs. These insights reinforce the argument that pricing strategies aligned with customer value perceptions are essential for building satisfaction that ultimately strengthens company performance.

Companies that want to survive for a long time depend on how quickly and responsive they are to the changes. Technological advances have penetrated all industrial sectors, so no industry can avoid change (Kasali, 2017). Therefore, the right strategy is needed for the survival of the company. One of them is by innovating products. Product innovation is often directly connected to the introduction of new products to the market. This indicates that one of the important aspects of product innovation is the presence of new products that are introduced to consumers (Pattipeilohy, 2018).

Research examining the role of customer satisfaction as a mediator in the relationship between marketing strategy and company performance in the telecommunications industry remains limited. Most prior studies have focused on the manufacturing and retail sectors in developed countries, while investigations in the telecommunications service sector of developing countries such as Indonesia are relatively scarce. In fact, telecommunications services have distinct characteristics, being intangible and highly dependent on customer experience. Therefore, testing customer satisfaction as a mediating variable in the relationship between marketing strategy and company performance is crucial to provide new empirical evidence and highlight the urgency of this study.

This study addresses the research gap regarding the limited examination of customer satisfaction as a mediating variable between marketing strategy and company performance, particularly in the telecommunication service sector in developing countries like Indonesia. It aims to explore how brand image, pricing strategies, and product innovation affect customer satisfaction, and how customer satisfaction contributes to improving company performance, including its role as a mediator in this relationship.

LITERATURE REVIEW

Marketing Strategy

Marketing strategy is a series of decisions and actions that are carefully planned by the company in order to achieve marketing goals and create a sustainable competitive advantage. To be effective, a marketing strategy must be able to adapt the products, ways of interacting, and the experience provided by customers according to the local culture and customs in each country (Rambe & Aslami, 2021). Marketing strategies include market segmentation, target market determination, product positioning, and management of marketing mix elements such as products, pricing, distribution, and promotion with a research-based and innovation-based approach (Sitorus, Nurzam, & Putra, 2024).

One of the important elements of a marketing strategy is brand image, which reflects the customer's perception of the quality and reputation of the service. Research shows that positive perceptions of brand image and service quality have a significant effect on customer satisfaction, which ultimately increases customer loyalty (Mehta & Tariq, 2020). The second important element is the pricing strategy. The right pricing strategy must align with the brand image to maintain customer trust and loyalty. Prices that match the benefits of the service will affect consumer satisfaction (Rahmadani & Dwiridotjahjono, 2023).

The third important element of a marketing strategy is product innovation. Effective product innovation can strengthen brand equity and increase consumer loyalty. Product innovations that focus on improving quality and differentiation can strengthen brand image and increase consumer loyalty (Aunsa-Ard & Kerdcharoen, 2022).

Company Performance

A company's performance from a marketing perspective can be seen from various dimensions, including financial, operational, and human resources (Ouyang, 2020). Research by Arifin (2021) also strengthens that a consistent marketing strategy, if mediated by customer satisfaction, is able to make a real contribution to company performance, especially in the service sector.

Customer Satisfaction

Customer satisfaction is an important variable that bridges marketing strategy with company performance. This confirms that any increase in customer satisfaction has a direct contribution to the improvement of the company's performance. High customer satisfaction reflects positive acceptance of products and services, which in turn drives loyalty, repeat purchases, and word-of-mouth recommendations (Basri, Said, & Yunus, 2024).

The influence of marketing strategies on customer satisfaction

Marketing strategies that include brand image, pricing strategy, and product innovation have a positive influence on customer satisfaction. A strong brand image builds a perception of quality and trust, the right pricing strategy increases the value perceived by customers, and product innovations that continuously adapt to consumer needs strengthen the customer experience. Research by Mehta A.

M., (2020) shows that these three elements together increase customer satisfaction and drive consumer loyalty.

H1: Marketing strategies—including brand image, pricing strategy, and product innovation—will have a positive impact on customer satisfaction.

The Influence of Customer Satisfaction on Company Performance

Satisfied customers are more likely to increase loyalty, make repeat purchases, and provide positive recommendations, which directly contribute to increased revenue and organizational performance. Research by Kusumawati (2024) shows that the level of customer satisfaction has a significant effect on company performance, especially in digital services, where customer experience and perception are the main indicators of company success.

H2: Customer satisfaction will have a positive effect on the company's performance.

The Influence of Marketing Strategy on Company Performance

An effective marketing strategy has a direct impact on the company's performance. An effective marketing strategy not only improves marketing performance, but also has a direct impact on strengthening the company's overall performance (Jauhari & Wibowo, 2025). These findings are in line with research across various industries, including e-commerce, which shows that the right marketing strategy, including brand image, pricing strategy, and product innovation, significantly improves customer satisfaction and supports company performance (Musytari, 2023).

H3: Marketing strategy has a positive and significant effect on the company's performance

Customer satisfaction mediates the company's marketing strategy and performance

All elements of a marketing strategy will ultimately affect customer satisfaction. In previous research, Purwati, Malau, & Hamzah (2020) found that Indihome's customer satisfaction has a significant effect on loyalty and sustainability of service use. Thus, customer satisfaction is not only an indicator of the success of a marketing strategy, but also plays an important role as a mediator in improving the company's performance.

H4: Customer satisfaction will significantly mediate the relationship between marketing strategy and company performance.

Conceptual Framework

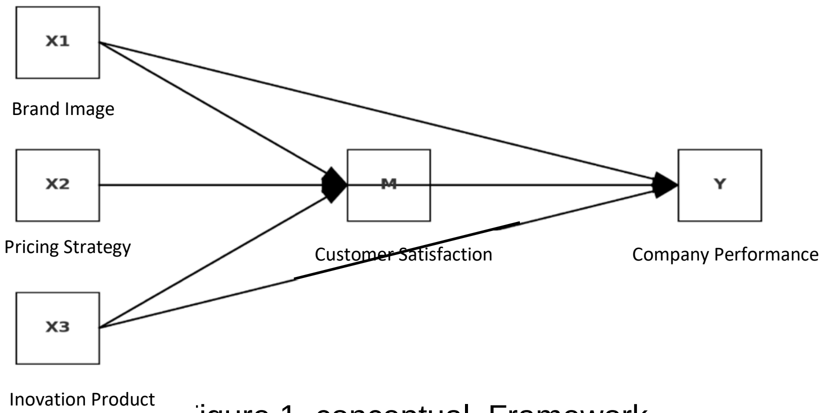


Figure 1. conceptual Framework

RESEARCH METHODS

This type of research is a quantitative research with an associative approach, which is research that aims to determine the relationship and influence between independent variables and bound variables, either directly or through mediated variables.

The population of this study is all Indihome customers in the Bali region. Since the exact size of the population is unknown, the sample was determined using the purposive sampling technique. A total of 50 respondents were selected, considering affordability and the need to gain initial insights from the population. Although the sample size is relatively small for regression analysis, it meets the minimum requirement for statistical testing and is therefore considered acceptable Respondents must have used Indihome's services for at least two months to be considered to have sufficient experience to assess the quality of services. Additional criteria include the status of active customers and having first-hand experience interacting with customer service, to improve the validity of their responses. Data collection was carried out through an online questionnaire using Google Form

The research instrument used a questionnaire with a five-point Likert scale, namely 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. Each variable is measured by the following indicators: (1) Brand image, (2) Pricing strategy, (3) Product innovation, (4) Customer satisfaction, and (5) Company performance.

Before the analysis, the questionnaire was tested through validity and reliability tests using the help of the SPSS program. The validity test is carried out by the Pearson Product Moment correlation between the item score and the total score, provided that the item is declared valid if the value of r is calculated > r of the table at a significance level of 5%. The reliability test was carried out using Cronbach's Alpha, with a reliability criterion if $\alpha \geq 0.70$.

Once the instrument is declared valid and reliable, the data is analyzed using the following steps:

1. Classical Assumption Test – includes normality, multicollinearity, and heteroscedasticity tests to ensure the data meets the requirements of regression analysis.
2. Multiple Linear Regression Analysis – used to test the influence of brand image, pricing strategy, and product innovation on customer satisfaction, as well as the influence of customer satisfaction on company performance.
3. Sobel test – used to find out whether customer satisfaction acts as a mediating variable between marketing strategies (brand image, price, product innovation) on company performance.
4. Hypothesis Test – carried out by looking at the calculated t-value and p-value (sig.), provided that the hypothesis is accepted if the p-value < 0.05.

RESULTS

Respondent Description Table

Table 1. Respondent Description Test Results

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	17	32,7
	Female	33	67,3
Age	17-25 Years	11	21,2
	26-35 Years	34	65,4
	35-45 years	3	5,8
	>45 years	4	7,6
Work	Student	9	17,3
	Employee/Private Sector	28	53,8
	Entrepreneur	9	17,3
	Others	6	11,6

Variable Descriptive Statistical Test

Table 2. Variable Descriptive Test Results

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X1_Total	50	2.33	5.00	3.6333	.57242
X2_Total	50	1.33	5.00	3.2933	.82654
X3_Total	50	1.67	5.00	3.3600	.69282
M_Total	50	1.00	5.00	3.4733	.88086
Y_Total	50	1.33	5.00	3.3533	.73281
Valid N (listwise)	50				

Based on table 2, it can be explained as follows:

1. The X1 variable (Brand Image) has an average value (mean) of 3.63 with a standard deviation of 0.57. This average score is included in the high category on a Likert scale of 1–5, so it can be concluded that respondents assess IndiHome's brand image positively and consistently.
2. The variable X2 (Price) has an average value of 3.29 with a standard deviation of 0.82. This average shows that respondents' perception of price is in the category of being quite good. The standard deviation which is relatively higher than other variables indicates that there is a variation in respondents' opinions regarding the suitability of IndiHome service prices.
3. The X3 variable (Product Innovation) obtained an average of 3.36 with a standard deviation of 0.69. This shows that

respondents consider IndiHome's product innovation to be in the good category, with a relatively uniform perception.

4. The variable M (Customer Satisfaction) has an average of 3.47 with a standard deviation of 0.88. This average score is in the high category, which means that customers are generally satisfied with IndiHome's services, although there are a small percentage of respondents who give a lower rating.
5. Variable Y (Company Performance) has an average of 3.35 with a standard deviation of 0.73. This average indicates that respondents assess the company's performance in providing services to be in the good category.

Overall, the results of the descriptive analysis showed that all research variables had an average value above the middle number of the Likert scale (3.00). This indicates that respondents tend to give positive assessments of brand image, price, product innovation, customer satisfaction, and company performance. Thus, it can be assumed that IndiHome's marketing strategy is relatively well received by customers in the Bali region.

Validity And Reliability Test

Table 3. Validity and Reliability Test Results

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1_Total	13.4800	7.865	.793	.914
X2_Total	13.8200	6.668	.793	.909
X3_Total	13.7533	7.165	.834	.901
M_Total	13.6400	6.158	.870	.894
Y_Total	13.7600	7.161	.775	.911

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.1133	10.737	3.27681	5

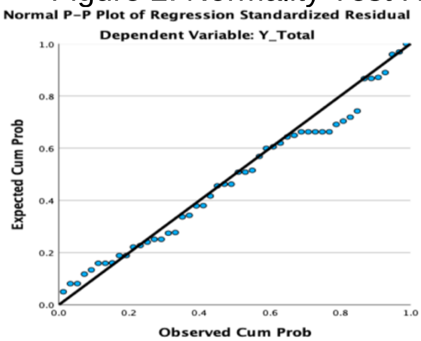
The validity test is performed by looking at the value of Corrected Item–Total Correlation. The results of SPSS data processing showed that all items had a correlation value above 0.30, which ranged from 0.775 to 0.870. This shows that all questions used in this study are declared valid, because each item is able to measure the construct in question.

Next, the reliability test was carried out using Cronbach's Alpha coefficient. Cronbach's overall Alpha value of the instrument is 0.911, which is in the very reliable category ($\alpha > 0.90$). In addition, the calculation results in Cronbach's Alpha if Item Deleted column show that if one of the items is deleted, the reliability value remains in the range of 0.894–0.914. Thus, it can be concluded that all items are consistent and support each other in measuring the research variables.
Based on the results of the validity and reliability test, the research instrument used can be declared suitable for use for further analysis because it meets the requirements for validity and reliability.

Classic Assumption Test

Normality

Figure 2. Normality Test Results



The test results show that the residual points are spread around the diagonal line and follow the direction of the line. This indicates that the residual data is normally distributed, so that the assumption of normality is met.

Multikolinearity

Table 4. Multicollinearity Test Results

Coefficients[a]

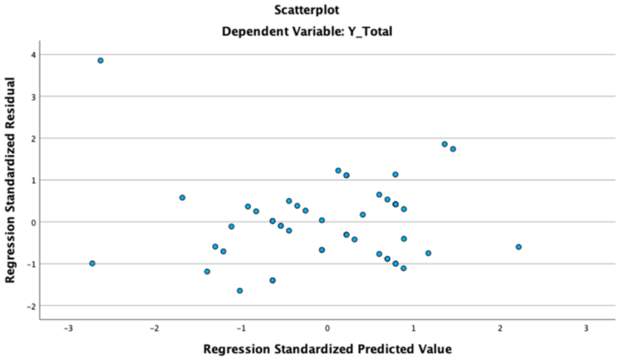
Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	.553	.385		1.438	.157		
	X_TotalAll	.489	.207	.419	2.365	.022	.268	3.733
	M_Total	.324	.147	.389	2.198	.033	.268	3.733

a. Dependent Variable: Y_Total

Based on the results of the multicollinearity test, the Tolerance value of all independent variables is greater than 0.10 and the VIF value is less than 10. This shows that there are no symptoms of multicollinearity in the regression model, making the model suitable for further analysis.

Heteroskedasticity

Figure 3. Heteroscedasticity Test Results



The scatterplot shows randomly scattered points, either above or below the 0 axis on the Y axis, without forming a specific pattern. Thus, it can be concluded that heteroscedasticity does not occur in the regression model.

Regression Analysis

Table 5. F Test and t-Test and Regression Coefficient

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.932	2	7.966	36.063	<.001[b]
	Residual	10.382	47	.221		
	Total	26.313	49			

a. Dependent Variable: Y_Total

b. Predictors: (Constant), M_Total, X_TotalAll

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	.553	.385		1.438	.157		
	X_TotalAll	.489	.207	.419	2.365	.022	.268	3.733
	M_Total	.324	.147	.389	2.198	.033	.268	3.733

a. Dependent Variable: Y_Total

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.644	.365		-1.762	.085
	X_TotalAll	1.201	.105	.856	11.453	<.001

a. Dependent Variable: M_Total

Based on the results of the multiple regression test, it was known that the F value was calculated as 36.063 with a significance of 0.000 (< 0.05). This shows that simultaneously independent variables (X_TotalAll and M_Total) have a significant effect on dependent variables (Y_Total). Thus, the regression model used is fit to explain the relationship between variables in this study.

The results of the partial test (t-test) showed that the X_TotalAll variable had a t-value of 2.365 with a significance of 0.022 (< 0.05). Similarly, variable M_Total has a t-value of 2.198 with a significance of 0.033 (< 0.05), so that the variable M also has a positive and significant effect on Y. Thus, the higher the value of X and M, the higher the value of Y, the higher the Y.

Mediation Test

To test the mediation of this study, the Sobel test introduced by Sobel (1982) was used to test the significance of indirect effects in the mediation model. According to Sobel, a variable can be said to mediate the relationship between the independent variable (X) and the dependent variable (Y) if the influence path of X → M → Y is statistically significant. Based on the Sobel test in this study, the Z value was obtained as 2.20 (> 1.96), which means a significant mediation at the significance level of 5%. Thus, it can be concluded that customer satisfaction plays a mediating variable in the relationship between marketing strategy and company performance. This shows that the marketing strategy implemented will be more effective in improving the company's performance if it is able to create customer satisfaction first.

DISCUSSION

Marketing strategies—including brand image, pricing strategy, and product innovation—will have a positive impact on customer satisfaction

The results of the first hypothesis test showed that the positive marketing strategy was significant to customer satisfaction of 11,453 with a significance of 0.001 (< 0.05). In other words, the more effective the company carries out its marketing strategy, the higher the level of customer satisfaction achieved. These findings are in line with research by Ji (2023), which states that a good marketing strategy can help companies to reach their target audience, build brand awareness, and generate leads. In addition, customer satisfaction can help companies to retain customers, increase sales, and increase profits.

Customer satisfaction will have a positive effect on the company's performance

The results of the second hypothesis test show that positive customer satisfaction is significant to the company's performance of 2,198 with a significance of 0.033 (< 0.05). So, the greater the customer satisfaction, the higher the company's performance will be achieved. This is in line with the findings of research by Nguyen (2023), which shows that customer satisfaction has a direct impact on a company's performance through increased loyalty, repurchases, and word-of-mouth recommendations. In other words, companies that manage to improve customer satisfaction tend to experience increased productivity, profitability, and a competitive position in the market.

Marketing strategy has a positive and significant effect on the company's performance

The results of the third hypothesis test showed that the positive marketing strategy was significant to the company's performance of 2,365 with a significance of 0.022 (< 0.05). This is in line with research by Danurdara & Masatif (2025), which shows that the quality of customer experience plays an important mediator in the relationship between the quality of customer experience and customer loyalty in the Indonesian hospitality industry. In other words, an effective marketing strategy through brand image, pricing strategy, and product innovation, increases customer satisfaction, which in turn strengthens the company's performance.

Customer satisfaction will significantly mediate the relationship between marketing strategy and company performance

The results of the fourth hypothesis test showed that customer satisfaction significantly mediated the relationship between marketing strategy and company performance with a value of 2.20 (> 1.96). The results of this study are in line with the research conducted by Rahjasa & Yulianthini (2025) which states that research on IndiHome customers in the Singaraja area found that service quality not only has a direct impact on loyalty, but also through customer satisfaction which acts as a partial mediator. This shows that customer satisfaction has an important position as a link between the implementation of service strategies and performance outcomes reflected in customer retention and loyalty.

CONCLUSIONS AND SUGGESTIONS

Conclucion

Based on the results of the analysis, this study concluded that marketing strategies consisting of brand image, pricing strategy, and product innovation have a positive effect on IndiHome's customer satisfaction. These findings confirm that customer satisfaction is an important mechanism that bridges the relationship between marketing strategy and company performance, reinforcing the Expectancy-Disconfirmation theory as well as the strategic marketing management literature. Marketing strategies that include brand image, pricing strategies, and product innovations significantly improve customer satisfaction, further driving improved company performance through increased loyalty, repurchases, and customer recommendations. In other words, companies that successfully design and implement effective marketing strategies will gain a sustainable competitive advantage through high customer satisfaction.

SUGGESTIONS

This research recommends that companies adopt an integrated and responsive marketing strategy, such as service bundling, to provide attractive added value for customers. It also suggests improving price transparency to build customer trust and strengthening digital innovations, such as interactive apps or technology-based loyalty programs, to enhance customer experience and loyalty. However, the study has limitations, including its cross-sectional nature, which means the findings are associative rather than causal. The limited sample from a specific region also restricts the generalizability of the results, and other influential variables like market competition and brand loyalty were not included. Future research should address these limitations by conducting longitudinal studies, incorporating moderating or control variables, and expanding the scope to different industries or regions to better understand the long-term impact of marketing strategies and identify the most effective operational approaches.

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