

Building Customer Loyalty in the Furniture Business: The Role of Customer Trust, User Experience, and Switching Barriers

Mochamad Rifqi Mudzaky

Department of Management, Faculty of Economics, Universitas Islam Negeri
Maulana Malik Ibrahim, Malang, Indonesia
220501110099@uin-malang.ac.id

Nur Laili Fikriah

Department of Management, Faculty of Economics, Universitas Islam Negeri
Maulana Malik Ibrahim, Malang, Indonesia
Nurlailifikriah31@uin-malang.ac.id

Abstract

In an era of increasingly fierce business competition, micro, small, and medium enterprises (MSMEs) are required to be able to maintain customer loyalty in order to survive and grow. To face this competition, MSMEs in the furniture industry need to pay attention to customer experience, build customer trust, and create effective switching barriers. This study aims to determine the effect of user experience and customer trust on customer loyalty with switching barriers as a mediating variable at UD Mebel Sumber Makmur Pasuruan. The research method used is quantitative with data collection techniques through the distribution of questionnaires to 97 customers who have made purchases and interacted directly with the store and domiciled in east java. Data analysis techniques used Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results showed that customer trust and switching barriers influenced customer loyalty. User experience did not directly influence customer loyalty, but it did influence switching barriers, which in turn increased customer loyalty. These findings indicate that increasing customer trust and positive customer experience are important factors in maintaining the loyalty of furniture MSME customers.

Keywords: *User Experience, Customer Trust, Switching Barrier, Customer Loyalty,.*

A. INTRODUCTION

Increasingly fierce business competition has prompted companies, especially micro, small, and medium enterprises (MSMEs), to focus not only on developing quality products but also on retaining customers. Increasingly fierce competition requires business actors to have their own advantages in order to attract consumers so that they can compete in the market (Anggraini & Budiarti, 2020). In the furniture industry, which faces fluctuations in demand, limited raw materials, and price competition, maintaining customer loyalty has become an increasingly complex challenge, especially for business actors with limited resources.

In recent years, the furniture industry has continued to experience ups and downs. However, this sector has enormous potential to boost the country's economy, and demand for furniture products is still considered quite high. Unfortunately, there are still several problems, including the policy of US

President Donald Trump to impose an additional tariff of 32% on Indonesian products, effective August 1, 2025, which will have a significant impact on exports of furniture and handicraft products (himki, 2025). Then there is also the scarcity of raw wood materials in the manufacture of furniture products (Soraya, 2022). This problem is in line with what was stated (Owo, 2019), namely the difficulty in obtaining permits related to the Timber Legality Verification System (SVLK) and the high cost of obtaining these permits. This problem can affect consumer interaction with products, such as reducing the variety of product designs available in stores, so that consumers cannot find products that suit their preferences. Producers are also forced to use low-durability wood types, which can result in products that do not meet customer expectations.

In East Java, the furniture industry also faces problems, one of which is the frequent use of conventional production tools. Producers need to adopt modern technology in their production processes (Torino, 2023). This problem certainly affects waiting times and product availability for consumers, especially those who order custom-made products. The variety of products offered is also limited due to the limitations of production tools, which are still conventional, causing consumers to be dissatisfied with the choices available to them. Other problems often arise at Sumber Makmur Furniture Store related to customer experience and customer trust. Customers often complain about difficulties in finding the products they need because product catalogs are not yet available both physically and digitally. In terms of customer trust, ordered products sometimes differ from what was ordered, and there is also inconsistency in pricing.

The problems that occurred at the furniture store led to a decline in customer trust and experience with the product warranty sold at the store. This condition is certainly related to the Theory of Planned Behavior, which explains that a person's behavior is determined by their intention to perform that behavior, and this intention is influenced by their attitude toward the behavior, subjective norm, and perceived behavioral control. Attitude toward the behavior is related to a positive attitude toward the product formed from a good user experience. Subjective norm is related to social influence and trust in the product provider in fulfilling their promises to customers. And perceived behavioral control refers to the extent to which customers feel capable or limited in performing an action, such as customers' perception of having difficulties related to costs and risks incurred when switching to another provider.

Previous studies have shown that customer loyalty is influenced by user experience and customer trust. A positive user experience can increase customer comfort, satisfaction, and attachment to the product, encouraging customers to use it. returned the product (Sabani & Fikriah, 2025). Meanwhile, customer trust reflects confidence in the honesty, competence, and consistency of the company. Achieving customer trust is a major contributor to customer loyalty (Deng et al., 2010). However, empirical findings regarding the relationship between these variables and customer loyalty show mixed results. Some studies found a positive and significant effect, while other studies showed a weak or even insignificant effect, especially when customers have many alternative providers.

Previous research on user experience (Tjiptodjojo et al., 2023) shows that customers have a positive experience when interacting with the products they buy. This research is also in line with (Yani & Safitri, 2022), which shows that customers remain confident in companies because of their credibility in providing products. However, this finding is inconsistent with the research conducted by (Lyvia et al., 2022), which explains the obstacles users encounter when using products. A positive customer experience can create good memories, positive memories encourage customers to share experiences with others (Arliyah & Vania, 2025). Research on customer trust conducted by Dhewi et al. (2020), shows that customers prefer companies that are honest and keep their promises and that companies can truly provide what customers need. Customer satisfaction and trust will be formed if the company is able to provide consistent service that meets customer expectations (Putri et al., 2020). However, this differs from (Wahyudi, 2018), which explains that behaviors such as breaking promises, excessive promotion, and offering unnecessary products actually reduce customer trust. These behaviors create a negative impression and make customers doubt the company's credibility.

In addition to user experience and customer trust, switching barriers are also considered an important factor in explaining customer loyalty. Switching barriers reflect customers' perceptions of the costs, risks, and inconveniences of switching to another provider. Research conducted by (Rachmawati & Mohaidin (2019a) shows that users tend to remain loyal when they feel that the price they pay is

commensurate with the benefits they receive (value for money) and when they believe that other providers do not offer significant advantages over their current provider. However, these findings differ from those of (Fatwa et al., 2024), who found that customers switch to other providers when their interaction with the product does not meet their expectations, thereby affecting customer loyalty. Research conducted by (Wijayanti et al. (2024) shows that consumers who feel that other brands offer more innovative products that suit customer needs are more likely to switch. The lack of innovation on the part of stores is a major factor that increases customers' desire to look for alternatives.

Based on this review, there are still gaps in research related to the role of switching barriers as a mediating variable in the relationship between user experience, customer trust, and customer loyalty. Most previous studies have focused on digital and telecommunications services, while empirical studies on non-digital MSMEs, especially in the local furniture industry, are still relatively limited. In fact, the characteristics of customer interactions, purchasing processes, and long-term relationships in this sector have different dynamics. Therefore, this study aims to analyze the influence of user experience and customer trust on customer loyalty with switching barriers as mediating variables in local furniture MSMEs, specifically UD Mebel Sumber Makmur in Pasuruan City. This study is expected to provide empirical contributions to enrich the literature in the field of marketing, especially in the context of non-digital SMEs.

B. LITERATURE REVIEW

User Experience

In modern business, understanding customer perception is very important. One aspect that needs to be considered is how customers feel about their interaction with the products they use. This is conveyed by (Marques et al., 2021), who explain that user experience is not just a matter of ease of use (usability), but also how that experience can evoke positive feelings such as satisfaction, comfort, and emotional meaning. Thus, user experience plays a vital role in forming an emotional connection between consumers and products. The better the user experience, the greater the likelihood that consumers will feel satisfied and ultimately loyal to the product.

The main indicators of user experience include the product must be useful in meeting user needs (useful), the visual appearance of the product must be attractive and easy to understand or translated (desirable), the product is easy to find or access (findable), and the product is able to provide value or satisfaction to users (valuable) (Rahmadiansyah et al., 2020).

Customer Trust

In the relationship between companies and customers, trust is a key element in business sustainability. Without trust, it will be difficult for companies to establish long-term relationships with customers. According to Mowen and Minor (2012), customer trust is all the knowledge and conclusions that consumers have about an object, its attributes, and its benefits. Trust is formed from the information that consumers have and how they draw their own conclusions about a product, service, or company. Trust is realized when the desired product meets customer expectations.

The main indicators of customer trust include the belief that the company has the ability and expertise to run its business (competence), the belief that the company will deliver what it promises in terms of product quality (honesty), the belief that the company is honest and transparent in its transactions (durability), and the company's ability to complete the entire process within the agreed time frame (timeliness) (Novendra, 2024).

Customer Loyalty

In the business world, customer loyalty has become one of the main goals for companies. Customer loyalty includes individuals who consistently make repeat purchases in the future (Listya, 2025). This not only creates satisfaction for customers, but can also build long-term relationships with the company. According to (Mulyono et al. (2018), customer loyalty is a deep commitment to consistently make repeat purchases of a favorite product or service in the future, which leads to repeat purchases of the same brand.

The main indicators of customer loyalty include Repeat purchases, which is how often customers purchase the same product from the company within a certain period of time, retention (retention): The extent to which customers remain loyal despite negative influences regarding a company, recommending to others (referrals): The willingness of customers to speak positively about a product

or company to others, and primary choice or preference: The company becomes the primary choice or the first that comes to mind when customers need it.

Switching Barrier

Switching barriers are obstacles perceived by customers when switching to another provider. According to (Supriyanto & Ernawati, 2010), switching barriers are efforts made by a company to create impediments to switching to another service provider, so that consumers are reluctant to incur greater costs if they switch. Supriyanto and ernawaty (2010, as cited in Slamet et al., 2019) Switching Barrier is an effort by a company to create obstacles to switching to another service provider, so that consumers are reluctant to lose because they would need to spend more money if they switch.

The main indicators of the switching barrier variable include the extent to which customers feel that switching to another store or provider will incur certain costs, time, effort, or inconvenience (perceived switching costs), the extent to which customers believe that no other store is able to offer more attractive products, prices, or services than the store they currently choose (perceived lack of alternatives), and social relationship barriers, namely strong social relationships that create emotional attachment, making customers reluctant to switch to another store, even though there may be cheaper offers elsewhere (Thomas A. Burnham, 2003).

Conceptual framework

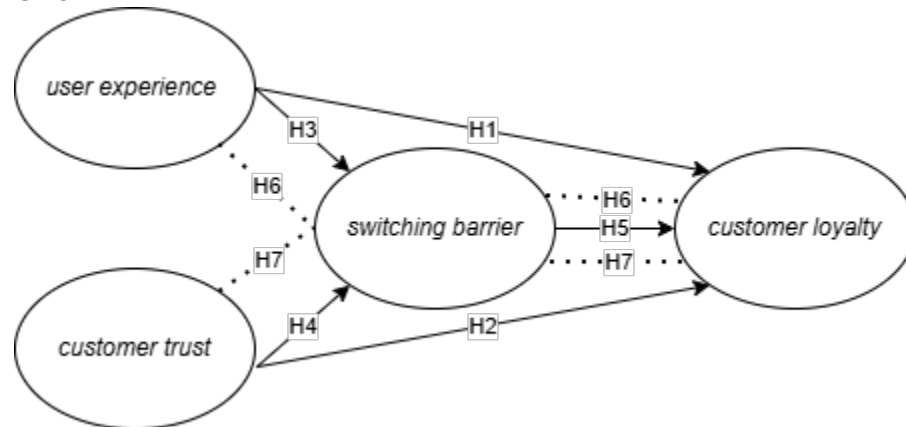


Figure 1. conceptual framework

H1: User experience affects customer loyalty among customers at UD Mebel Sumber Makmur Pasuruan.

H2: Customer trust affects customer loyalty among customers at UD Mebel Sumber Makmur Pasuruan.

H3: Switching barriers influence customer loyalty among customers at UD Mebel Sumber Makmur Pasuruan.

H4: User experience affects switching barriers among customers at UD Mebel Sumber Makmur Pasuruan.

H5: Customer trust affects switching barriers among customers at UD Mebel Sumber Makmur Pasuruan.

H6: User experience indirectly affects customer loyalty through switching barriers among customers at UD Mebel Sumber Makmur Pasuruan.

H7: Customer trust indirectly affects customer loyalty through switching barriers among customers at UD Mebel Sumber Makmur Pasuruan.

C. METHODOLOGY OF RESEARCH

This study uses a quantitative approach with an associative research type, which aims to explain, explore, and test the relationship between two or more variables (Sugiyono, 2019). This approach was chosen because it is suitable for testing the influence of user experience and customer trust on customer loyalty by considering switching barriers as a mediating variable. The data sources in this study consist of primary data obtained directly from respondents. Data was collected by distributing questionnaires with a Likert scale measurement to customers of UD Mebel Sumber Makmur who met certain criteria, such as having used UD Mebel Sumber Makmur Pasuruan products at least twice, having interacted

directly with store services, such as viewing catalogs, placing orders, or consulting about products, and being customers residing in East Java Province.

The sampling technique used was purposive sampling with a sample size of 97 respondents, which was considered to have met the requirements of the Issac and Michael formula with a sampling error rate of 5%. Data analysis used the Structural Equation Modeling–Partial Least Squares (SEM PLS) method with the help of SmartPLS version 3 software.

D. RESULT AND DISCUSSION

A. Research Result

A. Research Results The questionnaire results distributed by the author to respondents showed that the respondents resided in various areas of East Java Province, with 47% in Pasuruan, 11% in Malang, Surabaya 9%, Jember (4%), Sidoarjo (4%), Gresik (3%), Kediri (2%), Jombang (2%), Madura (2%), Bondowoso (2%), Mojokerto (2%), Tulungagung (1%), Banyuwangi (1%), Batu (1%), Blitar (1%), Madiun (1%), Situbondo (1%), and Lamongan (1%). Respondents were male 72% and female respondents 28%. Based on the age of the respondents, 8% were aged 18-25 years, 34% were aged 26-35 years, 30% were aged 36-45 years, 21% were aged 46-55 years, and 7% were aged >55 years.

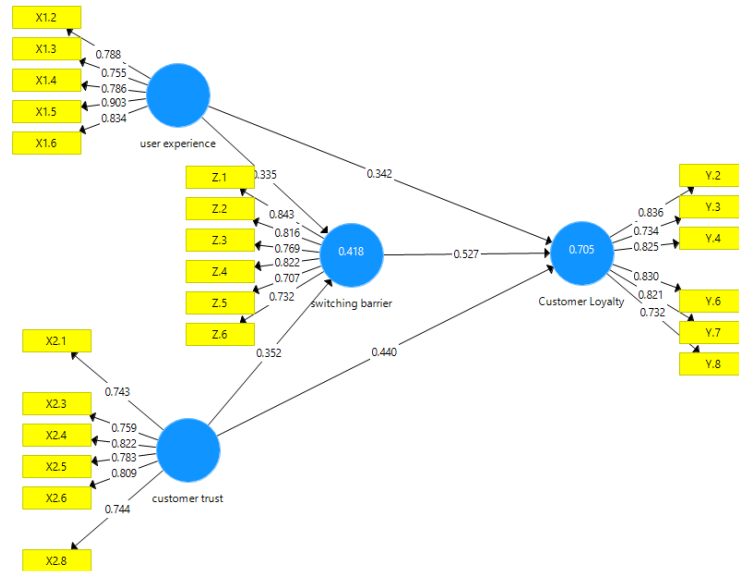


Figure 1. Outer Model

1. Testing the measurement model (outer model)

The outer model in the measurement model is used to test the suitability between the constructs and variables used in the study, with indicators that describe the phenomenon specifically. This test was conducted using SmartPLS 3, using validity and reliability tests.

Table 1. Loading Factor

	<i>User experience</i>	<i>Customer trust</i>	<i>Customer loyalty</i>	<i>Switching barrier</i>
X1.2	0.788			
X1.3	0.755			
X1.4	0.786			
X1.5	0.903			
X1.6	0.834			
X2.1		0.743		
X2.3		0.759		
X2.4		0.822		
X2.5		0.783		
X2.6		0.809		

X2.8	0.744	
Y2		0.836
Y3		0.734
Y4		0.825
Y6		0.830
Y7		0.821
Y8		0.732
Z1		0.843
Z2		0.816
Z3		0.769
Z4		0.822
Z5		0.707
Z6		0.732

Sumber: data diolah dengan SmartPLS 3.0 (2026)

Based on the table above, the loading factor calculation results show that all variable values above can be considered valid because they meet the correlation requirements, namely having a loading factor value >0.70 . In addition to being seen from the outer loading value, convergent validity can also be used to see the validity of an indicator. The convergent validity value can be seen in Table 2.

Table 2. Validitas Konvergen (AVE)

Indikator	Average Variance Extracted (AVE)	Keterangan
User Experience (X1)	0.664	Valid
Customer Trust (X2)	0.604	Valid
Customer Loyalty (Y)	0.636	Valid
Switching Barrier (Z)	0.613	Valid

Sumber: data diolah dengan SmartPLS 3.0 (2026)

From the table above, the ave value can be said to have good convergent validity because all values are greater than 0.5. After testing validity, the next step is to measure the internal consistency reliability of the construct using Cronbach's alpha, rho_a, and composite reliability values, each with a minimum value of 0.7. Table 3 shows the reliability test results.

Table 3. cronbach's alpha dan composite reliability

	cronbach's alpha	rho_a	composite reliability
Customer Loyalty	885	890	913
Customer Trust	869	869	901
Switching Barrier	873	876	905
User Experience	872	877	908

Sumber: data diolah dengan SmartPLS 3.0 (2026)

Based on the table above, it shows that all Cronbach's alpha and composite reliability values exceed the minimum value of 0.7, which means that all constructs in this study have met the reliability criteria and can be trusted for use in structural model analysis. With these results, it can be concluded that the data in this study is consistent and reliable to support decision making related to the variables of User Experience (X1), Customer Trust (X2), Customer Loyalty (Y), and Switching Barrier (Z). In the next test, discriminant validity was tested through the Heterotrait-Monotrait Ratio (HTMT). This can be seen in Table 4.

Table 4. HTMT

Customer Loyalty	Customer Trust	Switching Barrier	User Experience
-------------------------	-----------------------	--------------------------	------------------------

Customer Loyalty	0.802		
Customer Trust		0.698	
Switching Barrier	0.884		
User Experience	0.767	0.883	0.688

Sumber: data diolah dengan SmartPLS 3.0 (2026)

Based on the table above, the results of the Heterotrait-Monotrait Ratio (HTMT) analysis show a measurement value of < 0.90 , which is considered good and indicates that discriminant validity has been achieved. This indicates that each variable in this research model has good discriminant validity, meaning that each variable is able to measure different concepts uniquely and there is no overlap between constructs.

2. Structural model testing (Inner Model)

The inner model is used to predict the relationship between latent variables and is a structural model designed to measure the causal relationship between latent variables. Measurements in the inner model can be done through the R-Square test, Goodness of fit test, and Hypothesis test, which are used to assess how well the structural model is constructed.

Table 5. R-Square Test

	R²
Customer Loyalty (Y)	0.705
Switching Barrier (Z)	0.418

Sumber: data diolah dengan SmartPLS 3.0 (2026)

Based on the table above, it shows that the research model has a fairly strong ability to explain the variation in the customer loyalty variable, with an R^2 of 0.705, which is included in the second category, namely R^2 Value $\geq 0.50 - 0.75$, and a weak ability to explain the variation in the switching barrier variable, with an R^2 of 0.418, which falls into the third category, namely $R^2 \geq 0.25$. The next test is the F-Square test to determine the magnitude of the influence or contribution of independent variables to dependent variables. The F-Square value is considered low if it is only 0.02, moderate if it is 0.15, and large if it is 0.35. This can be seen in Table 6.

Table 6. F-Square Test

	Customer Loyalty	Switching Barrier
Customer Loyalty		
Customer Trust	0.081	0.086
Switching Barrier	0.547	
User Experience	0.035	0.078

Sumber: data diolah dengan SmartPLS 3.0 (2026)

Based on the table above, it is known that the F-Square table value for customer trust towards customer loyalty is 0.081, user experience towards customer loyalty is 0.035, and switching barrier towards customer loyalty is 0.547. The relationship between customer trust and switching barrier is 0.086, and user experience towards switching barrier is 0.078. The results with sufficiently strong test values are found in the relationship between switching barriers and customer loyalty, while the other relationships still have low values. Further Q-Square testing can be seen in Table 7.

Table 7. Q-Square Test

Variabel	Q-Square
Customer loyalty	0.431
Switching barrier	0.244

Sumber: data diolah dengan SmartPLS 3.0 (2026)

Based on the table above, it shows that the research model has good predictive ability for the Customer Loyalty and Switching Barrier variables, as indicated by both variables obtaining a Q-Square value of more than 0. The value of the customer loyalty variable has a

high/strong level of relevance because the Q^2 value is ≥ 0.35 . The value of the Switching Barrier variable has a moderate level of relevance because $0.15 \leq Q^2 < 0.35$. Furthermore, hypothesis testing is conducted to examine the statistical significance of the relationship between variables, which forms the basis for accepting or rejecting the research hypothesis. This can be seen in Table 8.

Table 8. Direct Effect Test

	Original sample	Sample mean	Standart deviation	T-Statistic	P Values
X1 – Y	0.166	0.176	0.108	1.537	0.125
X1 – Z	0.335	0.343	0.107	3.144	0.002
X2 – Y	0.255	0.251	0.109	2.329	0.020
X2 – Z	0.352	0.358	0.103	3.415	0.001
Z – Y	0.527	0.523	0.102	5.174	0.000

Sumber: data diolah dengan SmartPLS 3.0 (2026)

Based on the table above, it can be seen that the table showing the relationship between User Experience (X1) and Customer Loyalty (Y) has an original sample value of 0.166, which indicates that the direction of the relationship is positive. Then, the t-statistic value is 1.537, which is smaller than the t-table value of 1.96, so the relationship is not significant. In addition, the p-value is 0.125, which is greater than 0.05. Therefore, the hypothesis that "User Experience affects Customer Loyalty" is rejected.

The relationship between User Experience (X1) and Switching Barrier (Z) has an original sample value of 0.335, which indicates that the direction of the relationship is positive. Then, the t-statistic value is 3.144, which is greater than the t-table value of 1.96, so the relationship is significant. In addition, the p-value is 0.002, which is less than 0.05. Therefore, the hypothesis stating that "User Experience affects Switching Barrier" is accepted.

The relationship between Customer Trust (X2) and Customer Loyalty (Y) has an original sample value of 0.255, which indicates that the direction of the relationship is positive. Then, the t-statistic value is 2.329, which is greater than the t-table value of 1.96, so the relationship is significant. In addition, the p-value is 0.020, which is less than 0.05. Therefore, the hypothesis stating that "Customer Trust affects Customer Loyalty" is accepted.

The relationship between Customer Trust (X2) and Switching Barrier (Z) has an original sample value of 0.352, indicating that the direction of the relationship is positive. Then, the t-statistic value is 3.415, which is greater than the t-table value of 1.96, so the relationship is significant. In addition, the p-value is 0.001, which is less than 0.05. Therefore, the hypothesis stating that "Customer Trust affects Switching Barrier" is accepted.

The relationship between Switching Barrier (Z) and Customer Loyalty (Y) has an original sample value of 0.527, indicating that the direction of the relationship is positive. Then, the t-statistic value is 5.174, which is greater than the t-table value of 1.96, so the relationship is significant. In addition, the p-value is 0.000, which is less than 0.05. Therefore, the hypothesis stating that "Switching Barrier affects Customer Loyalty" is accepted.

Table 9. Specific Indirect Effects Test

	Original sample	Sample mean	Standart deviation	T-Statistics	P Value
X1 – Z – Y	0.176	0.177	0.072	2.910	0.004
X2 – Z – Y	0.186	0.189	0.061	2.578	0.010

Sumber: data diolah dengan SmartPLS 3.0 (2026)

Based on the table above, it shows that switching barriers significantly mediate the relationship between user experience and customer loyalty, with a T-statistic value of 2.910 and a P-value of 0.004. Furthermore, in the relationship between customer trust and customer loyalty, with a T-statistic value of 2.578 and a P-value of 0.010, this indicates that switching barrier acts as an important mediating variable in enhancing the relationship between user experience and customer trust towards customer loyalty.

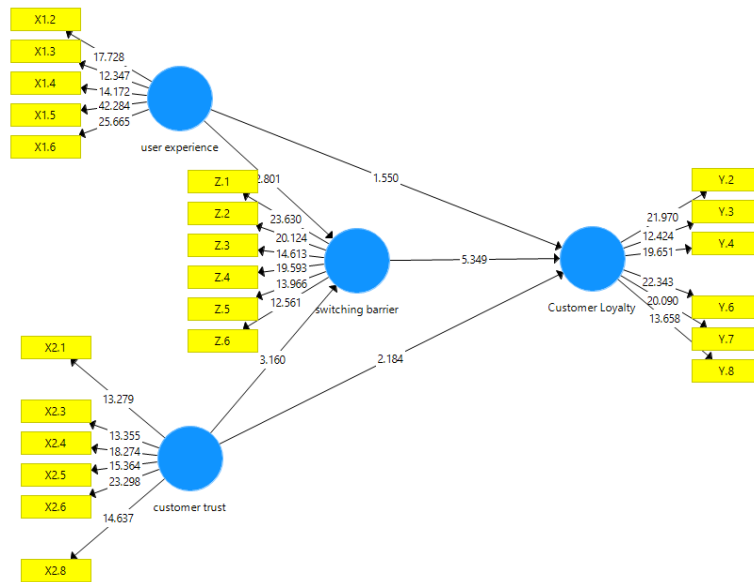


Figure 2. Bootstrapping Result

Discussion

The influence of user experience on customer loyalty among customers of UD Mebel Sumber Makmur Pasuruan

The test results show that user experience has a positive but insignificant effect on customer loyalty. This finding indicates that a good customer experience does not necessarily directly shape customer loyalty. Research conducted by (Tjiptodjojo et al., 2023) explains that user experience encompasses aspects of product usability, ease of use, value, and appeal that can influence customer attitudes. Positive experiences gained by customers can shape a high level of loyalty to the products they use. However, the results of field research show that in the context of the furniture industry, customer experience is not yet a major determinant in creating loyalty. This issue is in line with the findings (Lyvia et al., 2022) that user experience can become negative when customers encounter obstacles such as functional disruptions, system errors, or suboptimal features, which can reduce customer comfort and loyalty.

In the theory of planned behavior proposed by Ajzen, it is explained that a person's behavior is influenced by intention, which is partly formed by attitudes toward the behavior. Customer experience is basically related to how customers evaluate their experiences when interacting with the products or services they receive. However, the results of this study, although showing that customers have a good experience, are not sufficient to directly strengthen their intention of loyal behavior towards the store.

Furniture products are high-involvement products or require careful consideration from consumers before they decide to buy. Therefore, customers tend to consider other factors such as price, long-term needs, and alternative stores before showing their loyalty to a store. This is certainly related to the lowest value item in the value-added items in the product in increasing customer comfort. This shows that even though the products are considered functional and suitable for their needs, some customers do not fully feel the additional advantages that distinguish UD Mebel Sumber Makmur from other furniture stores. As a result, the experience felt by customers is still standard and not strong enough to directly encourage customer loyalty.

The influence of customer trust on customer loyalty among customers of UD Mebel Sumber Makmur Pasuruan

Based on the test results obtained, customer trust has a positive and significant effect on customer loyalty, so the second hypothesis is accepted. These findings show that customer trust is an important and decisive factor in the formation of customer loyalty. The higher the level of trust that customers have, the more likely they are to stay and establish long-term relationships with stores. Research conducted by (Dhewi et al., 2020) states that customers prefer companies that are honest and

keep their promises and that companies can provide what customers really needed by customers. This is also reinforced by (Permana et al., 2020) that trust arises when customers believe in the reliability and integrity of the company. When customers believe that the company is honest, consistent, and responsible, they will feel safe to continue buying. Trust can create a sense of security and confidence in the company, so that when customers return, they will not hesitate to make repeat purchases.

In the theory of planned behavior proposed by Ajzen, it is explained that a person's behavioral intention is influenced by subjective norms, which are related to the beliefs and social influence of customers in decision-making. Customer trust reflects the customer's belief in the ability and integrity of the store in establishing relationships with customers. When customers have a high level of trust, it can strengthen their intention to maintain a relationship with the store, which can create loyalty.

Based on the customer trust items, the question with the highest rating was related to the store's honesty in conveying product information and fulfilling agreements. This honesty makes customers feel confident and comfortable, thereby encouraging long-term relationships with customers to make repeat purchases or recommend UD Mebel Sumber Makmur to others.

The influence of switching barriers on customer loyalty among customers of UD Mebel Sumber Makmur Pasuruan

The results of testing the third hypothesis show that switching barriers have a positive and significant effect on customer loyalty, so the third hypothesis can be accepted. These findings show that switching barriers play a role in maintaining customer loyalty. The higher the customer's perception of switching barriers, the less likely they are to switch to another provider. This is in line with (Zargar & Famanesh, 2021), switching barriers arise when customers feel that switching to another provider will incur costs, time, and inconvenience because customers have to readjust to the product or store. The results of the study show that UD Mebel Sumber Makmur customers have a bond that makes them reluctant to switch to other providers. This is certainly supported by the highest rating item related to the store's understanding of customer needs. This understanding creates a more personal relationship between customers and the store, so that customers feel comfortable and are reluctant to look for alternative stores. This condition certainly strengthens the loyalty of UD Mebel Sumber Makmur Pasuruan customers even though there are other furniture store options on the market.

The influence of user experience on switching barriers among customers of UD Mebel Sumber Makmur Pasuruan

The results of testing the fourth hypothesis show that user experience has a positive and significant effect on switching barriers among customers of UD Mebel Sumber Makmur Pasuruan, so the fourth hypothesis can be accepted. These findings show that a good customer experience can create barriers to switching, so that customers are reluctant to switch to other furniture stores. This is in line with the findings of (Rachmawati & Mohaidin, 2019), who found that users tend to remain loyal when they feel that the price they pay is in line with the benefits they receive. Customers are also reluctant to leave a service that they feel is suitable, especially when other alternatives do not offer the same advantages as the store. The results show that in the field, customers experience positive experiences, such as ease of ordering, ease of finding the products they are looking for, ease of obtaining product information, and product designs that suit customer tastes. These results are in line with (Indira, 2020) which states that user experience has a positive effect on switching barriers because a good user experience can create emotional, social, and economic attachment to the service provider.

The influence of customer trust on switching barriers among customers of UD Mebel Sumber Makmur Pasuruan

The results of the study show that customer trust has a positive and significant effect on switching barriers, thus accepting the fifth hypothesis. These findings show that customer trust can create rational switching barriers, because trust makes customers feel comfortable and reluctant to take the risk of switching to another provider. This is in line with the findings of (Dhewi et al., 2020), who found that customers tend to stay because they feel that the company is always honest and keeps its promises. Research by (Nopritayani & Nopiyan, 2023) shows that customer trust has an important

influence on switching barriers, because trust creates a sense of security, confidence, and emotional dependence that makes customers reluctant to switch to other providers. Companies can also truly satisfy customers well so that they trust and are reluctant to switch to other providers. Findings in the field also show that high trust can build long-term relationships with customers, which is also supported by the highest scores in the aspects of honesty and competence (expertise) of the store in strengthening customer trust in the company. This condition makes customers potentially worried and uncertain if they switch to other providers, so customer trust plays an important role in creating switching barriers.

The influence of switching barriers on user experience and customer loyalty among customers of UD Mebel Sumber Makmur Pasuruan

The results of the study show that user experience has an indirect and significant effect on customer loyalty through switching barriers, so this hypothesis can be accepted. These findings indicate that customer experience can indirectly shape loyalty, but first it must create barriers to switching. This study is in line with that conducted by Rachmawati & Mohaidin, (2019), which found that customers are loyal to a company not because of emotional satisfaction, but because of considerations of the costs, time, and effort required to find new services. The highest ratings for several items on the purchased product indicate that the product has functions that are truly needed by customers and a product design that is easy to understand and suits customer tastes. This shows that customers of Sumber Makmur Furniture feel that the products offered are suitable and that the products have met their expectations well. This positive experience makes customers feel that the store understands their needs. The store's understanding of customer needs creates a more personal relationship and makes customers feel valued.

The mediating effect of switching barriers on user experience and customer loyalty among customers of UD Mebel Sumber Makmur Pasuruan

The results of the study show that customer trust has an indirect and significant effect on customer loyalty through switching barriers, so this hypothesis can be accepted. These findings indicate that customer trust can indirectly shape customer loyalty, but switching barriers must be created. This study is in line with (Dhewi et al., 2020), where customers who trust service providers tend to remain loyal because they have emotional attachment and user comfort. Field results show the same thing, where customers trust store staff in providing information and transaction transparency. In addition, customers are confident that Toko Mebel Sumber Makmur Pasuruan is able to provide quality products and also handle customer requests and inquiries. This certainly makes customers feel that the store truly understands their needs, thereby creating a long-term relationship between customers and UD Mebel Sumber Makmur Pasuruan.

E. CONCLUSIONS

The purpose of this research is to analyze the influence of customer experience and customer trust on customer loyalty with switching barriers as a mediating variable in the customers of Sumber Makmur furniture store in Pasuruan. Based on the conducted research, it shows that customer loyalty in the furniture industry is influenced by the level of customer trust as well as the perception of barriers to switching to other providers. Customer trust has been proven to build long-term relationships with customers, while switching barriers play a role in strengthening customers' tendency to remain with the same provider. On the other hand, user experience cannot directly shape customer loyalty, but it is reinforced by the role of switching barriers, which can ultimately increase loyalty indirectly. This finding shows that for high involvement product purchases, customer loyalty is formed not only from the experience of using the product but also from the provider's capability and the perception of risk and inconvenience when having to switch to another provider.

The findings of this study imply that furniture business operators need to prioritize efforts to build customer trust through product information, price consistency, meeting product quality standards, and order fulfillment times. Enhancing customer experience should also be considered by ensuring that the products offered meet customer needs, making it easy for customers to find the desired products,

and improving staff professionalism and honesty in providing information regarding prices and product conditions. Interpersonal relationships between customers and the store should be maintained to foster closeness, which ultimately can strengthen switching barriers and sustain customer loyalty in the long term. Further research is recommended to develop the research model by adding other variables such as customer satisfaction, product quality, service quality, price perception, and to expand the research object to the furniture industry to make it more complex.

F. REFERENCES

- Anggraini, F., & Budiarti, A. (2020). Pengaruh Harga , Promosi , Dan Kualitas Pelayanan Terhadap Loyalitas *Jurnal Pendidikan Ekonomi (JUPE)*, 08, 86–94. <https://doi.org/https://doi.org/10.26740/jupe.v8n3.p86-94>
- Arliyah, R. S., & Vania, A. (2025). Pengaruh Kepuasan Konsumen dan Pengalaman Pelanggan terhadap Loyalitas Pelanggan dengan Minat Beli Ulang sebagai Variable Intervening. *Jurnal Ilmiah Ekonomi Dan Bisnis*, 3(4), 1045–1054.
- Deng, Z., Lu, Y., Kee, K., & Zhang, J. (2010). International Journal of Information Management Understanding customer satisfaction and loyalty : An empirical study of mobile instant messages in China. *International Journal of Information Management*, 30(4), 289–300. <https://doi.org/10.1016/j.ijinfomgt.2009.10.001>
- Dhewi, T. S., Prohimi, A. H. A., Wilujeng, I. P., & Wahyudi, H. D. (2020). Does Switching Barriers Mediate The Influence Of Customer Trust to Customer Loyalty. *International Journal of Business, Economics and Law*, 23(1), 315–321. <https://ijbel.com/wp-content/uploads/2020/12/IJBEL23-262.pdf>
- Emma Soraya. (2022). The Competitiveness of the Indonesian Furniture Industry in Global. *Jurnal Ilmu Kehutanan*, 16(2), 152–158. <https://doi.org/10.22146/jik.v16i2.1535>
- Fatwa, M., Alfarizi, R., Dani, P., Kuncoro, H., & Isnaeni, S. (2024). *Analisis User Experience pada Aplikasi Mobile SIA Universitas Teknologi Yogyakarta Dengan Metode User Experience Questionnaire*. 17(1), 48–55.
- Indira, R. (2020). Importance-Performance (IPMA) Analysis of Loyalty in Indonesia Cellular Operator During COVID-19 Pandemic. *Manajemen Teknologi*, 19(2), 177–195. <https://doi.org/10.12695/jmt.2020.19.2.5>
- Listya, A. T. (2025). *Pengaruh Gaya Hidup , User Experience , dan Value Proposition Terhadap Loyalitas Pelanggan Apple (Studi Kasus Pada Mahasiswa Fakultas Ekonomi dan Bisnis Serta Fakultas Vokasi Universitas Negeri Yogyakarta)*. 1, 105–123.
- Lyvia, L., Raudhina, M. H., & Lamria, S. (2022). *The Effect of Customer Experience , Trust and Satisfaction on Customer Loyalty : Empirical study on Bca Mobile Banking Users*. 1(2), 49–53.
- Marques, L., Matsubara, P. G., Nakamura, W. T., Ferreira, B. M., Wiese, I. S., Gadelha, B. F., Zaina, L. M., Redmiles, D., & Conte, T. U. (2021). *Understanding UX Better : A New Technique to Go beyond Emotion Assessment*. 1–26.
- Mulyono, Hardi, Helmi, & Syafrizal. (2018). e-CRM and loyalty : a mediation effect of customer experience and satisfaction in online transportation of Indonesia. *Academic Journal of Economic Studies*, 4 (3), 96–105. https://savearchive.zbw.eu/bitstream/11159/2500/1/1037064321.pdf?utm_source=chatgpt.com
- Nopritayani, N. P. E., & Nopiyani, P. E. (2023). Pengaruh Kepuasan , Kepercayaan

- dan Switching Barrier Terhadap Loyalitas Pelanggan pada GraPari Mitra Singaraja (PT . Telkomsel). *Jnana Satya Dharma*, 11(2), 79–87.
<https://doi.org/https://doi.org/10.55822/jnana.v11i2.363>
- Novendra, S. A. (2024). *Pengaruh Sosial Media dan Kepercayaan Konsumen Terhadap Keputusan Pembelian Platform Tokopedia di Tangerang Selatan*. 1(1), 347–359. <https://doi.org/https://doi.org/10.61132/prosemnasimkb.v1i1.27>
- Owo. (2019). *Hambatan Industri Mebel dan Kerajinan Dibahas*. Harian Ekonomi. <https://www.neraca.co.id/article/120756/hambatan-industri-mebel-dan-kerajinan-dibahas>
- Permana, I., Putra, K., Hidayah, S., & Achmad, G. N. (2020). *The Effect Of Customer Value And Customer Trust On Satisfaction And Customer Loyalty Pt Samator Gas Industri Samarinda Seberang*. 2020(2), 151–160.
- Putri, K. A. S., Vania, A., & Fikriah, N. L. (2020). Pengaruh Kualitas Layanan Terhadap Kepuasan Pelanggan Dengan Kepercayaan Pelanggan Sebagai Variabel Mediasi Pada Ukm Kharisma Sejahtera. *Journal Industrial Engineering & Management Research (Jiemar)*, 1(2), 140–152.
- Rachmawati, I., & Mohaidin, Z. (2019a). *The Roles of Switching Barriers and Corporate Image between user Experience and Loyalty in Indonesia Mobile Network Operators*. February, 48–57.
- Rachmawati, I., & Mohaidin, Z. (2019b). *Understanding the Mediating Roles of Satisfaction and Switching Barriers on User Experience and Loyalty Chain in Indonesia GSM Operators*. 65(Icebef 2018), 482–491.
- Rahmadiansyah, R., Rokhmawati, R. I., & Az-zahra, H. M. (2020). Evaluasi User Experience Pada Aplikasi Programming HUB Menggunakan Indikator UX Honeycomb. *Jurnal Pengembangan Teknologi Informasi Dan Ilmu Komputer*, 4(7), 2186–2194. <https://j-ptiik.ub.ac.id/index.php/j-ptiik/article/view/7570>
- Sabani, H. M. K., & Fikriah, N. L. (2025). *Pengaruh Visual Appeal dan Subjective Norms terhadap Impulse Buying dengan Dimediasi oleh Perceived Enjoyment dan Dimoderasi oleh User Experience (Studi pada pengguna ShopeePAY di Kota Malang)*. 37(1), 18–44.
- Slamet, Munir, M., & Hasan, I. (2019). *Analisis Faktor Persepsi Nasabah Bank Konvensional dan Switching Barriers Ke Bank Syariah*. 15(2), 181–196.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta, Bandung.
- Supriyanto, S., & Ernawati. (2010). *Pemasaran Industri Jasa Kesehatan*. Penerbit Cv. Alfabeta.
- Thomas A. Burnham, J. K. F. & V. M. (2003). Consumer switching costs: A typology, antecedents, and consequences. *Journal of the Academy of Marketing Science*, 31(March 2003), 109–126.
<https://doi.org/https://doi.org/10.1177/0092070302250897>
- Tjiptodjojo, K. I., Kurniawati, K., Setyawan, S., & Saputri, A. N. (2023). The effect of user experience on customer loyalty mediated by customer satisfaction. *Enrichment: Journal of Management*, 12(March 2020).
- Torino. (2023). *Industri Furnitur dan Kayu Optimis Hadapi Peluang dan Tantangan Pasca Pandemi*. Business Investment. <https://bisnisdaninvest.com/2023/08/25/industri-furnitur-dan-kayu-optimis-hadapi-peluang-dan-tantangan-pasca-pandemi/>

- Wahyudi, S. (2018). Pengaruh Kepercayaan Terhadap Loyalitas Konsumen Yang Memunculkan Distrust. *Journal Criminology*, 3.
<https://doi.org/https://doi.org/10.25299/sisilainrealita.2018.3721>
- Wijayanti, E., Sari, D. komala, & Supardi. (2024). Can Brand Switching Of Consumers Of The Originote Skincare Products In Sidoarjo Be Influenced By Electronic Word Of Mouth (E-Wom), Variety Seeking , And Service Quality ? *Al Tijarah*, 10(2), 156. <https://doi.org/10.21111/at.v10i2.14274>
- Yani, A. S., & Safitri, N. C. (2022). The Effect of Customer Trust and Satisfaction on Customer Loyalty Moderated by Service Quality. *Budapest International Research and Critics Institute-Journal*, 11(4), 14358–14372.
<https://doi.org/https://doi.org/10.33258/birci.v5i2.5303>
- Zargar, P., & Famanesh, P. (2021). Satisfaction and Loyalty in Local Food Festival : Do Switching Barriers Matter ? *Journals.Sagepub*, 11(4), 1–10.
<https://doi.org/10.1177/21582440211050382>