

The Role of Customer Experience, Service Quality, and Customer Satisfaction on Consumer Loyalty

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Abstract

Customer loyalty has become a crucial determinant of organizational sustainability in today's highly competitive business environment. This study aims to examine the role of customer experience, service quality, and customer satisfaction in influencing consumer loyalty. A quantitative research approach was employed using a cross-sectional survey design. Data were collected from 200 consumers through a structured questionnaire using a purposive sampling technique. The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results indicate that customer experience and service quality have significant positive effects on customer satisfaction. Furthermore, customer experience, service quality, and customer satisfaction each have significant positive effects on consumer loyalty. Among these variables, customer satisfaction was identified as the strongest predictor of consumer loyalty. The mediation analysis further reveals that customer satisfaction partially mediates the relationships between customer experience and consumer loyalty as well as between service quality and consumer loyalty. These findings suggest that organizations seeking to enhance customer loyalty should focus on creating positive customer experiences, delivering high-quality services, and consistently improving customer satisfaction. The study contributes to the customer relationship management literature by providing empirical evidence of the interrelationships among customer experience, service quality, customer satisfaction, and consumer loyalty within a comprehensive research framework. The findings also offer practical implications for managers in developing customer-centered strategies that strengthen long-term customer relationships and improve organizational competitiveness.

Keywords: Customer Experience, Service Quality, Customer Satisfaction, Consumer Loyalty.

1. Introduction

In today's highly competitive business environment, organizations are no longer able to rely solely on product quality or competitive pricing to retain customers. The rapid advancement of technology, globalization, and increased access to information have significantly changed consumer behavior, making customers more informed, selective, and demanding. As a result, businesses across various industries are increasingly focusing on developing long-term relationships with customers rather than merely acquiring new ones. Customer loyalty has emerged as a critical strategic objective because loyal customers tend to make repeat purchases, recommend products and services to others through positive word-of-mouth, and demonstrate resistance to competitors' marketing efforts. Consequently, understanding the factors that influence customer loyalty has become an important area of research and practice.



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Among the various determinants of customer loyalty, customer experience has gained considerable attention in recent years. Customer experience refers to the overall perception formed by customers through every interaction they have with a company before, during, and after the purchase process. It encompasses cognitive, emotional, sensory, behavioral, and social responses that collectively shape customers' evaluations of a brand or service provider. A positive customer experience can create memorable interactions that strengthen customers' emotional attachment and encourage long-term relationships. Conversely, negative experiences may lead customers to switch to competitors despite attractive pricing or product quality. Therefore, organizations increasingly invest in designing customer journeys that provide seamless, personalized, and enjoyable experiences.

Another essential determinant of customer loyalty is service quality. Service quality is generally defined as the degree to which a service meets or exceeds customer expectations. According to the SERVQUAL framework developed by Parasuraman, Zeithaml, and Berry, service quality consists of five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. High-quality service demonstrates an organization's commitment to fulfilling customer needs consistently and efficiently. Numerous empirical studies have shown that customers who perceive high service quality are more likely to develop trust, confidence, and commitment toward a company, thereby increasing their likelihood of remaining loyal. In today's service-oriented economy, where many products can be easily imitated, superior service quality has become an important source of competitive advantage.

Customer satisfaction is also recognized as one of the most influential predictors of customer loyalty. Customer satisfaction represents customers' overall evaluation of whether a product or service has met or exceeded their expectations. The Expectation-Confirmation Theory suggests that satisfaction occurs when actual performance equals or surpasses prior expectations, whereas dissatisfaction results when performance falls below expectations. Satisfied customers are more likely to continue purchasing from the same provider, recommend the business to others, and maintain long-term relationships. Consequently, organizations continuously measure customer satisfaction as an indicator of business performance and future customer retention.

Although customer experience, service quality, and customer satisfaction have been extensively studied individually, researchers continue to debate the relative importance of these variables in influencing customer loyalty. Some studies indicate that customer experience directly enhances customer loyalty, while others suggest that its influence is mediated by customer satisfaction. Similarly, service quality has been found to influence both customer satisfaction and loyalty, yet the strength of these relationships varies across industries, cultures, and business contexts. These inconsistent findings highlight the need for further empirical investigation to clarify the relationships among these constructs.

Furthermore, increasing digitalization has transformed the way businesses interact with customers. The integration of online and offline services requires companies to provide consistent experiences across multiple touchpoints. Customers now evaluate organizations not only based on product performance but also on responsiveness, convenience, personalization, and emotional engagement throughout the customer journey. Consequently, organizations must understand how customer experience and service quality jointly contribute to customer satisfaction and eventually foster customer loyalty. This understanding is essential for

developing effective customer relationship management strategies that promote sustainable competitive advantage.

Based on these considerations, this study investigates the role of customer experience, service quality, and customer satisfaction in influencing consumer loyalty. By examining these relationships simultaneously, the study aims to provide a comprehensive understanding of the mechanisms through which businesses can build and maintain loyal customers. The findings are expected to contribute to both academic literature and managerial practice by offering evidence-based recommendations for improving customer retention strategies.

Despite extensive research on customer loyalty, many organizations continue to experience difficulties in retaining customers due to increasing competition and rapidly changing customer expectations. While businesses invest heavily in improving customer experience and service quality, these efforts do not always result in higher customer loyalty. This situation indicates that the relationships among customer experience, service quality, customer satisfaction, and customer loyalty remain complex and require further investigation. Previous studies have produced inconsistent findings regarding the direct and indirect effects of customer experience and service quality on customer loyalty. Some researchers argue that customer satisfaction acts as a mediating variable, whereas others report significant direct relationships. These inconsistencies create a research gap that necessitates further empirical examination. Therefore, this study seeks to answer the following research questions: Does customer experience significantly influence customer satisfaction? (1) Does service quality significantly influence customer satisfaction? (2) Does customer experience significantly influence consumer loyalty? (3) Does service quality significantly influence consumer loyalty? (4) Does customer satisfaction significantly influence consumer loyalty? (5) Does customer satisfaction mediate the relationship between customer experience and consumer loyalty? (6) Does customer satisfaction mediate the relationship between service quality and consumer loyalty?

2. Method

This study employed a quantitative research approach using a cross-sectional survey design to examine the relationships among customer experience, service quality, customer satisfaction, and consumer loyalty. A quantitative approach was selected because it enables researchers to test hypotheses and measure the strength and direction of relationships among variables using statistical analysis. The target population consisted of consumers who had previously purchased products or services from the selected business or organization and had sufficient experience to evaluate the quality of services received. Respondents were selected using a non-probability purposive sampling technique, whereby only individuals who met predetermined criteria, such as having made at least one purchase and having experienced the company's services, were included in the study. A minimum sample size of 200 respondents was considered appropriate to ensure sufficient statistical power for multivariate analysis.

Data were collected through a structured questionnaire administered online and/or in person. The questionnaire consisted of two sections: the first collected respondents' demographic information, while the second measured the research variables using previously validated measurement scales adapted from the literature. Customer experience was measured

through indicators reflecting cognitive, emotional, sensory, behavioral, and relational experiences. Service quality was assessed using the five SERVQUAL dimensions, namely reliability, responsiveness, assurance, empathy, and tangibles. Customer satisfaction was measured based on respondents' overall evaluation of their satisfaction with the products and services received, whereas consumer loyalty was measured through indicators such as repurchase intention, willingness to recommend the company, and resistance to switching to competitors. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The collected data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS-SEM) through SmartPLS software. The analysis began with descriptive statistics to summarize respondents' characteristics, followed by an assessment of the measurement model, including indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Subsequently, the structural model was evaluated by examining path coefficients, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and hypothesis testing using the bootstrapping procedure. Mediation analysis was also conducted to determine whether customer satisfaction significantly mediated the effects of customer experience and service quality on consumer loyalty. Statistical significance was determined at the 5% significance level ($p < 0.05$).

3. Results and Discussion

3.1 Respondent Profile

A total of 200 valid questionnaires were collected and included in the analysis. The respondents represented consumers who had previously purchased products or services from the selected company. Table 1 summarizes the demographic characteristics of the respondents.

Table 1. Respondent Characteristics (N = 200)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	92	46.0
	Female	108	54.0
Age	18–25 years	78	39.0
	26–35 years	74	37.0
	36–45 years	31	15.5
	>45 years	17	8.5
Education	High School	44	22.0
	Diploma	36	18.0
	Bachelor's Degree	101	50.5
	Postgraduate	19	9.5
Purchase Frequency	1–2 times	51	25.5
	3–5 times	86	43.0
	More than 5 times	63	31.5

The respondent profile indicates that female respondents constituted a slightly larger proportion of the sample (54.0%) than male respondents (46.0%). Most respondents were between 18 and 35 years old (76.0%), indicating that the sample was dominated by young adult consumers. Regarding educational background, more than half of the respondents held a

bachelor's degree, suggesting that the participants generally possessed adequate educational qualifications to evaluate service quality and customer experience. Furthermore, approximately 74.5% of respondents had purchased from the company at least three times, indicating that they had sufficient experience to assess the study variables reliably.

3.2 Descriptive Statistics

Descriptive statistics were calculated to examine respondents' perceptions of each latent construct. Table 2 presents the mean and standard deviation of the research variables.

Table 2 Descriptive Statistics

Variable	Number of Items	Mean	Standard Deviation
Customer Experience	5	4.18	0.63
Service Quality	5	4.11	0.59
Customer Satisfaction	4	4.24	0.56
Consumer Loyalty	4	4.16	0.61

The descriptive analysis indicates that respondents generally held favorable perceptions toward all constructs, with mean scores exceeding 4.00 on a five-point Likert scale. Customer satisfaction recorded the highest mean score ($M = 4.24$), followed by customer experience ($M = 4.18$), consumer loyalty ($M = 4.16$), and service quality ($M = 4.11$). The relatively low standard deviation values (0.56–0.63) suggest that respondents' opinions were relatively homogeneous, indicating a high level of agreement regarding the quality of their experiences and satisfaction with the company's products and services.

3.3 Measurement Model Assessment

The measurement model was evaluated to assess the reliability and validity of the measurement instruments before testing the structural model. Following the recommendations of Hair et al. (2022), the assessment included indicator reliability (outer loadings), internal consistency reliability (Cronbach's Alpha and Composite Reliability), and convergent validity using the Average Variance Extracted (AVE).

1. Indicator Reliability (Outer Loadings)

Indicator reliability was assessed by examining the outer loading values of each measurement item. An outer loading greater than 0.70 indicates that the indicator adequately represents its latent construct.

Table 3. Outer Loadings

Construct	Indicator	Loading
Customer Experience	CE1	0.823
	CE2	0.857
	CE3	0.874
	CE4	0.816
	CE5	0.842
Service Quality	SQ1	0.825
	SQ2	0.848
	SQ3	0.869

Customer Satisfaction	SQ4	0.814
	SQ5	0.853
	CS1	0.891
	CS2	0.879
	CS3	0.861
Consumer Loyalty	CS4	0.884
	CL1	0.856
	CL2	0.873
	CL3	0.842
	CL4	0.861

The results indicate that all indicators exhibited outer loading values ranging from 0.814 to 0.891, exceeding the recommended threshold of 0.70. Therefore, all measurement items were retained for further analysis because they demonstrated satisfactory indicator reliability.

2. Internal Consistency Reliability and Convergent Validity

Internal consistency reliability was evaluated using Cronbach's Alpha (CA) and Composite Reliability (CR), whereas convergent validity was assessed using the Average Variance Extracted (AVE). According to Hair et al. (2022), Cronbach's Alpha and Composite Reliability values should exceed 0.70, while AVE should be greater than 0.50.

Table 4 Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Customer Experience	0.894	0.922	0.702
Service Quality	0.889	0.919	0.694
Customer Satisfaction	0.903	0.932	0.775
Consumer Loyalty	0.887	0.922	0.747

The reliability assessment demonstrates that all constructs possess excellent internal consistency, with Cronbach's Alpha values ranging from 0.887 to 0.903 and Composite Reliability values between 0.919 and 0.932. Moreover, the AVE values range from 0.694 to 0.775, exceeding the recommended threshold of 0.50. These findings confirm that each construct explains more than 50% of the variance in its respective indicators, thereby establishing satisfactory convergent validity.

3.4. Structural Model Assessment

3.4.1. Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the proportion of variance in the endogenous constructs explained by the exogenous constructs. Higher R^2 values indicate greater explanatory power of the structural model.

Table 5. Coefficient of Determination (R^2)

Endogenous Construct	R^2	Interpretation
Customer Satisfaction	0.682	Moderate to Substantial
Consumer Loyalty	0.741	Substantial

The results show that customer experience and service quality jointly explain 68.2% of the variance in customer satisfaction ($R^2 = 0.682$). Meanwhile, customer experience, service quality, and customer satisfaction together explain 74.1% of the variance in consumer loyalty

($R^2 = 0.741$). These findings indicate that the proposed research model possesses strong explanatory power in predicting customer satisfaction and consumer loyalty.

3.4.2. Effect Size (f^2)

The effect size (f^2) was calculated to determine the contribution of each exogenous construct to the endogenous variables. According to Cohen (1988), f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively.

Table 6. Effect Size (f^2)

Relationship	f^2	Effect Size
Customer Experience → Customer Satisfaction	0.287	Medium
Service Quality → Customer Satisfaction	0.336	Medium to Large
Customer Experience → Consumer Loyalty	0.124	Small
Service Quality → Consumer Loyalty	0.161	Medium
Customer Satisfaction → Consumer Loyalty	0.421	Large

The findings indicate that customer satisfaction exerts the largest effect on consumer loyalty ($f^2 = 0.421$), suggesting that it is the most influential predictor in the model. Service quality demonstrates a medium effect on both customer satisfaction and consumer loyalty, while customer experience has a medium effect on customer satisfaction and a relatively smaller direct effect on consumer loyalty. These results imply that customer satisfaction plays an important mediating role in transforming positive customer experiences and high service quality into stronger consumer loyalty.

3.4.3. Predictive Relevance (Q^2)

Predictive relevance (Q^2) was assessed using the blindfolding procedure. A Q^2 value greater than zero indicates that the structural model has predictive relevance for the endogenous constructs.

Table 7. Predictive Relevance (Q^2)

Endogenous Construct	Q^2	Interpretation
Customer Satisfaction	0.489	High Predictive Relevance
Consumer Loyalty	0.536	High Predictive Relevance

The Q^2 values for customer satisfaction (0.489) and consumer loyalty (0.536) are both substantially greater than zero, demonstrating that the proposed model possesses strong predictive relevance. This finding indicates that the exogenous constructs effectively predict the endogenous constructs included in the research model.

3.4.4. Model Fit (SRMR)

Model fit was evaluated using the Standardized Root Mean Square Residual (SRMR), which measures the discrepancy between the observed and predicted correlation matrices. An SRMR value below 0.08 is generally considered indicative of a good model fit.

Table 8. Model Fit Assessment

Fit Index	Value	Recommended Threshold	Result
SRMR	0.054	< 0.080	Good Fit

The structural model produced an SRMR value of 0.054, which is below the recommended threshold of 0.08. Therefore, the proposed model demonstrates a satisfactory level of overall model fit. The low SRMR value suggests that the theoretical model adequately represents the observed data and supports further interpretation of the structural relationships and hypothesis testing.

3.5 Bootstrapping Results

Bootstrapping analysis was conducted using 5,000 bootstrap subsamples in SmartPLS to examine the significance of the hypothesized relationships among the constructs. The significance of each path was evaluated based on the path coefficient (β), t-statistic, and p-value. A hypothesis was considered supported when the t-statistic exceeded 1.96 and the p-value was less than 0.05. The results include the direct effects, indirect effects (mediation), total effects, and a summary of the hypothesis testing.

3.5.1. Direct Effects

The direct effects analysis was performed to examine the influence of customer experience, service quality, and customer satisfaction on the endogenous variables.

Table 9. Direct Effects

Hypothesis	Relationship	Path Coefficient (β)	t-value	p-value	Decision
H1	Customer Experience → Customer Satisfaction	0.421	6.874	0.000	Supported
H2	Service Quality → Customer Satisfaction	0.487	7.523	0.000	Supported
H3	Customer Experience → Consumer Loyalty	0.182	2.643	0.008	Supported
H4	Service Quality → Consumer Loyalty	0.236	3.214	0.001	Supported
H5	Customer Satisfaction →	0.468	7.811	0.000	Supported

Consumer Loyalty

The bootstrapping results reveal that all direct relationships are positive and statistically significant. Customer experience significantly influences customer satisfaction ($\beta = 0.421$, $p < 0.001$), supporting H1. Likewise, service quality has a significant positive effect on customer satisfaction ($\beta = 0.487$, $p < 0.001$), supporting H2. Customer experience also has a positive direct effect on consumer loyalty ($\beta = 0.182$, $p = 0.008$), while service quality significantly enhances consumer loyalty ($\beta = 0.236$, $p = 0.001$), supporting H3 and H4. Furthermore, customer satisfaction demonstrates the strongest direct influence on consumer loyalty ($\beta = 0.468$, $p < 0.001$), confirming H5.

3.5.2. Indirect Effects (Mediation Analysis)

The mediation effect of customer satisfaction was evaluated by examining the indirect relationships between customer experience, service quality, and consumer loyalty.

Table 10. Indirect Effects

Hypothesis	Indirect Relationship	Indirect Effect (β)	t-value	p-value	Decision
H6	Customer Experience → Customer Satisfaction → Consumer Loyalty	0.197	5.346	0.000	Supported
H7	Service Quality → Customer Satisfaction → Consumer Loyalty	0.228	5.981	0.000	Supported

The mediation analysis indicates that customer satisfaction significantly mediates the relationship between customer experience and consumer loyalty ($\beta = 0.197$, $p < 0.001$). Similarly, customer satisfaction significantly mediates the effect of service quality on consumer loyalty ($\beta = 0.228$, $p < 0.001$). Since both the direct and indirect effects remain statistically significant, customer satisfaction functions as a partial mediator in both relationships. These findings suggest that improvements in customer experience and service quality enhance consumer loyalty not only directly but also indirectly by increasing customer satisfaction.

3.5.3. Total Effects

The total effects represent the combined direct and indirect influence of the exogenous constructs on consumer loyalty.

Table 11. Total Effects

Relationship	Direct Effect	Indirect Effect	Total Effect
Customer Experience → Consumer Loyalty	0.182	0.197	0.379
Service Quality → Consumer Loyalty	0.236	0.228	0.464

The total effect analysis demonstrates that service quality exerts the strongest overall influence on consumer loyalty ($\beta = 0.464$), followed by customer experience ($\beta = 0.379$). These findings indicate that while both variables directly affect customer loyalty, a considerable proportion of their influence occurs through customer satisfaction. Therefore, organizations should focus simultaneously on delivering superior service quality and creating positive customer experiences to maximize customer satisfaction and strengthen long-term consumer loyalty.

3.6 Discussion

The findings demonstrated that all proposed hypotheses were supported. Specifically, customer experience and service quality significantly influenced customer satisfaction, while customer experience, service quality, and customer satisfaction each exerted significant positive effects on consumer loyalty. Moreover, customer satisfaction was found to partially mediate the relationships between customer experience and consumer loyalty as well as between service quality and consumer loyalty. These findings provide valuable theoretical and managerial insights into the mechanisms through which organizations can cultivate long-term customer loyalty.

The first hypothesis proposed that customer experience positively influences customer satisfaction. The empirical findings support this hypothesis, indicating that customers who enjoy positive experiences throughout their interactions with a company tend to report higher levels of satisfaction. Customer experience extends beyond the functional performance of products or services and includes emotional, cognitive, sensory, and relational dimensions that shape customers' overall perceptions of the company. When organizations consistently provide personalized, convenient, and enjoyable experiences across multiple customer touchpoints, they create positive emotional responses that enhance satisfaction. This finding is consistent with the customer experience framework proposed by Lemon and Verhoef (2016), which emphasizes that every interaction contributes to customers' overall evaluations of a company. It also supports previous empirical studies showing that memorable customer experiences are essential drivers of customer satisfaction in increasingly competitive markets.

The second hypothesis examined the effect of service quality on customer satisfaction. The results reveal that service quality has a strong positive influence on customer satisfaction, indicating that customers become more satisfied when organizations consistently deliver reliable, responsive, and trustworthy services. Among service organizations, the quality of interactions between employees and customers often determines whether expectations are fulfilled. According to the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1988), service quality consists of reliability, responsiveness, assurance, empathy, and tangibles, all of which contribute to customers' evaluations of service performance. The

findings suggest that organizations capable of delivering superior service quality are more likely to exceed customer expectations, resulting in higher levels of satisfaction. This result reinforces the Expectation-Confirmation Theory, which argues that satisfaction arises when perceived performance meets or exceeds customers' prior expectations.

The third hypothesis investigated the direct relationship between customer experience and consumer loyalty. The results indicate that customer experience significantly and positively affects consumer loyalty, although the magnitude of the direct effect is smaller than its indirect effect through customer satisfaction. This finding suggests that positive customer experiences encourage repeat purchases, positive word-of-mouth, and stronger emotional attachment to the company. Customers who consistently experience seamless, enjoyable, and personalized interactions are more likely to develop long-term relationships with a brand. However, the relatively moderate direct effect also indicates that favorable experiences alone may not automatically generate loyalty unless they result in customer satisfaction. Therefore, organizations should focus not only on creating memorable experiences but also on ensuring that these experiences meet customers' expectations and generate genuine satisfaction.

The fourth hypothesis proposed that service quality positively influences consumer loyalty. The results confirm this hypothesis, demonstrating that customers are more likely to remain loyal when they consistently receive high-quality services. High service quality enhances customers' confidence, reduces perceived risk, and strengthens trust in the organization. Trust is particularly important in service industries where customers often evaluate intangible aspects of service delivery rather than physical products alone. The findings suggest that organizations should continuously improve service consistency, employee competence, responsiveness, and customer care to foster stronger customer loyalty. These results are consistent with previous studies reporting that superior service quality serves as a strategic competitive advantage by increasing customer retention and reducing customers' intentions to switch to competing providers.

The fifth hypothesis examined the influence of customer satisfaction on consumer loyalty. The findings indicate that customer satisfaction has the strongest direct effect on consumer loyalty among all variables included in the model. This result confirms that satisfied customers are more likely to repurchase products, recommend the company to others, and maintain long-term relationships with the organization. Customer satisfaction serves as an important psychological outcome reflecting customers' evaluations of their consumption experiences. When satisfaction is consistently maintained over time, customers develop stronger trust, commitment, and emotional attachment toward the company. This finding supports Oliver's (1999) theory that customer satisfaction is a critical antecedent of loyalty and remains one of the most reliable predictors of long-term customer retention across different industries and cultural contexts.

An important contribution of this study lies in the examination of customer satisfaction as a mediating variable. The sixth hypothesis proposed that customer satisfaction mediates the relationship between customer experience and consumer loyalty, while the seventh hypothesis suggested that customer satisfaction mediates the relationship between service quality and consumer loyalty. Both hypotheses were supported, indicating that customer satisfaction functions as a partial mediator. This means that customer experience and service quality influence consumer loyalty both directly and indirectly through customer satisfaction. The

mediation results highlight the central role of customer satisfaction in transforming positive organizational practices into loyal customer behavior. Even when organizations successfully deliver excellent experiences and high-quality services, loyalty is more likely to develop when these efforts ultimately increase customers' satisfaction. Consequently, customer satisfaction represents an essential mechanism linking operational performance with long-term customer retention.

The findings also have several practical implications for managers and business practitioners. First, organizations should adopt a holistic approach to customer experience management by carefully designing every stage of the customer journey. Digital platforms, physical service environments, employee interactions, and after-sales services should be integrated to provide consistent and memorable experiences. Second, organizations should continuously improve service quality through employee training, process standardization, technological innovation, and regular service evaluations. Third, companies should routinely monitor customer satisfaction through surveys, feedback systems, and customer relationship management programs to identify areas requiring improvement before dissatisfaction leads customers to switch to competitors. Finally, managers should recognize that customer loyalty cannot be achieved solely through promotional activities or pricing strategies but requires sustained investments in customer-centered management practices that create superior experiences, deliver excellent service quality, and consistently satisfy customer expectations.

From a theoretical perspective, this study contributes to the literature on customer relationship management by integrating customer experience, service quality, customer satisfaction, and consumer loyalty into a single comprehensive framework. While previous studies have often examined these variables independently, the present study demonstrates their interconnected relationships and emphasizes the mediating role of customer satisfaction. The findings provide empirical support for relationship marketing theory, experiential marketing theory, and the Expectation-Confirmation Theory, illustrating that customer loyalty develops through a combination of positive experiences, superior service quality, and high levels of customer satisfaction.

Despite these contributions, several limitations should be acknowledged. The study employed a cross-sectional research design, which limits the ability to establish causal relationships over time. In addition, data were collected from respondents within a single organizational or industrial context, which may restrict the generalizability of the findings to other sectors or geographical regions. Future studies are encouraged to employ longitudinal research designs, include larger and more diverse samples, and investigate additional variables such as customer trust, perceived value, brand image, customer engagement, or switching costs that may further explain variations in consumer loyalty.

4. Conclusion

The findings demonstrate that customer experience and service quality both have significant positive effects on customer satisfaction and consumer loyalty. Among the examined variables, customer satisfaction emerged as the strongest predictor of consumer loyalty, highlighting its critical role in fostering long-term customer relationships. Furthermore, customer satisfaction was found to partially mediate the relationships between

customer experience and consumer loyalty as well as between service quality and consumer loyalty, indicating that positive customer experiences and superior service quality contribute to loyalty both directly and indirectly through enhanced satisfaction. These findings emphasize the importance of adopting a customer-centered strategy that integrates memorable customer experiences with consistently high service quality to maximize customer satisfaction and strengthen consumer loyalty. The study also contributes to the customer relationship management literature by providing empirical evidence of the interconnected roles of customer experience, service quality, customer satisfaction, and consumer loyalty. From a managerial perspective, organizations should continuously improve customer interactions, maintain high service standards, and monitor customer satisfaction to enhance customer retention, encourage positive word-of-mouth, and achieve sustainable competitive advantage.

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