

Factors affecting customer loyalty in the logistics service industry: A mediating effect of customer satisfaction

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ABSTRACT

Purpose — *This study aims to analyze the effect of service quality and customer experience on customer loyalty in the logistics service industry, with customer satisfaction as a mediating factor.*

Method — *This research employed a quantitative approach, focusing on the JNE customers residing in Sarirogo Village as the targeted population. To ensure a representative sample, purposive sampling technique was utilized, resulting in a sample size of 100 respondents. The assessment of the external model's validity and dependability was conducted through the application of SmartPLS. The hypotheses were then tested utilizing the model output obtained from SmartPLS..*

Result — *The findings of this research indicate that service quality significantly contributes to enhancing customer satisfaction. Additionally, the study demonstrates a positive association between customer experience and customer satisfaction. Moreover, customer satisfaction plays a crucial role in fostering customer loyalty. However, it is important to note that service quality and customer experience do not directly impact customer loyalty in this study's results. Interestingly, when examining the relationship between service quality and customer loyalty, it becomes evident that customer satisfaction acts as a mediator, effectively influencing the connection between the two factors in a positive manner. Similarly, in the case of the relationship between customer experience and customer loyalty, customer satisfaction also acts as a mediating variable, playing a positive role in linking the independent variable to the dependent variable.*

Contribution — *This study contributes by revealing the impact of service quality and customer experience on customer loyalty mediated by customer satisfaction within the logistics service industry.*

Keywords: *service quality, customer experience, customer satisfaction, customer loyalty, logistics service industry*



INTRODUCTION

The rapid development of technology at this time has a significant impact on various countries, especially in Indonesia's logistics service industry. Every company and online business requires efficient package delivery logistics services to ensure timely, easy, and safe delivery of orders from companies and online shops to their customers. This scenario has led to intense competition among service companies.

If a company's performance falls below expectations, customers become dissatisfied; however, if it exceeds expectations, customers will be satisfied or even happy (Udayana et al., 2022). Due to this intense competition, service companies in the country strive to provide high-quality service and leave a positive impression on their customers. The main key to winning this competition is to ensure customer satisfaction and provide high value through top-notch service and competitive pricing (Junaedi et al., 2020).

Customer satisfaction is a crucial factor in building a more advanced business and increasing profits for the company. According to Ananda & Jatra (2019), customer satisfaction is a critical concept in marketing that suggests when a customer is content with a product, service, or brand, they are more likely to continue making purchases and share their positive experiences with others.

According to Tjiptono (2011), service quality refers to the efforts made to meet customer needs, encompassing both products and services, and ensuring their accurate delivery to meet or exceed customer expectations. Meanwhile, Junaedi et al. (2020) highlighted several crucial factors that customers consider when evaluating service quality, including reliability, responsiveness, assurance, empathy, and physical evidence. It is evident that achieving maximum service quality and exceptional customer experiences are essential components of an effective marketing strategy for any company.

Companies are increasingly recognizing the importance of delivering not only quality products and services but also creating a unique impression and providing customer satisfaction. A positive customer experience at the initial stages of purchasing a product or using a service is crucial. Both customer experience and service quality play a significant role in influencing customer satisfaction. As pointed out by Udayana et al. (2022), having good products and services alone is no longer enough to maintain a competitive advantage; it is equally vital to offer customers a quality experience.

Building a strong relationship with customers through exceptional experiences can lead to customer loyalty. This is evident in the case of JNE, which, according to the Top Brand Index data for 2022 on Courier Services, holds the top rank

among logistics service companies in Indonesia, surpassing competitors like J&T, Tiki, and Pos Indonesia with a value of 39.30%. JNE is known for its delivery services for packages, vehicles, documents, and more.

Currently, there are many kinds of logistics service industries, ranging from large to small companies, with some specializing in transporting bulky items while others offer document delivery facilities. In Indonesia, the logistics service industry is in high demand, as evidenced by the continuous emergence of entrepreneurs and companies, leading to substantial growth in this sector.

The development of the logistics service industry requires various efforts to establish an effective and efficient logistics system. The industry's potential is significant, considering it is one of the business sectors experiencing high growth rates. Furthermore, this industry facilitates the transportation of goods both within the region and beyond, even extending to different islands.

Customer satisfaction can be obtained from both external and internal factors related to customers. According to [Kotler \(2008\)](#), there are several factors that influence customer satisfaction, including service quality, price, and company reputation. The results of interactions that leave an impression on customers' minds and hearts can affect their ratings or what is commonly referred to as customer experience. Customer satisfaction is not only influenced by service quality but also by the customer's experience with the products or services provided and those that have been felt by them ([Purwanto, 2022](#)). Customer experience has a significant relationship with customer loyalty. To compete successfully against competitors, more and more organizations are systematically applying customer experience principles and tools to generate, strengthen, and maintain customer loyalty.

Based on previous research, a research gap can be identified. In the study conducted by [Udayana et al. \(2022\)](#), it was found that both customer experience and service quality have a significant effect on customer loyalty through customer satisfaction. However, in the research conducted by [Indriati et al. \(2022\)](#), it was concluded that there is no significant effect between customer experience and customer satisfaction.

Compared to previous studies, the novelty of this study lies in its specific focus on examining the effect of service quality and customer experience on customer loyalty mediated by customer satisfaction. The study aims to explore how the quality of service provided by the logistics service industry impacts the customer's experience with their services. It is hypothesized that a positive experience with the logistics service industry will result in customer satisfaction and ultimately lead to customer loyalty towards the company.

Therefore, the objective of this study is to investigate both the direct and indirect effects of service quality and customer experience variables on customer loyalty by examining the mediating role of customer satisfaction specifically in the logistics services industry.

METHOD

This study employs a quantitative research methodology, which has been chosen for its suitability in meeting the requirements of systematic scientific research. The population for this study will consist of all JNE customers in Sarirogo. The sample will be determined using purposive sampling technique, which involves selecting participants based on specific considerations ([Sugiyono, 2018](#)). In this case, the sample will include consumers who have made purchases using JNE expedition services in Sarirogo Village and are over 17 years of age.

To determine the sample size, the researchers will use the Hair formula as suggested by [Yuniarta et al. \(2019\)](#). According to this formula, the maximum number of samples for this study can be obtained by multiplying the sum of the number of indicators and latent variables by 5 to 10. Thus, the number of samples for this study is determined to be 100 respondents from the unknown population.

The primary data source for this study will be a list of visitors and customers at JNE Sarirogo who have made deliveries on multiple occasions and are willing to recommend JNE Sarirogo to others. These individuals will be invited to fill out the questionnaire provided by the researchers.

Secondary data sources in this research will include literature and information obtained from print media and internet sources, such as written documents or other relevant materials related to the research topic. Journals and online reviews, including those found on the JNE Sarirogo Google web page, will serve as secondary data sources.

For data analysis, this study will utilize the Structural Equation Modeling (SEM) technique using SmartPLS 4.0. This approach allows for the identification of nonlinear relationships between latent variables and aims to estimate accurate path coefficient values based on these relationships.

Hypothesis development

Service quality on customer satisfaction

Service quality refers to any tangible or intangible actions or activities provided to customers. If these actions can meet customer expectations, it will result in customer satisfaction ([Ramadhini, 2022](#)). Satisfaction, on the other hand, is a person's feeling of pleasure or disappointment that arises from comparing perceived product performance or the outcomes against their expectations. If the performance falls below expectations, customers will be dissatisfied, while exceeding expectations will result in customer satisfaction or happiness ([Udayana et al., 2022](#)).

Achieving maximum service quality and offering appropriate pricing for products are essential strategies in meeting customer expectations and desires ([Gofur, 2019](#)). When customers receive good and optimal service quality, it leads to higher levels of customer satisfaction. This is supported by research conducted by [Yuniarta et al. \(2019\)](#), which indicates that service quality has a positive effect on customer satisfaction.

H1: Service quality has a direct effect on customer satisfaction

Customer experience on customer satisfaction

According to [Junaedi et al. \(2020\)](#), customers not only acquire information but also have the opportunity to feel and experience customer involvement in the service. Customer experience is described as an internal and subjective response that arises from the customer's relationship with the company. A well-planned marketing strategy that incorporates emotional marketing elements can create a customer experience that leaves a lasting impression, ultimately leading to customer satisfaction.

The findings of research conducted by [Hijjah & Ardiansari \(2015\)](#) support the notion that customer experience has a direct impact on customer satisfaction.

H2: Customer experience has a direct effect on customer satisfaction

Customer satisfaction on customer loyalty

Service quality plays a crucial role in influencing customer satisfaction, which, in turn, has an impact on customer loyalty. Customers form their perceptions of service quality by comparing the rewards they receive with the perceived performance ([Ruswanti, 2012](#)). These emotional reactions can range from anger, dissatisfaction, and annoyance to neutrality, joy, and pleasure ([Wardhana, 2016](#)).

The level of customer loyalty towards a company is influenced by their satisfaction with both the products and services that align with their expectations (Margaretha & Sunaryo, 2014). Research conducted by [Pangestu \(2017\)](#) supports this, indicating a positive and significant relationship between customer satisfaction and customer loyalty in e-ticketing purchases through online flight ticket sales agents.

H3: Customer satisfaction has a direct effect on customer loyalty

Service quality on customer loyalty

Customer loyalty plays a crucial role in the success and sustainability of a company. Retaining customers is essential for increasing and maintaining the viability of a business. It represents the loyalty and commitment of buyers to a brand or product ([Alfaridzi, 2021](#)).

However, if the quality of service provided by a company does not meet customer expectations, it can have a negative impact on customer loyalty. Factors such as unfriendly employees or ineffective communication with customers can contribute to this outcome.

In the research conducted by [Indriati et al. \(2022\)](#), it was concluded that there is no significant effect between service quality and customer satisfaction. This finding suggests that other factors may have a greater influence on customer satisfaction, potentially overshadowing the impact of service quality alone. It indicates the need for further investigation into the various factors that contribute to customer satisfaction and ultimately influence customer loyalty.

H4: Service quality has no direct effect on customer loyalty

Customer experience on customer loyalty

Customer purchasing decisions can be influenced by referrals from friends, relatives, and neighbors ([Anidia, 2018](#)). The impact of customer experience on potential customers is also crucial to consider. When a customer has a negative experience, this information becomes a factor in their loyalty towards a particular delivery service. They may choose to avoid taking risks based on what they have learned through others' experiences.

Considering the research conducted by [Indriati et al. \(2022\)](#), which states that there is no significant effect between service quality and customer satisfaction, it suggests that other factors might play a more prominent role in influencing customer satisfaction. It emphasizes the importance of exploring additional

variables that contribute to customer satisfaction and subsequently affect customer loyalty.

H5: Customer experience has no direct effect on customer loyalty

Service quality on customer loyalty mediated by customer satisfaction

Service quality plays a crucial role in shaping customer satisfaction. According to [Hijjah & Ardiansari \(2015\)](#), customer experience can be created through an effective marketing strategy that is consistently implemented. This repeated positive experience leads to the formation of customer loyalty. Similarly, [Jimanto et al. \(2014\)](#) suggest that proper implementation of service quality contributes to the formation of customer loyalty.

When customers receive good and appropriate service quality, it not only leads to their satisfaction but also benefits the company. As [Ryan et al. \(2013\)](#) point out, when buyers appreciate the service provided by a company, they are more likely to remain loyal, which is advantageous for the company's success.

The research conducted by [Udayana et al. \(2022\)](#) supports the idea that customer satisfaction acts as a mediator between service quality and customer loyalty. It implies that customer satisfaction plays a significant role in influencing the link between service quality and customer loyalty.

H6: Service quality affects customer loyalty through customer satisfaction

Customer experience on customer loyalty mediated by customer satisfaction

According to [Hijjah & Ardiansari \(2015\)](#), customer experience can be crafted through an effective marketing strategy that incorporates emotional elements capable of leaving a profound impression on customers. This approach aims to create memorable experiences that resonate with customers.

Furthermore, the research conducted by [Udayana et al. \(2022\)](#) reveals that customer satisfaction acts as a mediator between customer experience and customer loyalty. This finding suggests that the level of customer satisfaction plays a crucial role in influencing the relationship between customer experience and their loyalty towards a brand or company. When customers have positive experiences and are satisfied with the overall service provided, they are more likely to exhibit loyalty.

H7: Customer experience affects customer loyalty through customer satisfaction

RESULT AND DISCUSSION

Characteristics of respondents based on gender

Referring to the Table 1, it is evident that a greater number of female respondents utilize services at JNE Desa Sarirogo in comparison to male respondents.

Table 1. Characteristics of respondents based on gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	49	49.0	49.0	49.0
	Woman	51	51.0	51.0	100.0
	Total	100	100.0	100.0	

Source: processed data (2023)

Characteristics of respondents based on age

According to the Table 2, it is evident that the age group with the highest number of participants was between 21 and 30 years old, consisting of a total of 50 respondents.

Table 2. Characteristics of respondents based on age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	40-50	18	18.0	18.0	18.0
	31-40	23	23.0	23.0	41.0
	21-30	50	50.0	50.0	91.0
	17-20	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Source: processed data (2023)

Characteristics of respondents based on occupation

Based on the Table 3, it can be seen that the highest number of respondents were private employees with a total of 44 respondents.

Table 3. Characteristics of respondents based on occupation

		Occupation			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	22	22.0	22.0	22.0
	Private sector employee	44	44.0	44.0	66.0

	Self-employed	12	12.0	12.0	78.0
	Student	5	5.0	5.0	83.0
	Student	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

Source: processed data (2023)

Evaluation of the measurement model (outer model)***Convergent validity***

According to the Table 4, it is evident that every indicator for each variable has a loading factor value exceeding 0.5. This indicates that all these indicators are valid in a convergent manner, making them suitable for measuring the variables.

Table 4. Outer loading

Indicator	Customer Experience	Customer Loyalty	Customer Satisfaction	Service Quality
X1.1				0.84
X1.2				0.85
X1.3				0.83
X1.4				0.83
X1.5				0.84
X2.1	0.79			
X2.2	0.78			
X2.3	0.83			
X2.4	0.79			
X2.5	0.83			
Y1		0.80		
Y2		0.82		
Y3		0.86		
Z1			0.81	
Z2			0.86	
Z3			0.85	

Source: processed data (2023)

Discriminant validity

The validation of the constructs is further supported by the discriminant validity test results, as shown in Table 5. This test examines whether the indicators within a construct have higher loading factor values in comparison to their loading factor values in other constructs. The outcomes demonstrate that the indicators utilized in this study possess robust discriminant validity, as they exhibit cross loading values exceeding 0.6 when associated with their respective variables.

Table 5. Discriminant validity

Indicator	Customer Experience	Customer Loyalty	Customer Satisfaction	Service Quality
X1.1	0.74	0.57	0.52	0.84
X1.2	0.71	0.62	0.63	0.85
X1.3	0.65	0.65	0.66	0.83
X1.4	0.70	0.70	0.63	0.83
X1.5	0.65	0.69	0.65	0.84
X2.1	0.79	0.66	0.60	0.75
X2.2	0.78	0.62	0.53	0.63
X2.3	0.83	0.63	0.56	0.72
X2.4	0.79	0.58	0.70	0.62
X2.5	0.83	0.63	0.68	0.58
Y1	0.63	0.80	0.80	0.60
Y2	0.68	0.82	0.61	0.61
Y3	0.62	0.86	0.61	0.63
Z1	0.63	0.68	0.81	0.67
Z2	0.70	0.67	0.86	0.62
Z3	0.61	0.73	0.85	0.57

Source: processed data (2023)

Reliability test

The findings presented in Table 6 reveal that the composite reliability values for the variables of customer experience, customer loyalty, customer satisfaction, and service quality are all above 0.70, indicating a high level of reliability. Additionally, the Cronbach's alpha values for these four variables are also above 0.60, which further confirms their reliability. Furthermore, the Average Variance Extracted (AVE) values are greater than 0.50, indicating that they are considered reliable as well.

Table 6. Composite reliability, Cronbach's alpha, and Average Variance Extracted (AVE)

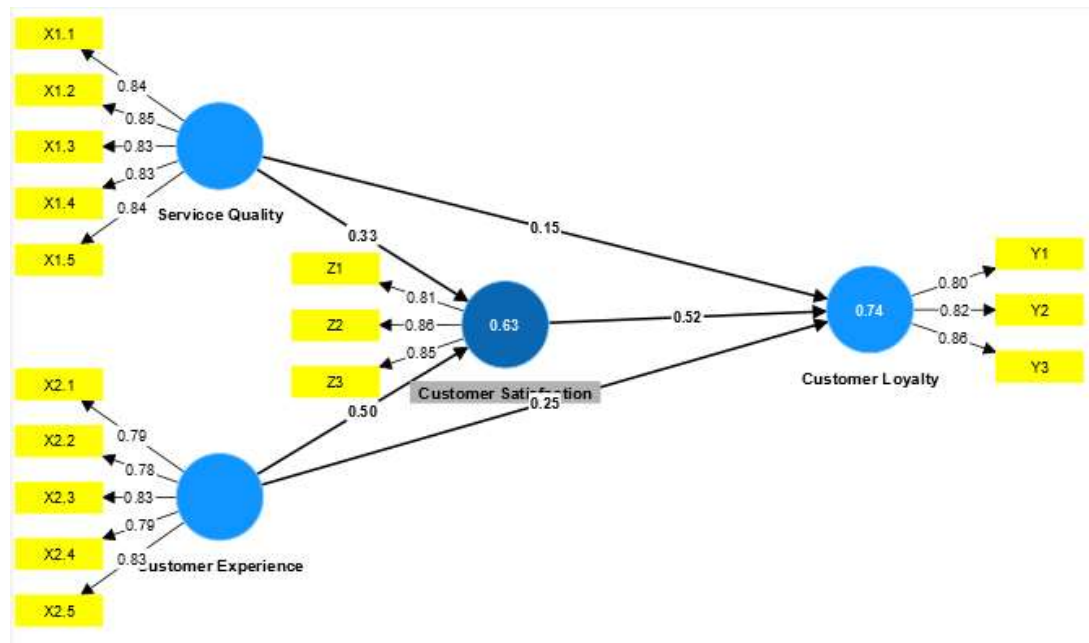
Variable	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Customer Experience	0.86	0.86	0.90	0.64
Customer Loyalty	0.77	0.77	0.87	0.68
Customer Satisfaction	0.79	0.79	0.88	0.71
Service Quality	0.89	0.90	0.92	0.70

Source: processed data (2023)

Evaluation of the structural model (inner model)

Based on the observations from Figure 1, all constructs exhibit t-statistic values surpassing 1.90, suggesting that all hypotheses are accepted due to their positive and significant effects. Nonetheless, it is important to highlight that there are exceptions. Specifically, the study finds that service quality does not have a significant effect on customer loyalty, and similarly, customer experience also lacks a significant impact on customer loyalty. Notably, the highest t-statistic value among these relationships is 0.52, which pertains to the association between customer satisfaction and customer loyalty.

Figure 1. Structural model



Source: processed data (2023)

R-Square test

Based on the findings in Table 7, the R-Square value for the customer loyalty variable is 0.74. This implies that the combined influence of the service quality and customer experience variables can account for 74% of the variance in customer loyalty. The remaining 26% of the variance is likely influenced by other variables that were not considered in the study.

Similarly, the R-Square value for the customer satisfaction variable is 0.63, indicating that the joint impact of service quality and customer experience can

explain 63% of the variance in customer satisfaction. The remaining 37% of the variance is attributed to other factors not accounted for in the research.

Table 7. R-Square

Variable	R-Square
Customer Loyalty	0.74
Customer Satisfaction	0.63

Source: processed data (2023)

Hypothesis test

Direct effect

The results of the hypothesis testing for direct effects, as presented in Table 8, yield insightful findings for the relationships between different variables. Firstly, it is revealed that customer experience has a direct effect on customer loyalty, with a T-statistic value of 1.95. However, when compared to the critical value of 1.96 at a significance level of 0.05, this relationship falls short of statistical significance. In other words, the data does not provide enough evidence to support a strong and significant link between customer experience and customer loyalty.

On the other hand, the analysis does demonstrate a noteworthy relationship between customer experience and customer satisfaction. The T-statistic value of 3.90 exceeds the critical value of 1.96 at a significance level of 0.05, indicating that the impact of customer experience on customer satisfaction is statistically significant. This suggests that a positive and substantial customer experience tends to correspond with higher levels of customer satisfaction.

Furthermore, the study emphasizes a robust and significant association between customer satisfaction and customer loyalty. With a T-statistic value of 5.52, well above the critical value of 1.96 at a significance level of 0.05, the evidence strongly supports the notion that customer satisfaction plays a pivotal role in influencing customer loyalty. Customers who express higher levels of satisfaction are more likely to exhibit loyalty towards a brand or service.

Regarding service quality, the analysis shows that its direct effect on customer loyalty is not statistically significant. The T-statistic value of 1.30 falls below the critical value of 1.96 at a significance level of 0.05. Consequently, the data does not provide convincing evidence to suggest that service quality has a significant impact on customer loyalty.

However, the investigation does indicate a noteworthy relationship between service quality and customer satisfaction. The T-statistic value of 2.44 is greater than the critical value of 1.96 at a significance level of 0.05, indicating that service quality indeed plays a significant role in shaping customer satisfaction.

Table 8. Output result for direct effect

Hypothesis	Original sample (O)	Sample average (M)	Standard division (STDEV)	T Statistics (IO/STDEV)	P Values
Customer Experience -> Customer Loyalty	0.25	0.24	0.13	1.95	0.05
Customer Experience -> Customer Satisfaction	0.50	0.51	0.13	3.90	0.00
Customer Satisfaction -> Customer Loyalty	0.52	0.52	0.09	5.52	0.00
Service Quality -> Customer Loyalty	0.15	0.17	0.12	1.30	0.20
Service Quality -> Customer Satisfaction	0.33	0.33	0.13	2.44	0.02

Source: processed data (2023)

Indirect effect

The analysis of the indirect effect hypothesis test in Table 9 yields the following significant findings: Firstly, service quality demonstrates an indirect effect on customer loyalty, which operates through its impact on customer satisfaction. The T-statistic value of 2.11 with a p-value of 0.04 indicates the statistical significance of this relationship. This implies that service quality not only directly influences customer loyalty but also has an additional effect on loyalty through its influence on customer satisfaction.

Secondly, customer experience also exhibits an indirect effect on customer loyalty, operating via its influence on customer satisfaction. The T-statistic value of 3.41 with a p-value of 0.00 confirms the statistical significance of this relationship. These findings underscore the crucial role of customer satisfaction as a mediator between both service quality and customer experience with customer loyalty, emphasizing the importance of fostering positive customer satisfaction to enhance and maintain customer loyalty.

Table 9. Output result for indirect effect

Variable	Original sample (O)	Sample average (M)	Standard division (STDEV)	T Statistics (IO/STDEV)	P Values
Service Quality -> Customer Satisfaction -> Customer Loyalty	0.17	0.17	0.08	2.11	0.04
Customer Experience -> Customer Satisfaction -> Customer Loyalty	0.26	0.26	0.08	3.41	0.00

Source: processed data (2023)

Discussion

Service quality on customer satisfaction

Based on the outcomes of the hypothesis test, it is evident that there exists a positive and significant correlation between service quality and customer satisfaction. The results indicate that as service quality improves, individuals using JNE's delivery service at Sarirogo Village are more likely to be satisfied. Factors such as efficient service, amicable employees, and timely, accurate deliveries that meet customer expectations contribute to a sense of contentment among customers. This, in turn, boosts customer satisfaction and enhances the overall perception of JNE's service quality.

The findings align with previous research by [Yuniarta et al. \(2019\)](#) and [Wibisono \(2016\)](#), who also found positive and significant effects of service quality on customer satisfaction at JNE Express branches. Additionally, [Riyani et al. \(2021\)](#) also supported these findings, demonstrating the significant impact of service quality on overall customer satisfaction.

Customer experience on customer satisfaction

Based on the results of this hypothesis test, it is evident that there exists a positive and significant relationship between customer experience and customer satisfaction. The findings suggest that when customers have better experiences with JNE's delivery service at Sarirogo Village, they are more likely to feel satisfied with the overall service. Factors such as clean, comfortable, easily

accessible facilities, and secure parking spaces contribute to positive individual experiences, resulting in higher satisfaction ratings. Customers are inclined to continue using the services when they have a positive customer experience.

The significance of the hypothesis test confirms the acceptance of this relationship. These findings align with previous research conducted by [Hijjah & Ardiansari \(2015\)](#), which found that customer experience directly impacts customer satisfaction. Additionally, [Mulyono & Djatmiko \(2018\)](#) also supported these results, demonstrating that customer experience has both simultaneous and partial effects on customer satisfaction for Tokopedia customers residing in Bandung.

Customer satisfaction on customer loyalty

Based on the results of this hypothesis test, it is evident that there exists a positive and significant relationship between customer satisfaction and customer loyalty. The findings indicate that when customers experience higher levels of satisfaction with JNE's delivery service at Sarirogo Village, they are more likely to exhibit loyalty towards the company. When customers' expectations are met or exceeded, it influences them to make repeat purchases and fosters a strong commitment to continue using JNE's services in the future.

The significance of the hypothesis test validates the acceptance of this relationship. This study aligns with previous research conducted by [Margaretha & Sunaryo \(2014\)](#), which found a positive and significant effect of customer satisfaction on customer loyalty.

Service quality on customer loyalty

Based on the results of this hypothesis test, it is evident that there is no positive and significant effect between service quality and customer loyalty. The findings indicate that some customers perceive the service quality at JNE Sarirogo Village as unsatisfactory. Issues such as system errors during data input and a limited number of employees during the morning shift contribute to a negative perception of the service quality. As a consequence, customers may become reluctant to use the services offered by JNE Sarirogo Village. The results suggest that customers are more inclined to use services when they perceive the service quality to be good.

The lack of a significant effect in the hypothesis testing leads to the rejection of the hypothesis. This study aligns with previous research conducted by [Indriati](#)

[et al. \(2022\)](#), which also found no significant effect between service quality and customer satisfaction.

Customer experience on customer loyalty

Based on the findings of this hypothesis test, it indicates that there is no positive and significant relationship between customer experience and customer loyalty. The results suggest that some customers have unfavorable experiences with JNE's services, which negatively impact their loyalty. Issues such as the absence of placards with accurate opening hours, which do not match the information provided on the JNE website, contribute to customer dissatisfaction and reluctance to use the services at JNE Sarirogo Village. Customers are more likely to continue using services when they have positive customer experiences.

The lack of a significant effect in the hypothesis testing leads to the rejection of the hypothesis. This study aligns with previous research conducted by [Indriati et al. \(2022\)](#), which also found no significant effect between customer experience and customer satisfaction.

Customer satisfaction as a mediator between service quality and customer loyalty

The results of the mediation test demonstrate that customer satisfaction indeed plays a significant mediating role in the relationship between service quality and customer loyalty. This indicates that the level of customer satisfaction experienced while using JNE's services at Sarirogo Village can strengthen the bond between service quality factors and customer loyalty. When customers feel satisfied with their experience, it reinforces the impact of service quality on their loyalty towards JNE. The study highlights the importance of focusing on customer satisfaction during service interactions, such as ensuring friendly, responsive, and efficient service from the staff. Such efforts can enhance the effect of service quality on customer loyalty.

The significance of the hypothesis testing confirms the acceptance of this relationship. This study aligns with previous research conducted by [Novandy & Rastini \(2017\)](#), whose findings support the mediating role of customer satisfaction in the relationship between service quality and customer loyalty.

Customer satisfaction as a mediator between customer experience and customer loyalty

The mediation test results indicate that customer satisfaction can act as a mediator in the relationship between customer experience and customer loyalty when using JNE Desa Sarirogo services. This implies that a positive customer satisfaction level strengthens the bond between customer experience and customer loyalty in the context of JNE services in Sarirogo Village. When individuals feel emotionally content with JNE Desa Sarirogo, citing reasons such as cleanliness, comfort, accessibility, safe parking, and suitable operating hours, it motivates them to continue using JNE services.

The hypothesis testing results demonstrate a significant effect, confirming the acceptance of the hypothesis. This study aligns with previous research by [Udayana et al. \(2022\)](#) which also found that customer satisfaction acts as a mediator between customer experience and customer loyalty.

CONCLUSION

This study's primary objective is to investigate how service quality and customer experience impact customer loyalty, with customer satisfaction serving as a mediator. After thorough data analysis and extensive discussions, several conclusions can be drawn. The results of the hypothesis test reveal that there is a positive and significant correlation between service quality and customer satisfaction, as well as between customer experience and customer satisfaction. Moreover, there exists a positive and significant association between customer satisfaction and customer loyalty. However, the study does not find any positive and significant direct effects between service quality and customer loyalty, or between customer experience and customer loyalty. The mediation test results demonstrate that customer satisfaction plays a crucial mediating role in the relationship between customer experience and customer loyalty.

The findings of this research hold considerable importance for companies aiming to comprehend how service quality and customer experience influence customer loyalty through customer satisfaction. For logistics service companies, this study offers valuable insights, prompting them to focus on refining marketing strategies that can enhance customer retention and attract customers away from their competitors.

Future research endeavors should consider investigating additional variables that were not included in this study. For instance, exploring the impact of pricing and other factors related to the marketing strategies employed by logistics

services could offer a more comprehensive understanding of their overall marketing approach. Moreover, it is important to note that Indonesia's diverse market landscape includes a wide array of services in various regions, ranging from state-owned to private companies. Therefore, incorporating these factors in future studies can provide valuable insights into the effectiveness of marketing strategies across different sectors and regions in Indonesia.

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