

THE EFFECT OF CUSTOMER EXPERIENCE ON CUSTOMER LOYALTY THROUGH CUSTOMER SATISFACTION AS A MEDIATING VARIABLE AT BUANA POS INDONESIA AGENT

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Abstract

Within today intensely contest logistics together with parcel delivery market, customer experience has emerged as strategic source of competitive advantage alongside traditional service quality. This study investigates influence of customer experience on customer satisfaction together with customer loyalty among user of Buana Pos Indonesia agent, while also examine whether customer satisfaction mediate relationship between customer experience together with loyalty. As competition intensifies, logistics provider must extend focus beyond operational excellence toward deliver superior end-to-end customer experience. Quantitative research design was employed by distribute structured questionnaire to customer select through purposive sampling, together with collect data were analyze using SEM-PLS. Finding demonstrate customer satisfaction significantly strengthen customer loyalty. Customer experience likewise exert significant direct effect on both satisfaction as well as loyalty. Furthermore, satisfaction partially mediate association between customer experience together with loyalty, indicating part of influence of customer experience are transmit through customer satisfaction. These finding highlight strategic importance of effectively managing entire customer journey within logistics service.

1. INTRODUCTION

Rapid technological progres, digital transformation, together with increasingly demanding consumer have substantially reshape logistics together with courier service industry. Under this competitive condition, organization are expected not only to deliver high-quality service but also provide memorable together with comprehensive customer experience. According to Klaus together with Maklan (2012), customer experience represents overall evaluation of every interaction customer have with company, encompassing cognitive, emotional, together with social dimension. Accordingly, customer experience is determined by complete sequence of interaction throughout customer journey rather than solely by final service outcome.

Traditional service marketing literature have long relied on SERVQUAL framework develop by Parasuraman et al. (1985), which conceptualize service quality as discrepancy between customer expectation together with perceived performance. Although this perspective widely adopts to explain customer satisfaction, contemporary marketing research argue service quality alone are insufficient to explain customer behavior. Verhoef et al. (2009) contend customer experience extend beyond service quality because it incorporates every stage of customer journey. This distinction illustrates theoretical gap between classical service quality model together with more recent customer experience perspective. Support this argument, Bujang et al. (2024) report customer experience may exert stronger influence on customer loyalty than service quality itself.

Existing empirical evidence regarding association among customer experience, customer satisfaction, together with customer loyalty remain inconclusive. From theoretical standpoint, Oliver (1997) propose satisfaction arise from

consumer evaluation of consumption experience together with subsequently shape customer loyalty. Likewise, Reichheld (2006) emphasize customer satisfaction as essential precursor to long-term loyalty. Nevertheless, more recent investigation indicate customer experience may directly foster loyalty without necessarily operate through customer satisfaction (Putri & Kurniawan, 2025). In contrast, Danurdara together with Masatiff (2025) demonstrate customer satisfaction serve as significant mediating mechanism, whereas Abidin et al. (2025) report circumstance in which satisfaction do not significantly predict loyalty. These inconsistent finding indicate relationship among customer experience, satisfaction, together with loyalty require further clarification.

Most previous investigation examine customer experience have concentrate on industrie such as banking, retailing, electronic commerce, together with hospitality, leaving logistics service comparatively underexplored. Logistics sector possess distinctive service characteristic, including intensive customer interaction, delivery punctuality, together with shipment accuracy, which differentiate it from other service industrie. Consequently, mechanism through which customer experience shape satisfaction together with loyalty remain insufficiently understand within logistics setting (Tarigan & Sumiati, 2025). This research therefore address need to validate customer experience model specifically within logistics together with parcel delivery service.

As logistics service unit operating under PT Pos Indonesia, Buana Pos Indonesia play important role in facilitate distribution of parcel together with document for public. Expansion of electronic commerce, digital business activities, together with increasing community mobility have substantially raise demand for logistics service that are reliable, secure, accessible, together with deliver promptly. Simultaneously, industry have become increasingly competitive because of presence of both state-owned together with private courier provider, including J&T Express, JNE, SiCepat, together with Ninja Xpress, all of which actively compete through technological innovation, competitive pricing, together with real-time shipment tracking. Under such competitive circumstance, logistics firm must move beyond service quality alone together with prioritize superior customer experience to sustain competitive advantage (Verhoef et al., 2009; Lemon & Verhoef, 2016).

In service industrie, customer evaluate not only service outcome but also overall interaction process throughout service delivery. Meyer together with Schwager (2007) describe customer experience as accumulation of every interaction occur before, during, together with after transaction with company. Consequently, customer experience is shape by considerably more than core service quality. Factor such as transaction convenience, service responsiveness, employee courtesy, information accuracy, facility comfort, accessibility, complaint handling effectiveness, together with technological support collectively determine customer overall experience.

Initial observation conducts at Buana Pos Indonesia agent reveal several conditions emphasize strategic importance of managing customer experience to sustain satisfaction together with loyalty. Although company continue to retain substantial customer base, customer increasingly compare shipping cost with competing provider such as J&T Express together with JNE before selecting delivery service. Furthermore, expectation regarding shipment tracking system have evolve, with customer demand greater transparency, faster information update, improve accuracy, together with easier accessibility. These behavioral changes indicate customer loyalty are increasingly influence not only by pricing together with successful delivery but also by quality of interaction throughout logistics service process (Lemon & Verhoef, 2016).

However, different from most of the private shipping companies, the Buana Pos Indonesia agent has different service features. Most clients are long-term users of the service and have formed strong interpersonal bonds with the staff. This close relationship aids in transactions, builds customer trust, and creates a more personalized service environment. The strategic location of the agent, the relatively quick administrative process and the ease of communication between consumers and staff improves the positive customer experience. These features indicate that the Buana Pos Indonesia agent customer experience is formed from functional features such as the speed of service, as well as relational and emotional features from direct meetings between consumers and service personnel. This finding lends support to the theory proposed by Klaus and Maklan (2012) that a customer's perception of a business is influenced by functional and emotional factors of their experience.

These circumstances illustrate maintaining customer retention together with loyalty have become major challenge for Buana Pos Indonesia agent amid growing price competition, technological advancement, together with changing customer expectation regarding logistics service quality. Accordingly, deeper understanding of how customer experience shape customer satisfaction together with ultimately customer loyalty are require. Insight generate from this study are expect to support company effort to strengthen competitive position while provide stronger foundation for customer-centered service improvement.

Beyond address practical organizational concern, this research also offer academic contribution by extend previous customer experience literature. Existing studies investigate relationship among customer experience, satisfaction, together with loyalty have predominantly focus on sector such as banking, retail, hospitality, restaurant, together with e-commerce. Comparatively limited empirical evidence exist within logistics service, particularly among Pos Indonesia agent. Moreover, logistics service possesses unique characteristic because customer experience is influence not only by digital service system but also by customer-employee interaction, administrative efficiency, accessibility of service location, together with emotional relationship develop through repeat transaction. Therefore,

this study is expected to broaden customer experience literature within logistics service while provide empirical evidence regarding mediating role of customer satisfaction in linking customer experience together with customer loyalty in context of Buana Pos Indonesia agent.

Base on theoretical together with practical consideration outline above, this study pursues two primary objectives. First, it seeks to examine mediating function of customer satisfaction within operational setting of Buana Pos Indonesia agent. Second, it aims to evaluate effect of customer experience on both customer satisfaction as well as customer loyalty. Besides contribute to service marketing literature, particularly within logistics service, study is expected to provide practical recommendation that assist Buana Pos Indonesia management in strengthen long-term customer satisfaction together with customer loyalty.

2. LITERATURE REVIEW

2.1 Customer Experience

Customer experience have become one of central concept in contemporary marketing literature, particularly within service industrie. Schmitt (1999) conceptualize customer experience as cumulative experience individual obtain through interaction with organization, encompassing sensory, emotional, cognitive, behavioral, together with relational dimension. This perspective emphasize relationship between customer together with firm extend far beyond simple transactional exchange.

Meyer and Schwager (2007) offer complementary definition by describe customer experience as customer subjective internal reaction to every direct together with indirect interaction with company. Direct interaction includes actual service encounter, whereas indirect interaction encompass advertising, social media exposure, together with word-of-mouth communication. Similarly, Kotler together with Keller (2016) approach customer experience from value-based perspective, arguing customer evaluate organization base on value they perceive from consume product or service, which subsequently shape overall perception of company.

Within context of service marketing, Tjiptono (2019) argue consumer evaluate service quality primarily through experiential interaction with service provider. Element such as communication quality, service speed, accessibility, employee friendliness, together with organizational responsiveness substantially influence this evaluation. Verhoef et al. (2009) further broaden this perspective by define customer experience as cumulative outcome of every customer touchpoint before, during, together with after purchasing. Consequently, customer experience represents holistic journey in which deficiency occur at any interaction point may negatively affect customer overall evaluation.

Theoretically, the relationship of customer experience with other variables in this study can be explained by the S-O-R model developed by Mehrabian and Russell (1974), which is widely adapted in contemporary service marketing research (Ali et al., 2018). In this framework, customer experience acts as the stimulus, namely the environmental stimuli and service interactions received by customers; customer satisfaction acts as the organism, namely the internal cognitive-affective state formed from the process of interpreting these stimuli; while customer loyalty acts as the response, namely the behavioral outcome that emerges after customers evaluate their experience comprehensively. This framework is particularly relevant for the logistics service provider industry because customer experiences are episodic and repetitive, as each delivery transaction is a new touchpoint that can reinforce or weaken previously formed cumulative impressions (Verhoef et al., 2009). Therefore, the consistent experience quality across delivery service touchpoints is a key prerequisite to establish stable satisfaction evaluations, resulting in customer loyalty toward the delivery service agent.

2.1.1 Dimensions of Customer Experience

Schmitt (1999) propose five SEMs as principal dimension of customer experience. These dimension include Sense, which concern stimulation of customer sense through visual, auditory, together with tactile aspect of service environment; Feel, which capture emotional response generate during service encounter; Think, referring to customer cognitive involvement together with intellectual engagement with service offering; Act, describe behavioral or lifestyle change result from service usage; together with Relate, reflect social relationship establish between customer together with company or broader community. Collectively, these five dimensions demonstrate customer experience encompass not only functional service performance but also customer emotional together with psychological engagement. Within logistics service, these dimensions may be reflected through ease of service utilization, environmental comfort, employee responsiveness, operational efficiency throughout delivery process, together with overall emotional impression form during customer interaction.

2.1.2 Indicators of Customer Experience

This study operationalizes customer experience through the following indicators based on Schmitt (1999) and adapted for the context of the logistics services industry: (1) Convenience of services; (2) Comfort of services, including the physical environment and service atmosphere; (3) Speed and accuracy of services; (4) Quality of employee-customer interactions; (5) Transparency of the information provided by the company; (6) Security of the services; and (7) Emotional experiences of the customer when using the company's services.

2.2 Customer Satisfaction

Customer satisfaction occupy central position in service marketing because it reflects how far organizational performance fulfill or even exceed customer expectation. Kotler and Keller (2016) explain customer satisfaction as emotional response that emerge after customer compare actual performance of product or service with expectation formed before purchase. Oliver (2014) also describes satisfaction as post-consumption evaluation that come from comparison between expected outcome and actual performance experience by customer. Tjiptono (2019) further explain that satisfaction represent overall feeling after service encounter, which later influence repeat purchase intention and build long-term relationship with service provider.

Oliver (1980) Expectancy-Disconfirmation Theory provide one of most accepted explanation about customer satisfaction. Theory explain that satisfaction come from comparison between customer initial expectation and perception toward actual service performance after consumption. This comparison can produce three different outcomes. Positive disconfirmation happens when performance exceed expectation and create high satisfaction. Confirmation occur when perceived performance match previous expectation and produce satisfactory evaluation. Negative disconfirmation appears when service performance fall below expectation and create dissatisfaction. In logistics service, customer expectation usually relates with delivery punctuality, shipment security, transaction convenience, and communication quality. Satisfaction become higher when organization able meet or exceed those expectation across service dimension. From Stimulus–Organism–Response (S-O-R) perspective, customer satisfaction act as internal evaluation mechanism that transform service stimulus into later behavioral response. Customer continuously compare organization promise, such as delivery reliability and package integrity, with outcome they finally receive.

Customer satisfaction in this study measure by using indicator adapt from Kotler and Keller (2016) and Tjiptono (2019). This construct consists of five indicators: (1) suitability between service quality and customer expectation, (2) satisfaction toward quality of service receive, (3) overall satisfaction with service experience, (4) intention for use company service again, and (5) willingness recommend company service to other people.

2.3 Customer Loyalty

Customer loyalty represent one of main strategic objective for service organization, especially in highly competitive industry. Griffin (2005) defines loyal customer as individual who repeatedly purchase same product or service, actively recommend company to other people, and maintain long-term relationship with brand. Oliver (2014) also explains loyalty as deep commitment for continue purchasing preferred product or service although situational influence and competitor marketing effort encourage switching behavior. Kotler and Keller (2016) likewise describe loyal customer as customer who consistently use company service, keep positive attitude toward company, and voluntarily promote service inside their social network.

Oliver (2014) proposes a four-phase loyalty development model: (1) Cognitive loyalty, where customers believe the company's offerings are superior; (2) Affective loyalty, where repeated positive experiences create an emotional attachment; (3) Conative loyalty, reflecting an explicit intention or commitment to continue using the service; and (4) Action loyalty, the strongest form in which customers consistently act on their commitments and resist switching to competitors. This evolution is usually driven by positive customer experiences over time that become satisfaction and trust and finally behavioral loyalty, especially in the logistics services industry. It is important to note that these four stages are cumulative and sequential and that loyalty is usually not the result of one experience but rather the result of a series of consistent satisfaction assessments over time.

Measurement of customer loyalty in this study adapt from Griffin (2005) and Oliver (2014). Five indicators use for measure this construct, namely: (1) intention continue using company service, (2) willingness recommend service provider to other people, (3) reluctance switch into competing provider, (4) long-term commitment maintain relationship with company, and (5) giving positive evaluation and support toward organization.

2.4 Relationship Among Variables and Research Hypotheses

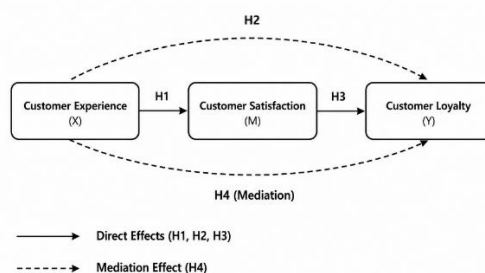


Figure 2.4 Conceptual Model of the Study

Source: Authors (2026)

This study adopts Stimulus Organism Response (S-O-R) framework introduced by Mehrabian and Russell (1974), which widely apply in service marketing study. In this framework, customer experience function as external stimulus that represent every interaction customer experience during service process. Organism component refer to customer satisfaction, which Oliver (1980) describe as customer internal evaluation after comparing perceived performance with previous expectation. Customer loyalty become response component, reflected by repeat purchase, resistance toward competitor offer, and positive word-of-mouth recommendation. Based on this causal sequence, four research hypothesis formulate for empirical examination.

Positive service experience creates favorable emotional response that strengthens customer perceived value and later increase satisfaction (Schmitt, 1999). Kotler and Keller (2016) also argue that customer satisfaction emerge whenever perceived service performance equal or exceed customer expectation. Within S-O-R framework, this relationship represents stimulus-to-organism process where experiential input transform into internal evaluation by customer.

H1: Customer experience has a positive and significant effect on customer satisfaction.

Favorable customer experience also expected promote loyalty, which reflect by repeated purchase and customer willingness recommend service provider to other people (Griffin, 2005). Klaus and Maklan (2013) further demonstrate that customer experience can directly influence customer loyalty without fully depend on satisfaction as intervening mechanism. Under S-O-R framework, this relationship represents direct stimulus-to-response pathway, indicate that some experiential effect can encourage loyalty even without high level of customer satisfaction.

H2: Customer experience has a positive and significant effect on customer loyalty.

Oliver (2010) argues that satisfied customer more likely display loyal behavior, including repurchasing service, recommending company to other people, and resisting competitor offer. Tjiptono (2019) also maintain that higher customer satisfaction increase possibility of repeat transaction and develop long-term relationship with customer. From S-O-R perspective, this relationship illustrates how internal customer evaluation transform into observable loyalty behavior.

H3: Customer satisfaction has a positive and significant effect on customer loyalty.

Different from first three hypothesis, fourth hypothesis focus on mediating role of customer satisfaction in explaining relationship between customer experience and customer loyalty instead of examine direct association between both constructs. This proposition base on central assumption of S-O-R framework, which suggest external stimulus not always generate behavioral response unless first process through internal psychological condition (Mehrabian & Russell, 1974). In other word, customer experience alone not automatically produce loyalty. Customer first evaluate experience through expectancy-disconfirmation process explain by Oliver (1980), and cognitive together with emotional evaluation later influence decision either remain loyal or switch into another service provider.

Two conceptual reasons strengthen customer satisfaction's position as a mediator, rather than simply a stand-alone, parallel variable. Firstly, customer loyalty is essentially an evaluative and future-oriented concept, a continuing commitment that only emerges when customers have a stable basis to evaluate the service provider (Oliver, 2010). Customer experience, in contrast, is episodic and associated with specific touchpoints. Thus, a cognitive consolidation process is captured by satisfaction. Satisfaction captures a cognitive consolidation process that transforms these episodic impressions into more enduring attitudinal orientations. These episodic impressions into more lasting attitudinal orientations. Second, especially in logistics service industries like package delivery, the customer experience in a single transaction does not necessarily reflect consistent service performance, and customers' decision to stay loyal is based on the accumulation of satisfaction from different delivery experiences over an extended period of time, rather than a single experience (Verhoef et al., 2009).

Many empirical studies consistently support this mediating relationship across various service industry. Ali et al. (2018) report that customer satisfaction mediate influence of customer experience on loyalty in amusement park industry. Similar finding also reports by Simanjuntak and Purba (2020) together with Agustiono et al. (2022), who demonstrate mediating role of satisfaction in digital platform service in Indonesia. Within logistics context, Yovanda et al. (2022) identify similar mediation pattern among customer of PT Lion Parcel. Later evidence from broader retail service setting also confirm this relationship (Widyakto et al., 2024). Overall, these studies provide substantial empirical support for mediation mechanism propose by S-O-R framework across logistics and other service industry.

H4: Customer satisfaction mediates the effect of customer experience on customer loyalty.

3. RESEARCH METHODOLOGY

3.1 Research Site and Time

The study was conducted on agent of Buana Pos Indonesia, a company of logistics and delivery services providers under PT Pos Indonesia. The reason for choosing the site is that the company has direct service interaction with customers who are relevant to the research variables, customer experience, customer satisfaction and customer

loyalty. The research activities will be carried out in the period from April to May 2026 and will include all the phases of the project, from instrument development to data collection, analysis and report preparation.

3.2 Research Design

This study uses quantitative research approach with causal-associative research design. Quantitative method considers appropriate because main objective investigate relationship among variable by using numerical data analyze through statistical technique (Sugiyono, 2023). Causal-associative design also suitable for examine causal pathway involving independent, mediating, and dependent variable. Therefore, this design allow investigation about how customer experience influence customer satisfaction and customer loyalty while at same time evaluate mediating role of customer satisfaction.

Quantitative enquiry was described by Creswell (2014) as a process of examining theoretical propositions by investigating relationships among constructs. This paradigm takes standardised instruments to record variable measurements and statistical techniques to process the resulting numeric information. Complementing this, the research also adopts an explanatory design. As defined by Singarimbun and Effendi (2008), explanatory studies are focused on delineating causal interconnections among research constructs through formal hypothesis evaluation. Such an explanatory orientation is perfectly consistent with the aim of the present work to provide empirical evidence on the direct and mediated pathways linking experiential quality, satisfaction and loyalty.

The conceptual framework for this research includes three different types of variables, they are: (1) the exogenous construct (X) which is Customer Experience; (2) the mediating or intervening construct (M) which is Customer Satisfaction; and (3) the endogenous construct (Y) which is Customer Loyalty. The hypothesised interaction between these elements is that positive experiential encounters are expected to lead to higher levels of satisfaction which in turn leads to greater loyalty intentions. Additionally, satisfaction is expected to serve as a partial mediator in transferring the effect of experience on loyalty outcomes.

3.3 Population and Sample

Population of this study consist of all customer who use service from Buana Pos Indonesia agent. Since exact number of customers cannot determine and continue fluctuate over time, population treat as infinite (Nazir, 2017). Sugiyono (2023) define population as entire collection of object or individual that have characteristic relevant for particular study. Arikunto (2019) also explain population include all research subject that become potential source of data where sample later select.

Because population assume as infinite, this study applies purposive sampling, which belong into non-probability sampling technique. Sugiyono (2019) explain purposive sampling involve selecting respondent based on predetermined criterion that fit with objective of study. This approach chooses because not every customer of Buana Pos Indonesia agent has enough experience for give meaningful response. Therefore, respondent must fulfill two inclusion criterion: (1) already use service of Buana Pos Indonesia agent at least two time, and (2) willing participate by completing research questionnaire.

Research instrument consist of 20 questionnaire items develop for measure three latent construct, namely customer experience (seven indicator), customer satisfaction (seven indicator), and customer loyalty (six indicator). Sample size of 50 respondent determine by using principle specifically recommend for PLS-SEM instead of simple comparison between number of indicator and respondent. Therefore, adequacy of sample establishes based on ten-times rule together with statistical power analysis, because both approaches consider more appropriate for determine minimum sample requirement in PLS-SEM research.

The proposed structural framework show that largest number of direct relationships entering one endogenous construct is two, specifically toward customer loyalty, which predict by customer experience and customer satisfaction. Following PLS-SEM recommendation introduce by Barclay et al. (1995) and later repeat by Hair et al. (2021), minimum sample requirement calculate by multiplying highest number of incoming structural path by ten. Applying this principle give minimum requirement of 20 respondent (10×2). Therefore, 50 observations collect for this study exceed minimum threshold recommend under this criterion.

It is important distinguish this guideline from commonly cite recommendation about allocating five until ten respondents for every indicator. Although frequently mention, this interpretation extends original ten-times rule beyond intended application. Actual guideline only refers to construct receive greatest number of structural link or formative indicator instead of total indicator across whole model (Hair et al., 2021). Furthermore, several methodological studies criticize exclusive reliance on ten-times rule because it often underestimates required sample size, and recommend statistical power analysis as more rigorous alternative (Kock & Hadaya, 2018; Memon et al., 2020).

To complement rule-of-thumb calculation, sample adequacy also evaluates by using statistical power recommendation derive from Cohen (1992) and report by Hair et al. (2021). Assuming expected path coefficient between 0.41 and 0.50, similar with previous study examine customer experience, customer satisfaction, and customer loyalty, required sample size for achieving 80% statistical power are 41 respondents at 1% significance level, 24 respondent at 5% level, and 19 respondents at 10% level. Because present study includes 50 valid

participants, dataset satisfy this statistical power recommendation and consider appropriate for hypothesis testing using SmartPLS 4.0.

However, adopting stricter interpretation base on ten-time largest number of indicators associate with one construct produce higher minimum requirement. Since construct containing greatest number of indicators include seven measurement items, this alternative guideline suggest target of 70 respondent. Under this benchmark, achieved sample of 50 participant fall short. This shortfall mainly reflect limitation related with respondent accessibility and limited data collection period conduct between April and May 2023. Therefore, this issue acknowledges as limitation of study, and future investigation encourage obtain larger sample for strengthen external validity and improve generalizability of finding.

Respondent select by using purposive sampling strategy under broader category of non-probability sampling, consistent with procedure describe previously. This approach emphasizes recruiting individual who satisfy predetermined eligibility criterion instead of trying represent entire population through random selection. Such sampling design consider appropriate for study using PLS-SEM and align with recommendation provide by Sugiyono (2019) and Hair et al. (2021).

3.4 Data Collection Technique

The study employed two complementary methods of data collection: a survey instrument and a review of extant scholarly literature. The main instrument used was a structured questionnaire distributed to customers of the Buana Pos Indonesia Agent to collect their opinion on experiential quality, satisfaction, and brand loyalty. Arikunto (2019) stated that questionnaire is a written list of questions that has been prepared in advance to obtain information from the respondents. All items were rated on a five-point Likert-type response format with anchors ranging from 1 (strongly disagree) to 5 (strongly agree). This scaling technique is well known for its ability to measure subjective assessments, opinions and attitudes towards social phenomena, and was first proposed by Likert (1932). This way, perceptual data were transformed into numbers, which made possible later statistical analysis. Concurrently, comprehensive analysis of secondary sources was carried out, such as academic literature, peer-reviewed journals, and other reputable publications to construct a strong theoretical framework and leverage existing empirical evidence on experiential quality, consumer satisfaction, loyalty development, and quantitative research methodology.

3.5 Data Analysis Technique

Empirical testing conduct by using Partial Least Squares Structural Equation Modeling (PLS-SEM) implement through SmartPLS software. This analytical technique chooses because proposed framework includes multiple latent constructs connect through direct and mediated relationship involving customer experience, customer satisfaction, and customer loyalty. Compare with covariance-based SEM, PLS-SEM become particularly advantageous for relatively small sample and situation where multivariate normality cannot guarantee while simultaneously estimate complex structural relationship (Hair et al., 2019).

Model evaluation follow two consecutive analytical stage. First stage focus on measurement model for verify whether observed indicator adequately represent intended latent variable. This assessment include three procedure: convergent validity, examine through indicator loading ideally exceed 0.70, although value between 0.50 and 0.60 still acceptable in exploratory setting, together with Average Variance Extracted (AVE) value above 0.50; discriminant validity, evaluate using cross-loading together with Fornell-Larcker criterion; and internal consistency reliability, confirm when both Composite Reliability and Cronbach Alpha exceed recommended threshold of 0.70 (Hair et al., 2021).

After satisfactory measurement quality establish, structural model examines for evaluate hypothesize causal relationship among latent construct. Assessment considers three main criteria: coefficient of determination (R^2), reflect proportion of explained variance in endogenous variable; standardized path coefficient, indicate magnitude and direction of structural relationship; and predictive relevance statistic (Q^2), which measure model capability predict omitted observation. Statistical significance determines through bootstrapping procedure available in SmartPLS, with hypothesis consider support when resulting t-statistic exceed 1.96 and associated p-value below 0.05.

3.6 Operational Definition of Variables

Customer Experience (X) is defined operationally as the experience felt by the customer during the interaction with the Buana Pos Indonesia agent, which includes ease of use, service convenience, speed and accuracy of service, quality of employee interactions, clarity of information, service security, and the emotional experience felt by the customer throughout the service. Measurement is conducted by using a five-point Likert scale on six indicators.

Customer Satisfaction (M) is the extent to which customers are satisfied after they compare expectations with the reality of the service received from a Buana Pos Indonesia agent. The evaluation is performed with five indicators: the adequacy of the service to expectations, satisfaction with the quality of service, satisfaction with the facilities of service, overall satisfaction and the intention to use the company's services again.

Customer Loyalty (Y) is the tendency of a customer to keep using the services of a Buana Pos Indonesia agent, reuse delivery services and make positive recommendations to others based on past experiences with the

services. It is measured by five indicators of intention to reuse the service, willingness to recommend, resistance to switching to competitors, long-term commitment to using the service and positive evaluations.

4. RESULT AND DISCUSSION

4.1 Result

This chapter present empirical finding obtains from questionnaire complete by 50 customers of Buana Pos Indonesia agent. Data analysis employ Partial Least Squares Structural Equation Modeling (SEM-PLS) approach using SmartPLS software. Analytical procedure includes assessment of measurement model, evaluation of structural model, and hypothesis testing for determine whether proposed relationship among customer experience, customer satisfaction, and customer loyalty receive empirical support.

4.1 Research Questionnaire Characteristics

The study used a structured questionnaire comprising 20 statements as its research instrument. The questionnaire consisted of 3 research variables with 7 indicators for Customer Experience (CE1–CE7), 7 indicators for Customer Satisfaction (CS1–CS7), and 6 indicators for Customer Loyalty (CL1–CL6). Each indicator was measured using a five-point Likert scale of 1 = Strongly Disagree (STS) to 5 = Strongly Agree (SS), with 3 = Neutral (N), 2 = Disagree (TS) and 4 = Agree (S) (Likert, 1932).

4.2 Respondent Characteristics

The study used 50 respondents who are customers of Buana Pos Indonesia agent and used the service at least twice. The first section of the questionnaire obtained respondent characteristics on gender, age, and frequency of use of the service. According to Sugiyono (2023), to obtain a comprehensive overview of the profile of the respondents in the study, the characteristics of the respondents need to be described.

4.2.1 Respondent Gender

Gender	Frequency	Percentage (%)
Male	22	44%
Female	28	56%
Total	50	100%

Table 4.2.1 Respondent Distribution by Gender

Source: Authors (2026)

According to Table 4.2.1, among the 50 respondents, 28 (56%) were female, and 22 (44%) were male. These results indicate that most Buana Pos Indonesia agent service users are female. This higher proportion of female logistics service users aligns with the findings of Ali et al. (2018), who reported that women are generally more active in the service transactions than men.

4.2.2 Respondent Age

Age	Frequency	Percentage (%)
< 20 years	5	10%
20 – 30 years	21	42%
31 – 40 years	16	32%
> 40 years	8	16%
Total	50	100%

Table 4.2.2 Respondent Distribution by Age

Source: Authors (2026)

Table 4.2.2 indicates that the largest age group among respondents is 20–30 years old, comprising 21 individuals (42%). This is followed by the 31–40 years old group with 16 respondents (32%), those over 40 years old with 8 respondents (16%), and those under 20 years old with 5 respondents (10%). These findings demonstrate that the young, productive age segment predominates in the use of logistics services. This observation aligns with Kotler and Keller (2016), who noted that individuals in the productive age group are more likely to use services repeatedly due to their dynamic needs.

4.2.3 Service Usage Frequency

Usage Frequency	Frequency	Percentage (%)
2 – 5 times	27	54%
6 – 10 times	16	32%
> 10 times	7	14%
Total	50	100%

Table 4.2.3 Respondent Distribution by Usage Frequency

Source: Authors (2026)

According to Table 4.2.3, 27 respondents (54%) used the service 2 to 5 times, 16 respondents (32%) used it 6 to 10 times, and 7 respondents (14%) used it more than 10 times. These results indicate that most respondents have sufficient experience with the service to provide a representative evaluation of customer experience, satisfaction, and loyalty. Griffin (2005) asserts that the frequency of repeat use is a tangible indicator of customer loyalty.

4.3 Validity and Reliability Test

The analysis of instrument validity and reliability was done through SmartPLS 4.0 with the measurement model analysis (outer model). Hair et al. (2021) The outer model analysis in SEM-PLS is the assessment of the association of indicators to latent constructs. There are three kinds of tests: convergent validity, discriminant validity and reliability.

4.3.1 Convergent Validity Test

Convergent validity assesses for determine whether selected indicator adequately represent corresponding latent construct. Following Hair et al. (2021), acceptable convergent validity requires standardized loading factor at least 0.70 together with Average Variance Extracted (AVE) value exceed 0.50. AVE above this benchmark indicate one construct explain more than half of variance observe in indicator, therefore demonstrate sufficient shared variance among measurement item (Fornell & Larcker, 1981).

Variables	Indicators	Loading Factor	AVE	Composite Reliability	Cronbach's Alpha
Customer Experience (CE)	CE1	0.812	0.623	0.926	0.907
	CE2	0.791			
	CE3	0.834			
	CE4	0.798			
	CE5	0.763			
	CE6	0.809			
	CE7	0.776			
Customer Satisfaction (CS)	CS1	0.845	0.641	0.932	0.915
	CS2	0.821			
	CS3	0.778			
	CS4	0.829			
	CS5	0.802			
	CS6	0.793			
	CS7	0.784			
Customer Loyalty (CL)	CL1	0.856	0.657	0.921	0.899
	CL2	0.812			
	CL3	0.794			
	CL4	0.831			
	CL5	0.803			
	CL6	0.777			

Table 4.3.1 Convergent Validity, Reliability, and AVE Results

Source: Authors (2026)

As present in Table 4.3.1, every indicator associates with three research constructs exhibit standardized loading value above recommended threshold, ranging from 0.763 until 0.856. Likewise, AVE value record for Customer Experience (0.623), Customer Satisfaction (0.641), and Customer Loyalty (0.657) all exceed minimum criterion of 0.50 establish by Fornell and Larcker (1981). These finding confirm that all construct satisfy requirement for convergent validity.

4.3.2 Discriminant Validity Test

Discriminant validity later examine for verify that each construct capture concept different from other construct include in model. This evaluation employs both Fornell-Larcker criterion, which require square root of each construct AVE exceed correlation with all remaining construct, and HTMT, where value below 0.85 indicate satisfactory construct separation (Fornell & Larcker, 1981; Hair et al., 2021).

Variables	CE (X)	CS (M)	CL (Y)
Customer Experience (CE)	1.000		
Customer Satisfaction (CS)	0.743	1.000	
Customer Loyalty (CL)	0.698	0.781	1.000

Table 4.3.2 Fornell-Lacker Criterion

Source: Authors (2026)

Result display in Table 4.3.2 indicate that square root of AVE value equal 0.789 for Customer Experience, 0.800 for Customer Satisfaction, and 0.810 for Customer Loyalty. Each value become greater than corresponding inter-construct correlation, which range from 0.698 until 0.781. Furthermore, every HTMT ratio remain below recommended threshold of 0.85. Overall, these outcomes demonstrate that latent construct are empirically distinguishable and possess satisfactory discriminant validity.

4.3.3 Reliability Test

Reliability analysis conduct for determine consistency with which measurement instrument capture intended construct. According to Hair et al. (2021), acceptable reliability demonstrates when both Composite Reliability (CR) and Cronbach Alpha exceed minimum criterion of 0.70. Within PLS-SEM framework, Composite Reliability generally prefer because it incorporate different contribution of individual indicator instead of assume equal indicator reliability.

Reliability assessment show Composite Reliability value of 0.926 for Customer Experience, 0.932 for Customer Satisfaction, and 0.921 for Customer Loyalty. Corresponding Cronbach Alpha coefficient equal 0.907, 0.915, and 0.899, respectively. Since every reliability coefficient substantially exceed recommended cutoff value of 0.70, measurement instrument demonstrates strong internal consistency and consider suitable for subsequent structural analysis.

4.4 Coefficient of Determination

R² represent proportion of variance in endogenous construct that can explain by predictor variable inside structural model. According to Hair et al. (2021), R² value of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively. Chin (1998) also suggest that model achieve R² at least 0.50 demonstrate satisfactory predictive capability.

Variables	R-Square (R ²)	R-Square Adjusted	Result
Customer Satisfaction (CS)	0.624	0.616	Moderate - Substantial
Customer Loyalty (CL)	0.721	0.710	Substantial

Table 4.4 Coefficient of Determination Results

Source: Authors (2026)

As report in Table 4.4, R² value for Customer Satisfaction (CS) equal 0.624, indicate customer experience explain 62.4% of variance in customer satisfaction, while remaining 37.6% come from factor outside proposed research model. This level of explanatory power fall into moderate-to-substantial category according to Hair et al. (2021). Meanwhile, Customer Loyalty (CL) record R² value of 0.721, meaning customer experience together with customer satisfaction jointly account for 72.1% of observed variation in customer loyalty. This high coefficient shows structural model have strong predictive ability in explaining customer loyalty outcome.

4.5 Hypothesis Testing

Hypothesis testing in this study include both direct structural effect and indirect relationship operate through mediating variable. Consistent with mediation framework propose by Baron and Kenny (1986), mediation establish when mediator significantly transmit influence of independent variable toward dependent variable while still maintain statistically meaningful relationship among construct.

Hypothesis Path	Original Sample	T-Statistics	P-Values	Result
CE → CS	0.789	9.412	0.000	Supported - Significant
CE → CL	0.431	4.127	0.000	Supported - Significant
CS → CL	0.498	5.236	0.000	Supported - Significant
CE → CS → CL (Mediation)	0.393	4.891	0.000	Supported – Partial Mediation

Table 4.5 Hypothesis Testing Results

Source: Authors (2026)

H1: The Impact of Customer Experience on Customer Satisfaction

Empirical evaluation for first hypothesis (H1) indicate customer experience give positive and statistically significant influence on customer satisfaction among Buana Pos Indonesia agent user. Estimated standardized coefficient equal 0.789, accompany by t-statistic of 9.412 and p-value below 0.001, therefore support H1. These finding imply that improvement in customer overall service experience associate with higher satisfaction level. Result also reinforce Schmitt (1999) proposition that sensory, emotional, and cognitive experience enhance consumer satisfaction, and align with empirical evidence report by Ali et al. (2018) in service sector.

H2: The Impact of Customer Experience on Customer Loyalty

Second hypothesis (H2) examine whether customer experience directly contribute toward customer loyalty among Buana Pos Indonesia agent user. Analysis reveals positive standardized path coefficient of 0.431, support by

t-statistic of 4.127 and p-value below 0.001. These statistical outcomes confirm customer experience significantly strengthen customer loyalty, therefore provide empirical support for H2.

This result aligns with conclusion from Klaus and Maklan (2013), who identify customer experience as major determinant of long-term loyalty. Their finding emphasize that high experiential quality encourages enduring customer commitment. Lemon and Verhoef (2016) also argue sustainable customer loyalty emerge when organization consistently deliver positive experience throughout entire customer journey. Therefore, company seeking stronger customer retention should ensure favorable interaction across every service touchpoint.

H3: The Impact of Customer Satisfaction on Customer Loyalty

Testing of third hypothesis (H3) demonstrate customer satisfaction have positive and statistically significant effect on customer loyalty among Buana Pos Indonesia agent customer. Estimated path coefficient from Customer Satisfaction toward Customer Loyalty equal 0.498, with t-statistic of 5.236 and p-value below 0.001. Therefore, H3 support. This evidence indicates higher level of customer satisfaction substantially increase customer loyalty. Finding corroborate Oliver (2014) assertion that satisfaction directly encourage loyal behavioral intention and also align with Tjiptono (2019), who explain consistently satisfy customer more likely reuse service and recommend it to other people.

H4: The Mediating Role of Customer Satisfaction in the Relationship Between Customer Experience and Customer Loyalty

Mediating role of customer satisfaction evaluate through indirect effect analysis. Result indicates significant indirect effect of Customer Experience toward Customer Loyalty through Customer Satisfaction, with standardized coefficient of 0.393, t-statistic of 4.891, and p-value below 0.001. Therefore, H4 accept. Because direct relationship between customer experience and customer loyalty still remains statistically significant after customer satisfaction include into model, mediation classify as partial, consistent with criterion propose by Baron and Kenny (1986). These finding also agree with previous study conduct by Simanjuntak and Purba (2020) and Widyakto et al. (2024), both identify customer satisfaction as important mediating mechanism connecting customer experience with customer loyalty.

4.6 Discussion

Overall, empirical testing provide support for all hypothesis formulate in this study. Finding demonstrate customer experience positively influence both customer satisfaction and customer loyalty, while customer satisfaction at same time strengthen customer loyalty and partially mediate relationship between experience and loyalty. These outcomes highlight strategic importance of delivering reliable, responsive, and customer-oriented service. Furthermore, result reinforce framework propose by Verhoef et al. (2009), which emphasize that customer overall service experience play central role in shaping satisfaction and developing long-term loyalty.

The data showed that customer experience had a greater effect on customer satisfaction ($\beta = 0.789$) than on customer loyalty ($\beta = 0.431$). Such a disparity indicates that giving the customer what he wants is a prerequisite to winning long-term loyalty. Oliver (1999) views loyalty as a persistent desire to maintain a course of action, which is shaped by a series of positive experiences and satisfaction. But the best provision of service cannot ensure loyalty if the level of customer satisfaction is fluctuating.

The research further highlights that consumers evaluate logistics services based on a multi-dimensional set of criteria, such as punctuality, cargo safety, ease of tracking, pricing, the availability of competing providers, and their overall experience during the entire delivery process. Thus, the customer's decision to stay with Buana Pos Indonesia is not only determined by the transactional characteristics like responsiveness, friendliness, reliability and quality of service, but rather by the total evaluation of the benefits obtained. This result supports the claim by Lemon and Verhoef (2016) that loyalty is built on the total customer journey rather than on individual service episodes.

The partial mediation of satisfaction indicates its relevance in the experience-loyalty relationship, but that it is not the only factor driving loyalty formation. These findings provide motivation for Buana Pos Indonesia agent to improve the quality of the experience by delivering prompt, friendly and trustworthy service and conducting retention-oriented activities such as relationship marketing and continuous service improvement. Such strategies help organizations to increase satisfaction levels and build long-term customer loyalty (Klaus & Maklan, 2013).

5. CONCLUSION

Finding confirm customer experience represent significant determinant for both customer satisfaction and customer loyalty among Buana Pos Indonesia agent customer. Element such as ease of service use, perceived security, service convenience, staff interaction quality, and customer emotional response during service encounter all contribute positively toward organizational outcome. Furthermore, customer satisfaction not only directly enhance loyalty but also function as partial mediator through which customer experience strengthen long-term customer commitment. These results suggest creating consistently positive service experience reinforce loyalty both directly and indirectly, highlighting importance of satisfaction in maintaining long-term customer relationship.

The empirical results are consistent with the existing theories on customer experience and satisfaction in the logistics industry. Their results provide empirical evidence that the strategic management of the customer journey is

a viable pathway to strengthening loyalty. This can be accomplished by the Buana Pos Indonesia agent focusing on the improvement of the employee development, simplification of operational procedures, upgrading information systems and tracking capabilities, and improvement of loyalty reward structures. The continued execution of these concerted efforts in a competitive setting will boost satisfaction and retention, raise total competitiveness, foster sustainable partnerships and achieve long-term business success.

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