

# The Influence of Service Quality on Customer Loyalty Mediated by Customer Satisfaction and Customer Delight at Kusuma Bali Mandiri

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**Abstract:** This study aims to evaluate the impact of service quality on customer loyalty at UD Kusuma Bali Mandiri, considering customer satisfaction and customer delight as intervening variables. This quantitative research utilizes data from last year's customers. Although the exact population is unknown due to potential differences in customer identities, the sample size is determined using the 10 times rule from Hair et al. (2012), which is 14 indicators multiplied by 10, resulting in a sample of 140 respondents. Data analysis is conducted using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. The research is conducted at UD Kusuma Bali Mandiri across four branches in Bali, namely Karangasem, Klungkung, Gianyar, and Tabanan. The analysis results indicate that service quality has a positive and significant impact on customer loyalty. Additionally, service quality also has a positive and significant effect on customer and customer delight. Customer satisfaction is found to mediate the effect of service quality on customer loyalty, while customer delight also acts as a mediator in this relationship. Higher service quality leads to higher levels of customer satisfaction and customer delight, which in turn enhances customer loyalty. These findings underscore the importance of improving service quality to achieve high levels of customer satisfaction and delight, as well as to build and maintain customer loyalty.

**Keywords:** Customer Loyalty; Service Quality; Customer Satisfaction; Customer Delight; SEM-PLS.

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## I. INTRODUCTION

In the era of globalization, companies are confronted with increasingly intense global competition, compelling them to prioritize fulfilling consumer needs and desires. The cornerstone of success lies in delivering value and satisfaction through high-quality products and services at competitive prices. By offering superior products and services compared to their competitors, companies can foster customer satisfaction and, in turn, enhance customer loyalty [1]. In a highly competitive business landscape, a company's sustainability and success are intrinsically linked to customer

loyalty. This loyalty not only facilitates business growth and drives sales but also serves as a critical indicator of customer satisfaction and the ability to meet consumer expectations. Kusuma Bali Mandiri, engaged in the retail of electronic goods and furniture, places a strong emphasis on providing quality products and exceptional service to cultivate strong emotional bonds with customers. By offering the latest technological devices and a diverse array of high-quality furniture, the company endeavors to meet the digital and spatial needs of its consumers. Customer transaction data from 2019 to 2023 reflects business growth across its various branches.

Table 1 Number of Customer Visits Resulting in Transactions at Kusuma Bali Mandiri from 2019-2023

Company Branch	Year					Increase / Decrease [%]
	2019	2020	2021	2022	2023	
Karangasem	1701	753	1209	1679	1371	-19,40%
Klungkung	1281	689	1101	1221	1072	-16,32%

<b>Gianyar</b>	1051	436	510	610	1041	-0,95%
<b>Tabanan</b>	1037	502	926	1026	1000	-3,57%
<b>TOTAL</b>	<b>5070</b>	<b>2380</b>	<b>3746</b>	<b>4536</b>	<b>4484</b>	<b>-11,56%</b>

Source: Processed Primary Data, 2024

Customer visit data at Kusuma Bali Mandiri branches reveals a significant decline from 2019 to 2023. The Karangasem branch experienced the most substantial decrease at 19.40%, followed by Klungkung with a 16.32% reduction. The Gianyar branch demonstrated relative stability with a slight decline of 0.95%, while Tabanan saw a decrease of 3.57%. Overall, customer visits across all branches declined by 11.56%, reflecting challenges in maintaining customer loyalty. This significant decline underscores the difficulties in sustaining customer loyalty. Key factors influencing customer loyalty include service quality [2], customer satisfaction [3], and customer delight [4].

A reassessment of service quality is critical, as it is a fundamental aspect for customers. Service quality elements such as prompt responsiveness, proactive complaint handling, friendliness, and proper ethics play a crucial role in meeting customer expectations. Enhancing service quality is expected to boost customer satisfaction [5],[6]. Kusuma Bali Mandiri prioritizes service quality to deliver a superior shopping experience. The company focuses on responsiveness, providing clear product information, and ensuring adequate stock availability. Employees are trained to offer friendly and professional service, creating a positive shopping atmosphere.

Kusuma Bali Mandiri also ensures high product quality, promptly addresses customer complaints, and offers loyalty programs and discounts. Additionally, the company maintains fast delivery times and keeps its physical stores and website well-maintained, with the aim of enhancing customer satisfaction and achieving sustainable growth.

Research indicates that optimal service quality enhances customer loyalty toward products and brands [6], [7]. The alignment between service quality and consumer expectations drives repeat purchases (Hafidz and Muslimah 2023). However, some studies suggest that service quality does not always have a significant impact on customer loyalty due to the varying perceptions of individual customers [8], [9]. Beyond service quality, customer delight is also a crucial factor in this study. The term gained prominence in the 1990s and centered on emotional benefits and hedonistic consumption experiences [10], [11]. In marketing, customer delight is understood through the confirmation-disconfirmation paradigm, where satisfaction occurs when performance exceeds expectations, or from an affect-based perspective, where customer delight is a combination of excitement and pleasant surprise [1], [12].

Customer delight arises from fulfilling expectations and involves satisfaction that surpasses them, often resulting in higher loyalty compared to mere satisfaction [13]. The primary difference between customer delight and satisfaction is the element of surprise; customer delight includes intense excitement and pleasure, making the experience more

memorable [14] (Dam and Dam 2021). Additionally, satisfaction tends to be cognitive, albeit involving affective aspects, whereas customer delight is entirely affective [3], [15].

This research aims to explore how service quality can be enhanced through strategies involving customer delight and customer satisfaction. This approach responds to negative findings from previous studies, such as [16] and [17], which suggest that service quality may negatively impact customer loyalty and satisfaction. The study will focus on customer delight and customer satisfaction as intervening variables to provide a deeper understanding of how service quality influences customer loyalty at Kusuma Bali Mandiri.

The research aims to analyze the impact of service quality on customer loyalty at Kusuma Bali Mandiri, with particular emphasis on the roles of customer satisfaction and customer delight as mediating variables. The research questions address the relationships between service quality, customer satisfaction, customer delight, and customer loyalty, as well as how satisfaction and customer delight mediate the impact of service quality on customer loyalty. The objective of this study is to contribute to the theoretical development of marketing management literature and provide practical benefits to Kusuma Bali Mandiri in designing strategies to improve service quality, customer satisfaction, and loyalty. This research is focused on the operations of the company, which sells furniture and electronics across various branches, to provide insights and strategic recommendations to enhance the company's performance and competitiveness.

## II. LITERATURE THEORY

### ➤ *Social Cognitive Theory (SCT)*

Social Cognitive Theory (SCT), originally known as Social Learning Theory (SLT), was introduced in the 1960s by Albert Bandura [18]. The theory evolved into SCT in 1986, positing that learning occurs within a social context through dynamic and reciprocal interactions between individuals, their environment, and behavior. A distinctive feature of SCT is its emphasis on social influences, along with the importance of both external and internal social reinforcement. Applying Social Cognitive Theory (SCT) to research on loyalty, service quality, customer delight, and customer satisfaction is grounded in several compelling reasons. SCT considers the dynamic interplay between individuals, their environment, and behavior, offering a holistic perspective on customer behavior. The theory underscores the significance of social influences and reinforcement in shaping customer behavior. Furthermore, SCT accounts for past experiences as critical factors in determining current and future behavior. Through this approach, SCT provides practical insights that can aid in

designing effective service strategies to enhance customer loyalty and satisfaction.

#### ➤ *Customer Loyalty*

Customer loyalty is defined as the degree to which an individual is inclined to remain faithful and maintain relationships with a specific individual, group, or organization [19] (Kotler and Armstrong, 2019). It serves as a reliable metric for predicting sales growth and is also characterized by consistent purchasing behavior [20]. Indicators of customer loyalty encompass several dimensions: making regular repeat purchases, purchasing across product and service lines, referring others, and demonstrating immunity to competitive appeals [21], [22]. Regular repeat purchases are evidenced by customers consistently buying from the company periodically and returning for further shopping, reflecting their loyalty and satisfaction. Purchasing across product and service lines involves customers trying or buying various products offered by the company, indicating a willingness to explore different offerings. Referring others involves customers providing positive recommendations about the company's products or actively encouraging others to make purchases. Demonstrating immunity to competitive appeals is seen in customers believing that the company's products or services are superior to competitors' and showing a preference to remain loyal despite competitive offers or promotions. The use of these research variables is crucial as they comprehensively capture the multifaceted nature of customer loyalty, providing a nuanced understanding of how loyalty manifests in various behaviors and interactions.

#### ➤ *Service Quality*

Service quality is defined as the condition in which consumers assess the disparity between their expectations of a product or service and their perceptions of the performance they receive [2]. The success of a company largely hinges on its ability to meet consumer expectations, which can be considered a competitive advantage [22]. Evaluating service quality involves understanding various dimensions that shape the customer experience, including Tangibles, Empathy, Responsiveness, Reliability, and Assurance [23]. Tangibles refer to the physical aspects of service delivery, such as the appearance and discipline of staff, the comfort and accessibility of the service environment, and the use of service aids. Empathy involves prioritizing customer needs, demonstrating friendliness, politeness, non-discriminatory service, and respect. Responsiveness pertains to the promptness and accuracy in addressing customer requests, handling complaints, and providing timely service. Reliability includes the precision of service delivery, adherence to clear service standards, and the proficiency of staff in using service tools. Assurance encompasses the provision of timely service guarantees, cost assurances, and legal assurances. Using these service quality variables is essential for understanding how different dimensions contribute to overall service performance and customer satisfaction.

#### ➤ *Customer Satisfaction*

Customer satisfaction is defined as a subjective evaluation reflecting an individual's pleasure or disappointment after comparing the actual performance of a product or service with their expected standards [19]. Evaluating customer satisfaction involves understanding specific indicators that reveal aspects influencing customer perceptions and responses. Key dimensions include Expectation Fulfillment, which measures the reliability of the product or service and the quality of customer service interactions; Repurchase Intent, which assesses the impact of loyalty programs and service innovation on the likelihood of future purchases; and Willingness to Recommend, which evaluates how customers share positive experiences through social media and participation in referral programs [4], [24]. By incorporating these specific indicators, the research aims to provide a comprehensive understanding of factors contributing to customer satisfaction, thereby aiding companies in enhancing their customer relationships and developing more effective strategies to boost satisfaction, repurchase intent, and referral willingness.

#### ➤ *Customer Delight*

Customer delight refers to the response of buyers when the service received exceeds their expectations. Marketers employ various strategies to evoke such positive reactions from customers [25]. Customer delight occurs when consumers express high levels of satisfaction due to services that surpass their initial expectations [26]. To evaluate customer delight effectively, it is crucial to understand the specific indicators for each dimension, which reveal the extent to which consumers experience joy beyond their anticipations. The dimensions include Justice, Esteem, and Finishing Touch. Indicators for Justice involve providing accurate product information, ensuring high value, avoiding excessive profit margins, and delivering realistic promotions. Esteem is reflected in personal treatment, attentive staff, and staff's genuine interest in helping. Finishing Touch encompasses responsibility for customer complaints, building consumer trust, and delivering more than expected [27], [28]. By focusing on these indicators, the research aims to gauge how well services exceed customer expectations, which is essential for designing strategies that enhance overall customer satisfaction and foster loyalty.

#### ➤ *Based on the Explanation Provided, the Hypotheses for this Research are as Follows:*

- H1. Service quality positively affects customer loyalty.
- H2. Service quality positively affects customer satisfaction.
- H3. Service quality positively affects customer delight.
- H4. Customer satisfaction positively affects customer loyalty.
- H5. Customer delight positively affects customer loyalty.
- H6. Customer satisfaction acts as an intervening variable in the relationship between service quality and customer loyalty.
- H7. Customer delight acts as an intervening variable in the relationship between service quality and customer loyalty.

The conceptual framework illustrating the relationships between the variables under study, which include service quality (X1), customer loyalty (Y1), customer satisfaction (Y2), and customer delight (Y3), is depicted in Figure 1 below.

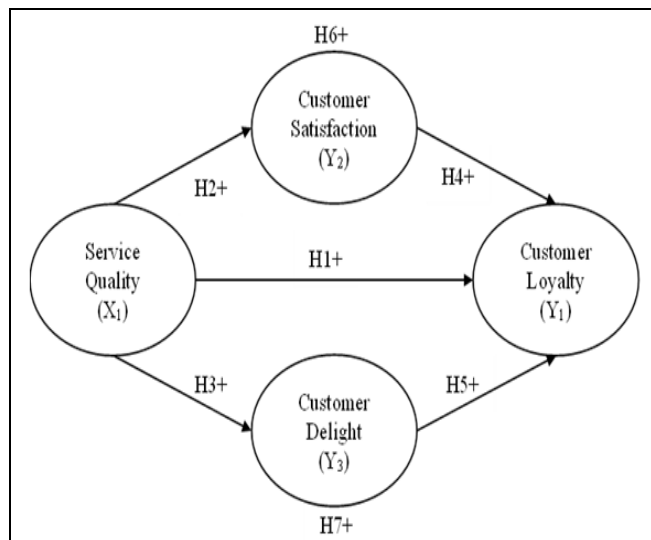


Fig 1 Conceptual Model

### III. METHODS

The research employs a quantitative approach with a survey method to examine the relationships among service quality, customer loyalty, customer satisfaction, and customer delight. The study population consists of all customers of Kusuma Bali Mandiri, with a sample of 140 respondents selected through a questionnaire as the data collection tool. The operational definitions of the variables include customer loyalty, service quality, customer satisfaction, and customer delight, which are measured using specific indicators such as the frequency of repeat purchases, facility appearance, and service responsiveness. Data collection is conducted via questionnaires distributed both

directly and online. To ensure the validity and reliability of the instruments, content and construct validity, as well as internal reliability, are tested using statistical analysis. Data analysis is performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the relationships between variables and test the research hypotheses.

### IV. RESULT AND DISCUSSION

#### A. Characteristics Respondent

The respondent characteristics in this study involve 140 customers of Kusuma Bali Mandiri, encompassing complete identity details such as gender, age, and highest level of education. Among the 140 respondents, 53% are male and 47% are female, indicating a relatively balanced interest in services between the two genders. Age analysis reveals that the majority of respondents are between 20 and 30 years old (44%) and between 40 and 50 years old (33%), while 17% fall within the 31 to 40-year age bracket, and only 6% are over 50 years old. In terms of education, 41% of respondents have an educational background of elementary, junior high, or high school, 31% hold a bachelor's degree, 24% possess a diploma, and 4% have a postgraduate degree. This data indicates that Kusuma Bali Mandiri's customers generally come from a productive age group with diverse educational backgrounds, highlighting the importance of tailoring services to meet the varied needs and preferences of the customer base.

#### B. Pilot Test

A pilot test was conducted to assess the validity and reliability of the research instruments before distributing the questionnaire to the respondents. The questionnaire was initially tested with 30 respondents. The purpose of this test is to ensure that the instrument functions effectively and is relevant to the context of the ongoing research. The results of this test are presented in the following table.

Table 2 Pilot Test 30 sample

Variable	Indicators	Pearson correlation	Cronbach's Alpha
Service Quality (X1)	X1.1	0.993	0.993
	X1.2	0.938	
	X1.3	0.966	
	X1.4	0.966	
	X1.5	0.993	
	X1.6	0.993	
	X1.7	0.966	
	X1.8	0.882	
	X1.9	0.993	
	X1.10	0.993	
Customer Loyalty (Y1)	Y1.1	0.938	0.831
	Y1.2	0.703	
	Y1.3	0.856	
	Y1.4	0.812	
Customer Satisfaction (Y2)	Y2.1	0.943	0.946
	Y2.2	0.894	
	Y2.3	0.946	
	Y2.4	0.846	

Variable	Indicators	Pearson correlation	Cronbach's Alpha
Customer Delight (Y3)	Y2.5	0.944	0.944
	Y2.6	0.946	
	Y3.1	0.923	
	Y3.2	0.853	
	Y3.3	0.842	
	Y3.4	0.926	
	Y3.5	0.914	
	Y3.6	0.849	

Source: Processed Primary Data, 2024

Based on Table 2, all indicators for the variables Service Quality (X1), Customer Loyalty (Y1), Customer Satisfaction (Y2), and Customer Delight (Y3) exhibit Pearson correlation values significantly exceeding 0.3, indicating that all indicators are valid. Additionally, all variables (X1, Y1, Y2, Y3) have Cronbach's Alpha values above 0.7, demonstrating that these variables are reliable.

#### C. Descriptive Analysis of Research Variables

Based on the results of the descriptive analysis of the questionnaire data, the service quality at Kusuma Bali Mandiri received an average rating of "Very High" with a score of 4.27. Indicators such as physical evidence, empathy, responsiveness, reliability, and assurance all received positive responses, with the highest score attributed to the responsiveness of employees (4.29).

However, there were shortcomings related to parking facilities and service assurance, particularly concerning Polytron product repairs, which, despite being caused by supplier delays, affected customer perceptions. Customer

loyalty was also rated very high, with an average score of 4.23, indicating that customers routinely make purchases, buy products from various lines, and view Kusuma Bali Mandiri as an indispensable retail establishment. Although there is room for improvement in the promotion of non-furniture products, overall, these results reflect a strong relationship successfully established with customers. Customer satisfaction was also categorized as "Very High," with an average score of 4.21, where service meeting expectations had the highest rating (4.31). Nonetheless, the interest in returning related to loyalty programs had a slightly lower score (4.15), possibly due to a lack of compelling promotions. Finally, customer delight achieved an average score of 4.20, with promotions matching reality (4.27) being the highest, indicating a high level of emotional satisfaction with the services and products.

#### D. Outer Model Evaluation

##### ➤ Convergent Validity Test.

Table 3 Convergent Validity Test (Outer Loading Value)

Variable	Indicators	Outer Model Value	Result
Service Quality (X1)	X1.1	0,940	Valid
	X1.2	0,938	Valid
	X1.3	0,956	Valid
	X1.4	0,928	Valid
	X1.5	0,955	Valid
	X1.6	0,969	Valid
	X1.7	0,942	Valid
	X1.8	0,922	Valid
	X1.9	0,945	Valid
	X1.10	0,956	Valid
Customer Loyalty (Y1)	Y1.1	0,966	Valid
	Y1.2	0,921	Valid
	Y1.3	0,953	Valid
	Y1.4	0,901	Valid
Customer Satisfaction (Y2)	Y2.1	0,926	Valid
	Y2.2	0,915	Valid
	Y2.3	0,853	Valid
	Y2.4	0,929	Valid
	Y2.5	0,930	Valid
	Y2.6	0,950	Valid
Customer Delight (Y3)	Y3.1	0,970	Valid
	Y3.2	0,936	Valid
	Y3.3	0,941	Valid
	Y3.4	0,934	Valid
	Y3.5	0,931	Valid



Variable	Indicators	Outer Model Value	Result
	Y3.6	0,919	Valid

Source: Processed Primary Data, 2024

Based on Table 3, the outer model testing indicates that all indicators have outer loading values above 0.50, meeting the criteria for convergent validity. Additionally, construct validity is also assessed through the average variance

extracted (AVE) value, with an AVE value greater than 0.50 indicating adequate construct validity. The AVE values for the convergent validity test are presented in Table 4.

Table 4 Convergent Validity (AVE Value)

Variable	AVE Value	Ket
Service Quality (X1)	0.893	Valid
Customer Loyalty (Y1)	0.875	Valid
Customer Satisfaction (Y2)	0.842	Valid
Customer Delight (Y3)	0.881	Valid

Source: Processed Primary Data, 2024

The results of the convergent validity test, as reflected by the Average Variance Extracted (AVE) values in Table 4, indicate that all constructs, including service quality, customer loyalty, customer satisfaction, and customer delight, exhibit AVE values exceeding 0.50. This signifies that all variables employed in the study are deemed valid.

➤ *Discriminant Validity.*

Discriminant validity ensures that different constructs are not highly correlated with one another. This validity is

assessed through cross-loadings, where a scale is considered to have discriminant validity if the cross-loading correlation with the latent variable is higher than its correlations with other latent variables. Additionally, discriminant validity can be evaluated by comparing the square root of the average variance extracted ( $\sqrt{\text{AVE}}$ ) using the Fornell-Larcker criterion. A model is deemed to have good discriminant validity if the  $\sqrt{\text{AVE}}$  values for each variable are greater than the correlations between variables. These measurement results are presented in Tables 5 and 6.

Table 5 Discriminant Validity (Cross Loading Value)

	Service Quality	Customer Loyalty	Customer Satisfaction	Customer Delight
KualL1	0.940	0.824	0.859	0.853
KualL2	0.938	0.831	0.811	0.804
KualL3	0.956	0.789	0.820	0.802
KualL4	0.928	0.820	0.806	0.786
KualL5	0.955	0.803	0.837	0.812
KualL6	0.969	0.827	0.851	0.833
KualL7	0.942	0.806	0.815	0.808
KualL8	0.922	0.841	0.893	0.876
KualL9	0.945	0.801	0.842	0.812
KualL10	0.956	0.814	0.845	0.823
LoyPel1	0.831	0.966	0.838	0.850
LoyPel2	0.799	0.921	0.828	0.796
LoyPel3	0.792	0.953	0.842	0.888
LoyPel4	0.809	0.901	0.832	0.809
KepPel1	0.783	0.796	0.926	0.854
KepPel2	0.826	0.829	0.915	0.856
KepPel3	0.738	0.748	0.853	0.757
KepPel4	0.862	0.826	0.929	0.897
KepPel5	0.826	0.86	0.930	0.866
KepPel6	0.844	0.848	0.950	0.904
CusDe1	0.830	0.882	0.898	0.97
CusDe2	0.839	0.809	0.896	0.936
CusDe3	0.791	0.843	0.845	0.941
CusDe4	0.763	0.823	0.881	0.934
CusDe5	0.851	0.854	0.879	0.931
CusDe6	0.817	0.823	0.859	0.919

Source: Processed Primary Data, 2024

Table 6 Discriminant Validity (*Fornell-Larcker Criterion*)

	Customer Delight	Customer Satisfaction	Service Quality	Customer Loyalty
Customer Delight	0.938			
Customer Satisfaction	0.934	0.918		
Service Quality	0.869	0.887	0.945	

Source: Processed Primary Data, 2024

The results of the discriminant validity test indicate that both the cross-loading values and the Fornell-Larcker Criterion test reflect strong discriminant validity. The correlations between indicators and their respective constructs are higher compared to correlations with other constructs. Additionally, the square root of the Average Variance Extracted ( $\sqrt{AVE}$ ) values exceed the correlations among latent variables, thus demonstrating that the research data meet the criteria for good discriminant validity.

#### ➤ Composite Reliability.

The reliability test in this study employed both composite reliability and Cronbach's Alpha to assess the internal consistency of the construct indicators. A composite reliability value above 0.60 is deemed acceptable, while Cronbach's Alpha must exceed 0.70 to be considered reliable. The results of the reliability tests indicate that the instruments used in this study meet the accepted criteria for reliability.

Table 7 Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability	Ket.
Service Quality (X1)	0.987	0.988	Valid
Customer Loyalty (Y1)	0.952	0.966	Valid
Customer Satisfaction (Y2)	0.962	0.970	Valid
Customer Delight (Y3)	0.973	0.978	Valid

Source: Processed Primary Data, 2024

Based on Table 7, it is observed that the Cronbach's Alpha and composite reliability values for each variable exceed 0.60. This indicates that the measurement scales employed in the study meet the criteria for reliability.

#### E. Inner Model Evaluation

##### ➤ R-Square

The R-Square analysis aims to measure the degree of variance explained by the independent variables on the dependent variable. A higher  $R^2$  value indicates a more effective predictive model of the research model [29]. The  $R^2$  results are presented in the table 8. Based on Table 8, the model assessing the impact of service quality on customer

loyalty has an R-Square ( $R^2$ ) value of 0.839. This indicates that 83.9% of the variability in customer loyalty can be explained by the variability in service quality, with the remaining 16.1% attributable to factors outside the scope of this study. Similarly, the models evaluating the impact of service quality on customer satisfaction and customer delight have R-Square ( $R^2$ ) values of 0.787 and 0.756, respectively. This suggests that 78.7% and 75.6% of the variability in customer satisfaction and customer delight can be explained by service quality, while 21.3% and 24.4% are explained by variables beyond the study's scope. Examples of such external factors may include employee performance, commitment, work discipline, and others.

Table 8 R-Square Test

	R-Square
Customer Loyalty	0.839
Customer Satisfaction	0.787
Customer Delight	0.756

Source: Processed Primary Data, 2024

##### ➤ Q-Square

The Q-Square ( $Q^2$ ) value is calculated to determine the predictive relevance of the model and the estimated parameters. The Q-Square ( $Q^2$ ) value is computed as follows:

$Q^2$	=	$1 - (1 - R_1^2) (1 - R_2^2) (1 - R_3^2)$
	=	$1 - (1 - 0,839) (1 - 0,787) (1 - 0,756)$
	=	$1 - (0,161) (0,213) (0,244)$
	=	$1 - 0,008367492$
	=	0,9916

The obtained Q-Square ( $Q^2$ ) value is 0.9916. This value exceeds 0, indicating that 99.16% of the variation in customer loyalty, customer satisfaction, and customer delight is explained by service quality, while 0.84% is attributed to other variables outside the scope of the research variables.

##### ➤ Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measure in PLS-SEM that assesses the fit of the empirical data with the research model, combining the quality of measurement (outer model) and structural model (inner model). GoF is calculated by multiplying the average AVE and average  $R^2$ , and then taking the square root of the result. For example, with an

average AVE of 0.8725 and an average  $R^2$  of 0.794, the GoF value obtained is 0.8327. This value indicates an excellent model fit, with a high GoF reflecting the validity and reliability of the research model.

#### F. Hypotheses Test

##### ➤ Direct Effect Testing

In this study, only direct effect testing is utilized for hypothesis testing. Two criteria must be met: the p-value must be less than the alpha level of 5% ( $<0.05$ ), and the t-statistic must exceed 1.96 ( $>1.96$ ). The significance results for each variable relationship are presented in the following table.

Table 9 Direct Effect Testing

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ( O/STDEV )</i>	<i>P Values</i>
<b>Service Quality → Customer Loyalty</b>	0.261	0.245	0.108	2.424	<b>0.016</b>
<b>Customer Loyalty → Customer Satisfaction</b>	0.887	0.882	0.042	21.245	<b>0.000</b>
<b>Customer Loyalty → Customer Delight</b>	0.869	0.862	0.047	18.52	<b>0.000</b>
<b>Customer Satisfaction → Customer Loyalty</b>	0.294	0.301	0.143	2.057	<b>0.040</b>
<b>Customer Delight → Customer Loyalty</b>	0.393	0.396	0.126	3.107	<b>0.002</b>

Source: Processed Primary Data, 2024

- Based on Table 9, the results of the direct effects between variables are as follows:

- ✓ H1: Service quality has a positive and significant effect on customer loyalty, with a path coefficient of 0.261 and a p-value of 0.016.
- ✓ H2: Service quality has a positive and significant effect on customer satisfaction, with a path coefficient of 0.887 and a p-value of 0.000.
- ✓ H3: Service quality has a positive and significant effect on customer delight, with a path coefficient of 0.869 and a p-value of 0.000.
- ✓ H4: Customer satisfaction has a positive and significant effect on customer loyalty, with a path coefficient of 0.294 and a p-value of 0.040.

- ✓ H5: Customer delight has a positive and significant effect on customer loyalty, with a path coefficient of 0.393 and a p-value of 0.002.

Thus, all hypotheses in this study are accepted, indicating that service quality, customer satisfaction, and customer delight significantly influence customer loyalty at Kusuma Bali Mandiri.

##### ➤ Indirect Effect Testing

The analysis of the indirect effects, examining the mediating roles of customer satisfaction and customer delight in the relationship between service quality and customer loyalty, is presented in the table below.

Table 10 Indirect Effect Testing

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ( O/STDEV )</i>	<i>P Values</i>
<b>Service Quality → Customer Satisfaction → Customer Loyalty</b>	0.261	0.266	0.129	2.022	<b>0.002</b>
<b>Service Quality → Customer Delight → Customer Loyalty</b>	0.342	0.341	0.111	3.086	<b>0.004</b>

Source: Processed Primary Data, 2024

According to Table 10, the results of the indirect effect analysis indicate that both customer satisfaction and customer delight mediate the impact of service quality on customer loyalty. The path coefficient for customer satisfaction is 0.261 with a p-value of 0.002, and for customer delight, the path coefficient is 0.342 with a p-value of 0.004. These values suggest that both mediating variables significantly influence the relationship between service quality and customer loyalty. Therefore, H6 and H7 in this

study are supported, indicating that customer satisfaction and customer delight each serve as significant mediators in this relationship.

##### ➤ Mediation Effect Testing

The mediation effects in this study are based on the mediation testing framework proposed by Hair et al. (2017: 248). The explanation of these mediation effects is presented in the table below.



Table 11 Mediation Effect Testing

	Effect			Result
	$p_1$	$p_2$	$p_3$	
<b>Service Quality → Customer Satisfaction → Customer Loyalty</b>	0.000 (Sig.)	0.040 (Sig.)	0.016 (Sig.)	<i>Complementary Partial Mediation</i>
<b>Service Quality → Customer Delight → Customer Loyalty</b>	0.000 (Sig.)	0.002 (Sig.)	0.016 (Sig.)	<i>Complementary Partial Mediation</i>

Source: Processed Primary Data, 2024

- Note: significance (Sig.) =  $p\text{-value} < 0.05$

- ✓  $p_1$  = The direct effect of the exogenous variable (X) on the mediator variable (Z)
- ✓  $p_2$  = The direct effect of the mediator variable (Z) on the endogenous variable (Y)
- ✓  $p_3$  = The direct effect of the exogenous variable (X) on the endogenous variable (Y)

According to Table 11, both customer satisfaction and customer delight can partially mediate the impact of service quality on customer loyalty in a complementary manner. Customer satisfaction shows path coefficients of 0.887 and 0.294, with p-values of 0.000 and 0.040, respectively, while customer delight exhibits path coefficients of 0.869 and 0.393, with p-values of 0.000 and 0.002, respectively. Additionally, the direct effect of service quality on customer loyalty is also significant, with a path coefficient of 0.261 and a p-value of 0.016.

### G. Discussion

#### ➤ Impact of Service Quality on Customer Loyalty

The study on the impact of service quality on customer loyalty at Kusuma Bali Mandiri reveals that service quality has a positive and significant effect on customer loyalty, as evidenced by a positive path coefficient and a p-value less than 0.05. This indicates that improvements in service quality significantly enhance customer loyalty. Customers who receive high-quality service are more likely to remain loyal and make repeat purchases. Survey results show very positive evaluations across all service quality dimensions, with particular emphasis on the speed of employee response, which received the highest rating, reflecting professionalism and efficiency. Additionally, customer loyalty is rated highly, particularly regarding the commitment to repeat purchases and the belief that Kusuma Bali Mandiri is the best retailer with no competitors. These findings align with previous research by [30], [31], and [32], which identified a positive and significant impact of service quality on customer loyalty. Similar findings are supported by [24] and [9], highlighting that superior service quality positively affects customer loyalty. The conclusion of this research underscores the need for Kusuma Bali Mandiri to continually focus on enhancing service quality to strengthen customer loyalty, build long-term relationships, and improve both its reputation and business performance.

#### ➤ Impact of Service Quality on Customer Satisfaction

The analysis indicates that service quality has a positive and significant impact on customer satisfaction at Kusuma Bali Mandiri, with a positive path coefficient and a p-value <

0.05. This finding suggests that improvements in service quality significantly enhance customer satisfaction. Respondent evaluations of service quality were rated very highly, with indicators such as physical evidence, reliability, responsiveness, assurance, and empathy receiving very positive feedback. Specifically, the statement regarding employee response speed received the highest score, reflecting professionalism and efficiency. Customer satisfaction was also rated very high, with the statement "service alignment with customer expectations" achieving the highest score, indicating that service exceeds customer expectations. Additionally, high scores in product fit, innovation, and recommendations reflect a very high level of satisfaction. These findings are consistent with previous research by [33], [34], and [35], which confirms that service quality positively affects customer satisfaction. Research by [4] and [36] also supports these results, demonstrating the positive impact of service quality on customer satisfaction. In conclusion, superior service quality significantly enhances customer satisfaction, highlighting the importance for Kusuma Bali Mandiri to continually improve service quality to maintain and increase customer satisfaction and strengthen the company's positive reputation.

#### ➤ Impact of Service Quality on Customer Delight

The analysis reveals that service quality has a positive and significant impact on customer delight at Kusuma Bali Mandiri, with a positive path coefficient and a p-value < 0.05. This indicates that service quality significantly affects customer delight, meaning that improvements in service quality led to experiences that exceed customer expectations, resulting in heightened satisfaction and positive impressions. Respondent evaluations of service quality were very high, with indicators such as physical evidence, reliability, responsiveness, assurance, and empathy receiving very positive feedback. Particularly, the statement regarding employee response speed received the highest score, reflecting professionalism and efficiency. Customer delight ratings were also very high, with the statement "alignment of Kusuma Bali Mandiri's promotions with reality" achieving the highest score, indicating that promotions meet customer expectations effectively. These findings align with previous research by [3], [37], [38], and [39], which confirms that service quality positively and significantly influences customer delight. Superior service quality contributes to creating highly satisfying customer experiences that exceed expectations, reinforcing customer relationships and enhancing the company's positive reputation. Consequently, Kusuma Bali Mandiri should continue focusing on improving service quality, including accuracy of information, alignment of promotions, and exceptional service, to strengthen customer relationships, encourage positive

recommendations, and enhance the company's market reputation.

#### ➤ *Impact of Customer Satisfaction on Customer Loyalty*

The analysis indicates that customer satisfaction has a positive and significant impact on customer loyalty at Kusuma Bali Mandiri, with a positive path coefficient and a  $p$ -value  $< 0.05$ . This suggests that higher levels of customer satisfaction significantly enhance customer loyalty, meaning that satisfying experiences lead to greater customer retention and repeat purchases. The average customer satisfaction rating was in the "Very High" category, with the statement "I feel that the service at Kusuma Bali Mandiri meets my expectations" scoring the highest. Customer loyalty also showed very positive results, with the statement "I will regularly make purchases at Kusuma Bali Mandiri" achieving the highest score. This positive correlation implies that high customer satisfaction, particularly related to service and products that exceed expectations, contributes to strong customer loyalty, driving repeat purchases and positive recommendations. Previous research supports these findings, showing that customer satisfaction positively and significantly influences customer loyalty. For instance, [40] demonstrated that customer satisfaction directly affects loyalty, confirming that satisfied customers are more likely to remain loyal. [41] also found a significant positive effect of customer satisfaction on loyalty, indicating that companies that meet or exceed customer expectations are more likely to build a loyal and sustainable customer base. Therefore, maintaining high levels of customer satisfaction is crucial for strengthening customer loyalty, increasing purchase frequency, and mitigating competitive impacts. In summary, there is a positive and significant relationship between customer satisfaction and customer loyalty at Kusuma Bali Mandiri. The company's ability to meet or exceed customer expectations helps in building a loyal and sustainable customer base. The implication of these findings is that Kusuma Bali Mandiri should continue to focus on enhancing customer satisfaction to bolster customer loyalty, which will strengthen customer relationships, boost purchase frequency, and reduce competitive pressures.

#### ➤ *Impact of Customer Delight on Customer Loyalty*

The analysis reveals that customer delight has a positive and significant impact on customer loyalty at Kusuma Bali Mandiri, with a positive path coefficient and a  $p$ -value  $< 0.05$ . This indicates that increased customer delight significantly enhances customer loyalty. High levels of customer delight, driven by exceptional service experiences, are crucial for building and maintaining customer loyalty. Respondent feedback on customer delight at Kusuma Bali Mandiri shows an overall very high rating, with indicators such as fairness, appreciation, and attention receiving very positive assessments. Notably, the statement "Kusuma Bali Mandiri's promotions are accurate" scored highest, reflecting that promotions meet customer expectations and boost satisfaction and trust. Similarly, loyalty scores were very high, particularly for the statement "I will regularly make purchases at Kusuma Bali Mandiri," indicating strong customer commitment. These findings align with previous research by [42], [43], and [44], which demonstrates that

customer delight significantly boosts customer loyalty. Therefore, Kusuma Bali Mandiri should focus on enhancing service quality and ensuring consistent and satisfying customer experiences to strengthen customer relationships and maintain a competitive market position.

#### ➤ *Impact of Service Quality on Customer Loyalty with Customer Satisfaction as an Intervening Variable*

The analysis of the impact of service quality on customer loyalty with customer satisfaction as an intervening variable shows a positive path coefficient with a  $p$ -value  $< 0.05$ . This indicates that customer satisfaction significantly mediates the relationship between service quality and customer loyalty. The hypothesis H6, which posits that service quality affects customer loyalty through customer satisfaction, is supported. Both the indirect effects of service quality on customer satisfaction ( $p1$ ) and customer satisfaction on customer loyalty ( $p2$ ) are significant, as well as the direct effect of service quality on customer loyalty ( $p3$ ). This supports a partial mediation model where customer satisfaction mediates the relationship between service quality and customer loyalty. Respondent feedback on service quality at Kusuma Bali Mandiri shows a very high overall rating, with indicators such as physical evidence, reliability, responsiveness, assurance, and empathy receiving very positive evaluations. Notably, the statement on employee response speed received the highest rating, reflecting professionalism and efficiency. Customer satisfaction also showed a very high average rating, with fairness, appreciation, and attention scoring very positively. The statement "Kusuma Bali Mandiri's promotions are accurate" had the highest rating, indicating that promotions are perceived as very accurate, enhancing satisfaction and trust. Customer loyalty ratings were also very high, with the statement "I will regularly make purchases at Kusuma Bali Mandiri" scoring the highest, reflecting strong customer commitment. These findings are consistent with previous research. For instance, [45] found that service quality is a key element in the company-customer relationship and directly affects customer satisfaction. [35] emphasized that customer satisfaction is crucial for building customer loyalty through positive service experiences. [46] and [31] also found that high customer satisfaction, driven by optimal service quality, contributes to customer loyalty. Research by [47] and [9] showed that customer satisfaction positively impacts loyalty, as satisfied customers tend to maintain long-term relationships with the company. In summary, service quality plays a critical role in shaping customer loyalty, with customer satisfaction serving as a significant intervening variable. Companies should continue to focus on enhancing service quality to achieve high levels of satisfaction, which in turn will strengthen customer loyalty and build long-term beneficial relationships.

#### ➤ *Impact of Service Quality on Customer Loyalty with Customer Delight as an Intervening Variable*

The analysis of the impact of service quality on customer loyalty with customer delight as an intervening variable shows a positive path coefficient with a  $p$ -value  $< 0.05$ , indicating that customer delight significantly mediates the relationship between service quality and customer

loyalty. The hypothesis H7, which posits that service quality affects customer loyalty through customer delight, is supported. Both the indirect effects of service quality on customer delight (p1) and customer delight on customer loyalty (p2) are significant, as is the direct effect of service quality on customer loyalty (p3). This supports a partial mediation model where customer delight mediates the relationship between service quality and customer loyalty. Respondent feedback on service quality at Kusuma Bali Mandiri shows a very high overall rating, with indicators like physical evidence, reliability, responsiveness, assurance, and empathy receiving very positive evaluations. Particularly, the statement on employee response speed received the highest rating, reflecting professionalism and efficiency. Customer delight also showed a very high average rating, with fairness, appreciation, and final touches scoring very positively. The statement “Kusuma Bali Mandiri’s promotions make me very satisfied” had the highest rating, indicating that promotions are highly satisfying and enhance customer trust. Customer loyalty ratings were very high as well, with the statement “I will regularly make purchases at Kusuma Bali Mandiri” scoring the highest, reflecting strong customer commitment. These findings are consistent with previous research. For example, [48] found that electronic service quality and system quality positively affect repurchase intentions online through customer delight as a mediator. [38] also found a significant positive effect of service quality on customer loyalty with customer delight as an intervening variable. Additionally, research by [37] and [3] emphasized that customer delight, as a positive response to service exceeding expectations, can strengthen customer attachment. [49] added that ensuring customers are not only satisfied but delighted can strengthen emotional bonds and create a continuous cycle from service quality to customer loyalty. In summary, service quality positively impacts customer loyalty through customer delight, creating a positive experience that enhances customer attachment to the company. Companies should focus on improving service quality to foster customer delight, which will, in turn, strengthen customer loyalty and build a positive reputation.

## V. CONCLUSION

The research results indicate that service quality has a positive and significant impact on customer loyalty, customer satisfaction, and customer delight at Kusuma Bali Mandiri. High service quality enhances customer satisfaction, which in turn contributes to customer delight and loyalty. Additionally, customer delight and customer satisfaction significantly mediate the relationship between service quality and customer loyalty. These findings highlight the importance of improving service quality to achieve high levels of customer satisfaction, delight, and loyalty. Kusuma Bali Mandiri is advised to continue enhancing service quality by focusing on staff skills, prompt responses, and consistent service. To boost cross-category sales and strengthen customer loyalty, expanding cross-product promotions and attractive offers should be considered. Updating the loyalty program with relevant incentives and more effective promotions is also crucial to attract returning customers. Furthermore, increasing employee training for more

personalized service and exploring other factors affecting customer loyalty in future research may provide additional insights for developing better service strategies.

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