

Participation Behavior and Customer Citizenship Behavior Toward Customer Loyalty Mediated by Customer Experience: A Study of Hotels in Sukabumi City

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Article Info

Article history:

Received Aug, 2026

Revised Aug, 2026

Accepted Aug, 2026

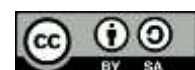
Keywords:

Customer Participation Behavior
Customer Citizenship Behavior
Customer Experience
Customer Loyalty
Hotel Industry

ABSTRACT

The hospitality sector in Sukabumi City has expanded steadily, yet the Room Occupancy Rate (ROR) of star-rated hotels fell from 46.82% in 2024 to 41.35% in 2025, signalling that supply growth has not been matched by stable customer loyalty. A preliminary survey of 15 guests found that an average of 84% expressed weak loyalty, while a surge of 70.66% in tourist arrivals during January-June 2025 was not followed by a corresponding rise in repeat stays, suggesting that visits remain situational rather than loyalty-driven. Grounded in Service-Dominant Logic, this study examines how customer participation behavior and customer citizenship behavior (CCB) influence customer loyalty, both directly and indirectly through customer experience as a mediating variable. A quantitative associative-causal design was applied to 133 respondents selected through purposive sampling, and data were analyzed using Structural Equation Modeling with AMOS 24. The results show that participation behavior and CCB both significantly and positively affect customer experience, with CCB exerting the stronger effect (0.591 versus 0.112). Participation behavior significantly and directly affects loyalty (0.304), whereas the direct effect of CCB on loyalty is not significant (0.075). Customer experience significantly affects loyalty (0.405) and fully mediates the CCB-loyalty relationship while partially mediating the participation-loyalty relationship. These findings imply that hotel managers in Sukabumi City should combine active participation strategies with deliberate experience design so that voluntary citizenship behavior can be effectively converted into sustainable loyalty.

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1. INTRODUCTION

The global hospitality industry is undergoing a fundamental paradigm shift, moving from being a mere lodging provider toward becoming a purveyor of meaningful

experiences; international tourist arrivals in 2023 had recovered to roughly 88% of pre-pandemic levels, yet contemporary travelers increasingly seek authentic, personal, and emotionally engaging experiences rather than

merely a place to sleep [1]. In Indonesia, the number of hotels and accommodation businesses grew from 27,607 units in 2021 to 34,702 units in 2025, with star-rated hotels rising from 3,521 to 4,790 units over the same period [2]. This growth, however, has not been matched by stable occupancy: the national Room Occupancy Rate (ROR) of star-rated hotels fluctuated from 49.87% in 2021 to a peak of 59.12% in 2024 before correcting to 54.79% in 2025, indicating that the expansion of room supply has outpaced the formation of sustained customer loyalty. A similar dynamic is evident in Sukabumi City, where the number of hotels grew steadily from 38 units in 2021 to 42 units in 2025 [2], while the ROR of star-rated hotels rose to 46.82% in 2024 before falling back to 41.35% in 2025, and non-star ROR followed a comparable trajectory from 25.15% to 36.43% before dropping to 31.18% [3]. The persistent gap of roughly ten percentage points between star-rated and non-star occupancy each year suggests that hotel occupancy in Sukabumi City still depends heavily on seasonal moments and institutional agendas rather than on organically formed customer loyalty.

This fluctuation cannot be interpreted directly as a decline in loyalty, since occupancy is also shaped by seasonality, pricing policy, and regional economic dynamics; nevertheless, it indicates that repeat-visit behavior has not stabilized, a pattern commonly associated with suboptimal loyalty formation in service marketing. This is reinforced by a paradox in the city's 2025 tourism data: West Java provincial statistics recorded Sukabumi City as having the highest percentage increase in domestic tourist travel across the province during January-June 2025, at 70.66% year-on-year, reaching 1,141,886 trips [4], yet this surge did not translate into higher loyalty. At the turn of 2023-2024, hotel occupancy exceeded 90%, but at the turn of 2024-2025 it plunged below 30% following a natural disaster, indicating that guest visits remain situational and seasonal rather than driven by the emotional attachment that constitutes genuine loyalty.

Customer participation behavior in Sukabumi City's hotels has also not been optimized strategically: most local hotels still operate a one-way, transactional service model in which guests book through Online Travel Agent platforms, stay, and leave, without co-creation programs or activities that engage guests substantively, so guests experience the hotel merely as an accommodation service rather than feeling part of it. Customer citizenship behavior (CCB) is similarly underdeveloped; in the digital era, CCB manifests not only as physical helping behavior but also as voluntary reviews, recommendations, and experience-sharing on platforms such as Google Maps and TripAdvisor, which strongly shape prospective guests' booking decisions, yet local hotels have not actively facilitated or encouraged this behavior [5]. A preliminary survey of 15 hotel guests in Sukabumi City, selected through purposive sampling, corroborates this picture: an average of 84.00% of respondents gave answers indicating weak loyalty across all indicators, with 86.67% showing no consistent tendency to return to the same hotel, 80.00% showing no strong willingness to recommend the hotel, and 93.33% tending to switch hotels when a more attractive alternative was available.

This declining-loyalty phenomenon is shaped not only by external factors but also by internal factors related to customer behavior and experience during service interaction, which in the hospitality context builds loyalty through a process involving active participation, citizenship behavior, and experience [1], [6]. The four constructs examined in this study, customer participation behavior (X1), customer citizenship behavior (X2), customer experience (Z), and customer loyalty (Y), are grounded in Service-Dominant Logic (SDL) as proposed by Vargo and Lusch [1], which asserts that service value is co-created through interaction between provider and customer rather than created unilaterally by the firm. Within this logic, the customer is an active co-creator whose participation and citizenship behavior operationally manifest the value co-creation process, while customer

experience represents its tangible outcome that ultimately shapes loyalty; this framework therefore serves as the grand theory unifying the four constructs into a coherent, contextually relevant model for the hospitality industry. Based on this background and the research gap identified below, this study is titled "Participation Behavior and Customer Citizenship Behavior toward Customer Loyalty Mediated by Customer Experience: A Study of Hotels in Sukabumi City."

Research Gap

Prior studies examining these relationships show notable inconsistencies. Mursid and Wu [7] found that participation behavior significantly increases loyalty through emotional bonding in religious tourism, whereas Zou and Shao [8] found no significant effect in a sharing-economy context, arguing that the perceived emotional benefits of participation were too weak to drive loyalty. Regarding CCB's effect on loyalty, Lee and Ryan [9] confirmed a significant positive effect in a trade-exhibition context, while Novitaningtyas et al. [10] found that voluntary and participatory behavior did not directly affect loyalty without mediation by satisfaction or trust in homestay tourism. Regarding participation's effect on customer experience, Banik and Rabbanee [11] confirmed a significant positive effect, whereas Lyu, Cao, and Yang [12] found no significant effect when guest engagement in experience-creation was low in a peer-to-peer accommodation setting. Finally, Anandia and Abrian [21] found that customer experience explains 34.4% of the variance in loyalty, while Lyu et al. [12] again found no significant effect under conditions of low engagement. These inconsistencies indicate that loyalty in the hotel industry is shaped not only by direct service quality but also by active customer engagement, whose effects remain empirically unsettled, and that most prior studies concentrate on digital contexts, large-scale hotels, or developed-country settings, leaving a gap regarding local hotels in tier-two cities such as Sukabumi. Customer experience is presumed to play a crucial

mediating role bridging engagement and loyalty, yet this role has rarely been tested comprehensively within a single integrated model in such a context.

Research Objectives

Building on this problem formulation, the study aims to: (1) analyze the effect of participation behavior on customer experience; (2) analyze the effect of customer citizenship behavior on customer experience; (3) analyze the effect of customer experience on customer loyalty; (4) analyze the direct effects of participation behavior and citizenship behavior on customer loyalty; and (5) analyze the mediating role of customer experience in these relationships, among hotel guests in Sukabumi City. Practically, the findings are expected to guide hotel managers in Sukabumi City in designing marketing strategies that strengthen loyalty through the deliberate management of customer experience, participation, and citizenship behavior. Theoretically, the study is expected to enrich the value co-creation literature in the hospitality industry and to serve as a reference for future research examining similar relationships in other contexts.

Novelty and Theoretical Contribution

The novelty of this study lies in its simultaneous modeling of participation behavior and customer citizenship behavior as dual antecedents of loyalty, mediated by customer experience, within a single SEM-AMOS framework applied to a tier-two-city hotel context that has received comparatively little empirical attention relative to large-scale, digital, or developed-country settings. Theoretically, the study extends Service-Dominant Logic by empirically differentiating the pathways through which two distinct forms of customer engagement, one relationally embedded in the service encounter (participation) and one voluntary and extra-role (CCB), translate into loyalty. By showing that experience fully mediates the CCB-loyalty link while only partially mediating the participation-loyalty link, this study offers a more granular account of value

co-creation than models that treat customer engagement as a single, undifferentiated construct, thereby refining SDL's proposition that the strength and directness of the customer's co-creative role in loyalty formation depends on the nature of the engagement behavior involved.

Based on this background, this study aims to analyze the influence of App Quality and Sales Promotion on Purchase Decision through Customer Satisfaction among GrabFood users in Sukabumi City. The hypotheses proposed in this study are:

2. LITERATURE REVIEW

2.1 *Customer Loyalty*

Customer loyalty is defined as a deeply held commitment to consistently repurchase or repatronize a preferred product or service in the future, despite situational influences and marketing efforts that have the potential to induce switching behavior [18]. A loyal customer is not merely a satisfied customer but one who actively recommends the product or service to others and demonstrates resistance to competitors' offers, consistent with the broader marketing principle that retaining existing customers is markedly more cost-efficient than acquiring new ones [17]. Building customer loyalty requires an in-depth understanding of consumer desires coupled with continuous value addition to the product or service offered [19]. In the hospitality context, loyalty is strongly shaped by service quality and the perceptions built throughout customer-hotel interaction; good service quality and satisfaction leave a positive impression in customers' memory and encourage repeat patronage [20]. Loyalty

comprises four progressive stages: cognitive loyalty (knowledge-based), affective loyalty (feeling-based), conative loyalty (intention-based), and action loyalty (behaviorally enacted loyalty) [18]. Building loyalty is therefore not instantaneous; it requires a consistent process and strategies tailored to customers' evolving needs and habits [19]. For the purposes of this study, customer loyalty is defined as a customer's deep commitment to continue using hotel services consistently, to recommend them to others, and to maintain that choice even when more attractive competitor offers are available.

2.2 *Customer Experience*

Customer experience is the internal and subjective response of a customer resulting from direct or indirect interaction with all aspects of the service provided by a firm, reflecting a broader shift in which firms increasingly compete by staging memorable experiences rather than merely delivering goods and services [16]. It encompasses more than simply obtaining what the customer wants; it includes the entire chain of interactions that form part of the business process, such as environmental design, location, staff service, and the manner in which service is delivered. Comfort has been identified as the most important factor shaping customer experience, followed by customer-employee interaction, service speed, service setting, core service, functional elements, the presence of other customers, added value, aesthetic service processes, and customer engagement, indicating that

customer experience is multidimensional and inseparable from the overall quality of interaction. A memorable experience is more likely to influence future customer behavior, and experience can be measured along sensory, affective, intellectual, and behavioral dimensions, a scale that has demonstrated a positive relationship between memorable customer experience and future behavioral intention, including loyalty and willingness to recommend. Through deliberate customer-experience management, firms can develop holistic services that attract, retain, and add value tailored to customers' underlying motivations, by designing controllable stimuli and monitoring uncontrollable ones so that the overall experience can be strategically engineered.

Within this study, customer experience functions as the mediating variable that bridges customer behavior (X1 and X2) with loyalty (Y). CCB has been shown to shape co-creation experiences that subsequently influence perceived customer value, while experience formed through active participation has been confirmed as a strong predictor of loyalty [11]. In other words, without a meaningful experience as the bridge, the effects of participation and CCB on loyalty become suboptimal. Customer experience is therefore concluded to be the outcome of interaction between the customer and the service provider that involves emotional, cognitive, and sensory dimensions during the service process; a positive

experience creates a lasting impression that increases the likelihood of repurchase and recommendation.

2.3 *Customer Participation Behavior*

Customer participation behavior is the active involvement of customers in the service-delivery process, in which the customer does not merely passively receive the service but also contributes to the creation of service value itself. In this framework, the customer can be regarded as a "partial employee" who collaborates with the service provider in the value co-creation process, so that their presence exerts a tangible influence on the quality of the service produced. Participation is an essential element in building long-term loyalty because customers consciously become involved in service development; in the hotel context, this participation is evident through willingness to give suggestions, to take part in activities provided, or to promote the hotel voluntarily. Customers who feel involved tend to be more satisfied and develop closer emotional ties with management. Participation can manifest directly, such as involvement in hotel activities like cultural classes or local social programs, or indirectly, such as providing suggestions through surveys, suggestion boxes, or online reviews; both forms are equally important because they generate real feedback that can be used for continuous evaluation and service development. Customers who are actively involved in hotel activities obtain a more personal and memorable

experience, which strengthens the bond between the customer and the hotel so that they feel part of the hotel rather than merely a service user. The higher the level of customer participation, the stronger the emotional bond formed during the stay.

2.4 *Customer Citizenship Behavior (CCB)*

Customer citizenship behavior (CCB) is defined as voluntary customer behavior that is not formally required within the service-delivery process, yet contributes positively to organizational performance and creates added value for both the firm and other customers, encompassing actions such as providing recommendations, helping other customers, and giving feedback to the firm. CCB is behavior that goes beyond the customer's formal role and obligations in a service transaction, yet delivers tangible benefits to the service provider and to fellow customers [14]. The concept is adapted from organizational citizenship behavior (OCB) in human-resource management, subsequently extended into the services-marketing domain; a customer who behaves like a "good citizen" within the hotel service ecosystem voluntarily contributes to the collective improvement of service quality.

CCB is conceptualized along three primary dimensions: helping behavior, namely assisting fellow guests in difficulty; advocacy, namely recommending the hotel to relatives and providing positive reviews online; and constructive feedback, namely conveying suggestions to management for

service improvement [9]. Later research extended this framework by adding tolerance, namely patience toward minor service failures, and civic virtue, namely compliance with hotel norms and rules, as additional relevant dimensions of CCB in the hospitality context [11]. Research on CCB and co-creation experience has found that the different dimensions of CCB exert varying effects on the quality of experience perceived by the customer, indicating that CCB is not a single, unidimensional construct but a multidimensional one that must be measured comprehensively for its effect on experience and loyalty to be fully understood. For this study, CCB is concluded to be voluntary customer behavior that falls outside the customer's core service obligation, such as recommending the hotel to others, assisting fellow guests, and offering constructive feedback to the provider, reflecting the customer's level of engagement with and concern for the continuity of the service. Through interaction among customers and the voluntary contributions they provide, CCB enriches the overall service experience; the higher the level of CCB displayed, the more positive and meaningful the resulting customer experience tends to be.

2.5 *Previous Research*

A range of prior studies provides empirical grounding for the constructs examined in this study. Lee and Ryan [9] applied Structural Equation Modeling and the PROCESS macro to 312 international trade-fair exhibitors in New Zealand

and found that trust significantly influenced loyalty ($\beta = 0.685$, $p < 0.001$) alongside citizenship behavior ($\beta = 0.555$), with exhibition repetition strengthening the trust-loyalty relationship. Using SEM-PLS on 200 Indonesian tourists, tourist experience was found to significantly affect revisit decisions ($\beta = 0.825$, $p < 0.001$, $R^2 = 0.800$), with satisfaction acting as a strengthening mediator [30]. Path analysis on 120 visitors to Indonesian tourism destinations found that destination image had a direct significant effect on customer value while experience alone was not significant directly, though customer value significantly affected loyalty, and jointly, destination image and experience significantly affected loyalty ($F = 9.431$, $p = 0.000$) [29]. A regression study of 373 guests at Alila Hotel SCBD Jakarta found that Customer Relationship Management (CRM) significantly affected re-stay intention ($F = 1062.41$, $p = 0.000$; $R^2 = 0.934$), with all CRM dimensions, including experience management, showing significant effects [23].

Applying SEM-PLS to 110 guests of The Balcone Suites & Resorts, the tangible service-quality dimension was found to significantly affect loyalty ($\beta = 0.769$, $p < 0.05$), while empathy was not significant, and customer experience was confirmed as a strong mediator ($AVE > 0.75$, $CR > 0.95$) [22]. A PLS-SEM study of 100 meeting guests at Hotel Pangeran City Padang found that customer experience significantly affected customer loyalty (path = 0.586, $t = 4.213$, $p = 0.000$, $R^2 = 0.344$). In the rural-homestay context,

SEM-AMOS analysis of 350 tourists in Ghalegaun, Nepal found that homestay experience significantly influenced destination satisfaction ($\beta = 0.882$, $p < 0.001$) and behavioral intention ($\beta = 0.313$, $p < 0.001$), with satisfaction directly affecting revisit intention ($\beta = 0.615$, $p < 0.001$) [24]. PLS-SEM analysis of 286 homestay guests in China found that the physical environment directly affected loyalty while social interaction affected only satisfaction [28]. A descriptive-correlational study of 400 homestay tourists in Kenting, Taiwan, found that cleanliness and friendliness were rated most highly, with service quality significantly affecting satisfaction and loyalty. SEM analysis of 250 Malaysian homestay tourists found that image was not directly significant to loyalty ($\beta = 0.052$, $p > 0.05$) but was significant through satisfaction ($\beta = 0.242$, $p < 0.01$), and perceived value was directly significant ($\beta = 0.339$, $p < 0.001$), with the model explaining 47.2% of loyalty variance [26].

A logistic-regression study of 365 guests at Hotel Truntum Padang found that 78% of guests were loyal, with customer experience and brand trust both significantly influencing loyalty ($p < 0.05$; odds ratios of 9.942 and 2.814 respectively) [25]. SEM analysis of 307 rural-homestay guests in China found that customer emotion fully mediated the relationship between service and loyalty, with local culture emerging as a key dimension [6]. SEM-AMOS and Sobel-test analysis of 203 homestay guests at Balkondes Borobudur found that image and

service quality significantly affected satisfaction and trust [10]. SEM-PLS analysis of 234 post-pandemic Chinese homestay tourists found that emotional solidarity, such as feelings of acceptance and closeness, significantly affected loyalty ($p < 0.01$, $R^2 = 0.637$) [27]. A large-scale sentiment analysis of 772,379 online reviews from Booking, Airbnb, and Couchsurfing in Brazil and the United States found that negative reviews were markedly more prevalent on Booking (17%) than on Airbnb (4%) or Couchsurfing (2%), and that neutral reviews often represented less-than-satisfactory experiences [5]. Studies on luxury hotels in China found that customer experience positively affected brand commitment and brand love, which subsequently positively affected CCB, while research on virtual brand communities in China ($n = 642$) found that CCB positively affected co-creation experience, which mediated the relationship between CCB and perceived customer value, consistent with the view that affective commitment and psychological brand ownership strengthen brand loyalty through co-creation practices [13]. Studies of 432 hotel and retail customers found that customer experience positively affected CCB, with customers reporting positive experiences displaying more voluntary citizenship behavior, consonant with validated scales showing that customer value co-creation behavior systematically covaries with such experience-driven outcomes [15], while SEM-AMOS analysis of 453 Chinese

hotel guests found that participation behavior positively affected brand preference, moderated by hotel brand type and star rating [7].

2.6 Hypothesis Development

Active customer participation in hotel service processes directly contributes to the formation of a more personal, meaningful, and memorable experience. Participation behavior has been shown to positively affect customer experience because active engagement increases the subjectively perceived value of the experience [26], and participation behavior in the hotel context significantly increases service-experience value through a co-production process involving interaction between customers and staff. Customers who participate actively obtain richer and more relevant experiences compared with customers who remain passive recipients of service. Accordingly:

H1: *Participation behavior affects customer experience in Sukabumi City hotels.*

Voluntary citizenship behavior, such as helping fellow guests and providing constructive feedback, indirectly creates a more positive service climate and supports collective experience quality. CCB has been found to significantly affect co-creation experience, with customers who behave like "good citizens" within the hotel ecosystem experiencing more meaningful and satisfying stays [11]. Voluntary customer behavior has likewise been found to significantly affect the quality of experience perceived in direct-service contexts [9]. The

higher the CCB displayed by customers, the more positive the service experience they and other customers perceive collectively. Accordingly:

H2: *Customer citizenship behavior affects customer experience in Sukabumi City hotels.*

Active customer engagement in hotel service processes not only shapes a higher-quality experience but also directly strengthens the emotional attachment that underlies loyalty. Participation behavior has been shown to significantly and positively affect loyalty through the emotional bonds formed by active engagement during service consumption [7], and participation behavior in hotel contexts involving direct interaction between customers and providers generates stronger preference and commitment toward the hotel [7]. Customers who participate more actively in the hotel service process are therefore more likely to become loyal and consistent repeat visitors. Accordingly:

H3: *Participation behavior affects customer loyalty in Sukabumi City hotels.*

Customers who display citizenship behavior have deeper attachment to the hotel, which ultimately drives loyalty that is affective and enduring in nature. CCB has been shown to significantly and positively affect loyalty in direct-service contexts, where customers who actively recommend and give constructive feedback show stronger commitment to continued patronage [9]. Customers displaying citizenship behavior are more likely to build long-term attachment with the service

provider, generating loyalty that is not merely transactional but rooted in deep relational value [7]. The stronger the CCB displayed, the greater the customer's tendency to remain loyal. Accordingly:

H4: *Customer citizenship behavior positively affects customer loyalty in Sukabumi City hotels.*

Customer experience is presumed to play a crucial mediating role linking participation behavior (X1) and CCB (X2) to customer loyalty (Y). Theoretically, participation and CCB do not automatically translate into loyalty; they first shape the quality of experience perceived by the customer during interaction with the hotel, and it is this meaningful experience that subsequently drives long-term commitment and loyalty. Accordingly:

H5: *Customer experience (Z) mediates the effect of participation behavior (X1) and customer citizenship behavior (X2) on customer loyalty (Y).*

Based on the theoretical and empirical review above, it can be concluded that customer loyalty is not formed directly, but rather through a process of experience felt by the customer during interaction with the service. Participation behavior and citizenship behavior reflect active customer involvement in the value-creation process, contributing to a more positive and meaningful customer experience, which in turn becomes the principal driver of sustained loyalty. The conceptual framework of this study accordingly depicts both direct and indirect relationships among the four constructs, with customer experience positioned

as the mediating variable bridging participation behavior and citizenship behavior toward customer loyalty.

3. METHODS

This study employs a quantitative, associative-causal design aimed at testing predetermined hypotheses concerning cause-and-effect relationships among four constructs: customer participation behavior (X1) and customer citizenship behavior (X2) as independent variables, customer experience (Z) as the mediating variable, and customer loyalty (Y) as the dependent variable. Data were analyzed using Structural Equation Modeling based on Analysis of Moment Structures (SEM-AMOS) with IBM AMOS 24, chosen for its capacity to simultaneously test direct and indirect effects among latent constructs through a mediating variable while accounting for a comprehensive set of goodness-of-fit indices [32].

Primary data were collected through questionnaires distributed to hotel guests in Sukabumi City, covering participation behavior, CCB, customer experience, and loyalty, while secondary data were drawn from municipal statistical reports and prior studies. Because the guest population is continuously changing and therefore treated as infinite, a purposive sampling technique was applied [38], requiring respondents to have stayed at a Sukabumi City hotel at least three times within the past two years, to be at least 18 years old, and to be residing in or visiting the city at the time of data collection. Following Hair et al. [33], who recommend a minimum sample of five to ten times the number of indicators, the study's 19 indicators (4 for X1, 5 for X2, 5 for Z, and 5 for Y) with a multiplier of 7 yielded a minimum required sample of 133 respondents; data collection over approximately four weeks produced exactly 133 valid responses, measured on a five-point Likert scale.

Instrument testing proceeded in two stages. At the pilot stage, item validity was assessed in SPSS using the corrected item-

total correlation (valid if > 0.30) [36], and reliability was assessed using Cronbach's Alpha (acceptable if ≥ 0.70) [32], [37]. At the full-data stage, construct validity was confirmed through Confirmatory Factor Analysis (CFA) within SEM-AMOS, requiring standardized factor loadings of at least 0.50 (ideally ≥ 0.70), Average Variance Extracted (AVE) ≥ 0.50 , and Construct Reliability (CR) ≥ 0.70 [32], [34].

Prior to hypothesis testing, SEM assumptions were evaluated for multivariate normality (critical ratio of skewness/kurtosis within ± 2.58), multicollinearity and singularity (sample covariance-matrix determinant), and outliers (Mahalanobis distance against the chi-square critical value). Model fit was evaluated against chi-square probability > 0.05 , CMIN/DF ≤ 2.00 (good) or 3.00 (acceptable), RMSEA ≤ 0.05 (very good) or 0.08 (acceptable), CFI and TLI ≥ 0.90 (acceptable) or 0.95 (good), and GFI, AGFI, and PNFI ≥ 0.90 , 0.90, and 0.60 respectively [37], with a minimum of three to four indices meeting the cut-off considered sufficient to claim adequate fit [32].

The research instrument uses a questionnaire that is compiled based on indicators from the variables App Quality, Sales Promotion, Customer Satisfaction, and Purchase Decision with reference to relevant theories and previous research. The questionnaire was distributed online to GrabFood users in Sukabumi City to obtain data on respondents' perceptions of application quality, promotions, satisfaction, and purchase decisions.

Hypothesis testing used path analysis, examining the Critical Ratio (CR) and p-value of each structural path; a hypothesis was accepted if $CR > 1.96$ and $p < 0.05$ [32]. Direct effects were tested for H1-H4, while the mediating effect of customer experience (H5) was tested via bootstrapping with a minimum of 2,000 resamples, considered significant if the 95% bias-corrected confidence interval of the indirect effect excluded zero [35], complemented by the Sobel test. Mediation was classified as full when the direct effect was non-significant but the indirect effect significant, partial when

both were significant, and absent when the indirect effect was non-significant.

4. RESULTS AND DISCUSSION

4.1 Respondent Profile

This study was conducted among guests of hotels operating in Sukabumi City, both star-rated and non-star. As of 2025, 42 hotels operated in the city, comprising 8 star-rated and 34 non-star establishments, concentrated primarily in Cikole Subdistrict as the city's commercial center. A total of 133 valid responses were collected, consistent with the minimum sample requirement derived from the SEM guideline. Respondents were fairly evenly split by gender, with 66 male (49.6%) and 67 female (50.4%) respondents. By age, the majority (60.90%) were between 20 and 25 years old, followed by 18.05% under 20, 15.79% between 26 and 30, and 5.26% between 31 and 40 years old. Regarding visit frequency, 54.14% of respondents had stayed 3-4 times, 30.83% had stayed 5-6 times, and 15.04% had stayed more than 6 times, consistent with the purposive sampling criterion requiring at least three stays within the past two years. By purpose of stay, 58.65% traveled for leisure, 30.83% for business or MICE purposes, and 10.53% for other purposes.

4.2 Confirmatory Factor Analysis

CFA was conducted separately for the exogenous and endogenous construct

Table 1. CFA Goodness-of-Fit Results for Exogenous and Endogenous Models

No	Goodness of Fit	Cut-off	Exogenous Model	Endogenous Model
1	Chi-square (p)	> 0.05	34.812 (0.092)	41.530 (0.146)
2	CMIN/DF	≤ 2.00	1.392	1.258
3	GFI	≥ 0.90	0.943	0.941
4	AGFI	≥ 0.90	0.898 (marginal)	0.902
5	TLI	≥ 0.90	0.978	0.978
6	CFI	≥ 0.90	0.985	0.984
7	RMSEA	≤ 0.08	0.055	0.044

4.3 Reliability and Convergent Validity

Construct reliability was assessed using CR and AVE derived from the CFA

groups prior to full structural-model estimation. For the exogenous constructs (participation behavior and CCB), the model exhibited good fit: chi-square = 34.812 (df = 25, $p = 0.092$), CMIN/DF = 1.392, GFI = 0.943, TLI = 0.978, CFI = 0.985, and RMSEA = 0.055, all meeting the fit criteria; only AGFI (0.898) fell marginally short of the 0.90 threshold, a difference considered tolerable given that all other indices indicated good fit. All standardized loadings exceeded 0.50, ranging from 0.665 to 0.866 for participation-behavior indicators and from 0.756 to 0.797 for CCB indicators, confirming convergent validity at the measurement level.

For the endogenous constructs (customer experience and loyalty), the model likewise showed strong fit: chi-square = 41.530 (df = 33, $p = 0.146$), CMIN/DF = 1.258, GFI = 0.941, AGFI = 0.902, TLI = 0.978, CFI = 0.984, and RMSEA = 0.044, all indices meeting the required cut-offs. Loadings ranged from 0.558 to 0.756 for customer-experience indicators, with staff-service quality (Z5) showing the highest loading, and from 0.590 to 0.858 for loyalty indicators, with first-choice preference (Y3) and competitor resistance (Y4) showing the strongest loadings, indicating that loyalty among Sukabumi City hotel guests is most strongly reflected in preference for the hotel as the primary choice and resilience against competing offers.

loadings in the full structural model. All four constructs met the required thresholds of $CR \geq 0.70$ and $AVE \geq 0.50$ [34]: participation behavior recorded CR =

0.887 and AVE = 0.664; CCB recorded CR = 0.882 and AVE = 0.600; customer experience recorded CR = 0.863 and AVE = 0.561; and customer loyalty recorded CR

= 0.877 and AVE = 0.591. These results confirm that all constructs are reliable and possess adequate convergent validity for subsequent structural analysis.

Table 2. Construct Reliability (CR) and Average Variance Extracted (AVE)

Construct	CR	AVE	Interpretation
Participation Behavior (X1)	0.887	0.664	Reliable
Customer Citizenship Behavior (X2)	0.882	0.600	Reliable
Customer Experience (Z)	0.863	0.561	Reliable
Customer Loyalty (Y)	0.877	0.591	Reliable

Source: AMOS Output, Processed by The Authors, 2026

4.4 Full Structural Model and Assumption Testing

The full structural model demonstrated good overall fit: chi-square = 155.615 (df = 129, $p = 0.055$), CMIN/DF = 1.206, GFI = 0.900, TLI = 0.975, CFI = 0.981, and RMSEA = 0.040, with AGFI (0.852) again falling marginally below the ideal cut-off but not undermining the overall model's acceptability given that the majority of indices met the required criteria. Multivariate normality was confirmed, with a multivariate critical ratio of 1.216, well within the ± 2.58 threshold. No multicollinearity or singularity

issues were detected in the sample covariance matrix, and the highest Mahalanobis distance recorded (35.394 for observation 133) remained below the chi-square cut-off of 43.820, indicating that no outliers were present and that all 133 observations were suitable for structural analysis.

4.5 Hypothesis Testing

Path analysis of the full structural model produced the standardized estimates, critical ratios, and p-values summarized in Table 3.

Table 3. Summary of Hypothesis Testing Results

Hypothesis	Path	Estimate	C.R.	p	Result
H1	Participation $\rightarrow$ Experience	0.112	2.066	0.039	Supported
H2	CCB $\rightarrow$ Experience	0.591	6.001	< 0.001	Supported
H3	Participation $\rightarrow$ Loyalty	0.304	3.335	< 0.001	Supported
H4	CCB $\rightarrow$ Loyalty	0.075	0.460	0.646	Not supported
H5	Experience mediates X1, X2 $\rightarrow$ Y	-	-	-	Supported

Source: AMOS Output, Processed by The Authors, 2026

Participation behavior significantly and positively affects customer experience (estimate = 0.112, CR = 2.066, $p = 0.039$), supporting H1. CCB exerts a considerably stronger and highly significant effect on customer experience (estimate = 0.591, CR = 6.001, $p < 0.001$), supporting H2 and representing the strongest structural path in the entire model. Participation behavior also

significantly and positively affects loyalty directly (estimate = 0.304, CR = 3.335, $p < 0.001$), supporting H3 and representing the strongest direct path toward loyalty among all paths tested. In contrast, the direct effect of CCB on loyalty is not significant (estimate = 0.075, CR = 0.460, $p = 0.646$), so H4 is not supported. The path from customer experience to loyalty is significant and

positive (estimate = 0.405, CR = 2.028, $p = 0.043$), forming the basis for testing the mediating role of experience under H5.

4.6 Direct, Indirect, and Total Effects

Table 4. Standardized Direct, Indirect, and Total Effects

Path	Direct	Indirect (via Experience)	Total	Path
CCB → Customer Experience	0.715	0.000	0.715	CCB → Customer Experience
Participation → Customer Experience	0.156	0.000	0.156	Participation → Customer Experience
CCB → Loyalty	0.069	0.220	0.289	CCB → Loyalty
Participation → Loyalty	0.322	0.048	0.369	Participation → Loyalty
Customer Experience → Loyalty	0.308	-	0.308	Customer Experience → Loyalty
Path	Direct	Indirect (via Experience)	Total	Path
CCB → Customer Experience	0.715	0.000	0.715	CCB → Customer Experience
Participation → Customer Experience	0.156	0.000	0.156	Participation → Customer Experience

Source: AMOS Output, Processed by The Authors, 2026

The indirect effect of CCB on loyalty through customer experience (0.220) is substantially larger than its non-significant direct effect (0.069), indicating that experience fully mediates the relationship between CCB and loyalty; because CCB's direct path to loyalty is not significant while its indirect path is, this pattern satisfies the criteria for full mediation and confirms H5 for this path. Conversely, the indirect effect of participation behavior on loyalty through experience (0.048) is far smaller than its significant direct effect (0.322), indicating that customer experience only partially mediates the participation-loyalty relationship, since both the direct and indirect paths contribute significantly to loyalty. In terms of total effects, participation behavior contributes the largest overall effect on loyalty (0.369), followed by customer experience (0.308) and CCB (0.289), with the latter's contribution occurring almost entirely through the indirect, experience-mediated path.

Discussion

The finding that participation behavior significantly but modestly affects customer experience (estimate = 0.112) indicates that active customer engagement, whether through direct involvement, information sharing, responsible behavior, or

active staff interaction, does contribute to a more positive stay experience, though its magnitude remains smaller than that of CCB. This is consistent with the argument that active engagement increases the subjectively perceived value of the experience through co-production processes [26]. The relatively modest effect size, however, suggests that participation among Sukabumi City hotel guests has not yet been fully leveraged as a source of meaningful experience, a pattern consistent with the background phenomena identified earlier in this study. The result nonetheless reinforces the Service-Dominant Logic perspective [1] that customers are not passive recipients but co-creators of service value, even though in this specific context their contribution remains less influential than voluntary citizenship behavior.

The strong and highly significant effect of CCB on customer experience (estimate = 0.591), the largest structural path in the model, indicates that voluntary customer behaviors, helping fellow guests, providing recommendations, offering constructive feedback, exercising tolerance, and participating in hotel activities, substantially shape the quality of experience customers perceive. This finding aligns with research demonstrating that customers who behave like "good citizens" within a service

ecosystem experience more meaningful and satisfying interactions because the resulting service climate becomes more positive collectively [11]. At nearly five times the magnitude of the participation-experience path, this result reinforces the SDL proposition that value co-creation more strongly emerges from voluntary customer behavior that exceeds the customer's functional role as a mere service user.

Participation behavior's significant and positive direct effect on loyalty (estimate = 0.304), the strongest direct path toward loyalty in the entire model, indicates that active customer engagement in the hotel service process directly strengthens guests' commitment to return, to regard the hotel as their first choice, and to resist competitor offers. This supports prior findings that participation behavior significantly affects loyalty through the emotional bonds and stronger preference formed during active engagement in service interaction [7]. The moderate estimate reinforces the SDL framework's claim that customer involvement as a value co-creator not only shapes experience but also directly cultivates long-term loyalty attachment with the service provider.

In contrast to the preceding relationships, the direct effect of CCB on loyalty is not significant (estimate = 0.075, $p = 0.646$), indicating that voluntary behaviors such as helping other guests, providing advocacy, and giving constructive feedback do not directly translate into loyalty; rather, their influence is channeled predominantly through the customer experience these behaviors help create, as confirmed by the mediation analysis. This is consistent with prior findings that voluntary behavior and customer engagement do not always directly affect loyalty without being mediated by satisfaction or experience [10]. This result diverges from studies that reported a significant direct relationship between citizenship behavior and loyalty [31], suggesting that in the Sukabumi City hotel context, CCB's contribution to loyalty is realized only indirectly. This divergence indicates that in face-to-face-intensive

services such as hospitality, the value co-creation process described by SDL requires a genuine experiential bridge before it culminates in loyalty.

Customer experience's significant positive effect on loyalty (estimate = 0.405) confirms its role as the mediating variable between participation behavior, citizenship behavior, and loyalty. The mediation analysis shows that experience fully mediates the CCB-loyalty relationship and partially mediates the participation-loyalty relationship. In other words, without a memorable stay experience, the contribution of citizenship behavior to loyalty would practically fail to materialize. This finding reinforces the Service-Dominant Logic framework underlying this study [1], in which service value is formed through a co-creation process between the customer and the provider, and the experience resulting from that process becomes the principal bridge toward long-term loyalty.

Beyond corroborating prior empirical findings, these results extend Service-Dominant Logic (SDL) theoretically by clarifying how the strength of a customer's co-creative role shapes its translation into loyalty. SDL posits that value is always co-created through customer-provider interaction, but this study shows that the pathway of that co-creation is not uniform: participation behavior, an in-role, relationally embedded contribution to the service encounter, converts into loyalty both directly and through experience, whereas CCB, an extra-role, voluntary contribution, is registered as value co-creation only once it is translated by the customer into a memorable experience. In SDL terms, this implies that operant resources contributed through extra-role citizenship behavior require an experiential translation layer before they are recognized as value, while operant resources contributed through in-role participation are more directly convertible into relational outcomes. This distinction refines SDL's general claim that customers are co-creators of value by specifying a boundary condition: the closer a customer behavior is embedded within the formal service encounter, the more

directly its co-creative contribution is reflected in loyalty, whereas behavior that exceeds the formal service role depends on the mediating experience to be converted into loyalty.

Taken together, the effect analysis shows that CCB exerts the largest direct effect on customer experience (0.715), while participation behavior exerts the largest direct effect on loyalty (0.322). The most prominent indirect effect stems from CCB's influence on loyalty through customer experience (0.220), underscoring the centrality of experience as the primary channel through which CCB's influence is transmitted. In total effects, participation behavior contributes the highest overall influence on loyalty (0.369), followed by customer experience (0.308) and CCB (0.289). This pattern indicates that loyalty-enhancement strategies for Sukabumi City hotels should combine the direct strengthening of active customer participation with the deliberate creation of meaningful stay experiences as the primary channel for CCB's effect. Collectively, these findings suggest that participation behavior and CCB both play important roles in shaping customer experience but follow distinct pathways in influencing loyalty: participation drives loyalty both directly and indirectly (partial mediation), whereas CCB drives loyalty only indirectly through experience (full mediation). This affirms customer experience as the key element bridging customer engagement and sustainable loyalty, consistent with the Service-Dominant Logic framework that grounds this study, and implies that hotel management in Sukabumi City should simultaneously encourage active participation, stimulate citizenship behavior, and design personal, memorable stay experiences so that loyalty can form organically and sustainably.

5. CONCLUSION

This study concludes that participation behavior and customer citizenship behavior both significantly and positively affect customer experience among hotel guests in Sukabumi City, with citizenship behavior exerting the stronger effect. Participation behavior also directly and significantly strengthens customer loyalty, representing the strongest direct predictor in the model, whereas the direct effect of citizenship behavior on loyalty is not significant. Customer experience itself significantly affects loyalty and functions as a genuine mediator, fully mediating the citizenship behavior-loyalty relationship while partially mediating the participation-loyalty relationship. These differentiated pathways indicate that participation and citizenship behavior should not be treated as equivalent antecedents of loyalty in hospitality settings.

Practically, hotel management in Sukabumi City should not stimulate citizenship behavior, such as positive reviews or recommendations, without simultaneously designing a memorable stay experience, since CCB's contribution to loyalty materializes only through that experiential channel; strengthening active participation, for example through co-creation mechanisms and local-culture-based activities, should remain a priority since it drives loyalty both directly and through experience. Given the study's limitations of a cross-sectional design, self-report measurement, and purposive sampling, future research is encouraged to incorporate trust as a mediating or moderating variable, adopt a longitudinal design, compare star-rated and non-star segments, extend the study to other cities or service sectors, and consider SEM-PLS as a methodological complement to the covariance-based approach used here.

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