



Analysis of Customer Loyalty Influenced by E-Service Quality and Promotion through Consumer Satisfaction as Mediation Variable

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ABSTRACT: This study aims to analyze the effect of E-Service Quality and Promotion on consumer loyalty, with consumer satisfaction as a mediating variable. In January 2024, a survey was conducted on 105 respondents based on TopBrand survey data. This survey was used to test the validity and reliability of the instrument and test the hypothesis to identify direct and indirect influences between the research variables. The results of the study indicate that E-Service Quality and Promotion have a direct influence on consumer satisfaction and loyalty. In addition, E-Service Quality and Promotion indirectly affect consumer loyalty through consumer satisfaction. The practical implications of these findings emphasize that efforts to improve service quality and positive promotional strategies can be a strategic step in increasing consumer satisfaction, ultimately contributing to customer loyalty. The findings of this study provide strategic insights for companies, especially in the technology-based service sector, such as delivery services or e-commerce. Companies need to improve the quality of electronic services by ensuring a reliable, fast, secure, and easy-to-use platform and providing responsive customer service.

Keywords: Customer Loyalty; E-Service Quality; Promotion; Consumer Satisfaction.



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INTRODUCTION

In the rapidly developing digital era, electronic service quality (E-Service Quality) and Promotion are two strategic elements that determine business success in maintaining consumer loyalty. Consumer loyalty is an important indicator of the company's success in maintaining long-term customer relationships amidst increasingly tight market competition. Previous research shows that E-Service Quality plays a significant role in influencing consumer satisfaction, which then has an impact on consumer loyalty ([Hong et al., 2019](#)); this is supported by studies ([Juwaini et al., 2022](#)) which highlight that e-service quality can increase consumer trust and Satisfaction, which ultimately builds long-term loyalty.

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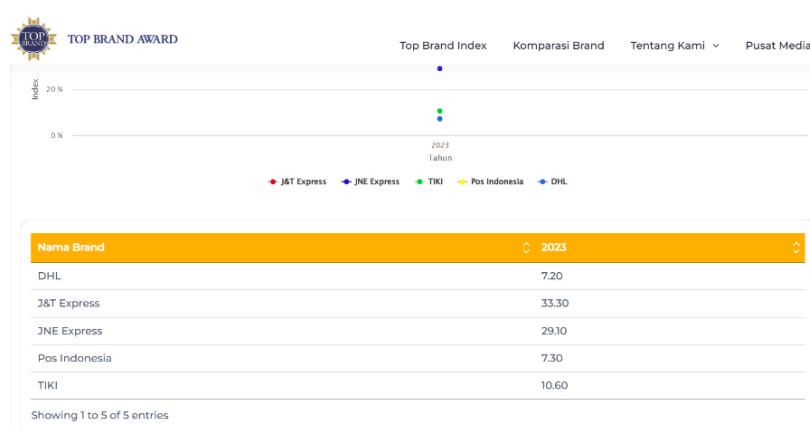
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E-service quality encompasses various dimensions, such as reliability, speed, security, and convenience in accessing services, influencing consumer perceptions. (Le & Park, 2023). It was found that electronic service failures can reduce consumer satisfaction, ultimately affecting Loyalty (Octaviani et al., 2023). On the other hand, (Ridhasyabina et al., 2024) state that the combination of service quality and price perception can increase consumer satisfaction, which is the key to creating customer loyalty in the digital era. In addition to E-Service Quality, Promotion is an important factor influencing consumer behavior. Well-designed promotions can increase interest, create awareness, and encourage purchasing decisions that lead to customer loyalty (Ridhasyabina et al., 2024). (Khanifah & Budiono, 2022) found that promotions significantly influence purchasing decisions and consumer satisfaction, contributing to customer loyalty. Similar things were expressed by (Elgarhy & Mohamed, 2023), highlighting the marketing mix's important role, including promotions in building loyalty through consumer satisfaction.

However, the main problem that emerged based on these findings is the inconsistency in the relationship between E-Service Quality, Promotion, and consumer loyalty through Satisfaction as a mediating variable. The pandemic has brought about various significant changes, including in the service sector, which strives to provide the best service to its consumers. These changes include the transition from unlimited services and social restrictions to the return of direct service interactions (Budiono, 2024). The direct influence of E-Service Quality on customer loyalty is significant, but less attention is paid to the role of Promotion as an additional factor (Thales A & Suryandari, 2022). In contrast, other studies focus more on the impact of Promotion without exploring the collaboration between E-Service Quality and Promotion (Kurniati et al., 2023); these results indicate the need for a more comprehensive study to explain how these factors simultaneously influence consumer loyalty through Satisfaction.

This research was conducted based on data from the Courier Service Brand Index, which identified the vulnerability of customer loyalty in moving from one courier service to another alternative expedition service. The above gives the expedition service industry a high level of competition in maintaining its business continuity. The following is data from the Courier Service Brand Index:

Figure 1. Top Brand



(Frontier, 2023)

This research is based on the Expectancy-Disconfirmation Theory, which explains that customer satisfaction occurs when service expectations are met or exceeded (Oliver, 1980). In e-services, superior service quality can enhance positive customer perceptions, encouraging Loyalty ([Huma et al., 2020](#)). In addition, this study also uses the Hierarchy of Effects Model, which describes how promotions can influence consumer attention, interest, and decisions gradually until loyalty is created ([Samidi, 2021](#)).

With this background, this study aims to comprehensively analyze how E-Service Quality and Promotion affect consumer loyalty through Satisfaction as a mediating variable. This study is expected to provide theoretical contributions that enrich the literature on consumer loyalty, especially in the context of digital-based services. Practically, the findings of this study provide strategic insights for companies, especially in the technology-based service sector, such as delivery services or e-commerce. Companies need to improve the quality of electronic services by ensuring a reliable, fast, secure, and easy-to-use platform and providing responsive customer service. In addition, effective promotional strategies, such as discounts, rewards, or loyalty programs, must be designed to increase customer value perceptions while building stronger relationships. Customer satisfaction is also a primary focus because it has been proven to be a link between service quality and promotion to loyalty. Creating a consistent and quality service experience will increase customer satisfaction, encourage them to recommend the service to others, and strengthen the customer base. Ultimately, companies that can integrate quality service with relevant promotions can create positive customer experiences, increase satisfaction, and strengthen loyalty sustainably.

E-Service Quality

As technology advances, the quality of electronic services becomes an important factor in determining consumer satisfaction and loyalty. Customers who enjoy user-friendly, fast, and timely digital services tend to feel satisfied and loyal. Conversely, negative experiences, such as transaction errors or delays, can reduce consumer satisfaction ([Juwaini et al., 2022](#); [Thales A & Suryandari, 2022](#)). Good e-service quality also has an impact on consumer loyalty. Timeliness, order conditions, and order accuracy are important elements in creating Satisfaction, which ultimately affects Loyalty ([Akil & Ungan, 2022](#); [Simarmata et al., 2019](#)). Consumers who are satisfied with digital services tend to return to those services and recommend them to others.

In addition, many studies have shown that customer satisfaction mediates between e-service quality and loyalty. Good service quality increases Satisfaction, which then strengthens customer loyalty. Customer satisfaction remains a key factor in the relationship between service quality and Loyalty ([Yulianingsih et al., 2023](#)). Overall, e-service quality significantly influences customer satisfaction and loyalty, with Satisfaction acting as a mediator that strengthens this relationship. These findings provide a strong basis for developing better service strategies in the increasingly competitive digital era.

E-S-Qual research scale ([Parasuraman et al., 2005](#)) covering four main dimensions: Efficiency: Ease and speed of access in using the website, which is important for convenience and time-saving in online shopping. Fulfillment: The correct fulfillment of service promises and orders is an important factor in assessing the quality of an online business that affects customer satisfaction.

System Availability: The site's reliable technical functions, such as working buttons and active links, affect customer experience and loyalty. Privacy: Security and protection of consumer information, which has a significant impact on customer purchase intention and Satisfaction with the website.

H₁ There is an effect of E-Service Quality on Customer Satisfaction

H₂ There is an effect of E-Service Quality on Customer Loyalty

H₃ There is an influence of E-Service Quality on Customer Loyalty through Customer Satisfaction

Promotion

Promotion is an important marketing strategy element that influences consumer satisfaction and loyalty. Effective promotions, such as discounts, prizes, or advertising campaigns, can increase consumers' perceived value, creating Satisfaction when expectations are met or exceeded ([Elgarhy & Mohamed, 2023](#)). Promotion through social media significantly impacts customer satisfaction in the aviation sector, while Promotion also improves brand image and the perception of the value offered ([Samidi, 2021](#)).

Consistent and relevant promotions influence consumers' decisions to continue using a product or service. Loyalty programs and promotions strengthen the consumer's relationship with the brand ([Mustafa et al., 2020](#)). Promotions build consumer trust, which contributes to customer loyalty. In e-commerce, attractive promotions encourage repeat transactions, increasing customer retention ([Akil & Ungan, 2022](#)). Promotions have a direct effect and mediate loyalty through customer satisfaction. Effective promotions create positive experiences that increase Satisfaction and strengthen Loyalty ([Le & Park, 2023](#); [Yulianingsih et al., 2023](#)); this emphasizes the importance of promotions that support customer experience to increase Satisfaction and Loyalty to the service.

Marketing communication is an activity that aims to disseminate information, influence, persuade, and remind the target market about a company's products so that consumers accept, buy, and are loyal to the product ([Alma, 2014](#)).

Marketing communication indicators cover four main aspects. First, conveying information that aims to provide knowledge to potential customers, especially for new products or markets. Second, it influences customers through product benefits and unique communication, thus encouraging purchasing decisions. Third, it encourages persuasion, which is an effort to attract the market with programs such as discounts or payment facilities to reduce potential consumer doubts. Finally, remind loyal customers by convincing them that they have chosen the right product and encouraging faster and more frequent repeat purchases when needed.

H₄ There is an influence of Promotion on Customer Satisfaction

H₅ There is an influence of Promotion Quality on Customer Loyalty

H₆ There is an influence of Promotion on Customer Loyalty through Customer Satisfaction

Customer Satisfaction

Customer satisfaction is a key factor that increases customer loyalty, customer retention, and company performance. Satisfied customers are more loyal and recommend products or services ([Chonsalasin et al., 2020](#); [Mahadin et al., 2023](#)). Positive experiences in ordering, delivery, and after-sales service also encourage repeat purchases, even when there are cheaper or more accessible options ([Elgarhy & Mohamed, 2023](#)).

Satisfaction strengthens the relationship between product quality and loyalty, with good quality encouraging consumers to continue choosing the same brand ([Akil & Ungan, 2022](#); [Huma et al., 2020](#); [Yulianingsih et al., 2023](#)). In the transportation sector, Satisfaction with flight services has also been shown to support consumer loyalty ([Park, 2019](#)). In e-commerce, customer experience of e-service quality significantly increases loyalty, as satisfied consumers are more likely to repeat purchases ([Le & Park, 2023](#); [Thales A & Suryandari, 2022](#)).

Consumer satisfaction is fulfilling needs that aim to make products or services following customer desires and expectations ([Tiptono, 2015](#)). Satisfaction is reflected in three leading indicators. First, the conformity of expectations, which is the extent to which a product or service meets consumer expectations, is the basis for assessing Satisfaction. Second, is the intention to revisit, which indicates the consumer's desire to use a product or service as a sign of success in creating a positive experience. Third, the willingness to recommend, where satisfied customers voluntarily share their experiences with others, expanding the customer base and strengthening the company's positive image. The combination of these three indicators not only measures the level of Satisfaction but also contributes to customer loyalty and business sustainability.

H₇ There is an effect of Customer Satisfaction on Customer Loyalty

Customer Loyalty

Consumer loyalty is important in building long-term relationships between companies and customers. Various factors influence e-service quality, promotions, and consumer satisfaction. Similar findings were also found in research by ([Le & Park, 2023](#)), which states that the quality of electronic services significantly affects consumer satisfaction, which in turn affects consumer loyalty. Good electronic service quality can create a better user experience, increase trust, and strengthen customer loyalty.

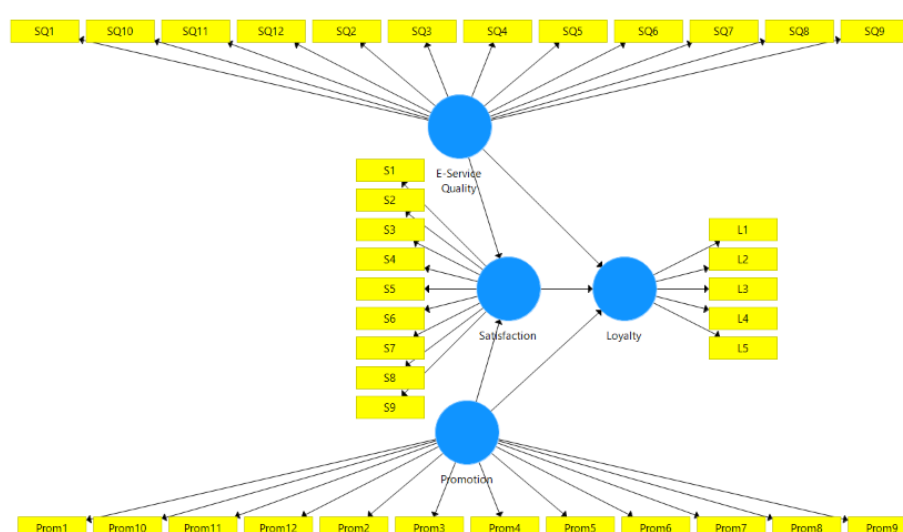
([Juwaini et al., 2022](#)) show that although electronic service quality positively influences consumer satisfaction, its impact on consumer loyalty tends to be insignificant. ([Samosir et al., 2021](#)) found that promotions conducted through social media can increase e-WOM (electronic Word of Mouth), directly affecting consumer loyalty. In this context, promotions can introduce product benefits, strengthen brand image, increase sales, and increase customer loyalty; this shows that promotions can strengthen the relationship between consumers and brands through their impact on customer trust and Satisfaction.

Consumer satisfaction mediates the relationship between electronic service quality, Promotion, and consumer loyalty. That service quality affects customer satisfaction and Loyalty ([Samidi, 2021](#)).

In this study, e-service quality, Promotion, and customer satisfaction interact in a complex way in shaping customer loyalty. To maintain customer loyalty, companies must provide quality services, implement attractive promotions, and ensure high levels of Satisfaction to strengthen customer relationships.

Loyal customers are an important asset for a company, with the following characteristics: first, they make regular purchases, not only buying a particular product but also repeating purchases. Second, loyal customers buy products from various company product lines or services. Third, they recommend products or services to others, convincing them to try the same product. Fourth, loyal customers resist competing products' appeal because they believe that the company's products are the best (Griffin, 2005).

Figure 2. Framework



METHOD

In this section, the author will use a quantitative research approach as a basis for conducting hypothesis testing. This study applies a survey method as a data collection technique.

In January 2024, data collection was conducted in two leading service companies based on the Top Brand survey, namely J&T and JNE, involving consumers as respondents. A total of 105 consumers were successfully captured from 2 companies, namely J&T and JNE, with their locations in one area of Rawamangun sub-district, consisting of 50 respondents from J&T and 55 respondents from JNE, who participated voluntarily at a nearby company location. Sampling was conducted using the Roscoe Technique, with a minimum of 15-20 times the number of research variables, and the probability sampling method was applied.

We use the Likert scale as a measuring tool in this study to support the process of testing validity, reliability, and hypothesis testing. The instruments used include four main variables: E-Service Quality, Promotion, Consumer Satisfaction, and Consumer Loyalty.

Path Analysis is used in this study to test the proposed hypothesis. This method allows the estimation of various multiple linear regression models simultaneously, including direct and indirect effects. The analysis process is carried out using the Smart PLS 3 statistical application, which is also used for validity, reliability, and hypothesis testing.

RESULT AND DISCUSSION

Validity and Reliability

Table 1. Outer Loading

Variable	Indicator	Outer Loading	Composite Reliability	Cronbach 's Alpha	Average Variance Extracted (AVE)
<i>E-Services Quality</i>	Efficiency.				
	An easy-to-use app or website	0.716			
	The app or website has an attractive appearance	0.802			
	The app or website is in line with my expectations	0.784			
	Fulfillment		0.953	0.946	0.627
	The online tracking system helps me monitor the delivery of goods well	0.723			
	The online tracking system provides detailed information regarding the status of the shipment	0.843			
	The online tracking system helps me anticipate the receipt of goods well	0.816			
	System availability				
	The company's electronic customer service responds quickly to my questions or concerns	0.802			
	The company's electronic customer service provided a satisfactory solution to my problem	0.784			
	The help system or self-guidance on the company's app or website is easy to understand	0.744			
	Privacy				
	The company's app or website provides clear information regarding the privacy policy	0.749			

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Variable	Indicator	Outer Loading	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
Promotion	The security system of the app or website protects my data well	0.855	0.957	0.951	0.672
	The company's app or website provides adequate privacy control options	0.866			
	Conveying Information				
	The promotions carried out by the company provide enough information on the quality of the product	0.893			
	The Promotion carried out by the company provides information about product variations	0.878			
	Promotions carried out by the company in order to provide information supported by product marketing creativity	0.866			
	Affect				
	I understand the benefits of using delivery products	0.819			
	The various offers given are different from product offers from other companies.	0.773			
	The product guarantee provided by the company made me interested	0.841			
	Persuade				
	I love the payment flexibility that the company provides	0.724			
	I am interested in the Promotion of social media campaigns carried out by companies	0.848			
	Remind				
	I often get the latest information about the product	0.809			
	I often get offers and discounts from companies	0.729			
	I often get reminders from companies about safety tips for shipping goods	0.818			
Conformity to Expectations					

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Variable	Indicator	Outer Loading	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
Customer Satisfaction	The delivery service has fulfilled the promise given according to the type of service	0.888	0.967	0.961	0.765
	Delivery services pay attention when it comes to solving customer problems	0.871			
	Delivery service to complete the service on time for customers	0.892			
	Revisit Interest				
	Delivery service employees are serious about solving customer problems	0.888			
	Friendly and polite delivery service staff	0.888			
	The knowledge of delivery service employees is good for answering customer questions	0.888			
	Willingness to Recommend				
	We recommend to our friends and business associates about the completeness of the product	0.917			
	If any of my friends or business partners need logistics services, I will advise them	0.758			
Customer Loyalty	I always recommend this service if there is a company that needs	0.871	0.911	0.870	0.721
	Makes Regular Repeat Purchases				
	I will reuse the delivery service	0.910			
	Purchases Across Product and Service Lines				
	In meeting my needs, I often try other product variants	0.884			
	Demonstrates An Immunity To The Pull Of The Competition				
	I never considered the services of any other company	0.707			
	The persuasion of other companies did not influence me to switch to their services	0.881			

The outer model testing phase, also known as the measurement model testing phase, assesses the validity and reliability of the indicators and constructs. As shown in Table 1, the outer loading values meet the recommended threshold of greater than 0.70, indicating that each indicator in this

study is valid. Composite Reliability (CR) and Cronbach's Alpha (CA) values were analyzed to evaluate the reliability of the data collection instrument. Table 1 reveals that all latent variables have CR and CA values exceeding 0.70, and the Average Variance Extracted (AVE) values are above 0.5. These results confirm that the constructs exhibit strong reliability, indicating that the data is consistent and dependable.

R² (R-Square)

Table 2. R-Square

	R Square	R Square Adjusted
Loyalty	0.789	0.782
Satisfaction	0.785	0.781
Source: Author		

Referring to Table 2, the R-square values for each variable exceed the threshold of 0.50, with the Loyalty variable at 0.789 and the Satisfaction variable at 0.785. These values indicate that the model possesses strong explanatory power, as it can explain approximately 78.9% of the variance in Loyalty and 78.5% in Satisfaction. Such high R-square values demonstrate that the independent variables (E-Service Quality and Promotion) are highly effective in predicting Satisfaction and Loyalty. It suggests that the model is robust and reliable in explaining the relationships between the studied variables, reinforcing the validity of the proposed theoretical framework (Hair et al., 2011).

Goodness of fit (Q² and SRMR)

Table 3 Q² and SRMR Result

	Q² (=1-SSE/SSO) CCC	Q² (=1-SSE/SSO) CCR	Saturated Model	Estimated Model
E-Service Quality	0.462			
Loyalty	0.476	0.554		
Promotion	0.482			
Satisfaction	0.576	0.592		
SRMR			0.073	0.073
CCC=Construct Cross-validated Communalities, CCR=Construct Cross-validated Redundancy				

Source: Author

The Q² value represents the adjusted coefficient of determination, which measures the predictive accuracy of a statistical model. If Q² > 0, it indicates the model has predictive relevance, whereas Q² < 0 suggests limited predictive capability (Chin, 1998). As shown in Table 3, both the Construct Cross-validated Communalities and Construct Cross-validated Redundancy values exceed the threshold of 0, confirming the predictive relevance of Q². Additionally, Model Fit evaluates the alignment between the model and the data when testing variable relationships. One criterion for

Model Fit is that the SRMR (Standardized Root Mean Square Residual) value must be below 0.10 ([Muhson, 2022](#)). According to Table 3, the SRMR value is 0.089, below the required threshold, indicating that the model achieves a good fit.

Hypothesis test

Table 4. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
E-Service Quality -> Loyalty	0.190	0.201	0.091	2.076	0.038	Accepted
E-Service Quality -> Satisfaction	0.328	0.336	0.102	3.207	0.001	Accepted
Promotion -> Loyalty	0.700	0.690	0.092	7.615	0.000	Accepted
Promotion -> Satisfaction	0.597	0.589	0.106	5.615	0.000	Accepted
Satisfaction -> Loyalty	0.455	0.463	0.107	4.256	0.000	Accepted
E-Service Quality -> Satisfaction -> Loyalty	0.149	0.153	0.054	2.763	0.006	Accepted
Promotion -> Satisfaction - > Loyalty	0.272	0.276	0.089	3.038	0.003	Accepted

Direct Effect

The Influence of E-Service Quality on Satisfaction

The effect of E-Service Quality on Satisfaction yields a t-count of 3.207, surpassing 1.96, with a significance level of 0.001 ($p < 0.05$). It supports the acceptance of H_1 , demonstrating that E-Service Quality significantly influences Satisfaction. These results are in line with the publication ([Hong et al., 2019](#); [Juwaini et al., 2022](#); [Le & Park, 2023](#)) that key elements in E-Service Quality, such as reliability, ease of use, and responsiveness, have a significant contribution to increasing customer satisfaction. A quality online service experience strengthens customers' positive perceptions of a brand or company and increases their trust and loyalty to the service. In the context of rapidly evolving technology-based services, the importance of E-Service Quality is becoming increasingly prominent as a key factor to compete in an increasingly competitive digital market. Organizations that can deliver superior online services will be better able to continuously build and maintain customer satisfaction.

The Influence of E-Service Quality on Loyalty

The impact of E-Service Quality on Loyalty shows a t-count of 2.076, which exceeds the threshold of 1.96, with a significance level of 0.038 ($p < 0.05$). It confirms that H_2 is accepted, indicating that E-Service Quality significantly influences loyalty. These results align with the publication ([Juwaini et al., 2022](#); [Le & Park, 2023](#); [Thales A & Suryandari, 2022](#)) that e-service Quality is vital in building long-term relationships between customers and service providers, the importance of elements such

as reliability, ease of use, and responsiveness in increasing customer loyalty. When technology-based services meet or even exceed customer expectations, this increases Satisfaction and drives the desire to continue using the service in the future. Thus, E-Service Quality becomes a key strategy for companies to retain customers amidst increasingly fierce digital market competition.

The Influence of Promotion on Satisfaction

The effect of Promotion on Satisfaction, the t-count is 5.615, more significant than 1.96, with a significance level of 0.000 ($p < 0.05$). It confirms H_4 , showing that Promotion significantly impacts Satisfaction. These results align with the publication ([Elgarhy & Mohamed, 2023](#); [Mahadin et al., 2023](#)). Promotions done right can strengthen customers' perceptions of value received, increasing their Satisfaction with the product or service offered. For example, offers of discounts, gifts, or bonuses often create a sense of reward and motivation to make further purchases, thus driving higher levels of Satisfaction. In other words, promotions are not just a marketing tool but also one of the main drivers in creating a positive customer experience.

The Influence of Promotion on Loyalty

The influence of Promotion on Loyalty produces a t-count of 7.615, far exceeding 1.96, with a significance level of 0.000 ($p < 0.05$). It validates H_5 , indicating that Promotion has a significant effect on loyalty. These results are in line with the publication ([Elgarhy & Mohamed, 2023](#); [Liu & Ansari, 2021](#); [Samosir et al., 2021](#)); attractive promotions, such as discounts, special offers, or loyalty rewards, can encourage customers to continue interacting with a brand or product, increase their Satisfaction, and encourage them to remain loyal. Thus, promotions serve not only as a short-term marketing tool but also as a strategy to build long-term customer relationships, ultimately contributing to higher loyalty.

The Influence of Satisfaction on Loyalty

The effect of Satisfaction on Loyalty is evidenced by a t-count of 4.256, surpassing 1.96, with a significance level of 0.000 ($p < 0.05$). It supports the acceptance of H_7 , indicating that Satisfaction significantly influences loyalty. These results are in line with the publication ([Chonsalasin et al., 2020](#); [Mahadin et al., 2023](#); [Park, 2019](#)); customer satisfaction created through positive experiences with a product or service will increase the likelihood that consumers will continue to choose and support the brand or company in the future. A satisfying experience creates a sense of trust and emotional attachment to the brand, which contributes to increased customer loyalty. These studies confirm that customer satisfaction results from good interactions and a solid foundation for building long-term relationships with customers. As a result, organizations that can maintain high customer satisfaction have a greater chance of gaining continued customer loyalty.

Indirect Effect

The Influence of E-Service Quality on Loyalty Through Satisfaction

The effect of E-Service Quality on Loyalty through Satisfaction yields a t-count of 2.763, exceeding the threshold of 1.96, with a significance level of 0.006 ($p < 0.05$). It suggests that H_3 is accepted, signifying that loyalty is influenced by E-Service Quality indirectly through Satisfaction. Although E-Service Quality directly contributes to customer satisfaction, which in turn influences loyalty,

these findings indicate that customers consider service quality directly and assess their overall experience with the service before ultimately deciding to remain loyal. In other words, customer satisfaction is a link that strengthens the impact of E-Service Quality on Loyalty, making service quality a key element that influences customers' perceptions and attitudes toward a brand or service provider on an ongoing basis. It also reflects the importance of service providers in ensuring positive customer experiences to build long-term relationships with them.

The Influence of Promotion on Loyalty Through Satisfaction

The impact of Promotion on Loyalty through Satisfaction is shown by a t-count of 3.038, surpassing 1.96, with a significance level of 0.003 ($p < 0.05$). It confirms that H_6 is accepted, indicating that loyalty is significantly affected by Promotion through Satisfaction. Effective promotions directly influence customers' perceptions and actions and increase their Satisfaction. When customers are satisfied with the experience offered through promotions, they are likelier to develop loyalty to the brand or service. It underscores the importance of a well-designed promotional strategy to attract new customers and retain existing customers through maintained Satisfaction. As the market becomes competitive, companies must understand that the right promotions can strengthen long-term customer relationships, making it a crucial factor in increasing customer loyalty.

CONCLUSION

Based on the results of the study, it can be concluded that E-Service Quality significantly influences customer satisfaction and customer loyalty both directly and through customer satisfaction as a mediating variable. In addition, Promotion has also been shown to play an important role in increasing customer satisfaction and loyalty. The proper and attractive Promotion affects customer perceptions of the value received and increases Satisfaction, which leads to customer loyalty. It underlines the importance of an effective promotional strategy in maintaining ongoing customer relationships. Companies should continue to improve and optimize E-Service Quality in technology-based services to ensure that elements that affect customer satisfaction, such as ease of access, reliability, and responsiveness, are always well maintained; in addition, designing promotional programs that are not only directly attractive but also able to increase customer satisfaction, which will ultimately strengthen their loyalty to the brand or service offered. Thus, companies can create positive customer experiences, strengthen long-term relationships, and remain competitive in the increasingly growing digital market.

This study has several limitations. The small sample size (105 respondents) limits the generalizability of the results, while the geographical context in Indonesia may not be relevant to other regions. Focusing on specific variables, such as E-Service Quality, Promotion, Customer Satisfaction, and Customer Loyalty, ignores other factors such as price or innovation. The use of cross-sectional data only reflects the relationship between variables at a specific time without explaining changes in customer behavior. In addition, the study does not explicitly compare J&T and JNE strategies, and the results may not apply to other transportation sectors, such as ride-

hailing or heavy logistics. Further research must expand the sample, variables, and methods to provide deeper insights.

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