



The Effect of Customer Bonding, Customer Experience, and Service Quality Satisfaction on Customer Loyalty At Novi Tenggara Salon

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Abstract

Increasingly fierce competition in the beauty services industry has prompted small businesses such as Salon Novi in Tenggara to prioritize customer loyalty as a key determinant of business sustainability. A quantitative survey approach was used, involving 75 customer respondents selected through probability sampling from a monthly population of 150 customers. Data were collected using a Likert-scale questionnaire and analyzed via multiple linear regression, supplemented by an F-test for simultaneous effects and a t-test for partial effects. The results indicate that customer bonding, customer experience, and service quality simultaneously exert a significant influence on customer loyalty. Partially, all three variables were significant, with service quality emerging as the most dominant ($r = 0.486$), followed by customer experience ($r = 0.472$) and customer attachment ($r = 0.287$), indicating that service quality is the most decisive variable for customer loyalty at Salon Novi Tenggara.

INTRODUCTION

The beauty and personal care industry in Indonesia recorded revenue growth from 8.09 billion U.S. dollars in 2023 to 9.17 billion U.S. dollars in 2024, equivalent to an annual growth rate of approximately four percent (Ministry of Industry, 2024). This growth has also led to an increase in the number of small- and medium-sized beauty service providers, intensifying competition among service providers. This situation has driven a shift in the marketing orientation of these services—from a focus on one-time transactions toward building long-term relationships with customers—since retaining existing customers has consistently proven to be more efficient than acquiring new ones (Berry, 1995). In this context, customer loyalty has become a more relevant measure of success for service providers than mere short-term transaction volume (Alma, 2015).

Salon Novi, a beauty salon established in 2006 in Tenggarong, East Kalimantan, also faces this competitive landscape, operating alongside more than ten similar salons in the same city. The number of customers, which originally averaged 320 per month, has dropped by half to about 140 per month, accompanied by complaints regarding staff friendliness, facility amenities, service speed, pricing, and parking availability. This pattern of decline resulting from such customer complaints is not an isolated case; a similar phenomenon was also observed at Yani Salon in Demak, where customer complaints served as the starting point for a study on customer loyalty (Yani, 2017). These findings indicate that maintaining customer loyalty is a common structural challenge faced by small-scale salon operators, rather than merely an isolated managerial issue confined to a single business location.

To address these issues, Salon Novi relies on three strategies: customer loyalty, customer experience, and service quality. Customer loyalty is essentially built through three types of bonds—financial, social, and structural—each of which serves to maintain a long-term relationship between the service provider and its customers (Berry, 1995). In service contexts that demand a high level of personal interaction—such as beauty services—relational bonds have been shown to influence customer engagement, which in turn impacts perceived service quality (Chang et al., 2021), while in the retail banking sector, social and structural bonds have been shown to be the primary antecedents of customer participation, leading to satisfaction (Yi et al., 2021). Customer experience, on the other hand, is understood as a response arising from five strategic experience models—namely, sense, feel, think, act, and relate—which collectively shape customers' perceptions of a brand or service provider (Schmitt, 1999). Service quality is measured by the gap between customer expectations and perceptions regarding the dimensions of tangible evidence, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988); specifically in the context of beauty salons, servicescape dimensions such as spatial layout, cleanliness,

and personal interaction have been shown to contribute to the formation of these quality perceptions (Kampani & Jhamb, 2021).

These three variables have been extensively tested in various service contexts, but the results have not been entirely consistent, leaving room for further testing. At Yani Salon in Demak, service quality was found to have a significant impact on customer loyalty through the dimensions of reliability, responsiveness, and empathy, but not through tangible evidence or assurance (Yani, 2017). At a Muslim women's salon in Kediri, service quality only influenced customer loyalty after being mediated by customer satisfaction (Jauzi, 2021); a similar pattern was also found in the retail sector, where customer experience and service quality indirectly predicted customer loyalty through satisfaction (Keni & Sandra, 2021). At another beauty salon, all dimensions of service quality were found to have a positive effect on customer satisfaction; however, the study stopped at the satisfaction stage without examining its impact on loyalty (Tambayong & Tan, 2022). These varying findings indicate that the strength of the influence of customer bonds, customer experience, and service quality on customer loyalty depends heavily on the characteristics of the service and the business context under study, while studies that examine these three variables—whether directly, simultaneously, or partially—in relation to customer loyalty at micro-scale beauty service businesses in regency-level cities such as Tenggarong remain scarce.

Based on the above discussion, this study was conducted to analyze the effects of customer commitment, customer experience, and service quality on customer loyalty at Salon Novi in Tenggarong—both simultaneously and individually—and to identify which of these three variables has the most dominant influence.

METHOD

This study is a quantitative study with an associative research design that aims to analyze the influence of customer bonding, customer experience, and service quality on customer loyalty at Salon Novi in Tenggarong. The study population consists of Salon Novi customers who used the salon's services during the research period. Based on data on the number of customers over the one-month study period, the study population totaled 150 customers. The research sample of 75 respondents was determined using probability sampling with a random sampling method (Sugiyono, 2022). Research data were collected through observation, the distribution of questionnaires designed using a four-point Likert scale, and documentation. The research instruments were tested for validity and reliability to ensure their suitability. Data analysis was conducted using multiple linear regression to test the effects of customer attachment, customer experience, and service quality on customer loyalty. Prior to hypothesis testing, classical assumption tests were conducted, including tests for normality, multicollinearity, heteroscedasticity, linearity (Ghozali, 2018). Subsequently,

hypothesis testing was performed using the F-test to examine the simultaneous effect of the independent variables on the dependent variable, as well as the t-test to examine the partial effect of each independent variable.

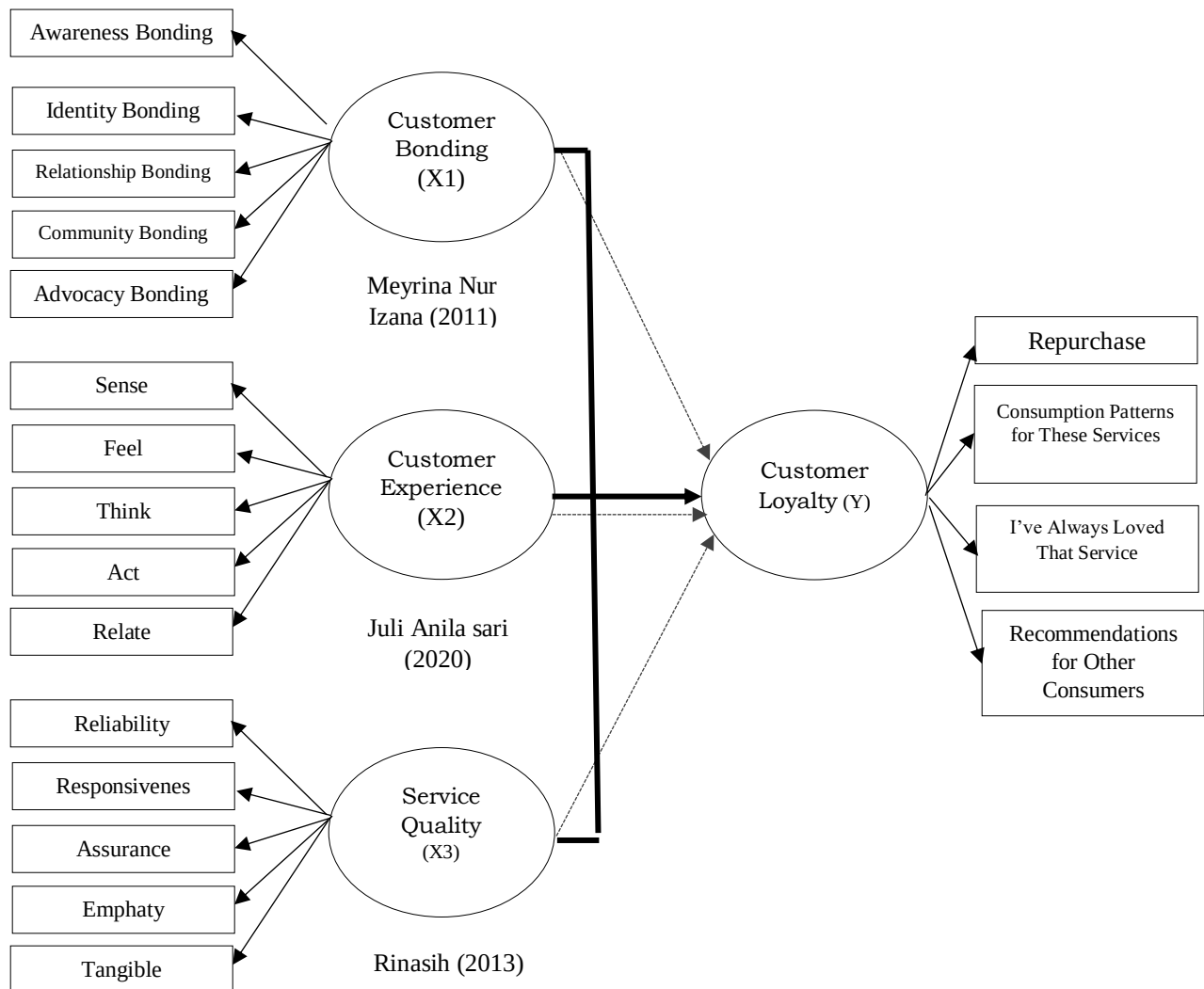


Figure 1.1 Conceptual Model

As shown in Figure 2.1, the conceptual model of this study positions customer bonding (X1), customer experience (X2), and service quality (X3) as exogenous variables that influence customer loyalty (Y). Unlike models with mediating variables, the effects of these three exogenous variables are transmitted directly to customer loyalty, either simultaneously or partially. This model posits that customer attachment influences customer loyalty (H1), customer experience influences customer loyalty (H2), and service quality influences customer loyalty (H3). The combined effects of these three variables on customer loyalty are also tested (H4). This study also examines which of the

three variables has the most dominant influence on customer loyalty (H5), which, within the framework of this research, is hypothesized to be the customer experience variable. The arrows in the figure illustrate the assumed direction of causal relationships among these constructs.

RESULT AND DISCUSSION

This study involved 75 respondents who are customers of Salon Novi in Tenggara. Based on the results of the questionnaire distribution, the majority of respondents were female, totaling 67 people (89.33%), while there were 8 male respondents (10.67%). By age, the largest group consisted of 34 respondents (45.33%) aged 21–25, followed by 22 respondents (29.33%) under 20, 15 respondents (20.00%) aged 26–35, and 4 people (5.34%) aged over 35. By occupation, the respondents were predominantly students, totaling 30 people (40.00%), followed by private-sector employees (24 people, 32.00%), civil servants (19 people, 25.33%), and those in other occupations (2 people, 2.67%). These characteristics indicate that Salon Novi's clientele is predominantly made up of women of working age who are students or college students.

Instrument Test Results

The research instruments were tested for validity and reliability prior to data analysis. The validity test results showed that all items in the variables of customer bonding, customer experience, service quality, and customer loyalty had calculated r values > 0.227 ; therefore, all indicators were deemed valid.

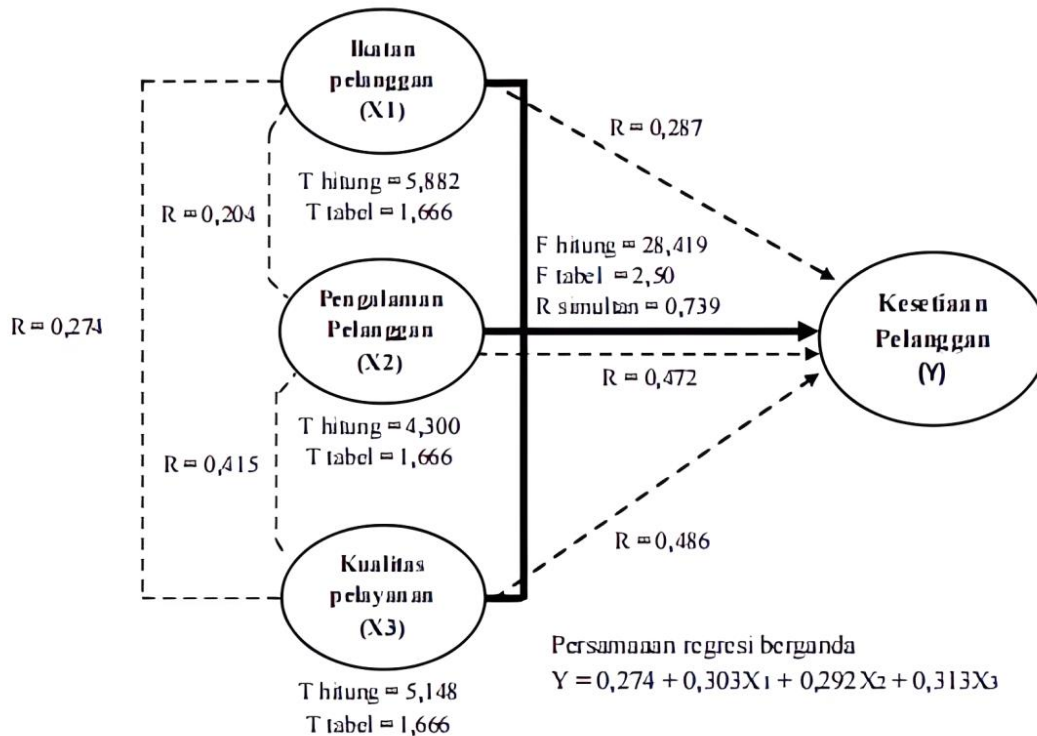
Table 1. Validity Tests

Variable	R hitung	Description
Customer Bond (X1)	0,458	Valid
Customer Experience (X2)	0,460	Valid
Service Quality (X3)	0,473	Valid
Customer Loyalty (Y)	0,486	Valid

Furthermore, the results of the reliability test show that all variables have a Cronbach's Alpha value > 0.60 . Thus, all research instruments are reliable and suitable for use in this study.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Description
Customer Bond (X1)	0,764	Reliabel
Customer Experience (X2)	0,816	Reliabel
Service Quality (X3)	0,722	Reliabel
Customer Loyalty (Y)	0,795	Reliabel



The Effect of Customer Bond (X1) on Customer Loyalty (Y)

Based on the research findings, it was determined that customer bond has a positive and significant effect on customer loyalty at Salon Novi in Tenggarong. This is evidenced by a calculated t-value of 5.882, which is greater than the critical t-value of 1.666, with a significance level of $0.000 < 0.05$. These results indicate that the stronger the bond established between Salon Novi and its customers, the higher the customers' loyalty in using the salon's services.

Relationships built on trust and mutual benefit foster closeness between the business and its customers, making customers less likely to switch to other salons. Conversely, if the relationship between the business and its customers is weak, customers will be more likely to switch to other salons perceived as better able to meet their expectations. Therefore, building and maintaining strong bonds with customers is a key strategy for enhancing customer loyalty. These findings align with the research by Kereh et al. (2023), Hutaaruk et al. (2023), and Rizkiah et al. (2024), which states that customer bonds have a positive and significant effect on customer loyalty.

The Effect of Customer Experience (X2) on Customer Loyalty (Y)

Based on the research findings, it was determined that customer experience has a positive and significant effect on customer loyalty at Salon Novi in Tenggarong. This is evidenced by a calculated t-value of 4.300, which is greater than the critical t-value of 1.666, with a significance level of $0.000 < 0.05$. These results indicate that the better the experience customers have while using Salon

Novi's services, the higher their loyalty to return and use the salon's services again.

An enjoyable experience that meets expectations and leaves a positive impression will encourage customers to return and continue using Salon Novi's services. Conversely, if customers have an unsatisfactory experience, their desire to return will diminish, making them more likely to switch to another salon. Therefore, customer experience is a critical factor to consider in building and maintaining customer loyalty. The results of this study align with the research by Jeli Mailia (2020), which states that customer experience has a positive effect on customer loyalty.

The Effect of Customer Service Quality (X3) on Customer Loyalty (Y)

Based on the research findings, it was determined that service quality has a positive and significant effect on customer loyalty at Salon Novi in Tenggara. This is evidenced by a calculated t-value of 5.148, which is greater than the critical t-value of 1.666, with a significance level of $0.000 < 0.05$. These results indicate that the better the quality of service provided by Salon Novi, the higher the customer loyalty to continue using the salon's services.

Fast, accurate, friendly, and comfortable service makes customers feel that their needs are met as expected, thereby encouraging them to continue using Salon Novi's services. Conversely, if the quality of service received does not meet expectations for example, unfriendly staff, inadequate facilities, or slow service customer trust in the salon will decline, making it more likely for customers to switch to another salon. Therefore, service quality is the most critical factor to consider in building and maintaining customer loyalty, given that this variable also has the greatest partial effect among the three independent variables in this study. These findings align with Rinasih's (2013) research, which states that service quality has a positive effect on customer loyalty.

The Simultaneous Effects of Customer Commitment, Customer Experience, and Service Quality on Customer Loyalty

The results of the multiple linear regression analysis yielded the equation $Y = 0.274 + 0.303X_1 + 0.292X_2 + 0.313X_3$, indicating that all three independent variables customer engagement, customer experience, and service quality positively contribute to customer loyalty. Simultaneous testing using the F-test yielded a calculated F-value of 28.419, far exceeding the critical F-value of 2.50, with a significance level of 0.000. Thus, H4, which states that customer attachment, customer experience, and service quality collectively influence customer loyalty, is accepted. The strength of the relationship between these three variables and customer loyalty is also classified as strong, with a correlation coefficient (R) of 0.739 and an adjusted R-squared value of 0.546. This means that these three variables collectively explain 54.6 percent of the variation in customer loyalty at Salon Novi, while the remaining 45.4 percent is explained by other factors outside the model, such as price, location, and

promotions. These findings are consistent with previous research, which also demonstrated a positive relationship between these three strategies and customer loyalty in their respective studies (Mizana, 2010; Mailia, 2020; Rinasih, 2013)

Dominant Variable

Based on a comparison of the partial correlation coefficients of the three independent variables, service quality ($r = 0.486$) was found to be the variable with the greatest influence on customer loyalty, followed by customer experience ($r = 0.472$) and customer attachment ($r = 0.287$). These findings do not confirm the initial hypothesis H5, which posited customer experience as the most dominant variable; the empirical results instead indicate that service quality is the dominant variable. In other words, H5 as originally formulated is rejected, and its revised form is accepted: service quality is the variable with the most dominant influence on customer loyalty at Salon Novi in Tenggarong. The dominance of service quality aligns with its nature as an interactive process that demands punctuality, attentiveness, and friendliness in every service delivery from the provider to the customer, given the intangible nature of services and their heavy reliance on customers' perceptions of the direct experiences they receive (Tjiptono, 2016).

CONCLUSIONS

This study demonstrates that customer loyalty, customer experience, and service quality simultaneously influence customer loyalty at Salon Novi in Tenggarong, with a relatively strong correlation ($R = 0.739$) and an ability to explain 54.6 percent of the variation in customer loyalty, while the remainder is influenced by other factors outside the scope of this study, such as price, location, and promotions. Partially, these three variables were also found to have a positive and significant effect on customer loyalty, although with varying strengths of association: customer attachment showed a weak partial relationship, while customer experience and service quality showed fairly strong partial relationships.

Among these three variables, service quality was found to be the most dominant factor influencing customer loyalty at Salon Novi in Tenggarong, surpassing both customer experience and customer attachment. These findings confirm that in beauty service businesses such as Salon Novi, customer loyalty is determined more by the consistency of speed, accuracy, friendliness, and comfort of service as directly experienced by customers rather than by long-term customer attachment or customer experience alone.

In practical terms, these findings suggest that efforts to retain customer loyalty at Salon Novi are most effective when they begin with improving service quality, without neglecting the strengthening of customer relationships and experiences as supporting factors. This study is still limited to three independent variables and does not involve moderating or intervening variables such as

customer satisfaction. Future research is recommended to expand the model to include these mediating variables and to compare more than one salon to strengthen the generalizability of the findings.

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