

## Customer Loyalty Through Word of Mouth, Service Quality and Customer Satisfaction as Intervening Variables

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### ABSTRACT

*Management must maximize marketing techniques in Bogor Regency's cutthroat hotel industry by enhancing service quality and utilizing word-of-mouth (WOM) to foster client loyalty and satisfaction. According to field statistics, the Jayakarta Mountain Resort Cisarua Bogor has less than ideal occupancy rates and poor levels of patron satisfaction and loyalty. The relationship between WOM, service quality, and customer loyalty is examined in this study, along with the function of customer satisfaction as an intervening variable. The study used purposive sampling to survey*

*150 participants using a quantitative, descriptive-verify design. Using SPSS version 25, data were examined using path analysis and the Sobel test. The findings show that customer happiness, which in turn boosts customer loyalty, is positively and significantly impacted by word-of-mouth and service quality. Through satisfaction, both factors have a direct and indirect impact on loyalty. According to the coefficient of determination, WOM, service quality, and customer happiness account for 86.6% of the variation in customer loyalty. Customer satisfaction is a key mediating factor, according to the Sobel test. These results demonstrate that building loyalty in the resort sector requires improving service quality and encouraging favorable word-of-mouth. To foster long-term consumer loyalty, management is encouraged to implement customer-driven promotional initiatives, enhance service responsiveness, and fortify loyalty programs. In the end, customer happiness is the primary factor that increases the influence of word-of-mouth and service quality on loyalty, highlighting its crucial function in guaranteeing competitive advantage.*

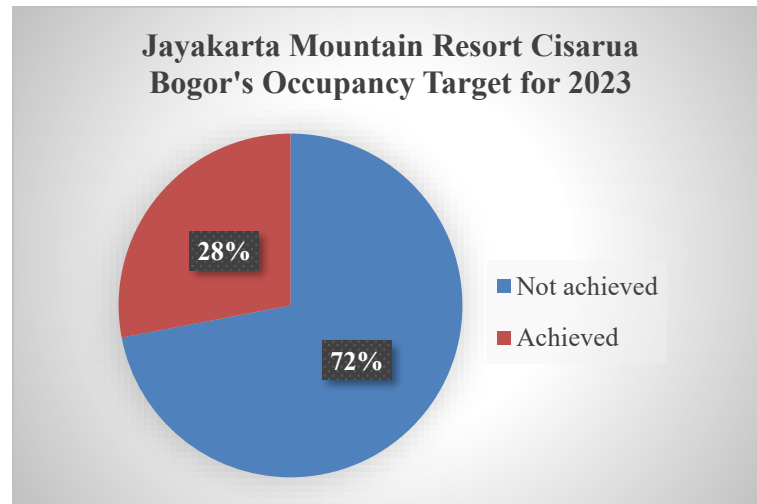
## INTRODUCTION

In today's business environment, marketing management is crucial because it is closely related to an organization's efforts to understand customer needs, provide value, and help those who are most vulnerable in the long term. Marketing management encompasses tactics that go beyond simply providing goods or services to increase customer loyalty and satisfaction (Kotler & Armstrong, 2018). Loyal customers are more likely to promote the business, make repeat purchases, and resist tempting offers from competitors; customer loyalty is a strategic asset in itself. Therefore, in a highly competitive service industry, a company's ability to maintain customer satisfaction and loyalty is critical to effective marketing management.

In the context of service marketing, two factors that have a major impact on customer satisfaction and loyalty are word of mouth and service quality. This is because recommendations from trusted individuals are usually more effective than commercial promotions. According to Sumardy (2011), word of mouth is a form of informal customer communication that has a significant influence on a company's reputation, because recommendations from trusted individuals are usually more effective than commercial promotions. Word of mouth indicators include talking about, recommending, and encouraging. Furthermore, according to Tjiptono (2019), service quality is a crucial aspect in the service industry because customer satisfaction and intention to return are highly dependent on their perception of the service received. Excellent service not only meets but also exceeds customer expectations, with indicators of physical evidence, empathy, reliability, responsiveness, and assurance. Therefore, excellent service and strong word of mouth promotion are essential for building long-term customer loyalty.

These two factors are important when considering the development of the hospitality industry, particularly in Bogor Regency. In addition to its natural beauty and culture, this region is also known for its diverse facilities, making it one of the most popular tourist destinations in West Java. According to the Bogor Regency Central Statistics Agency (2024), the number of visitors is predicted to increase significantly, reaching more than 15 million people in 2024. The performance of the hospitality business, especially resorts, is expected to improve in line with the increasing demand for accommodation. However, in practice, the best occupancy rate for accommodation is not necessarily directly proportional to the number of visitors. Due to fierce competition between hotels and resorts, every manager in the Puncak area needs to develop innovative marketing strategies focused on customer satisfaction. According to Kotler & Keller (2019), customer satisfaction is a feeling of pleasure or disappointment that arises when comparing the perceived performance of a product with customer expectations. Customer satisfaction indicators include expectation, perceived performance, and disconfirmation, which can be used as a reference for hotel and resort management in creating a stay experience that meets or even exceeds customer expectations.

The Jayakarta Mountain Resort Cisarua Bogor is one resort facing this problem. With its strategic location in the Puncak tourist area and stunning mountain views, this resort is sure to be a popular destination for tourists. However, data shows that its performance has not been optimal. The average room occupancy target for 2023 is only 72%, and most months do not reach this target.



**Figure 1. Target Occupancy of Jayakarta Mountain Resort Cisarua Bogor in 2023**

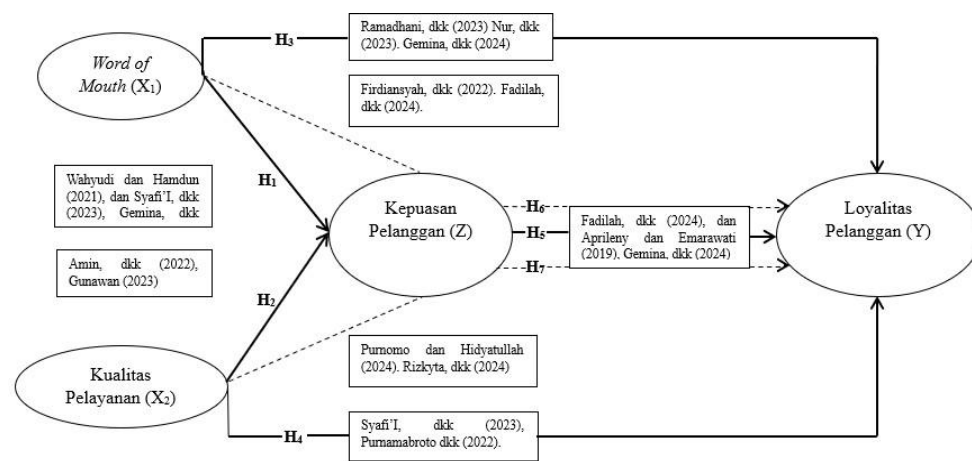
*Source: Data processed from The Jayakarta Mountain Resort, 2024*

The low achievement of the occupancy target indicates problems with service quality and marketing plan management. Furthermore, a preliminary survey of thirty clients yielded alarming results. The results of the opinion poll show that 63% of customers are not loyal; 67% are unlikely to return, 60% are unwilling to subscribe, 73% are inconsistent, and 50% are easily influenced to switch to competitors. 57% of customers expressed dissatisfaction with their level of satisfaction. Specifically, 57% said their stay did not exceed expectations, 67% were dissatisfied after their stay, and 50% said the service did not meet their expectations. These figures show that the main problem with the resort is not only low hotel occupancy but also low customer satisfaction and loyalty. Customer loyalty, according to Fachrurazi et al (2022), is a strong determination to continue using and repurchasing a product or service despite advertising campaigns from competing companies. Loyalty indicators include commitment, subscription, consistency, and resilience, which in this case proved to be weak because most customers showed low commitment, were reluctant to subscribe, were inconsistent, and easily switched to competitors.

Research on word of mouth, service quality, customer loyalty, and customer satisfaction has produced various different findings. Research conducted by Gunawan (2023) found that word of mouth has no effect on customer satisfaction. Meanwhile, research conducted by Wahyudi et al (2021) found that word of mouth does affect customer satisfaction. Furthermore, Lumempow et al (2023), in their research, showed that service quality has no effect on customer satisfaction.

Meanwhile, Amin et al (2022) revealed that service quality affects customer satisfaction. Furthermore, Najmudin et al (2023) showed that customer satisfaction has no effect on customer loyalty.

Meanwhile, Aprileny & Emarawati (2019) found that customer satisfaction affects customer loyalty. Other studies also produced findings showing that word of mouth and service quality do not affect loyalty. For example, research conducted by Purnamabroto et al (2022) found that word of mouth does not affect customer loyalty. Meanwhile, Nur et al (2023) argue that word of mouth does influence customer loyalty. Furthermore, Purnomo & Hidayatullah (2024) argue that service quality does not influence customer loyalty. Meanwhile, research conducted by Syafi'i et al (2023) states that service quality does influence customer loyalty.



**Figure 2. Framework of Thought**

Source: Processed Data, 2024

Information:



## RESEARCH METHODS

**Research Design.** Using path analysis and Sobel tests for intervening effects, quantitative methods were used to explain the impact of the research variables. In line with its objectives, this study was designed as a descriptive and verificative study. **Research Sample** The sampling method used in this study was non-probability sampling with purposive sampling technique. In this study, the researcher used the Taro Yamane (1967) formula in Riduwan (2020) because the population size of The Jayakarta Mountain Resort Cisarua Bogor customers was known precisely. Therefore, the following formula was used to determine the sample size:

$$n = \frac{N}{Nd^2 + 1}$$

Description:

n = Number of Samples

N = Population Size

d2 = Precision value/error rate (5% or 0.05)

$$n = \frac{235}{235(0,05)^2 + 1} = 148,031$$

$n = 148,031$  rounded to 150.

Based on this calculation, the resulting sample size was 148,031. To ensure greater representativeness and more accurate data, the sample size used for this study was 150.

The questionnaire used was a closed-ended questionnaire with a Likert scale scaled to an interval scale of 1-5. The diagrammatic model can be seen in Figure 3.

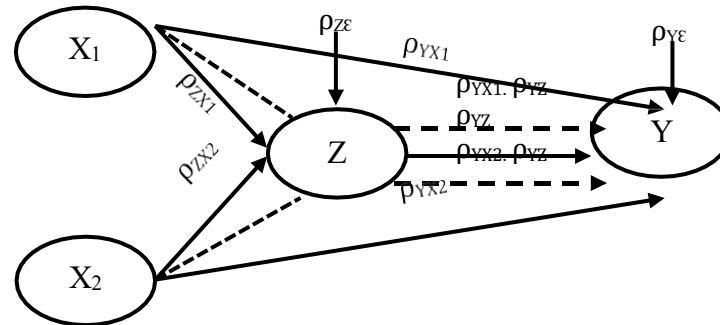


Figure 3. Path Analysis Diagram Model

Source: Processed Data, 2024

**Validity Test, Reliability Test, and Classical Assumption Test.** Based on the validity test, questionnaire items are considered valid if their total correlation is at least 0.361. This is in line with Supardi (2016), who states that a total item correlation of 0.361 is considered valid, while a correlation below 0.361 is considered invalid and will not be considered for further research. Supardi (2016) states that if the alpha of an instrument is 0.7 or higher, the instrument is considered reliable.

The classical assumption test shows that the research model truly meets the basic assumptions in regression analysis, namely: 1) the normality test explains that the model is normally distributed using the Kolmogorov-Smirnov test with reference to Ghazali (2018), where the Kolmogorov-Smirnov probability value (sig) is above 0.05 or the statistical data forms a bell curve; 2) The multicollinearity test explains that the model does not find any correlation between independent variables, referring to Ghazali (2018), to detect multicollinearity through tolerance values above 0.05 and variance inflation factors below 5; 3) The heteroscedasticity test explains that the model variance is not the same from one observation to another, so the model is good to use, referring to Ghazali (2018). Heteroscedasticity is tested by observing the scatterplot between the zpred value and the sresid residual.

## RESULTS & DISCUSSION

Jayakarta Mountain Resort Cisarua Bogor is one of the hotels managed by Jayakarta Hotels & Resort. Located at Jl. Raya Puncak Gadog No. KM.84, Tugu Selatan, Cisarua District, Bogor Regency, West Java 16750. Jayakarta Mountain Resort Cisarua Bogor has a total of 54 rooms, consisting of 20 standard rooms, 10 suites, 5 penthouses, 10 bungalows with garden views, and 9 bungalows with pool views. The respondent profile is shown in Table 1.

**Table 1. Recapitulation of Respondent Profiles**

No	Characteristics	Respondent Characteristics	Persentase (%)
1	Gender	Male	61
2	Age	26-30 Years	34
3	Occupation	Private Employee	40
4	Education	Bachelor's Degree (S1)	36
5	Income	< Rp. 3,000,000	38
6	Visit Frequency	2 Times	38

Source: Processed Data, 2025

Based on Table 1, most customers of The Jayakarta Mountain Resort Cisarua Bogor are male, aged 26–30 years, with a bachelor's degree (S1), working as private employees, and having a monthly income in the range of <Rp 3,000,000. In addition, most customers have visited twice.

**Validity Test and Reliability Test.** The validity test of variables on customer loyalty (Y) through customer satisfaction (Z), word of mouth (X1), and service quality (X2) was statistically processed using SPSS Version 25 with testing on 30 respondents. The following are the validity test results:

**Table 2. Validity Test Results**

Variable	Item Statement	rcount	rtable	Description
Customer Loyalty (Y)	1	0,521	0,361	Valid
	2	0,678	0,361	Valid
	3	0,757	0,361	Valid
	4	0,571	0,361	Valid
	5	0,669	0,361	Valid
	6	0,613	0,361	Valid
	7	0,538	0,361	Valid
	8	0,725	0,361	Valid
	9	0,762	0,361	Valid
	10	0,734	0,361	Valid
	11	0,748	0,361	Valid
	12	0,682	0,361	Valid
	13	0,521	0,361	Valid
<b>Average</b>		<b>0,655</b>	<b>0,361</b>	<b>Valid</b>
Customer Satisfaction (Z)	1	0,54	0,361	Valid
	2	0,495	0,361	Valid
	3	0,720	0,361	Valid
	4	0,642	0,361	Valid
	5	0,587	0,361	Valid
	6	0,713	0,361	Valid
	7	0,487	0,361	Valid

	8	0,491	0,361	Valid
	9	0,643	0,361	Valid
<b>Average</b>		<b>0,591</b>	<b>0,361</b>	<b>Valid</b>
Word of Mouth (X1)	1	0,490	0,361	Valid
	2	0,649	0,361	Valid
	3	0,673	0,361	Valid
	4	0,564	0,361	Valid
	5	0,781	0,361	Valid
	6	0,542	0,361	Valid
	7	0,705	0,361	Valid
	8	0,679	0,361	Valid
	9	0,716	0,361	Valid
<b>Average</b>		<b>0,644</b>	<b>0,361</b>	<b>Valid</b>
Service Quality (X2)	1	0,495	0,361	Valid
	2	0,44	0,361	Valid
	3	0,767	0,361	Valid
	4	0,567	0,361	Valid
	5	0,47	0,361	Valid
	6	0,696	0,361	Valid
<b>Average</b>		<b>0,573</b>	<b>0,361</b>	<b>Valid</b>

Source: Results of Statistical Data Processing SPSS Version 25.00 (2025)

Based on Table 2, it shows that the questionnaire items regarding customer loyalty (Y) variables through customer satisfaction (Z), word of mouth (X1), and service quality (X2) in this study are valid. This is indicated by the rhitung value for each item being greater than rtabel (0.361). This means that all variable statements are valid.

The reliability coefficient with Cronbach's Alpha  $\geq 0.7$  means that the variable instrument is reliable or trustworthy. Meanwhile, if the Cronbach's Alpha value is  $< 0.7$ , the variable instrument is considered unreliable or untrustworthy.

**Table 3. Reliability Test Results**

Variable	Cronbach alpha	Provisions	Information
Customer Loyalty (Y)	0,882	0,7	Reliable
Customer Satisfaction (Z)	0,765	0,7	Reliable
Word of mouth (X1)	0,821	0,7	Reliable
Service Quality (X2)	0,874	0,7	Reliable

Source: Results of Statistical Data Processing SPSS Version 25.00 (2025)

Based on Table 3, it can be seen that each variable shows a Cronbach Alpha value greater than or equal to 0.7. This indicates that all instruments in each variable in this study are reliable. This means that all statements proposed can be used for this study.

**Path Analysis.** In this study, there are two equation models calculated using IBM SPSS Version 25.00 path analysis. The first equation model is the path analysis of X on Z, which shows the effect of word of mouth (X1) and service quality (X2) on customer satisfaction (Z) at The

Jayakarta Mountain Resort Cisarua Bogor. The second equation model is path analysis of variable X on Y through Z, which shows the effect of word of mouth (X1), service quality (X2), and customer satisfaction (Z) on customer loyalty (Y) among customers of The Jayakarta Mountain Resort Cisarua Bogor. The path analysis findings are shown in Table 4 below:

**Table 4. Path Analysis Test Results**

Variables		Path Coefficient				
Independen	Dependen	R	Adjusted R Square	Direct	Indirect	Total
Word of Mouth (X1)	Customer satisfaction (Z)	0,864	0,743	0,314	-	-
Quality of Service (X2)	Customer satisfaction (Z)			0,617	-	-
Word of Mouth (X1)	Customer Loyalty (Y)			0,243	0,062	0,304
Quality of Service (X2)	Customer Loyalty (Y)	0,866	0,746	0,500	0,122	0,622
Customer satisfaction (Z)	Customer Loyalty (Y)			0,197	-	-

Source: Results of Statistical Data Processing SPSS Version 25.00 (2025)

The results of processing with SPSS 25.00 software were followed by manual calculations, as explained below:

The correlation or relationship between the exogenous variables of word of mouth and service quality with the endogenous variable of customer satisfaction is quite strong, as indicated by an R value of 0.864. With an adjusted R<sup>2</sup> value of 0.743, customer satisfaction is influenced by word of mouth and service quality by 74.3%. Meanwhile, additional criteria not included in this study, such as product quality, price, emotional factors, cost, and convenience, affect consumer satisfaction by 25.7% (Kotler and Keller 2016). The Pzε value is 0.615 based on the calculation using the following formula:

$$Pz\epsilon = 1 - \text{Adjusted R Square}$$

$$Pz\epsilon = 1 - 0,743$$

$$Pz\epsilon = 0,257$$

The structural equation for the word of mouth and service quality model on customer satisfaction is obtained as follows:  $Z = 0.314X_1 + 0.617X_2 + 0.257$

The interpretation of the standard beta coefficient test results is as follows:

1. The word of mouth variable has a standard beta coefficient of 0.314. This indicates that, assuming other exogenous variables in the model remain constant, customer satisfaction will increase by 0.314 for every one unit increase in the word of mouth variable.



2. The service quality variable has a positive standard beta coefficient value of 0.617. This indicates that, assuming other exogenous factors in the model remain constant, customer satisfaction will increase by 0.617 for every one-unit increase in the service quality variable.

The correlation or relationship between the exogenous variables of word of mouth, service quality, and customer satisfaction with the endogenous variable of customer loyalty is also quite strong, as indicated by an R value of 0.866.

Customer satisfaction, service quality, and word of mouth promotion contribute 74.6% to customer loyalty, based on an adjusted R<sup>2</sup> value of 0.746. However, additional characteristics not included in this study, such as price, promotion, brand image, availability and distribution, and trust, affect 25.4% of customer loyalty (Fachrurazi et al. 2022). The Py $\epsilon$  value is 0.254 based on the calculation results using the formula as follows:

$$Py\epsilon = 1 - \text{Adjusted R Square}$$

$$Py\epsilon = 1 - 0,746$$

$$Py\epsilon = 0,254$$

The structural equation for the word of mouth, service quality, and customer satisfaction model on customer loyalty is obtained as follows:  $Y = 0.243X_1 + 0.500X_2 + 0.197Y + 0.254$

The interpretation of the standard beta coefficient test results is as follows:

1. The word of mouth variable has a standard beta coefficient of 0.243. This indicates that, assuming other exogenous factors in the model remain constant, customer loyalty will increase by 0.243 for every one unit increase in the word of mouth promotion variable.
2. The beta coefficient of the service quality variable has a standard value of 0.500. This indicates that, assuming other exogenous factors in the model remain constant, customer loyalty will increase by 0.500 for every one-unit increase in the service quality variable.
3. The beta coefficient of the customer satisfaction variable has a standard value of 0.197. This indicates that, assuming all other exogenous variables in the model remain constant, customer loyalty will increase by 0.197 for every one-unit increase in the customer satisfaction variable.

The equation model is described in the path diagram model as follows:

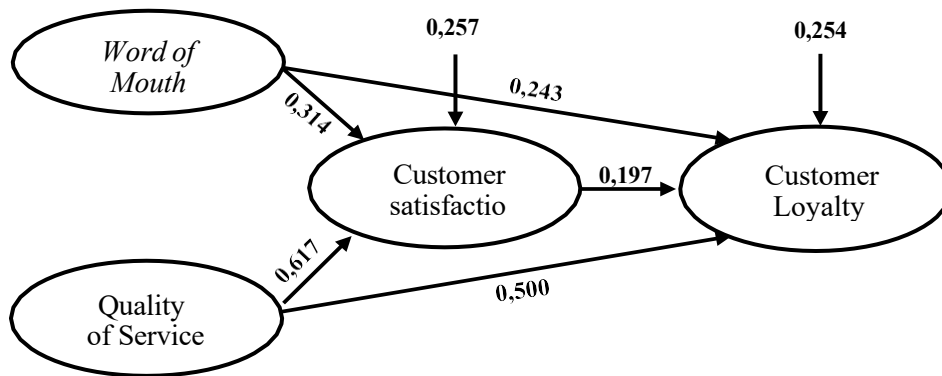


Figure 4. Path Analysis Results

Source: Processed Data, 2025

**Hypothesis Testing.** The t-test is used in hypothesis testing to determine the significance of each variable. The alternative hypothesis ( $H_a$ ) and the null hypothesis ( $H_0$ ) are the two theories that are usually proposed. As a result, the hypothesis is accepted or rejected using the t-test. The following table shows the results of the hypothesis test:

Table 5. Hypothesis Testing Results

Hypothesis	tcount	ttable	sig	Decision	Conclusion
Word of mouth → customer satisfaction	5,471	1,655	0,000	Ha1 accepted	Positive and significant impact
Quality of service → customer satisfaction	10,775	1,655	0,000	Ha2 accepted	Positive and significant impact
Word of mouth → customer loyalty	3,893	1,655	0,000	Ha3 accepted	Positive and significant impact
Quality of service → customer loyalty	6,562	1,655	0,000	Ha4 accepted	Positive and significant impact
Quality of service → customer loyalty	2,403	1,655	0,018	Ha5 accepted	Positive and significant impact

Source: Processed data (2025)

Table 3 clearly shows that the general hypothesis is accepted. There is a direct, positive, and significant relationship between the exogenous and endogenous variables, as indicated by the calculated t-value being higher than the table t-value with a significance value of less than 0.50. Thus, it can be said that customer satisfaction, which is built through word of mouth and high-quality service, determines consumer loyalty.

**Sobel Test Analysis.** Sobel test analysis is used to determine the strength and significance of the influence of intervening variables. Two tests were conducted for the variables of word of mouth and service quality on customer loyalty through customer satisfaction.

The results of the Sobel test analysis were used to find the calculated Z value. The following are the calculations:

1. Measurement of the contribution of word of mouth to customer loyalty through the variable of customer satisfaction

$$Z_1 = \frac{ab}{\sqrt{\frac{b^2}{SEa^2} + \frac{a^2}{SEb^2}}}$$

$$Z_1 = \frac{0,279 \cdot 0,274}{\sqrt{(0,274^2 \cdot 0,034) + (0,279^2 \cdot 0,114)}}$$

$$Z_1 = \frac{0,076446}{\sqrt{(0,075076 \cdot 0,001156) + (0,077841 \cdot 0,012996)}}$$

$$Z_1 = \frac{0,076446}{\sqrt{(0,0000867) + (0,0010136)}}$$

$$Z_1 = \frac{0,076446}{\sqrt{0,001098409492}}$$

$$Z_1 = \frac{0,076446}{0,0011003}$$

$$Z_1 = 2,306$$

2. Measuring the contribution of service quality to customer loyalty through the variable of customer satisfaction

$$Z_2 = \frac{ab}{\sqrt{(b^2 SEa^2) + (a^2 SEb^2)}}$$

$$Z_2 = \frac{0,360 \cdot 0,274}{\sqrt{(0,274^2 \cdot 0,114^2) + (0,360^2 \cdot 0,066)}}$$

$$Z_2 = \frac{0,09864}{\sqrt{(0,075076 \cdot 0,004356) + (0,1296 \cdot 0,012996)}}$$

$$Z_2 = \frac{0,09864}{\sqrt{(0,000327134) + (0,0016831376)}}$$

$$Z_2 = \frac{0,09864}{\sqrt{0,0020102716}}$$

$$Z_2 = \frac{0,09864}{0,044827}$$

$$Z_2 = 2,199$$

1. Using customer satisfaction as a mediating variable, this study reveals that word of mouth has a positive indirect effect on customer loyalty. This results in a calculated Z value of 2.306, which is higher than the table Z value of 1.96. These results indicate that the relationship between customer loyalty and word of mouth is strengthened by customer satisfaction, which acts as a substantial mediating factor.
2. Based on the test results, a calculated Z value of 2.19, which is higher than the table Z value of 1.96, shows that customer satisfaction, as a mediating variable, has a positive indirect effect from service quality on customer loyalty. This shows the importance of customer satisfaction as a mediating factor in the relationship between customer loyalty and service quality.

**The Effect of Word of Mouth on Customer Satisfaction.** Based on the first hypothesis, customer satisfaction at The Jayakarta Mountain Resort Cisarua Bogor is directly, positively, and significantly influenced by word of mouth. This positive influence indicates that customer satisfaction increases in line with the strength of word of mouth, whether through dialogue, support, or references from clients. This is reinforced by Sumardy (2011) opinion, who states that satisfied customers will tend to talk about and recommend their experience to others. Satisfaction with the services provided by the resort is a factor that encourages customers to share their positive experiences with others as a form of voluntary promotion. These results are also supported by the findings of Firdiansyah et al (2022); Nur et al (2023), which show that word of mouth has a positive and significant influence on customer satisfaction.

**The Effect of Service Quality on Customer Satisfaction.** There is a direct, positive, and significant effect between service quality and customer satisfaction at The Jayakarta Mountain Resort Cisarua Bogor. This positive effect shows that service aspects, such as attractive appearance and employee professionalism, play an important role in shaping positive customer perceptions. The neat, polite, and professional appearance of employees reflects the image of the resort's quality and provides a sense of comfort and trust to customers. According to Tjiptono (2019), one important dimension of service quality is tangible evidence, which includes the physical appearance of employees as part of tangible evidence of service. The better the appearance and professional attitude of employees, the higher the level of customer satisfaction felt. Quality has a positive and significant influence on customer satisfaction (Purnamabroto et al., 2022); (Syafi'i et al., 2023).

**The Influence of Word of Mouth on Customer Loyalty.** According to the third hypothesis, customer loyalty at The Jayakarta Mountain Resort Cisarua Bogor is directly, positively, and significantly influenced by word of mouth. This positive influence shows that satisfied customers tend to recommend products to others and feel emotionally satisfied when those recommendations are acted upon. A feeling of joy arises when recommendations given to friends or family result in customers' decisions to stay at the same resort, strengthening customers' emotional attachment to the brand and services offered. This is in line with Kotler

& Keller (2016) statement that effective word of mouth can create an emotional connection with customers, which ultimately increases loyalty. Word of mouth has a positive and significant influence on customer loyalty (Nur et al., 2023 ; Ramadhani et al., 2023).

**The Effect of Service Quality on Customer Loyalty.** There is a direct, positive, and significant effect between service quality and customer loyalty at The Jayakarta Mountain Resort Cisarua Bogor. Service quality, especially in terms of direct interaction with employees, plays a crucial role in shaping customer loyalty. When customers feel well-served, they tend to exhibit loyal behavior, such as repeat visits, recommending the resort to others, and consistently choosing the resort over competitors. This is in line with the findings of Purnamabroto et al (2022), who state that service quality is a key factor in creating customer loyalty. Research by Syafi'i et al (2023) also shows that service quality has a positive and significant influence on customer loyalty.

**The Effect of Customer Satisfaction on Customer Loyalty.** There is a direct, positive, and significant influence between customer satisfaction and customer loyalty at The Jayakarta Mountain Resort Cisarua Bogor. When the services provided meet or even exceed the reputation and promotional promises set by the resort, customers will feel satisfied. Conversely, a mismatch between expectations and reality tends to lead to disappointment and lower satisfaction levels. Satisfaction formed from positive experiences during a stay will subsequently impact customer loyalty. Customer loyalty, according to Fadilah et al (2024), also refers to the ongoing dedication of clients, as demonstrated by their behavior and attitude toward the business and the quality of its services. Client loyalty largely depends on client satisfaction. Customers are more likely to use the service again in the future when they are satisfied with the product. Customer loyalty is positively and significantly influenced by customer satisfaction (Aprileny & Emarawati, 2019).

**The Indirect Effect of Word of Mouth on Customer Loyalty Through Customer Satisfaction.** The sixth hypothesis is that there is a positive and significant indirect effect between word of mouth and customer loyalty through customer satisfaction at The Jayakarta Mountain Resort Cisarua Bogor. The reasons and explanations for the advantages of The Jayakarta Mountain Resort Cisarua Bogor that customers convey to others reflect a form of positive word of mouth. Customers encourage others to stay at the resort based on their pleasant personal experiences. This communication not only serves as a means of indirect promotion but also reflects the level of satisfaction felt after receiving services that meet expectations. When customers are satisfied with the services provided, their tendency to recommend the resort to others increases. In the long term, the urge to share this positive information can strengthen customer loyalty, as customers have formed an emotional attachment and trust in the resort's services. Sinulingga & Sihotang (2021) state that planned behavior related to a company's goods or services is reflected in customer loyalty. Through customer satisfaction, word of mouth indirectly influences customer loyalty. Positive customer experiences can increase the satisfaction of other customers when shared. Customers who are satisfied with a product tend to remain loyal to it, which allows them to purchase it again and recommend it to others. Therefore, positive word of mouth can increase customer satisfaction, which in turn increases

product loyalty. The impact of word of mouth on loyalty can be positively and significantly mediated by customer satisfaction (Fadilah et al., 2024 ; Firdiansyah et al., 2022).

**The Indirect Effect of Service Quality on Customer Loyalty Through Customer Satisfaction.** The seventh hypothesis shows that service quality has a positive and significant indirect effect on customer loyalty through customer satisfaction at The Jayakarta Mountain Resort Cisarua Bogor. Customers feel more satisfied with the services provided when they feel valued and given individual attention. This high level of satisfaction is an important basis for building long-term customer loyalty. Empathy among employees not only affects direct satisfaction but also fosters lasting emotional bonds and brand trust. The relationship between service quality and customer loyalty is mediated by customer satisfaction. According to Zeithaml (2018), satisfaction is formed when service quality consistently meets or even exceeds expectations in five satisfaction indicators, which then strengthens loyalty. This is supported by research by Anggraini & Budiarti (2020) and Fadilah et al (2024), who found that customer satisfaction can positively and significantly mediate the influence of service quality on loyalty.

## CONCLUSION AND SUGGESTION

Based on the results of the study, it can be concluded that customer loyalty at The Jayakarta Mountain Resort Cisarua Bogor is in the high category, with the subscription indicator receiving the highest score, while the commitment indicator still needs to be improved. Customer satisfaction is also relatively good, although expectations are high, but perceived performance is still relatively low. Word of mouth is relatively good, especially in terms of talking, although recommendations to others are still limited. Service quality is also considered good, with reliability scoring the highest, while responsiveness is still weak. The analysis concludes that customer satisfaction, as an intervening variable, has a positive effect on customer loyalty, both directly and indirectly. The analysis also shows that customer satisfaction is positively and significantly influenced by word of mouth and high-quality service. Thus, customer satisfaction is proven to be a mediating element at The Jayakarta Mountain Resort Cisarua Bogor, which increases the influence of service quality and word of mouth on customer loyalty.

Furthermore, it is recommended that management increase customer engagement with special loyalty programs, such as the “Jayakarta Priority Member” program, which offers additional benefits to loyal customers. In addition, improving service performance is important to better meet customer expectations, for example by providing a digital daily evaluation system. Word-of-mouth promotion can be strengthened through referral programs or encouraging positive reviews on online platforms with special incentives. Service quality also needs to be improved, especially in terms of responsiveness, by setting standards for quick responses to customer complaints and providing direct communication channels such as a WhatsApp Center. For further research, add respondents and factors that influence consumer loyalty, such as price, promotions, brand image, trust, and product distribution, in order to obtain optimal results.

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