Exploring the Relationship between Customer Experience, Revisit Intention, Customer Value and Engagement in the Hotel Industry

ABSTRACT

In an increasingly competitive hospitality sector, hotels seek to differentiate themselves by delivering superior customer experiences (CEX). Drawing on Cognitive Appraisal Theory and the Theory of Planned Behaviour, this study investigates how CEX shapes revisit intention (RIN) in the hotel industry, with customer value (CVA) and customer engagement (CEN) as mediators. Survey data from 334 hotel guests in Dubai and Sharjah were analysed using PLS-SEM with bootstrapping. Results show that CEX significantly influences CVA and CEN, both of which positively affect RIN. Moreover, CVA enhances CEN, which further mediates the CVA–RIN relationship. These findings extend theory by integrating psychological and behavioural perspectives to explain loyalty formation and highlighting the dual mediation pathways from CEX to RIN. Practically, it urges hotels to prioritise engagement strategies that enhance perceived value, strengthen emotional bonds, and ultimately increase guest loyalty. The findings add to the hospitality marketing literature while suggesting practical strategies to strengthen guest loyalty in competitive settings.

Keywords: customer experience, revisit intention, customer value, customer engagement, hotel industry, UAE

1. Introduction

Revisit intention (RIN) plays a pivotal role in the sustainable growth of tourist destinations and the broader tourism industry. As a gauge of how likely tourists are to return, it is essential for maintaining a consistent income stream and ensuring the region's long-term economic stability (Libre et al., 2022). This intention is deeply tied to tourist satisfaction; when visitors have positive experiences and perceive value in their destination, the chances of them returning increase, directly contributing to the destination's sustainability (Zakiah et al., 2023). To drive sustainable development in tourism, it's crucial to rethink the motives behind visitor experiences and explore innovative strategies that leave lasting impressions and cultivate a strong connection to the destination (Peng et al., 2023). This approach may involve prioritizing cultural and environmental preservation and supporting local communities and economies (Shoukat & Ramkissoon, 2022). By focusing on these aspects, destinations can foster a more sustainable and profitable tourism industry, benefiting both visitors and residents alike.

Previous studies have largely pinpointed two main categories of factors that predict RIN. The initial category includes the attributes of tourist sites, such as service quality (Han & Hyun, 2015), destination image (Stylos et al., 2016), destination safety (Kim, 2014), and diverse tourist attractions and infrastructure (Bonn et al., 2016). The second category focuses on the motivational and emotional aspects of tourists, such as their motivation (Huang & Liu, 2017), novelty-seeking behavior (Jang & Feng, 2007), satisfaction, and overall well-being (Han & Hyun, 2015). Although prior studies have provided a robust basis for understanding the factors that promote tourists' RIN, some research gaps still persist (Peng et al., 2023). In the tourism industry, key factors such as CEX, CVA, and customer engagement (CEN) are particularly influential in shaping RIN (Shoukat & Ramkissoon, 2022). A positive CEX, characterized by memorable interactions, seamless service, and emotional satisfaction, leaves a lasting impact that substantially increases the probability of tourists revisiting a destination or service provider (Libre et al., 2022). The perceived value of a tourism experience—where the benefits, such as enjoyment, cultural enrichment, and overall satisfaction, outweigh the costs—plays an essential role in deciding whether to revisit (Panjaitan & Panjaitan, 2021). When tourists feel they are receiving excellent value for their investment, they are more predisposed to return (Kuppelwieser et al., 2022). Additionally, active CEN through personalized communication, loyalty programs, and interactive social media presence strengthens the bond between tourists and service providers, fostering trust and loyalty that encourage repeat visits (Baquero, 2023; Rather et al., 2021). In the fiercely competitive tourism industry, the integration of these elements—experience, value, and engagement—is vital for attracting repeat visitors and ensuring long-term success.

Positive CEX are widely recognized for increasing the likelihood of repeat visits; however, the perceived value derived from these experiences is crucial in converting satisfaction into actual revisit behavior (Peng et al., 2023). Research indicates that when tourists perceive high value in their experiences—where the benefits outweigh the costs—they are more predisposed to return to the destination (Shahijan et al., 2018). This mediating role of CVA suggests it enhances the impact of CEX on RIN, highlighting the importance for tourism providers to focus not only on delivering memorable experiences but also on ensuring these experiences are perceived as valuable (Hasan et al., 2017). This perspective reflects a shift in recent literature, which increasingly acknowledges the interconnectedness of experience and value in shaping tourist behavior and RINs (Kuppelwieser et al., 2022). Furthermore, Lee et al. (2018) and Wu et al. (2017) have identified tourists' happiness as both a precursor and an outcome of travel

experience satisfaction. Previous research has predominantly focused on enhancing tourist retention through tourism-induced happiness Peng et al. (2023), yet the role of CVA in shaping the relationship between CEX and customer retention remains underexplored.

Positive CEXs are crucial for shaping RINs, but CEN can significantly enhance this relationship (Shoukat & Ramkissoon, 2022). Engaged customers, emotionally and psychologically invested in their interactions, are more likely to internalize positive experiences, leading to stronger loyalty and a higher likelihood of revisiting (So & Li, 2020). Recent literature emphasizes that CEN deepens the impact of positive experiences, fostering relationships that increase repeat visits (Ng et al., 2020). This marks a shift from earlier studies that focused solely on the direct influence of experience on RIN, to recognizing the importance of engagement in cultivating customer loyalty (Hollebeek et al., 2019). While the interaction between CEX and CEN (CE) has been examined in environments like social media (Lee et al., 2020) and hospitality (Rather et al., 2021), their combined effect on RIN is less studied. Lemon and Verhoef (2016) emphasize the necessity to investigate how CEX and CE interact to influence RIN, emphasizing that valuing CEX is essential as it closely relates to CE and impacts RIN.

This study aims to address the identified research gaps by exploring how tourists interpret destination experiences, using cognitive appraisal theory and the theory of planned behavior to investigate the mechanisms through which CEX influences RIN via CV and CE in tourism destinations. Grounded in cognitive appraisal theory and the theory of planned behavior, this research will aim to enhance the current literature on CEX, CV, CE, and RIN. The remainder of this study is organized as follows: first, cognitive appraisal theory, the theory of planned behavior, and relevant recent literature are examined to understand the links between the constructs in the proposed research model. Next, the research method used to evaluate the model is outlined. The empirical findings are then presented and analyzed, followed by discussions, implications, research limitations, and conclusions.

2. Conceptual Framework and Hypotheses Formulation

2.1. Cognitive Appraisal Theory and Theory of Planned Behaviour

This study integrates cognitive appraisal theory (CAT) and the theory of planned behaviour (TPB) to provide a nuanced exploration of individual behaviour, particularly in how emotions and intentions are formed and acted upon. By merging these theoretical frameworks, the study

provides a thorough framework for analysing the interaction between personal interpretation, emotional responses, and the impact of subjective norms, attitudes, and perceived behavioural control on behaviour. The need to investigate individual behaviour from both psychological and behavioural perspectives has become increasingly urgent, as highlighted by Back and Parks (2003), prompting researchers to delve deeper into the cognitive processes and environmental factors that shape human actions. This approach expands the breadth of behavioural research while simultaneously improving predictive capabilities and influence behaviour in various contexts. A significant focus is placed on understanding revisiting behaviour, which, as noted by Ulker-Demirel and Ciftci (2020), is often shaped by past experiences and future expectations, offering valuable insights into consumer loyalty, satisfaction, and the overall effectiveness of service encounters.

CAT encompasses subjective feeling and appraisal components. Dahlqvist (2022) describes CAT as involving individuals' interpretation of eliciting events and their bodily reactions to the latter. The theory revolves around recognizing that persons experience unique emotions when responding to similar situations. Munanura et al. (2022) have simplified CAT's description as a theory postulating that encounters' impacts on people can elicit appraisal processes where they evaluate such incidents' effects on their quality of life.

Theory of planned behaviour (TPB) approach assumes that individuals' rational actions depend on perceived behavioural controls, subjective norms, and attitudes (Abdou et al., 2022; Ulker-Demirel & Ciftci, 2020). The intentions commence with destination-related experience, noting that besides developing loyalty intent, a pleasant CEX increases clients' likelihood of revisiting hotels (Rather et al., 2021). Shoukat and Ramkissoon (2022) indicate that by merging the two theories, hoteliers can create a suitable conceptual and feasible framework to promote customer delight and augment value co-creation, CEN, and CEX, opening the space for RINs. These happenings occur when hotels consider customers' emotions and attitudes in their service provision, allowing the group to feel appreciated (Shoukat & Ramkissoon, 2022). Despite the limited evidence on the four factors, Chen et al. (2022) propose the Stimulus-Organism-Response (S-O-R) model, elaborating it as a CAT and PBT framework positing that environmental stimuli result in emotional responses and attitudes, fostering behavioural responses. Therefore, although available literature has not fully explored CAT and TPB in hotels, it can be concluded that the two theories can support a feasible research model where to study a relationship between CEX, RIN, CVA and engagement.

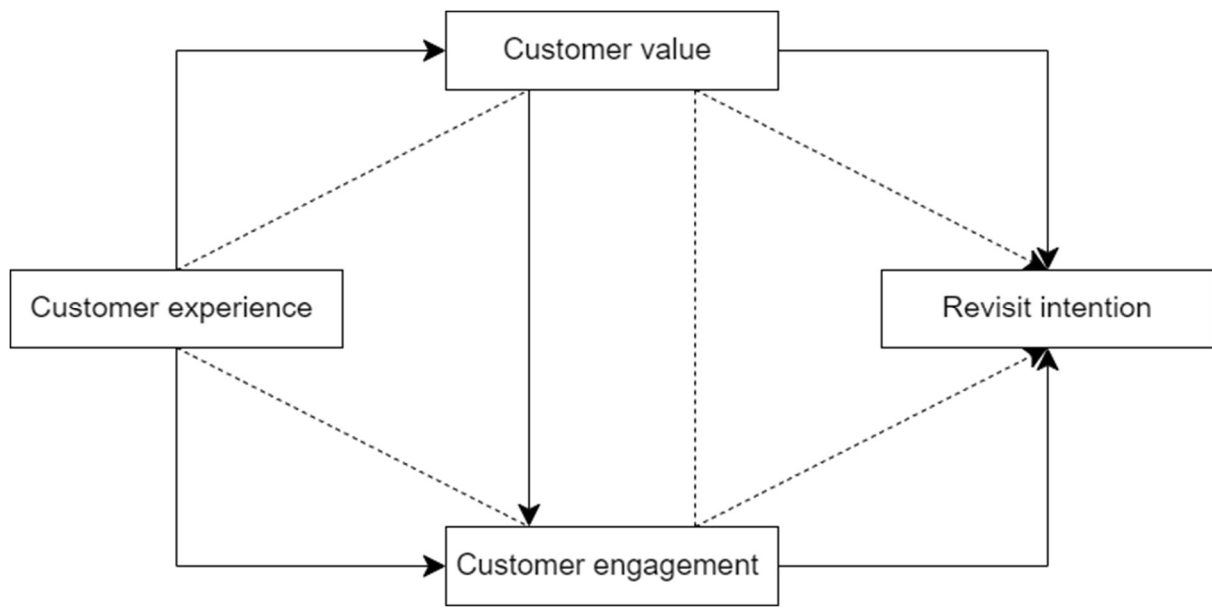Figure 1 depicts the conceptual framework of this investigation.

Figure 1. Framework for conceptualization

2.2. CEX, Customer Value, and Customer Engagement

The nexus between CEX, CVA, and CEN is now seen as a cornerstone of modern marketing strategies. CEX, encompassing all brand-customer interactions, is deeply intertwined with the perceived value customers extract from these engagements. Recent research underscores that a positive CEX amplifies perceived CVA by boosting satisfaction, trust, and brand loyalty (Homburg et al., 2017; Lemon & Verhoef, 2016). Findings reveal that the quality of CEX directly shapes customer perceptions of value, affecting their readiness to pay a premium for goods and services (Klaus & Maklan, 2013; Zeithaml et al., 2018). Moreover, the infusion of digital tech into CEX has been shown to elevate perceived value through personalized and seamless service, further solidifying the CEX-CVA relationship (Verhoef et al., 2021).

CEN, defined by the intensity of brand involvement, is profoundly shaped by CEX quality (Pansari & Kumar, 2017). Research highlights that superior CEX drives higher levels of emotional, cognitive, and behavioral engagement, translating into stronger brand advocacy and increased customer retention (Brodie et al., 2011). The significance of CEX in driving engagement is especially pronounced in digital spaces, where interactive and personalized experiences can sharply elevate engagement (Hollebeek et al., 2019; Islam & Rahman, 2017). Additionally, emotional responses triggered by positive CEX have been shown to directly fuel engagement, reinforcing the critical bond between CEX and CEN (Harrigan et al., 2018;

Hollebeek & Macky, 2019). Engaged customers, in turn, advocate for the brand, recommend it to others, and display loyalty. Given that CEN is crucial for value creation, it equips firms to thrive in competitive markets (Touni et al., 2022). These considerations culminate in the subsequent hypotheses:

H1. CEX has a significant relationship with CVA.

H2. CEX has a significant relationship with CEN.

2.3. Customer Value, Customer Engagement, and Revisit Intention

The connection between CVA, CEN, and RIN is vital for comprehending customer behavior and loyalty in both physical and digital marketplaces. CVA, often viewed as the perceived benefit relative to the costs of obtaining a product or service, is a key precursor to CEN (Vivek et al., 2012). Research indicates that higher perceived CVA positively impacts CEN by strengthening emotional attachment and cognitive involvement with a brand (Hollebeek et al., 2019; Vargo & Lusch, 2016). This engagement is reflected in various forms, such as increased interaction, co-creation activities, and advocacy, driven by the perceived value customers attribute to their experiences (Yi & Gong, 2013). In digital settings, personalized experiences delivering high CVA are especially effective in deepening CEN, as they cater to individual needs more efficiently and create a stronger connection with the brand (Islam & Rahman, 2017; Pansari & Kumar, 2017).

RIN, which denotes the probability of a client re-engaging with a service provider or retail outlet, is heavily influenced by the perceived value from prior interactions (Han & Hyun, 2015; Zeithaml et al., 2018). Research consistently demonstrates that when customers recognize significant value in their prior experiences, they are more inclined to cultivate a favorable disposition toward the service provider, leading to higher RINs (Ryu et al., 2012). The link between CVA and RIN is particularly strong in the service industry, where the quality and value of the service are crucial factors in determining customer loyalty and repeat visits (Chen & Chen, 2010; Hwang & Seo, 2016). Additionally, recent research emphasizes that perceived value, including both functional and emotional aspects, can enhance RINs by fulfilling customer needs and expectations, thereby fostering loyalty and long-term relationships (Choe & Kim, 2018; Ladhari & Michaud, 2015). These considerations result in the subsequent hypotheses:

H3: CVA has a significant relationship with CEN.

H4: CVA has a significant relationship with RIN.

2.4. Customer Engagement and Revisit Intention

CEN involves the emotional, cognitive, and behavioral investment that customers make in their interactions with a brand, playing a crucial role in shaping their future behavioral intentions. Customers who are meaningfully engaged with a brand tend to form strong emotional bonds, which significantly boost their loyalty and commitment (Bowden, 2009; Hollebeek, 2013). This emotional connection often leads to a higher likelihood of revisiting, as customers with deep attachments are more inclined to return for repeat experiences (Dat et al., 2024; Pansari & Kumar, 2017; Rather, 2020). Conversely, if guests feel undervalued, they may easily switch to other options, significantly decreasing their intention to return (Rajput & Gahfoor, 2020). Chen et al. (2022) suggest that hotels failing to engage customers are likely to see a decline in average room bookings, RI, and overall profitability. The depth of engagement, particularly through personalized, relevant, and interactive experiences, further strengthens this connection by enhancing customer satisfaction and perceived value—both critical drivers of RIN (Kumar & Pansari, 2016; Molinillo et al., 2017). In service industries, where CEXs are closely tied to service quality and personalization, the positive impact of CEN on RIN is especially significant, highlighting the need to prioritize engagement as a strategic goal (Harrigan et al., 2018). Engaged customers are also more likely to spread word-of-mouth advocacy, which reinforces their own commitment to the brand, further solidifying their intention to return. Based on these considerations, the following hypotheses are proposed:

H5. CEN has a significant relationship with RIN.

2.5. Mediation of Customer Value and Customer Engagement

Focusing on CVA, CEN, and CEX enables a business to deepen its relationship with its clients and strengthen brand awareness (Agyei et al., 2021; Kosiba et al., 2020). Positive CEX, together with CVA and engagement can deliver sustainable customer strategy helping to achieve RIN. Based on TPB, Abbasi et al. (2021) postulate that individuals can only have positive attitudes when they receive value for their required services. Maintaining active clients who resonate with an organization's brand is crucial for achieving long-term success. Positive CEX lead to higher perceived value in brand interactions, which significantly boosts the likelihood of customers returning (Zeithaml et al., 2018). Recent research underscores this by showing that CEX enhances perceived value by fostering satisfaction, trust, and emotional

connections with the brand—key factors in encouraging repeat patronage (Lemon & Verhoef, 2016). Specifically, studies reveal that perceived value serves as a critical link between CEX quality and customers' intentions to revisit, indicating that even favorable CEX is more likely to result in repeat visits when customers perceive high value (Kumar & Pansari, 2016).

CEN, which reflects the depth of customers' emotional, cognitive, and behavioral connections with a brand, is enhanced by superior CEX and plays a vital role in shaping RINs (Brodie et al., 2011; Hollebeek, 2013). When customers experience high engagement, driven by personalized, interactive, and memorable experiences, they are more inclined to cultivate a robust allegiance to the brand, which translates into a greater intention to return (Harrigan et al., 2018). This effect is especially pronounced in scenarios where CEN is cultivated through continuous and positive experiences, leading to increased loyalty and a higher probability of repeat interactions (Leckie et al., 2016; Rather & Sharma, 2016). Xie et al. (2021) highlight that positive and highly interactive engagement during a hotel stay enhances guests' lifetime value and improves organizational performance. CEX, CVA, and CEN are deeply intertwined, as guests often interact with products and services during their stay with the intent of making a purchase (Shoukat & Ramkissoon, 2022). Thus, CEN not only directly affects RIN but also serves as a vital conduit through which CEX translates into sustained customer loyalty. The subsequent hypotheses arise from these considerations:

H6. CVA mediates the relationship between CEX and RIN.

H7. CEN mediates the relationship between CEX and RIN.

2.6. Mediating role of customer engagement

RIN is a favourable post-consumption behaviour of customers that shows their level of trust and loyalty (Seetanah et al., 2018). Recent studies indicate that while CVA—understood as the perceived benefit of a product or service relative to its cost—directly impacts RIN, this relationship is significantly enhanced when CEN serves as a mediator (Harrigan et al., 2018; Rather, 2020). CVA boosts engagement by fostering emotional and cognitive investments in the brand, leading to increased participation and interaction(Kumar & Pansari, 2016). This elevated engagement then intensifies the influence of CVA on RIN, as engaged customers tend to develop strong brand attachments and loyalty, increasing their likelihood of returning (Molinillo et al., 2017). The mediating role of CEN is especially significant in contexts where brands offer high perceived value through personalized and interactive experiences, creating a feedback loop that reinforces both engagement and RIN (Islam & Rahman, 2017; Rather et al.,

2021). Thus, CEN acts as a bridge through which perceived value is translated into a stronger commitment to revisiting the brand. Thus, hoteliers have endeavoured to determine the antecedents of customers repurchase intention and understand its relationship with CEN and CVA. Studies show that the greater perception of good value with a firm a customer has, the more customers will engage with that firm (Seetanah et al., 2018). Based on these arguments the subsequent hypotheses are suggested:

H8. CEN mediates the relationship between CVA and RIN.

3. Methodology

3.1. Participants and Approach

Given that the primary aim of this research was to examine the relationship between CEX, value, engagement and customer RIN within the context of hospitality sector, a quantitative research methodology was utilized. This approach aligns with the deductive empirical methodology, as outlined by Creswell et al. (2003) and Bryman (2007), where the primary purpose is to test hypotheses derived from existing theories.

The research focused on the hotel industry, particularly four- and five-star hotels managed by an international chain in Dubai and Sharjah. This sector was chosen for several reasons. First, the hospitality industry, particularly in the UAE, is characterized by its commitment to excellence in customer service, making it a suitable context for investigating the constructs of interest. Second, these hotels represent a relatively uniform sector within the broader tourism industry, allowing for a more controlled and systematic study (Elbanna and Abdel-Maksoud (2022).

The population for this study was identified through coordination with the Regional Area Manager, who facilitated access to four hotels. Data collection was conducted between May 1 and May 31, 2022. The hotels were selected systematically, ensuring a balanced representation of four- and five-star ratings. A non-probabilistic convenience sampling method was employed, targeting guest experience managers who are well-informed about customer satisfaction and service quality. A total of 400 questionnaires were distributed across the selected hotels.

The questionnaire, which comprised 25 items on a 5-point Likert scale and five socio-demographic questions, was distributed with the cooperation of the guest experience managers. This approach ensured that the survey reached respondents who were directly engaged with the

hotel's service delivery processes. A response rate of 83.5% was achieved, as 334 of the 400 distributed questionnaires were returned.

To ensure the validity and reliability of the questionnaire, it was reviewed and authorized by a panel of experts, including three hospitality professionals and three academics from universities in Europe and the UAE. The experts focused on identifying grammatical errors, assessing the suitability of the questions for the intended audience, and ensuring that the items would be interpreted consistently by respondents. Minor textual revisions were made based on their feedback, while the initial number of items was retained. Additionally, a pre-test was conducted with 40 responses to confirm the clarity and comprehensibility of the questionnaire.

An analysis comparing responders and non-respondents was undertaken to assess non-response bias. The t-test results indicated no significant changes in the control variables, implying that non-response bias was not a concern in this investigation.

Moreover, following Hinkin (1998) guidelines to guarantee the trustworthiness and validity of the selected items within the context of UAE, a pilot study was conducted. Data was collected from 45 Hotel's employe. The preliminary analysis indicated internal consistency values ranging from 0.752 to 0.914, surpassing Hair et al. (2014) recommended minimum threshold of 0.7. Based on these promising results, the researcher proceeded with the full-scale survey, incorporating insights from the pilot study.

3.2. Survey Instruments

We measured CEX using a 7-item scale adapted from Garg et al. (2014) and Kuppelwieser and Klaus (2020). Garg et al. (2014) developed a scale for measuring the CEX in banks. Kupplewieser and Klaus (2020) reviewed the EXQ scale (Klaus and Maklan, 2012), which has been widely used to measure CEX, including hotel operations (Khan et al., 2015). A sample item was 'The staff at this hotel have good people skills.

CVA was measured using a 7-item scale adapted from Raza et al. (2012) and Han and Han (2001), and a sample item was 'Hotel services are worth the money'.

CEN was measured using a 7-item scale adapted from So, King, and Sparks (2014) and Yoong and Lian (2019), and a sample item was 'I encourage family and friends to stay at this hotel'.

RIN was measured using a 4-item scale adapted from Jang and Feng (2007), Zhang et al. (2018), and Singh and Singh (2019). A sample item was 'I intend to revisit this hotel in the next two years'.

3.3. Sample Characteristics

The respondent's profile is demonstrated in Table 1. Most respondents were male (58.1%). Most (39.5%) were aged between 26 and 35, followed by those aged between 36 and 45 (33.5%) and older than 45 years (15.3%). The remaining were aged between 18 and 25. Most respondents (34.7%) had university-level education, 33.5% had attended high school, and 31.7% had attended primary school. Most respondents (26.9%) lived in Europe, 25.1% in Africa, 23.4% in Asia, 18% in the Middle East, and 6.6% in America. Annually, 44.9% of the respondents took one leisure trip, 28.7% took more than 5 trips, and 26.3% took 2–5 trips.

3.4. Common Method Variance

We used Harman's single-factor test along with the time lags to test common method variance (CMV). The Harman's single-factor test is a post-hoc method of determining whether a single element in the dataset is responsible for individuals' secrecy (Tehseen et al., 2017). We used SPSS 25 to conduct this test. The principal axis factoring and extraction technique yielded 25 distinct factors. The initial unrotated component represented 35.122% of the dataset's variation, as shown in Appendix 1. Resultingly, two assumptions did not hold. First, the first component did not explain the majority of the variation. Second, no one factor emerged from the data. Thus, CMV was not an issue in this study (Usman Shehzad et al., 2022). We also tested thoroughly for collinearity using Smart-PLS, following Kock's (2015) guidelines. Several researchers in the social science field advocate that it encompasses new technology, is highly precise, and has a modern and strong foundation (Shehzad et al., 2022a; 2022b). Appendix 1 shows that all variance inflation factors (VIFs) were below the specified criterion of 5, showing that common method bias (CMB) was not a concern in our data (Kock, 2015).

Table 1. Demographic characteristics of participants

Characteristics		Frequency	Percent
Gender			
	Male	194	58.1
	Female	140	41.9
	Total	334	100.0
Age			
	18-25	39	11.7
	26-35	132	39.5
	36-45	112	33.5
	>45	51	15.3
	Total	334	100.0

Education			
	Primary school	106	31.7
	High school	112	33.5
	University or above	116	34.7
	Total	334	100.0
Place of residence			
	Middle East	60	18.0
	Asia	78	23.4
	Europe	90	26.9
	Africa	84	25.1
	America	22	6.6
	Total	334	100.0
Frequency of making leisure trips per year			
	Once	150	44.9
	Twice to five time	88	26.3
	More than five times	96	28.7
	Total	334	100.0

4. Data analysis

We analyze the suggested association between the latent structures using the variance-based PLS-SEM approach, which is widely utilized in various research areas such as organizational management (Shehzad et al., 2022c; 2023), quality management (Abu Salim et al., 2019), and marketing research (Jamil et al., 2021). There are several reasons to choose the PLS-SEM technique over the usual covariance-based technique (Hair et al., 2019). This study analyzes the primary target construct, CEX, CVA, CEN, and RIN, as specified by PLS-SEM and modeling (Becker et al., 2012; Henseler et al., 2009). In addition, Hair et al. (2019) advocate using PLS-SEM for dynamic models comprising numerous components, predictor variables, and structural pathways, such as those included in this work. The PLS path modeling methodology is assessed in two stages to ensure the accuracy and reliability of the constructs' measurements (Hair et al., 2019): (first) The evaluation of the measurement model demonstrates the reliability and validity of the outer model, and (second) structural model assessment describes the significance of the model or interaction among the latent variables.

Table 2. Measurement Reliability and validity results

| Constructs and corresponding items		Loadings	VIF	Ca	rho_A	CR	AVE
Customer Experience Garg et al. (2014)				0.857	0.861	0.890	0.538
CEX1	My last hotel choice was the proper one, and it turned out to be a satisfying choice.	0.697	1.912				
CEX2	The different hotel rooms and facilities in this hotel were pleasant.	0.730	2.394				
CEX3	The staff at this hotel were happy to help the guests.	0.728	2.151				
CEX4	The food and beverages served at this hotel were hygienic, sufficient and of good taste.	0.752	1.900				
CEX5	As a guest in this hotel, it was easy to obtain information about the different services I requested.	0.721	1.742				
CEX6	The cleanliness and hygiene of this hotel and room were up to the mark.	0.801	2.552				
CEX7	This hotel provided a wonderful experience overall.	0.700	1.954				
Customer Value Raza et al. (2012)				0.787	0.796	0.854	0.541
CVA1	I place a lot of value on the level of service at the hotel where I previously stayed.	0.672	1.426				
CVA2	The worth of money against the services and amenities of this hotel is significant to me.	0.720	1.557				
CVA3	I am satisfied with the value for money I got from the services and amenities of this hotel.	0.799	1.662				
CVA4	The behavior and knowledge of the staff and management in this hotel is important to me.	0.763	1.600				
CVA5	The services and amenities at this hotel were reasonably priced.	removed	-				
CVA6	I felt delighted and content by using the services and amenities of this hotel.	0.715	1.420				
CVA7	This hotel possesses a good reputation and reliability.	removed	-				
Customer Engagement So et al. (2014)				0.847	0.857	0.882	0.518
CEN1	I encourage family and friends stay at the hotel where I previously stayed.	0.791	2.498				
CEN2	I often visit the website and social media pages of this hotel.	0.730	2.206				
CEN3	I like and comment whenever I see the posts about this hotel anywhere.	0.666	1.937				
CEN4	I often discuss about this hotel with my friends and family whenever related discussion emerges.	0.637	1.693				
CEN5	I take compliment and criticism about this hotel personally and feel strongly about it.	0.736	1.839				
CEN6	I like participating in the events and ventures whenever organized by this hotel.	0.784	1.992				
CEN7	I feel satisfied in interacting with this hotel community and exchanging ideas with them.	0.678	1.546				
Revisit Intention Zhang et al. (2018)				0.793	0.805	0.865	0.617
RIN1	I will choose this last hotel I stayed in next time I travel to same destination.	0.795	1.521				
RIN2	Within the next two years, I wish to return to this hotel.	0.834	2.004				
RIN3	I intend to re-book this hotel I stayed in within the next two years	0.806	1.932				
RIN4	Within the next two years, there is a high possibility that I will stay at this same hotel.	0.701	1.400				
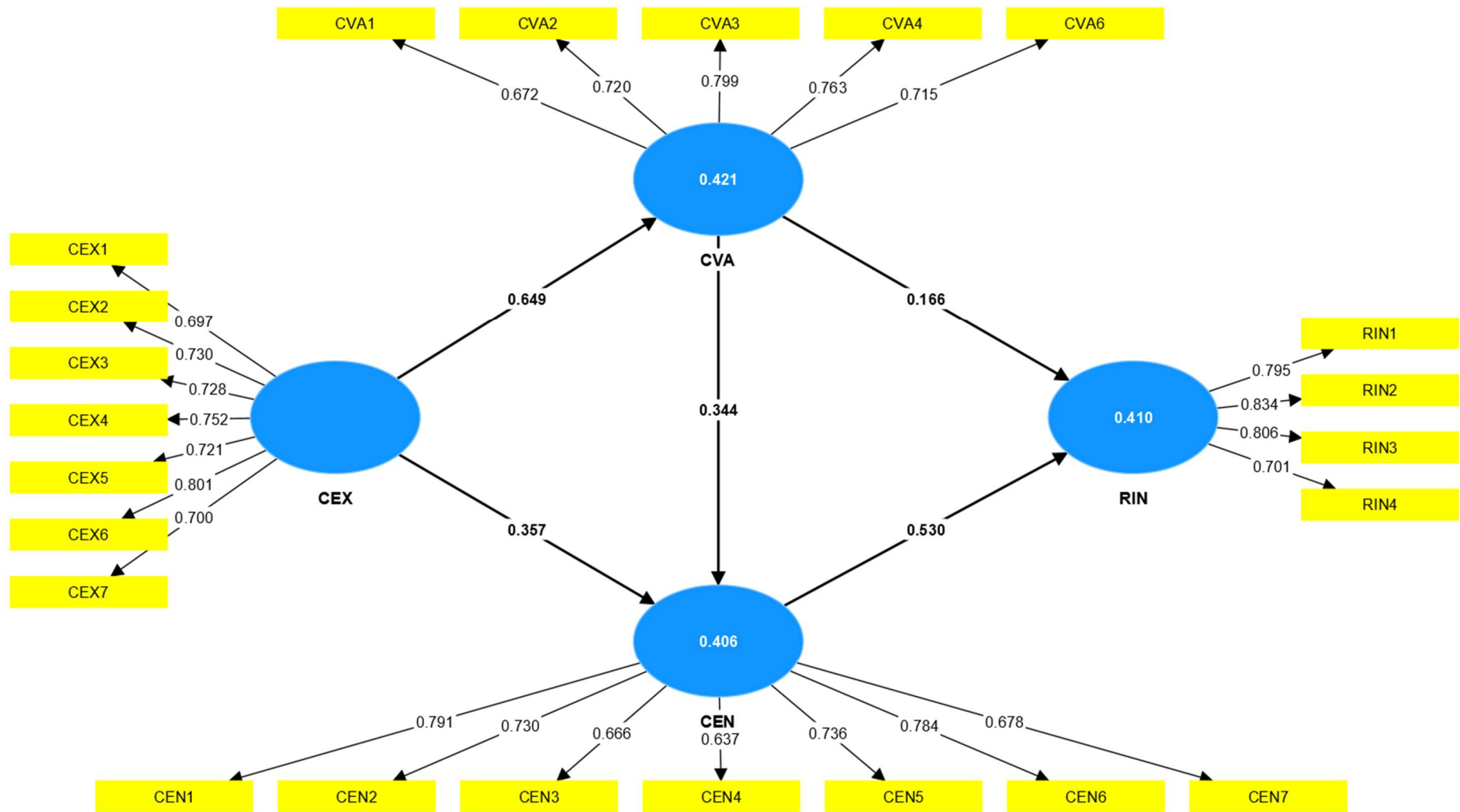
Figure 2. Measurement Model

4.1. Measurement model

Reliability of both items and constructs and convergent and discriminant validity are the core of the PLS measurement model's assessment (Hair et al., 2016). To verify the reliability of the items, we examine loadings over the 0.6 thresholds (Henseler et al., 2009). As shown in Figure 2, only two items, CVA5 and CVA7, had a lower value; hence they were excluded from the model. Furthermore, Cronbach's alpha and composite reliability (CR) values were more than 0.7, indicating that all latent constructs had internal consistency (Hair et al., 2014). The convergent validity was established concurrently by the average variance extracted (AVE) estimations larger than 0.50 for all constructs (Hair et al., 2016) (see Table 2).

The Fornell-Larcker criteria, heterotrait-monotrait (HTMT) ratios, and cross-loadings are utilized to evaluate the discriminant validity of the suggested model (Hair et al., 2016). First, Table 3 reveals that discriminant validity is established predicated on the Fornell-Larcker criterion since the highest value of the correlation of factors in each column is the optimum (Fornell & Larcker, 1981). Second, Henseler et al. (2015) suggested a unique technique for evaluating discriminant validity. They proposed that while the Fornell-Larcker criterion can swiftly assess discriminant validity, it may fail to ascertain the lack of discriminant validity. Consequently, HTMT was employed to ascertain discriminant validity. Table 3 displays the HTMT values for the variables included in this study. In accordance with the specifications, the HTMT values of all constructs must be less than 0.80 (Hair et al., 2016). According to Table 3, the HTMT values for all constructs are below 0.80, showing that all variables analyzed possess discriminant Validity. Thirdly, cross-loadings were also utilized to evaluate the discriminant validity, and the findings revealed that all the data met the requirements. All of the indicators load highly (> 0.6) on their respective variables but poorly (0.6) on others. The item meets the specified criterion when the discrepancy between the item's score concerning its corresponding construct and those of the item to the other variables is more than 0.1. Additionally, it validates the model's discriminant validity. Table 4 presents the findings of cross-loadings for latent constructs.

Following this, the collinearity problems of the model were verified by examining the variance inflation factor (VIF) results. According to experts, collinearity issues in data are not considered to exist if VIF values are less than 5 (Hair et al., 2014). The outcomes of the present investigation indicate that the values of the constructs for the inner VIF are below the cutoff criterion. The absence of collinearity in the data employed in this investigation supports the model's validity. Confirming the model's validity, the f2 effect sizes of the variables in this

research are between moderate and high levels (Hair et al., 2016). In addition, the R2 and Q2 values for CVA (R2=0.421; Q2=0.222), CEN (R2=0.406; Q2=0.197), and RIN (R2=0.410; Q2=0.245), that bolster the model's sample predictive efficacy (Sarstedt et al., 2014); additionally, the blindfolding results with an omission distance of seven yield Q2 values significantly beyond zero, hence affirming the model's predictive significance (Hair et al., 2014). (Hair et al., 2014). The results are presented in Table 5

Table 3. Discriminant validity

Fornell-Larcker criterion					Heterotrait-monotrait ratio (HTMT)				
Constructs	CEN	CEX	CVA	RIN	Constructs	CEN	CEX	CVA	RIN
CEN	0.719				CEN				
CEX	0.581	0.733			CEX	0.659			
CVA	0.576	0.649	0.735		CVA	0.684	0.768		
RIN	0.626	0.498	0.472	0.786	RIN	0.722	0.598	0.584	

Table 4. Cross loadings

Items	CEN	CEX	CVA	RIN
CEN1	0.791	0.434	0.368	0.424
CEN2	0.730	0.369	0.350	0.360
CEN3	0.666	0.253	0.355	0.294
CEN4	0.637	0.371	0.380	0.304
CEN5	0.736	0.451	0.462	0.593
CEN6	0.784	0.552	0.496	0.521
CEN7	0.678	0.407	0.439	0.528
CEX1	0.429	0.697	0.369	0.358
CEX2	0.431	0.730	0.390	0.360
CEX3	0.399	0.728	0.378	0.356
CEX4	0.432	0.752	0.445	0.365
CEX5	0.494	0.721	0.484	0.425
CEX6	0.428	0.801	0.619	0.337
CEX7	0.367	0.700	0.585	0.359
CVA1	0.336	0.441	0.672	0.282
CVA2	0.366	0.428	0.720	0.269
CVA3	0.465	0.600	0.799	0.360
CVA4	0.454	0.443	0.763	0.392
CVA6	0.474	0.454	0.715	0.409
RIN1	0.551	0.524	0.464	0.795
RIN2	0.539	0.354	0.338	0.834
RIN3	0.461	0.255	0.324	0.806
RIN4	0.392	0.416	0.340	0.701

Table 5. Effect size, Coefficient of determination and predictive relevance

Exogenous constructs	F-square			R-square	Q-Square		
	CEN	CVA	RIN	Endogenous construct	SSO	SSE	Q^2
CEN			0.319	0.406	2338.000	1876.307	0.197
CEX	0.124	0.728					
CVA	0.116		0.031	0.421	1670.000	1299.293	0.222
RIN				0.410	1336.000	1009.241	0.245

Table 6. Hypotheses Results

Hypotheses	Relationships					Path Coefficient	SD	Bias corrected Confidence intervals		T statistics	P values	Results
	IV	→	Med	→	DV			BCI-LL	BCI-UL			
Direct effects												
Hypothesis 1	CEX	→			CVA	0.649	0.030	0.592	0.711	21.761	0.000	Supported
Hypothesis 2	CEX	→			CEN	0.357	0.069	0.225	0.491	5.186	0.000	Supported
Hypothesis 3	CVA	→			CEN	0.344	0.066	0.216	0.474	5.201	0.000	Supported
Hypothesis 4	CVA	→			RIN	0.166	0.054	0.061	0.276	3.091	0.002	Supported
Hypothesis 5	CEN	→			RIN	0.530	0.054	0.426	0.635	9.884	0.000	Supported
Mediating effects												
Hypothesis 6	CEX	→	CVA	→	RIN	0.108	0.037	0.039	0.184	2.938	0.003	Supported
Hypothesis 7	CEX	→	CEN	→	RIN	0.189	0.044	0.110	0.281	4.315	0.000	Supported
Hypothesis 8	CVA	→	CEN	→	RIN	0.183	0.037	0.113	0.257	4.981	0.000	Supported

Note (s): CEX=Customer Experience; CVA= Customer Value; CEN= Customer Engagement; RIN= Revisit Intention
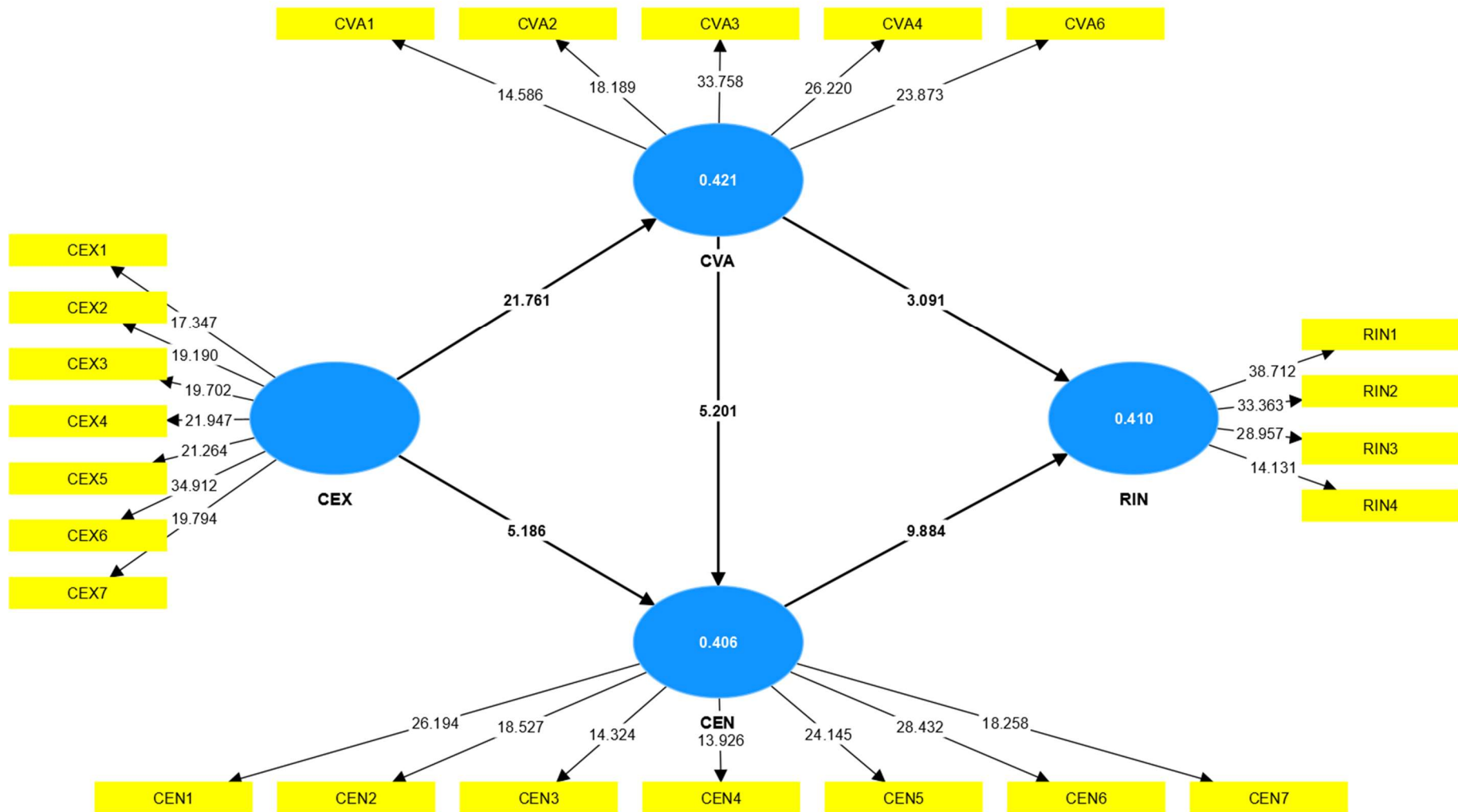
Figure 3. Structural model

4.2. Hypotheses results

Subsequent to the obligatory assessment of the measurement model, the structural model evaluation was conducted in the second phase. The hypotheses were evaluated sequentially. The direct links between the constructs were examined first (see Figure 3). Then, the effect of CEX and CVA on RIN was examined via the mediation of CVA and CEN. The significance of statistical pathways was determined by utilizing the Bootstrap resampling method with 5,000 resamples (Ringle et al., 2005). Evaluation of the structural model and reporting of the findings were conducted in accordance with Hair et al. (2014) and Ringle et al. (2018) suggestions. Recommendations from Nitzl et al. (2016) and Preacher and Hayes (2008) were also taken into account for mediation analysis. The results of testing hypotheses for direct and mediated effects are listed in Table 6.

The results reveal a substantial significant impact of CEX on CVA ($\beta = 0.649$, $p < 0.001$, $t = 21.761$) and CEN ($\beta = 0.357$, $p < 0.001$, $t = 5.186$). Thus, results support H1 and H2. Likewise, CVA exerts a considerable direct favorable impact on CEN ($\beta = 0.344$, $p < 0.001$, $t = 5.201$) and RIN ($\beta = 0.166$, $p < 0.01$, $t = 3.091$); therefore, H3 and H4 were also supported. Moreover, study also found significant association between CEN and RIN ($\beta = 0.530$, $p < 0.001$, $t = 9.884$). Hence, H5 was also supported.

Next, H6 and H7 assess whether CVA and CEN mediate the association between CEX and RIN. The results reveal CVA ($\beta = 0.108$, $p < 0.01$, $t = 2.938$) CEN ($\beta = 0.189$, $p < 0.001$, $t = 4.315$) significantly mediate the relationship between CEX and RIN. Therefore, H6 and H7 were supported. Further, for H8 study proposed the mediating role of CEN in the relationship between CVA and RIN. Findings confirm that CEN significantly mediate the relationship between CVA and RIN ($\beta = 0.183$, $p < 0.001$, $t = 4.981$), thus supporting H8.

5. Discussion

Our study contributes valuable insights into the intricate relationships between CEX, CVA, CEN, and RIN. The findings not only corroborate existing literature but also extend the understanding of these constructs, particularly regarding the mediating roles of CVA and CEN.

The relationship between CEX and CVA has long been established in marketing research, with foundational work such as Lemon and Verhoef (2016) underscoring the role of superior CEXs in driving perceived value. Our study supports this, reinforcing the notion that effective management of CEX is crucial for value creation. This alignment with existing theories

underscores the importance of delivering exceptional experiences as a core strategy for enhancing CVA.

The link between CEX and CEN is also well-documented, with studies by Brodie et al. (2011) and Hollebeek et al. (2019) emphasizing that positive experiences foster deeper CEN. Our findings align with this perspective, highlighting that engagement is not only a consequence of positive CEXs but also a vital factor in sustaining customer loyalty. This reinforces the need for strategies that simultaneously enhance CEX and engagement to build long-term relationships.

CVA's role as a predictor of CEN is another area where our study confirms and extends existing knowledge. Prior research by Vivek et al. (2012) and Jaakkola and Alexander (2014) suggests that perceived value drives engagement, a conclusion our findings support. By confirming the integral role of value perceptions in fostering engagement, our study strengthens the argument that delivering CVA is essential for deeper customer involvement and long-term engagement strategies.

When examining the relationship between CVA and RIN, our findings align with the work of Zeithaml et al. (2018) and (Sweeney & Soutar, 2001), who suggest that perceived value influences RINs. However, our study also indicates that this relationship is nuanced, potentially influenced by mediating factors such as engagement. This insight contributes to the ongoing discourse on how value perceptions shape behavioral intentions, offering a more comprehensive understanding of the mechanisms at play.

The strong connection between CEN and RIN observed in our study is consistent with existing literature, including studies by van Van Doorn et al. (2010) and Bowden (2009), which highlight engagement as a key driver of customer loyalty and repeat behavior. Our findings affirm that engaged customers are more likely to exhibit strong RINs, driven by their emotional and interactive ties with the brand. This underscores the importance of fostering engagement to directly influence customer retention and loyalty.

Finally, the mediating roles of CVA and CEN in the pathways from CEX to RIN reveal the complex interplay between these constructs. Our findings align with theoretical frameworks proposed by Hollebeek et al. (2019) and Vivek et al. (2012), which emphasize that value and engagement are critical channels through which CEXs influence loyalty-related outcomes. This adds a layer of understanding to how CEXs are translated into behavioral intentions,

emphasizing the significance of acknowledging these mediating factors in customer relationship strategies.

5.1. Theoretical Implications

This study makes several key theoretical contributions to the literature on the hotel industry. First, it advances our understanding of the relationships between CEX, RIN, CVA, and CEN within the frameworks of the CAT and the TPB. By integrating these theoretical foundations, the study clarifies the intricate dynamics among these constructs in the hotel sector.

Second, while previous research has extensively explored the impact of customer satisfaction or CEX on RIN in the context of tourist destinations (Jang & Feng, 2007; Kleisari & Markaki, 2020; Loi et al., 2017; Nguyen Viet et al., 2020) and hotels (Ali & Omar, 2014; Majeed et al., 2022), there has been limited focus on the direct relationship between CEX and RIN specifically within the hotel industry. This study fills that gap by providing empirical evidence that strengthens this connection.

Third, while CVA and engagement have been studied across various industries (Banyte & Dovaliene, 2014; Jaakkola & Alexander, 2014; Panjaitan & Panjaitan, 2021; Rather et al., 2021; Shoukat & Ramkissoon, 2022), there has been a lack of research confirming the mediating roles of these variables in the relationship between CEX and RIN in the hotel context. This study uniquely contributes by demonstrating that both CVA and CEN mediate the effect of CEX on RIN, thus offering new insights into the mechanisms through which CEX influences customer loyalty in the hotel sector.

Fourth, the study further enriches the literature by revealing that CEN not only mediates the relationship between CEX and RIN but also between CVA and RIN. This dual mediation effect highlights the central role of engagement in the customer decision-making process, offering a more sophisticated comprehension of how hotels might encourage repeat clientele.

Finally, these findings offer valuable implications for hotel managers and professionals in related industries, guiding them in designing strategies to enhance CEX, value, and engagement. The study also opens up avenues for future research, encouraging scholars to further investigate these relationships in different contexts and with varying methodological approaches.

5.2. Practical implications

The study's findings yield various practical consequences for organizations within the hospitality sector. First, businesses should prioritize a strategic approach to enhancing both CVA and CEN. These elements are crucial in driving customer loyalty and should be at the forefront of operational strategies.

Second, hospitality firms must recognize the symbiotic relationship between CEX and CEN. It is essential not only to manage and improve guest experiences but also to actively engage with guests throughout their journey. Building strong relationships through consistent interaction can help foster guest loyalty, enhance the overall CEX, and ultimately improve return on investment. This can be achieved by leveraging social networks and digital platforms to offer personalized experiences and facilitate value co-creation.

Third, the study highlights that CEN plays a more significant mediating role than CVA in the relationship between CEX and RIN. This finding suggests that hotels should place a greater emphasis on CEN in their daily operations. For example, incorporating metrics like the Net Promoter Score (NPS), which reflects CEN levels, into performance evaluations and reward systems for hotel managers can be an effective way to focus on engagement. By doing so, hotels can ensure that engagement is a key driver of their strategy, leading to increased customer loyalty and repeat business.

Fourth, hotel management should invest in ongoing employee training and development programs that focus on interpersonal skills, emotional intelligence, and customer-centric service delivery. Well-trained employees who can anticipate and respond to guests' needs contribute significantly to a superior customer experience, which, as this study reveals, directly influences engagement and value perceptions. The empowerment of frontline staff to make decisions that enhance guest satisfaction should be integral to service processes.

Fifth, leveraging technology to create seamless, personalized experiences can further augment customer engagement. Hotels should implement customer relationship management (CRM) systems that track guest preferences and behaviours, enabling tailored communications and offers. Furthermore, smartphone apps and digital concierge services can offer real-time support and interactive experiences that keep guests engaged before, during, and after their stay.

Sixth, sustainability and corporate social responsibility (CSR) initiatives should be strategically integrated into the guest experience. Modern travellers are increasingly value-driven and expect hotels to demonstrate environmental and social responsibility. By aligning engagement

efforts with sustainability policies, hotels can enhance perceived value and deepen emotional connections with guests, creating longer-lasting relationships.

Finally, regular feedback collection mechanisms, including post-stay surveys and sentiment analysis on social media, should be embedded into operational strategies to monitor and enhance CEX, CVA, and CEN continuously. This real-time feedback loop allows hotel management to proactively address issues, refine service offerings, and innovate based on guest expectations and evolving market trends, ultimately sustaining high revisit intention rates.

5.3. Limitations and future research direction

Despite this study's utility, its approach possesses certain limitations. First, the four hotels from which data were collected were located in the same country and operated by the same company. Future studies should consider hotels located in different countries and handled by different companies. Second, we gathered responses for this cross-sectional study in May 2022. As a longitudinal study, collecting surveys at different periods may prove more effective. Third, we investigated the mediation of CVA and CEN in the proposed model. Future studies should investigate the role of some moderators, such as gender, to enhance the model. According to study conducted by Rather et al. (2018), hotels in India, establishing customer–brand identification is one strategy to encourage customers to participate actively in hotel brand activities. Further research on this topic should examine customer-brand identification as a significant factor.

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Appendix 1. Harman single factor test

				Total Variance Explained			
	Initial Eigenvalues				Extraction Sums of Squared Loadings		
Component	Total	% of variance	Cumulative %		Total	% of variance	Cumulative %
1	8.780	35.122	35.122		8.780	35.122	35.122
2	2.053	8.210	43.332				
3	1.713	6.854	50.185				
4	1.617	6.469	56.655				
5	1.152	4.607	61.261				
6	.930	3.721	64.982				
7	.897	3.590	68.572				
8	.798	3.191	71.763				
9	.704	2.816	74.579				
10	.646	2.584	77.163				
11	.617	2.469	79.632				
12	.555	2.221	81.853				
13	.524	2.094	83.947				
14	.474	1.897	85.844				
15	.443	1.771	87.615				
16	.426	1.704	89.319				
17	.408	1.632	90.952				
18	.395	1.581	92.532				
19	.357	1.428	93.961				
20	.310	1.240	95.201				
21	.291	1.162	96.363				
22	.254	1.015	97.378				
23	.244	.974	98.352				
24	.210	.841	99.193				
25	.202	.807	100.000				

Extraction Method: Principal Component Analysis.