



Driving Customer Loyalty through the Service Marketing Mix (7P): The Mediating Role of Customer Satisfaction

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ABSTRACT

Keywords:

Service Marketing Mix (7P); Customer Satisfaction; Customer Loyalty

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This study aims to synthesize the existing literature on the role of the Service Marketing Mix (7P) in influencing customer satisfaction and customer loyalty within service industries. A qualitative research design employing a literature review approach was adopted to critically analyze and integrate findings from peer-reviewed journal articles, academic books, and other scholarly publications related to marketing management. The collected literature was systematically examined through data condensation, data display, and conclusion verification to identify conceptual patterns and relationships among the research variables. The findings indicate that all seven dimensions of the Service Marketing Mix—Product, Price, Place, Promotion, People, Process, and Physical Evidence—contribute to customer satisfaction, although their relative influence varies across service contexts. Among these dimensions, People and Process consistently emerge as the most influential factors due to their direct impact on service delivery and customer experience. Furthermore, the review confirms that customer satisfaction functions as a key mediating mechanism linking the implementation of the Service Marketing Mix to customer loyalty. The study contributes to marketing literature by providing an integrated conceptual framework that enhances the theoretical understanding of service marketing and offers practical guidance for designing sustainable customer loyalty strategies.

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INTRODUCTION

The service sector has become the primary engine of economic growth in many countries, contributing substantially to employment, innovation, and national competitiveness. As service-based industries expand, organizations are increasingly challenged to deliver superior value while responding to rapidly evolving customer expectations. Digital transformation, omnichannel

interactions, and technological innovation have shifted customer preferences from merely obtaining services to experiencing personalized, efficient, and meaningful service encounters. Consequently, maintaining customer satisfaction and customer loyalty has become a strategic priority because these outcomes determine organizational sustainability, profitability, and long-term competitiveness. Previous studies consistently demonstrate that firms capable of delivering superior service experiences are more likely to strengthen customer relationships and sustain competitive advantage in increasingly dynamic markets (Hall, 2024; Pereira et al., 2024; Azzari, 2025). Likewise, recent marketing research emphasizes that customer-centered strategies are essential for creating sustainable value in service industries (Batat, 2024; Thorat & Parlikar, 2025; Idrus & Yendara, 2025). Therefore, understanding the determinants of customer satisfaction and loyalty has become increasingly important for both academics and practitioners.

Modern customers no longer evaluate service providers solely based on the core service offered but also on the overall experience throughout the service journey. Increasing competition, abundant market choices, and digital connectivity have raised customer expectations regarding convenience, responsiveness, transparency, and personalized interactions. Organizations that fail to meet these expectations face declining satisfaction, weakened customer trust, and reduced loyalty despite offering competitive products or prices. Consequently, companies must integrate multiple strategic elements that collectively shape customer perceptions rather than relying on isolated marketing activities. Recent empirical studies indicate that comprehensive marketing strategies significantly influence customer satisfaction, trust, retention, and long-term loyalty across various service industries (Christianti et al., 2025; Hussain et al., 2025; Juningsih & Dora, 2025). Similarly, evidence suggests that customer satisfaction functions as an important mechanism linking organizational strategies with sustainable customer relationships (Karim & Rabiul, 2024; Kosasih et al., 2024; Napitupulu et al., 2024). These conditions highlight the strategic importance of adopting an integrated service marketing perspective.

Despite the growing recognition of customer satisfaction and loyalty as strategic organizational assets, many service providers continue to experience difficulties in consistently delivering superior customer experiences. In practice, organizations frequently encounter complaints regarding inconsistent service quality, inefficient service processes, inadequate employee interactions, ineffective promotional communication, and limited physical evidence supporting service credibility. The rapid expansion of digital services has further intensified these challenges because customers can easily compare competing

providers and share their experiences through online platforms. Consequently, organizations are under increasing pressure to optimize every aspect of service delivery rather than focusing on isolated marketing activities. Recent empirical evidence shows that weaknesses in service process, employee performance, and physical evidence substantially reduce customer satisfaction and ultimately weaken customer loyalty across various service industries (Fajrin & Aprianingsih, 2024; Mecca et al., 2025; Rusdianita et al., 2025). Likewise, integrated service marketing practices remain essential for improving customer retention and sustainable competitive advantage (Nainggolan & Hariyana, 2025; Nirawati & Hasoloan, 2024; Saraswati, 2025).

Previous scholars have extensively investigated the relationship between service marketing strategies and customer outcomes across diverse industrial settings. Most studies conclude that the Service Marketing Mix (7P) positively influences customer satisfaction and subsequently strengthens customer loyalty. Product quality, pricing strategy, accessibility, promotional effectiveness, employee competence, service processes, and physical evidence have each been reported as significant determinants of favorable customer evaluations (Christianti et al., 2025; Kusdiana & Yulita, 2024; Sastra & Rizal, 2025). Other researchers emphasize that customer satisfaction functions as a critical mediator connecting organizational marketing strategies with long-term customer retention and positive behavioral intentions (Hussain et al., 2025; Karim & Rabiul, 2024). Furthermore, recent studies increasingly acknowledge the importance of customer experience, digital interaction, and organizational trust in strengthening marketing effectiveness within contemporary service environments (Rawool et al., 2025; Khatun et al., 2026; Yuan & Traiwannakij, 2024). Collectively, these studies provide valuable theoretical foundations for understanding customer behavior.

Nevertheless, existing literature still presents several important limitations that justify further investigation. First, many empirical studies concentrate on only selected components of the Service Marketing Mix, such as promotion, physical evidence, or service quality, instead of examining the complete 7P framework comprehensively. Second, previous findings remain inconsistent regarding which marketing mix dimensions exert the strongest influence on customer satisfaction and loyalty across different service contexts. Third, most studies primarily employ empirical approaches within specific industries, providing limited theoretical integration across various service sectors. Consequently, a comprehensive literature synthesis is still needed to clarify the relative contribution of each 7P dimension and explain how customer

satisfaction mediates its relationship with customer loyalty. Addressing these limitations is expected to provide a more integrated conceptual understanding for future marketing research and managerial decision-making (Ahmed et al., 2024; Batat, 2024; Rezita et al., 2025; Sulaj & Pfoertsch, 2024).

This study offers a different perspective by developing a comprehensive conceptual synthesis that integrates all seven dimensions of the Service Marketing Mix into a single analytical framework explaining customer satisfaction and customer loyalty. Rather than examining each marketing element independently, this study positions the seven dimensions as an interconnected strategic system that collectively shapes customer perceptions and long-term behavioral outcomes. In addition, customer satisfaction is conceptualized as the central mechanism through which the integrated implementation of the Service Marketing Mix generates sustainable customer loyalty. This perspective enables a more holistic understanding of service marketing effectiveness while providing practical guidance for organizations seeking to formulate integrated marketing strategies. Accordingly, the study contributes by strengthening conceptual clarity and offering an updated synthesis that reflects the increasingly dynamic characteristics of contemporary service industries.

Based on the identified research gap, this study addresses two fundamental research questions concerning the strategic role of the Service Marketing Mix in contemporary service organizations. First, it examines how each element of the 7P framework individually contributes to customer satisfaction. Second, it investigates the mediating role of customer satisfaction in strengthening the relationship between the Service Marketing Mix and customer loyalty. This study argues that customer satisfaction represents the primary mechanism through which integrated marketing strategies influence customers' long-term commitment and repeat behavioral intentions. The findings are expected to enrich marketing literature by providing a comprehensive conceptual explanation of the interaction among the seven marketing mix dimensions, customer satisfaction, and customer loyalty while simultaneously offering practical implications for managers in designing more effective and sustainable service marketing strategies.

RESEARCH METHODS

This study employed a qualitative research design using a literature review approach to develop a comprehensive conceptual understanding of the relationship between the Service Marketing Mix (7P), customer satisfaction, and customer loyalty. A qualitative literature review was considered appropriate because the objective of the study was not to test hypotheses empirically but to

synthesize, compare, and critically interpret previous theoretical and empirical findings. This approach enables researchers to identify conceptual patterns, explain relationships among variables, and formulate an integrated theoretical framework based on accumulated scientific evidence. Furthermore, qualitative literature studies are particularly suitable for consolidating fragmented findings across different service contexts and generating broader conceptual insights that support future empirical investigations (Schreiber & Cramer, 2024).

As a library-based study, this research did not involve a specific geographical research location or field respondents. Instead, the unit of analysis consisted of published scientific literature obtained from reputable academic databases, including Google Scholar and other internationally indexed sources. The data comprised peer-reviewed journal articles, scholarly books, conference proceedings, and other academic publications discussing the Service Marketing Mix (7P), customer satisfaction, customer loyalty, and related marketing management concepts. Priority was given to recent publications, particularly those published between 2024 and 2026, to ensure that the conceptual discussion reflected current developments in service marketing. The collected literature was selected based on its relevance, scientific credibility, and contribution to explaining the relationships among the research variables (Christianti et al., 2025; Hussain et al., 2025; Karim & Rabiul, 2024).

The collected data were analyzed using an interactive qualitative analysis model consisting of data condensation, data display, and conclusion drawing or verification. During the data condensation stage, relevant information was identified, classified, and synthesized according to the seven dimensions of the Service Marketing Mix, customer satisfaction, and customer loyalty. Subsequently, the organized findings were systematically displayed through thematic categorization and conceptual comparison to facilitate the identification of similarities, differences, and emerging relationships among previous studies. Finally, conclusions were drawn through continuous verification by comparing theoretical arguments with empirical evidence, thereby ensuring logical consistency and conceptual validity. This analytical procedure enabled the development of an integrated conceptual framework explaining the direct influence of the Service Marketing Mix (7P) on customer satisfaction and its indirect effect on customer loyalty through the mediating role of customer satisfaction.

At the conclusion of the analytical process, the synthesized findings were integrated into a conceptual framework that illustrates the proposed relationships among the research variables. The framework positions the seven dimensions of the Service Marketing Mix (Product, Price, Place, Promotion, People, Process, and Physical Evidence) as independent variables influencing

Customer Satisfaction, which subsequently mediates their effect on Customer Loyalty. This framework serves as the analytical foundation for organizing and interpreting the literature reviewed in this study. The proposed conceptual model is presented in Figure 1.

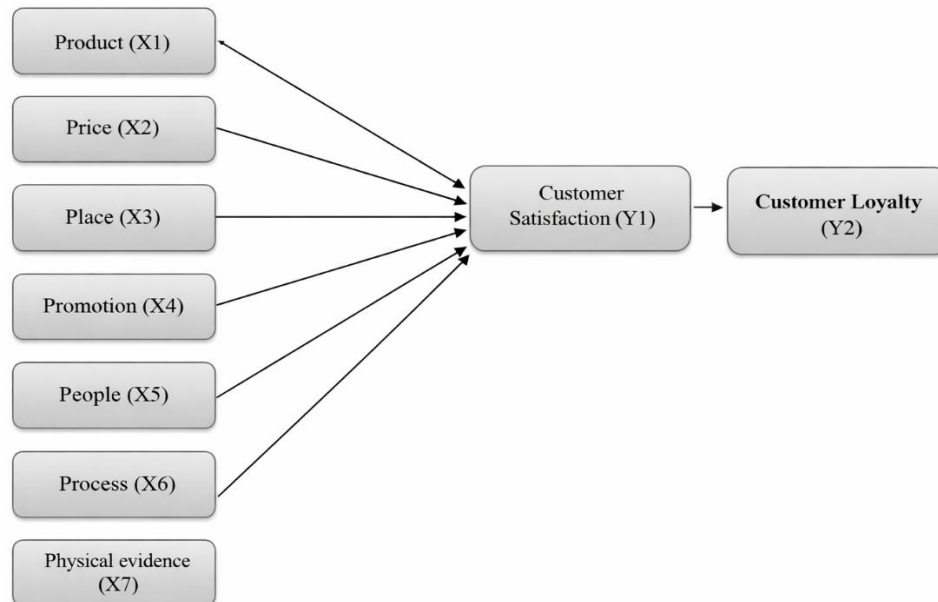


Figure 1. Conceptual Framework

RESULTS AND DISCUSSION

Results

The Influence of the Service Marketing Mix (7P) on Customer Satisfaction

The reviewed literature consistently indicates that the Service Marketing Mix (7P) plays an important role in improving customer satisfaction across various service industries. Although the contribution of each dimension differs according to organizational characteristics and service contexts, the findings generally suggest that customer satisfaction is shaped by the integration of Product, Price, Place, Promotion, People, Process, and Physical Evidence rather than by individual marketing activities. Studies conducted in hospitality, education, healthcare, restaurants, and digital services consistently report that organizations implementing the 7P framework achieve higher customer satisfaction because customers evaluate the overall service experience instead of isolated service attributes (Alam et al., 2025; Christianti et al., 2025). Likewise, contemporary marketing research emphasizes that integrated service strategies are increasingly necessary to respond to changing customer expectations and competitive market environments (Ahmed et al., 2024; Batat, 2024).

The literature further shows that the influence of each 7P element varies according to the nature of the service provided. Product contributes to satisfaction by delivering reliable and valuable services that meet customer needs, while Price influences satisfaction through perceptions of fairness and value for money. Place improves satisfaction by ensuring convenient access through both physical and digital service channels. In contrast, Promotion primarily shapes customer expectations by communicating service value accurately and consistently. These dimensions collectively influence customers' initial evaluations before and during service consumption (Ahmed et al., 2024; Fajrin & Aprianingsih, 2024). Similar findings are reported in educational and healthcare services, where appropriate product offerings, transparent pricing, and accessible service delivery positively affect customer satisfaction (Alam et al., 2025; Mecca et al., 2025).

Among the seven dimensions, People, Process, and Physical Evidence are consistently identified as the most influential in service settings because they directly shape customer experiences during service encounters. Employee competence, responsiveness, and professionalism enhance both functional and emotional satisfaction, while efficient service processes reduce customer effort and improve service consistency. Meanwhile, attractive physical facilities and well-designed digital interfaces strengthen customer confidence and organizational credibility. Collectively, these dimensions demonstrate that customer satisfaction is created through the interaction of tangible and intangible service elements rather than a single marketing component (Di Sutam et al., 2024; Idrus & Yendra, 2025). Overall, the reviewed studies support the argument that an integrated implementation of the Service Marketing Mix provides a stronger foundation for achieving customer satisfaction than emphasizing only selected marketing dimensions (Nainggolan & Hariyana, 2025; Hussain et al., 2025).

Table 1. Synthesis of Previous Studies on the Influence of the Service Marketing Mix (7P) on Customer Satisfaction

Author(s)	Context	Main Findings	Synthesized Contribution
Fajrin & Aprianingsih (2024)	Coffee shop	Price, People, Process, and Physical Evidence have the strongest influence on customer satisfaction.	Operational dimensions play a dominant role in customer satisfaction.
Christianti et al. (2025)	Restaurant	Product, Price, Promotion, People, and Process significantly improve customer satisfaction.	Customer satisfaction is strengthened through integrated marketing strategies.
Alam et al. (2025)	Educational services	All seven dimensions positively influence customer satisfaction.	The 7P framework is applicable across educational service settings.

Kusdiana & Yulita (2024)	Public services	The influence of each 7P dimension varies depending on service characteristics.	The effectiveness of individual dimensions is context dependent.
Mecca et al. (2025)	Healthcare	Customer satisfaction mediates the relationship between the Service Marketing Mix and customer retention.	Satisfaction represents an important intermediate outcome of service marketing implementation.

Customer Satisfaction as the Mediating Mechanism between the Service Marketing Mix (7P) and Customer Loyalty

The reviewed literature consistently identifies customer satisfaction as the primary mechanism through which the Service Marketing Mix (7P) contributes to customer loyalty. Rather than directly creating loyal customers, the implementation of Product, Price, Place, Promotion, People, Process, and Physical Evidence first shapes customers' evaluations of service performance. Positive evaluations generate satisfaction, which subsequently strengthens customers' willingness to continue using the service, recommend it to others, and maintain long-term relationships with the provider. This pattern is consistently reported across hospitality, healthcare, education, retail, and digital service industries, suggesting that customer satisfaction functions as an important intermediary linking marketing strategy with sustainable customer relationships (Christianti et al., 2025; Hussain et al., 2025). Similarly, studies emphasize that organizations achieving high customer satisfaction are more likely to develop stronger customer retention and long-term loyalty than organizations relying solely on promotional or pricing strategies (Karim & Rabiul, 2024; Kosasih et al., 2024).

The synthesized findings further indicate that each dimension of the Service Marketing Mix contributes differently to customer loyalty through customer satisfaction. Product quality creates confidence in the service offered, while fair pricing strengthens perceived value. Accessible service channels, effective promotional communication, competent employees, efficient service processes, and convincing physical evidence collectively enhance customers' service experiences, leading to higher satisfaction before loyalty develops. Consequently, customer satisfaction transforms favorable service experiences into repeat purchase intentions, positive word-of-mouth, and stronger relational commitment. Recent studies consistently demonstrate that loyalty becomes more sustainable when it is built upon satisfied customer experiences rather than temporary marketing incentives (Fajrin & Aprianingsih, 2024; Mecca et al., 2025).

Likewise, integrated service marketing strategies are considered more effective because they simultaneously improve satisfaction and reinforce customers' long-term attachment to service providers (Nainggolan & Hariyana, 2025; Rezita et al., 2025).

Overall, the reviewed literature supports a sequential relationship in which the Service Marketing Mix influences customer satisfaction, and customer satisfaction subsequently strengthens customer loyalty. This synthesis suggests that customer satisfaction should not be viewed merely as a short-term marketing outcome but as a strategic mechanism connecting organizational marketing efforts with sustainable competitive advantage. Organizations are therefore encouraged to implement all seven dimensions of the Service Marketing Mix in an integrated manner, ensuring that every customer interaction contributes to a satisfying service experience capable of fostering long-term loyalty. Based on the synthesized evidence, the conceptual relationship identified in this review can be summarized as illustrated in Figure 2.

Table 2. Synthesis of Previous Studies on the Mediating Role of Customer Satisfaction

Author(s)	Service Context	Main Findings	Synthesized Contribution
Christianti et al. (2025)	Restaurant	Customer satisfaction mediates the influence of the marketing mix on customer loyalty.	Satisfaction is the primary pathway linking marketing strategies to loyalty.
Mecca et al. (2025)	Healthcare	The Service Marketing Mix improves customer retention through customer satisfaction.	Satisfaction functions as an intermediate mechanism before loyalty is established.
Karim & Rabiul (2024)	Hospitality	Customer satisfaction strengthens the relationship between corporate strategies and customer loyalty.	Satisfaction reinforces customers' long-term commitment.
Kosasih et al. (2024)	Petrochemical services	Service innovation and corporate image increase loyalty through customer satisfaction.	Satisfaction converts positive service evaluations into sustainable loyalty.
Hussain et al. (2025)	Service sector	Relationship marketing enhances customer retention through customer satisfaction and loyalty.	Customer satisfaction is a fundamental driver of long-term customer relationships.
Rezita et al. (2025)	Systematic literature review	Customer satisfaction consistently precedes customer loyalty across various marketing contexts.	Satisfaction represents the central mechanism explaining customer loyalty formation.

CONCLUSION

This literature review demonstrates that the Service Marketing Mix (7P) provides a comprehensive framework for explaining how service organizations can enhance customer satisfaction and foster long-term customer loyalty. The synthesized evidence indicates that although all seven dimensions contribute to customer satisfaction, their relative influence varies across service contexts, with People and Process consistently emerging as the most influential dimensions due to their direct role in shaping service experiences. Moreover, the review highlights customer satisfaction as the central mechanism through which the integrated implementation of the 7P framework is translated into customer loyalty, emphasizing that sustainable loyalty is achieved through positive customer experiences rather than isolated marketing initiatives. The primary contribution of this study lies in integrating fragmented empirical findings into a unified conceptual framework that clarifies the interrelationships among the Service Marketing Mix, customer satisfaction, and customer loyalty, thereby enriching the theoretical understanding of service marketing. Nevertheless, this study is limited by its reliance on published literature and the absence of empirical validation. Future research is therefore encouraged to examine the proposed conceptual framework using quantitative or mixed-method approaches across different service industries and to incorporate additional constructs, such as customer trust, perceived value, customer experience, and switching costs, to obtain a more comprehensive understanding of customer loyalty formation.

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