



RESEARCH ARTICLE

The Influence of Customer Experience on Customer Engagement and Revisit Intention: Evidence from an Independent Budget Hotel

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Abstract

Although hospitality research has expanded considerably, limited attention has been given to the relationships between customer experience, customer engagement, and revisit intention in independent budget hotels. This study examines the direct relationships among customer experience, customer engagement, and revisit intention among guests of PLC Hotel, an independent budget hotel in Bitung, Indonesia. A quantitative approach was employed using a survey conducted in June 2026. Through purposive sampling, 250 valid questionnaires were collected and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that customer experience positively affects customer engagement ($\beta = 0.808$; $t\text{-value} = 15.362$) and revisit intention ($\beta = 0.399$; $t\text{-value} = 3.303$). Customer engagement also has a significant positive effect on revisit intention ($\beta = 0.427$; $t\text{-value} = 4.197$). The findings indicate that both customer experience and customer engagement are directly associated with customers' intention to revisit the hotel. Customer experience also has a strong positive relationship with customer engagement, suggesting that more positive experiences are associated with higher levels of customer engagement. The study provides empirical evidence from independent budget hotels, where customer relationships may be developed through personalized service alongside available hotel facilities. The findings also provide practical guidance for hotel managers seeking to encourage repeat visits by improving customer experiences and strengthening customer engagement.

Keywords

Customer Experience; Customer Engagement; Revisit Intention; Hospitality; Budget Hotel; PLS-SEM.

1 | INTRODUCTION

The hospitality industry has become increasingly competitive as the number of accommodation providers continues to grow and customer expectations regarding service quality continue to rise. Under such conditions, offering affordable prices and adequate facilities alone may no longer be sufficient to sustain a competitive advantage. Hotels are increasingly expected to provide memorable experiences that encourage customers to develop lasting relationships with the business. Consequently, revisit intention has become an important indicator of customer loyalty because it reflects a customer's willingness to choose the same hotel again in the future (Viet *et al.*, 2020; Lin *et al.*, 2025). PLC Hotel is an independent budget hotel located in Bitung City, North Sulawesi, and has been operating since 2019. Despite having only 25 rooms, the hotel recorded an average occupancy rate of 77.40% during the 2022–2026 period. Room-night occupancy also showed steady growth, increasing from 6,074 room nights in 2021 to 7,399 room nights in 2025. These operational figures indicate that the hotel has maintained a relatively stable occupancy rate despite competition within the local accommodation industry.

The hotel's sustained performance provides a useful setting for examining customer relationships in an independent budget hotel. Preliminary observations based on informal conversations with returning guests indicated that some customers had developed long-term relationships with the hotel. Several guests reported staying at the hotel regularly for more than four years, while one shipping company had regularly accommodated its employees at the hotel every week for more than three years. Ship crews also repeatedly stayed at the hotel when their vessels arrived in Bitung, while contractors from outside the city frequently booked long-term accommodation. Local government agencies also regularly selected the hotel to accommodate participants during annual city events. These observations were not intended to serve as formal empirical evidence but rather as an initial indication of recurring customer relationships that motivated further investigation. Informal conversations with returning guests also indicated that customers appreciated the hotel's comfortable, home-like environment, friendly employees, clean accommodations, and affordable prices. Some guests described the staff as being similar to members of an extended family. Such observations suggest that customers may value both the functional and experiential aspects of their interactions with the hotel, making the setting suitable for examining customer experience and customer engagement.

In service marketing research, customer experience refers to customers' overall perceptions and evaluations arising from their interactions with a company throughout the customer journey (Lemon & Verhoef, 2016). Positive customer experiences can lead to favorable customer responses, including stronger customer engagement (Baquero, 2025). Customer engagement, in turn, reflects customers' cognitive, emotional, and behavioral responses to their interactions with a service provider (Brodie *et al.*, 2011; Hollebeek *et al.*, 2014). Previous research has also linked customer engagement to favorable behavioral outcomes, including revisit intention in hospitality settings (Chen *et al.*, 2022). Previous research generally supports the importance of customer experience in encouraging revisit intention; however, the reported findings are not entirely consistent. Some studies indicate that customer experience directly influences customers' intention to revisit (Maulana *et al.*, 2025), whereas others have reported a significant relationship between customer experience and revisit intention alongside customer engagement (Baquero, 2025). These findings indicate a need for further empirical examination of the relationships among customer experience, customer engagement, and revisit intention.

Another consideration concerns the settings examined in previous research. Many existing studies have focused on star-rated hotels, resorts, tourist destinations, or digital tourism platforms, while relatively little attention has been given to independent budget hotels. Unlike larger or higher-category hotels, independent budget hotels may rely more heavily on personalized interactions and service encounters to develop customer relationships rather than on extensive facilities or standardized brand-based experiences. PLC Hotel provides a suitable setting for examining whether customer experience and customer engagement are associated with revisit intention within an independent budget hotel. Based on these empirical observations and the existing research gap, this study investigates the direct relationships among customer experience, customer engagement, and revisit intention among customers of PLC Hotel in Bitung City. Specifically, the study examines whether customer experience influences customer engagement and revisit intention and whether customer engagement influences revisit intention. By focusing on an independent budget hotel, the study extends current research on customer behavior within a less frequently examined hospitality setting. The findings may also provide practical guidance for hotel managers seeking to strengthen customer engagement, develop long-term customer relationships, and encourage repeat visits through meaningful service experiences.

2 | BACKGROUND THEORY

2.1 Customer Experience and Customer Engagement

Customer experience describes the overall impressions customers develop from their interactions with a company throughout the service journey. These impressions are formed through cognitive, emotional, behavioral, sensory, and social responses arising across different customer touchpoints (Lemon & Verhoef, 2016). Within the hotel industry, customer experience is shaped not only by tangible elements such as room quality and facilities but also by interactions with employees, the atmosphere of the property, and the feelings generated during the stay. A positive customer experience provides customers with favorable perceptions of the service provider and its interactions with them. Repeated and meaningful interactions can increase customers' attention, emotional involvement, and willingness to participate in the relationship with the service provider. In this sense, customer experience represents an important antecedent of customer engagement because the quality of customers' experiences provides the basis for how they perceive and respond to their relationship with a company. Brodie et al. (2011) emphasized that customer engagement develops within interactive and relational contexts in which customers actively participate in value-related interactions with firms. Customer engagement reflects the degree to which customers become cognitively, emotionally, and behaviorally involved in their interactions with a company (Brodie et al., 2011; Hollebeek et al., 2014). In hospitality settings, positive experiences may encourage guests to pay greater attention to the hotel, develop stronger emotional involvement, and participate more actively in interactions with the service provider. Thus, customer experience and customer engagement represent conceptually distinct but directly related aspects of the customer-hotel relationship. Empirical evidence supports this direct relationship. Rather et al. (2019) demonstrated the relevance of customer engagement within the hospitality industry, while subsequent research has reported a positive association between customer experience and customer engagement in tourism and hospitality contexts. For example, studies of experiential services have shown that customer experience and customer engagement are closely related customer responses within tourism settings (Rather et al., 2020). Baquero (2025) also reported a significant relationship between customer experience and customer engagement. Taken together, these theoretical and empirical arguments suggest that more favorable customer experiences are associated with stronger customer engagement. Accordingly, the following hypothesis is proposed: H1: Customer experience has a positive effect on customer engagement.

2.2 Customer Engagement and Revisit Intention

Customer engagement represents the degree to which customers become cognitively, emotionally, and behaviorally connected with a company through ongoing interactions (Brodie et al., 2011; Hollebeek et al., 2014). Customers with higher engagement levels generally pay greater attention to the company, develop stronger emotional bonds, and participate more actively in maintaining the relationship. Within the hospitality industry, such engagement reflects the strength of customers' involvement with the hotel and their willingness to maintain an ongoing relationship beyond an individual service encounter. The relationship between customer engagement and revisit intention can be explained through Relationship Marketing Theory, which emphasizes the importance of developing and maintaining successful long-term relationships between firms and customers (Morgan & Hunt, 1994). From this perspective, customers who develop stronger relational ties with a service provider have greater motivation to maintain the relationship. Customer engagement reflects an active form of customer involvement in that relationship and therefore provides a basis for favorable future behavioral intentions. Morgan and Hunt (1994) emphasize trust and relationship commitment as important foundations of successful relational exchanges. Accordingly, customers who are more strongly engaged with a hotel may perceive greater relational value in continuing their relationship with the same provider, which can increase their intention to revisit. As customers become more engaged, they may pay greater attention to the hotel, develop stronger emotional connections, and participate more actively in interactions with the service provider. These relational responses can contribute to favorable behavioral intentions, including the intention to choose the same hotel again. Thus, customer engagement can be expected to have a direct relationship with revisit intention. Empirical studies provide support for this relationship. Rather et al. (2023) found that customer engagement significantly influences visitors' intentions to return to tourism destinations. Likewise, Chen et al. (2022) reported that engaged customers demonstrate stronger intentions to continue using the services of the same provider. Baquero (2025) further reported that customer engagement is a significant predictor of revisit intention in hospitality settings. These findings consistently indicate that stronger customer engagement is associated with stronger intentions to maintain the relationship and revisit the same service provider. Accordingly, the following hypothesis is proposed: H2: Customer engagement has a positive effect on revisit intention.

2.3 Customer Experience and Revisit Intention

Customer experience reflects customers' overall evaluations of their interactions with a company during the

customer journey. These evaluations encompass cognitive, emotional, sensory, behavioral, and social responses that collectively shape customers' perceptions of their interactions with the service provider (Lemon & Verhoef, 2016). Within the hotel industry, customer experience is shaped by multiple aspects of the stay, including physical facilities, service efficiency, interactions with employees, the surrounding atmosphere, and the impressions created throughout the visit. A favorable customer experience can directly influence customers' future behavioral intentions because customers use their accumulated experiences to evaluate whether a service provider is capable of meeting their expectations in future encounters. When guests perceive their hotel experience as positive and valuable, they may develop greater confidence in choosing the same hotel when a similar accommodation need arises. Thus, revisit intention can be understood as a behavioral response to customers' evaluations of their previous service experiences. Previous research has linked customer experience with favorable customer responses and behavioral outcomes. Verhoef et al. (2009) and Lemon and Verhoef (2016) emphasized the importance of customer experience in shaping customers' responses throughout the customer journey. In hospitality and tourism contexts, a positive experience can create favorable memories and evaluations that increase customers' willingness to return to the same service provider or destination. Abdullah et al. (2016) demonstrated that customer experience positively affects revisit intention among hospitality customers. Similarly, Viet et al. (2020) found that favorable travel experiences are associated with tourists' intentions to revisit destinations. More recently, Lin et al. (2025) reported that customer experience is a significant predictor of hotel guests' revisit intention. These findings provide a basis for examining customer experience as a direct antecedent of revisit intention. Importantly, this relationship is considered independently of the relationship between customer experience and customer engagement. In other words, the present study examines whether customers' experiences are directly associated with their intention to revisit the hotel, rather than proposing that customer engagement transmits the effect of customer experience to revisit intention. Accordingly, the following hypothesis is proposed:

H3: Customer experience has a positive effect on revisit intention.

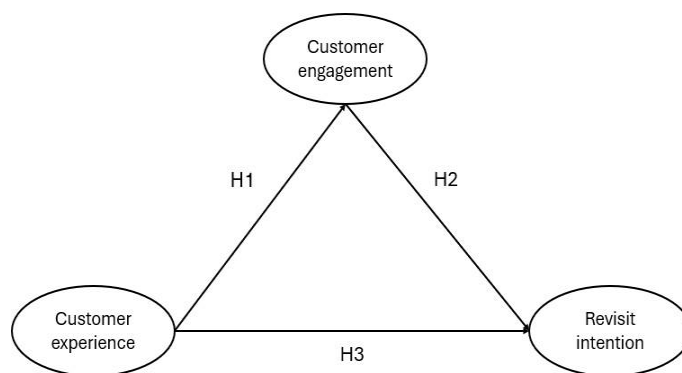


Figure 1. Conceptual Framework

3 | METHOD

This research employed a quantitative approach using a survey design to investigate the relationships among customer experience, customer engagement, and revisit intention in the context of PLC Hotel, an independent budget hotel located in Bitung City, North Sulawesi. Data collection was conducted throughout June 2026 using an online questionnaire distributed via Google Forms. The online survey method was chosen because it provided an efficient means of reaching respondents, facilitated the collection of responses within a relatively short period, and enabled systematic data management for subsequent statistical analysis.

The target population consisted of individuals who had previously stayed at PLC Hotel. Because the total number of customers was unknown and a complete sampling frame was unavailable, respondents were selected through purposive sampling. The eligibility criteria required respondents to be at least 17 years old and to have stayed at PLC Hotel within the three months preceding the survey. The minimum required sample size was determined using the inverse square root method proposed by Kock and Hadaya (2018). Based on this method, the minimum sample size required for the study was 160 respondents. A total of 250 completed questionnaires met the established eligibility criteria and were retained for analysis, exceeding the minimum sample size requirement. A structured questionnaire was developed to measure the constructs included in the proposed research model. Responses to all measurement items were recorded on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The customer experience construct was measured using indicators adapted from Klaus and Maklan (2013) and Lemon and Verhoef (2016). Customer engagement was assessed using measurement items adopted from Hollebeek et al. (2014) and Rather et al. (2023), while revisit intention

was measured using indicators adapted from Jang and Feng (2007) and Viet et al. (2020).

The collected data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. This analytical technique was considered appropriate because it enables the simultaneous examination of relationships among latent variables and is suitable for predictive research and hypothesis testing. The analysis followed the conventional two-stage PLS-SEM procedure. The first stage focused on evaluating the measurement (outer) model to assess the reliability and validity of the measurement instrument. After the adequacy of the measurement model had been established, the structural (inner) model was assessed to examine the proposed relationships among the constructs and evaluate the research hypotheses. Bootstrapping was performed using 100,000 bootstrap subsamples to assess the statistical significance of the structural path coefficients.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Respondent Profile

The empirical analysis was based on responses from 250 customers who had stayed at PLC Hotel within the three months preceding the survey. Male respondents represented the majority of the sample (83.6%), whereas female respondents accounted for the remaining 16.4%. The age distribution indicates that the hotel's customer base is largely composed of working-age adults. Respondents aged 20–29 years constituted the largest proportion of the sample (44.0%), followed by those aged 30–39 years (34.0%). This profile suggests that PLC Hotel predominantly attracts customers with relatively high occupational mobility. In terms of employment, private-sector employees formed the largest occupational group, representing 77.6% of the respondents. Entrepreneurs accounted for 13.6%, while the remaining 8.4% consisted of respondents from various other occupations. Business-related travel was identified as the primary reason for staying at the hotel, accounting for 77.2% of all responses. Other purposes included visiting family (13.2%), transit (4.0%), tourism or leisure (4.0%), and miscellaneous purposes (1.6%). Overall, these findings indicate that PLC Hotel primarily serves business travelers, reflecting the important role of work-related accommodation within its customer market.

4.1.2 Measurement Model

The measurement model was assessed by examining four key aspects: indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Indicator reliability was evaluated through the outer loading values of each indicator. Internal consistency was assessed using composite reliability (CR), convergent validity was determined from the average variance extracted (AVE), and discriminant validity was examined using the Heterotrait–Monotrait (HTMT) ratio. The results indicate that all measurement criteria were satisfactorily achieved. CR values ranged from 0.892 to 0.935, exceeding the recommended minimum threshold of 0.70 and demonstrating strong internal consistency among the indicators. Likewise, AVE values varied between 0.674 and 0.783, all surpassing the recommended cut-off value of 0.50. As noted by Hair et al. (2017), an AVE above 0.50 indicates that a latent construct explains more than half of the variance in its indicators, thereby providing evidence of convergent validity. Indicator reliability was also supported by the outer loading values, which ranged from 0.779 to 0.917. Since every indicator exceeded the recommended threshold of 0.70, each contributed substantially to its corresponding construct and was therefore retained for further analysis. Hair et al. (2017) suggested that reflective indicators with loadings of at least 0.70 should generally be maintained, whereas indicators with loadings between 0.40 and 0.70 should only be removed if doing so improves CR or AVE. Overall, these findings demonstrate that the measurement instrument possesses adequate indicator reliability, strong internal consistency, and satisfactory convergent validity. Accordingly, the constructs used in this study can be regarded as reliable and valid measures of customer experience, customer engagement, and revisit intention (Hair *et al.*, 2017).

Table 1. Evaluation of Measurement Model

Construct and Item		Outer Loading
Customer Experience (AVE = 0.732; CR = 0.932)		
CE1	I had a pleasant stay at PLC Hotel.	0.908
CE2	My interactions with the hotel staff were positive.	0.841
CE3	The hotel atmosphere made me feel comfortable throughout my stay.	0.823
CE4	My experience during my stay met my expectations.	0.825
CE5	I had a positive impression of my stay at PLC Hotel.	0.876
Customer Engagement (AVE = 0.783; CR = 0.935)		
CEN1	I feel a sense of connection with PLC Hotel.	0.881
CEN2	I am interested in receiving information about PLC Hotel.	0.865

CEN3	I have a strong interest in PLC Hotel.	0.917
CEN4	I feel closer to PLC Hotel than to other hotels.	0.876
Revisit Intention (AVE = 0.674; CR = 0.892)		
RI1	I have a strong desire to stay at PLC Hotel again.	0.779
RI2	I will consider PLC Hotel for my next visit.	0.855
RI3	I will most likely stay at PLC Hotel again.	0.842
RI4	I plan to use PLC Hotel's services again in the future.	0.807

Discriminant validity was subsequently evaluated using the Heterotrait–Monotrait (HTMT) ratio following the recommendations of Henseler et al. (2015). This assessment determines whether the latent constructs represent empirically distinct concepts. According to Hair et al. (2017), adequate discriminant validity is achieved when constructs measure theoretically distinct concepts without excessive empirical overlap. The HTMT approach was employed because it provides a more sensitive assessment of discriminant validity than traditional techniques such as cross-loading analysis, particularly when constructs are relatively highly correlated. The HTMT ratio estimates the correlation between two constructs under the assumption that the constructs are perfectly measured. Values approaching 1.00 indicate greater similarity between constructs and may suggest insufficient discriminant validity. For conceptually related constructs, Henseler et al. (2015) suggested a threshold of 0.90.

In addition to examining the HTMT point estimates, HTMT inference was used to provide a further assessment of discriminant validity. Under the HTMT inference procedure, discriminant validity is supported when the confidence interval of the HTMT estimate does not include 1.00. As presented in Table 2, the HTMT value between customer experience and customer engagement is 0.890, with a confidence interval (CI) of 0.810–0.945. The HTMT value between customer experience and revisit intention is 0.819, with a CI of 0.706–0.963, while the HTMT value between customer engagement and revisit intention is 0.821, with a CI of 0.738–0.914. Although the customer experience–customer engagement pair exhibits the highest HTMT value (0.890), all three point estimates remain below the recommended threshold of 0.90. More importantly, none of the confidence intervals includes 1.00, providing support for discriminant validity based on HTMT inference. Overall, the HTMT results indicate that customer experience, customer engagement, and revisit intention are empirically distinguishable constructs despite their relatively strong associations. Therefore, the measurement model demonstrates satisfactory discriminant validity, supporting the use of the three constructs as distinct latent variables in the subsequent structural model analysis.

Table 2. HTMT Ratio

	Customer Experience	Customer Engagement	Revisit Intention
Customer Experience			
Customer Engagement	0.890 CI: (0.810, 0.945)		
Revisit Intention	0.819 CI: (0.706, 0.963)	0.821 CI: (0.738, 0.914)	

4.1.3 Structural Model

After confirming the adequacy of the measurement model, the structural model was evaluated to examine the proposed relationships among the latent constructs. This stage of the analysis included three main assessments: evaluating the model's explanatory power through the coefficient of determination (R^2), examining multicollinearity using the variance inflation factor (VIF), and testing the proposed hypotheses through path coefficient analysis. The explanatory capability of the model was first assessed using the R^2 . Hair et al. (2017) described R^2 as the proportion of variance in an endogenous construct that can be explained by its predictor variables. As reported in Table 3, customer experience explains 65.2% of the variance in customer engagement ($R^2 = 0.652$), leaving 34.8% attributable to variables outside the proposed model. Similarly, customer experience and customer engagement jointly account for 61.8% of the variance in revisit intention ($R^2 = 0.618$), while the remaining 38.2% could be explained by factors not included in this study. These results indicate that the proposed model provides substantial explanatory power for both endogenous constructs.

Table 3. R^2 Evaluation

Construct	R^2
Customer Engagement	0.652
Revisit Intention	0.618

Before interpreting the structural relationships, multicollinearity among the predictor variables was examined using the VIF. According to Hair et al. (2017), excessive collinearity may distort the estimation of structural relationships and

therefore should be assessed before hypothesis testing. As shown in Table 4, the VIF values for customer experience and customer engagement, which jointly predict revisit intention, are both 2.875. Since these values are considerably lower than the recommended threshold of 5.0, multicollinearity was not considered a concern, indicating that both predictor variables could be retained in the structural model without introducing estimation bias.

Table 4. Collinearity Evaluation

As a Predictor of Revisit Intention	
Construct	VIF
Customer Engagement	2.875
Customer Experience	2.875

The proposed hypotheses were evaluated using the bootstrapping procedure in PLS-SEM. Because all hypotheses predicted positive relationships, statistical significance was assessed using a one-tailed test at the 5% significance level, corresponding to a critical t-value of 1.65. A hypothesis was considered supported when the calculated t-value exceeded this threshold. The findings presented in Table 5 provide empirical support for all three proposed hypotheses. Customer experience exerts a strong positive effect on customer engagement ($\beta = 0.808$, $t = 15.362$), supporting H1 and indicating that more favorable service experiences strengthen customers' psychological engagement with the hotel. Customer engagement also has a significant positive influence on revisit intention ($\beta = 0.427$, $t = 4.197$), confirming H2 and suggesting that customers who develop stronger emotional and psychological connections with the hotel are more likely to return in the future. In addition, customer experience directly affects revisit intention ($\beta = 0.399$, $t = 3.303$), providing support for H3. This result demonstrates that positive experiences during customers' stays not only encourage stronger engagement but also directly increase their intention to revisit the hotel. Overall, the structural model exhibits satisfactory explanatory capability, no evidence of multicollinearity, and statistically significant support for all hypothesized relationships, indicating that the proposed research model adequately explains the relationships among customer experience, customer engagement, and revisit intention.

Table 5. Results of Hypothesis Testing

Hypothesis	Standardized Path Coefficient	t-value	Decision
H1: Customer experience has a positive effect on Customer engagement.	0.808	15.362	Supported
H2: Customer engagement has a positive effect on Revisit intention.	0.427	4.197	Supported
H3: Customer experience has a positive effect on Revisit intention.	0.399	3.303	Supported

4.2 Discussion

4.2.1 The Influence of Customer Experience on Customer Engagement

The results indicate that customer experience plays an important role in strengthening customer engagement at PLC Hotel. Guests who reported more favorable experiences during their stay also exhibited higher levels of psychological engagement with the hotel. Positive interactions with employees, a welcoming atmosphere, comfortable accommodation, and services that fulfilled or exceeded expectations appear to encourage customers to become more emotionally connected and actively involved in their relationship with the hotel. These findings are consistent with the principles of Relationship Marketing Theory, which proposes that lasting customer relationships emerge through meaningful interactions that generate trust and commitment (Morgan & Hunt, 1994). In this context, customer experience functions not merely as an evaluation of service performance, but as an important aspect of customers' relationship experiences that is associated with stronger psychological connections with the organization. The present findings also corroborate previous studies by Rather et al. (2019), Chen et al. (2022), and Baquero (2025), all of which identified customer experience as a significant antecedent of customer engagement within hospitality settings. This study further contributes to the existing literature by demonstrating that the same relationship is evident in an independent budget hotel. Although this market segment is generally associated with affordability rather than premium service, the findings suggest that memorable experiences remain essential for fostering customer engagement. The operational experience of PLC Hotel illustrates this pattern. The hotel has retained guests who have stayed repeatedly over several years, while corporate clients continue to accommodate their employees on a regular basis. These recurring visits provide contextual evidence of continuing customer relationships and are consistent with the importance of positive experiences in fostering customer engagement.

4.2.2 The Influence of Customer Engagement on Revisit Intention

The analysis also confirms that customer engagement has a significant positive effect on revisit intention. Customers who establish stronger emotional and psychological connections with PLC Hotel are more likely to choose the hotel again in the future. This finding reinforces the central proposition of Relationship Marketing Theory that enduring relationships encourage customers to maintain their association with a company through favorable behavioral responses, including repeat patronage (Morgan & Hunt, 1994). Once customers become emotionally invested in a service provider, their accommodation decisions may be influenced by more than functional considerations alone. Trust, familiarity, and emotional attachment may contribute to customers' willingness to maintain their relationship with the hotel and consider returning in the future. Consequently, customer engagement represents a relevant relationship factor associated with customer retention and revisit intention. The present findings are consistent with those reported by Rather et al. (2023), Chen et al. (2022), and Baquero (2025), who likewise identified customer engagement as an important predictor of revisit intention. Within the context of PLC Hotel, this relationship is particularly meaningful because a large proportion of guests travel to Bitung for business purposes. For these customers, having an established relationship with a familiar hotel may reduce uncertainty when arranging future accommodation and may contribute to their intention to return when they visit the city.

4.2.3 The Influence of Customer Experience on Revisit Intention

The results further demonstrate that customer experience has a significant positive direct relationship with customers' intention to revisit PLC Hotel. Guests who leave the hotel with satisfying and memorable experiences are more likely to consider staying there again in the future. This finding supports the view that customer experience is an important determinant of post-purchase behavior within hospitality services. Positive experiences contribute to favorable evaluations of the hotel, which are associated with customers' willingness to return. These findings are in agreement with previous research conducted by Abdullah et al. (2016), Nguyen Viet et al. (2020), Maulana et al. (2025), and Lin et al. (2025), all of whom reported a positive relationship between customer experience and revisit intention. By obtaining similar evidence within an independent budget hotel, this study broadens the applicability of previous findings that have largely focused on star-rated hotels, resorts, and other higher-end hospitality settings. An additional insight emerges from the relative strength of the estimated path coefficients. The influence of customer experience on customer engagement ($\beta = 0.808$) is considerably stronger than its direct influence on revisit intention ($\beta = 0.399$). This difference in path coefficients indicates that customer experience has a stronger observed association with customer engagement than with revisit intention in the present sample. However, the difference in coefficient magnitude should not be interpreted as evidence of an indirect or mediating effect, because mediation was not tested in this study. Rather, the findings demonstrate that customer experience is significantly associated with both customer engagement and revisit intention, while customer engagement is also significantly associated with revisit intention. These findings highlight the importance of considering both customers' experiences and their engagement when examining revisit intention in an independent budget hotel.

5 | CONCLUSIONS AND FUTURE WORK

This study shows that customer experience has a significant positive relationship with customer engagement and revisit intention among guests of PLC Hotel. Guests who report more favorable experiences tend to feel more emotionally and psychologically connected to the hotel and are also more likely to intend to return. The results also confirm that customer engagement has a significant positive effect on revisit intention, indicating that stronger engagement is associated with a higher likelihood of revisiting the hotel. These findings emphasize the importance of creating meaningful customer experiences and encouraging engagement in the independent budget hotel sector. Although competitive pricing and adequate facilities remain important, they should be supported by service experiences that are positive, memorable, and consistent. Hotel managers are therefore encouraged to focus on improving service interactions, maintaining comfort, and building stronger relationships with guests. Both customer experience and customer engagement appear to play an important role in shaping customers' intention to revisit the hotel. Several limitations should be noted. First, the study was conducted in only one hotel, so the findings may not apply to all types of hospitality businesses. Second, the cross-sectional design captures perceptions at one point in time and cannot show how attitudes change over time. Third, the model examined only customer experience, customer engagement, and revisit intention, while other relevant factors were not included. Future research may broaden the scope by examining other hotel categories, such as star-rated hotels, resorts, boutique hotels, and hotel chains. Comparative studies across different market segments would also help assess whether the results can be generalized more widely. In addition, longitudinal studies could provide a clearer understanding of how customer experience and engagement influence revisit intention over time. Future research may also include

variables such as customer satisfaction, perceived value, trust, service quality, and brand image to develop a more complete explanation of revisit intention in hospitality settings.

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