Journal of Multidimensional Management (JoMM)
Vol. 2, No. 2, Month 08, pp. 175~181
ISSN: 3064-2140

The Effect of the Accor Live Limitless (ALL) Loyalty Program on Repurchase Intention Mediated by Guest Satisfaction at Peppers Seminyak Bali

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Article Info

Article history:
Received August 5, 2025
Revised August 13, 2025
Accepted August 14, 2025

Keywords:
loyalty program, guest satisfaction, repurchase intention, PLS-SEM, luxury hospitality

ABSTRACT

This study investigates the direct and indirect effects of the Accor Live Limitless (ALL) loyalty program on repurchase intention at Peppers Seminyak Bali, Indonesia, with guest satisfaction as a mediating variable. A quantitative research design with an associative–causal approach was employed, involving 100 respondents who were ALL members and had stayed at the hotel within the past year, selected using the Slovin formula (10% margin of error) and simple random sampling. Data were collected through validated self-administered questionnaires on a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0. Results revealed that the loyalty program had a positive and significant effect on both repurchase intention ($\beta = 0.239$, $t = 2.923$, $p = 0.003$) and guest satisfaction ($\beta = 0.373$, $t = 3.631$, $p < 0.001$). Guest satisfaction also exhibited a strong and significant influence on repurchase intention ($\beta = 0.574$, $t = 6.513$, $p < 0.001$) and partially mediated the loyalty program–repurchase intention relationship ($\beta = 0.214$, $t = 2.987$, $p = 0.003$). Theoretically, this research extends loyalty and satisfaction models in luxury hospitality, while practically, it offers insights for hotel managers to optimize loyalty program benefits through personalized rewards, streamlined redemption processes, and consistent service excellence to strengthen guest retention.

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1. INTRODUCTION

Bali remains Indonesia's most prominent tourist destination, attracting both domestic and international visitors due to its diverse natural attractions, rich cultural heritage, safety, and comfort. In 2019, the province recorded 8.25 million domestic and 6.28 million international tourist arrivals, the highest in the nation [1]. This strong tourism performance has driven the rapid growth of the hospitality industry, particularly in luxury accommodations. Peppers Seminyak Bali, a five-star property under Accor's luxury brand portfolio, benefits from a strategic location in Seminyak, surrounded by shopping centers, restaurants, and entertainment venues. However, the increasing number of competitors in Bali's luxury hotel segment has intensified market rivalry, compelling hotels to innovate in service offerings and customer engagement strategies to retain guests and encourage repeat visits.

In hospitality management, repurchase intention—defined as the consumer's decision to repeatedly purchase a service from the same provider—is a key driver of sustainable profitability [2]. Several determinants can influence repurchase intention, one of the most critical being loyalty programs. Well-designed loyalty programs enhance perceived value, emotional connection, and customer commitment [3], while poorly executed programs risk diminishing guest retention. Accor's Accor Live Limitless (ALL) program, which offers tier-based benefits (Classic, Silver, Gold, Platinum, Diamond), exemplifies a structured approach to cultivating long-term customer loyalty [4]. Previous studies highlight that effective loyalty programs can positively influence both customer satisfaction and repurchase intention, particularly when they deliver personalized and easily redeemable rewards [5].

Another essential factor influencing repurchase intention is guest satisfaction, which reflects the post-consumption evaluation of a service experience [6]. Satisfied guests are more likely to return, recommend the brand, and engage in positive word-of-mouth marketing [7]. Conversely, dissatisfaction can lead to complaints, negative reviews, and reduced customer retention. Empirical research in the hospitality sector confirms that guest satisfaction mediates the relationship between loyalty programs and repurchase intention, underscoring the importance of aligning program benefits with service quality and guest expectations [8], [9].

Despite extensive studies on loyalty programs and guest satisfaction in the hospitality context, research integrating these constructs within the luxury hotel segment in Bali remains limited. Furthermore, the mediating role of guest satisfaction in the loyalty program–repurchase intention relationship warrants deeper empirical validation in emerging tourism markets. Addressing this gap, the present study investigates the direct and indirect effects of the Accor Live Limitless (ALL) program on repurchase intention at Peppers Seminyak Bali, with guest satisfaction as a mediating variable. The findings are expected to contribute theoretically by extending loyalty and satisfaction frameworks in luxury hospitality, and practically by offering strategic insights for hotel managers seeking to optimize loyalty program design for enhanced guest retention.

2. METHOD

This study employed a quantitative research design with an associative-causal approach to examine the effect of the loyalty program (X) on repurchase intention (Y), with guest satisfaction (Z) as a mediating variable, conducted at Peppers Seminyak Bali in June 2025. The population consisted of guests registered in the Accor Live Limitless (ALL) loyalty program who had stayed at the hotel within the past year, with a sample of 100 respondents determined using the Slovin formula (10% margin of error) and selected through simple random sampling to ensure representativeness [10]. Primary data were collected via self-administered questionnaires adapted from validated instruments in prior hospitality studies, using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0, chosen for its ability to simultaneously estimate complex relationships among latent variables, handle non-normal data, and suit predictive research with small to medium samples [11], [12]. The evaluation process comprised measurement model assessment—covering indicator reliability, internal consistency (Cronbach's alpha and composite reliability > 0.70), convergent validity (AVE > 0.50), and discriminant validity via the Fornell–Larcker criterion—and structural model assessment through path coefficients, t-statistics, and p-values obtained via bootstrapping (5,000 resamples), with R^2 values interpreted according to Hair et al. [13], [14].

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. Respondent Demographics

A total of 100 valid responses were obtained from guests who were members of the Accor Live Limitless (ALL) loyalty program and had stayed at Peppers Seminyak Bali within the past year, with the demographic profile presented in Table 1 covering gender, age, education level, occupation, and length of ALL membership. The data show a balanced gender distribution with a slight predominance of male respondents (55.0%), the majority aged 26–35 years (38.0%), holding a bachelor's degree (54.0%), and working as private employees (46.0%). In terms of membership duration, most respondents had been part of the ALL program for 1–3 years (47.0%), indicating moderate program engagement and experience, which provides valuable context for interpreting the subsequent analysis of loyalty program effectiveness and its influence on guest satisfaction and repurchase intention.

Table 1. Respondent Demographic Characteristics

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	55	55.0
	Female	45	45.0
Age	18–25 years	22	22.0
	26–35 years	38	38.0
	36–45 years	27	27.0

Variable	Category	Frequency (n)	Percentage (%)
	>45 years	13	13.0
Education	High School/Diploma	25	25.0
	Bachelor's Degree	54	54.0
	Postgraduate Degree	21	21.0
Occupation	Private Employee	46	46.0
	Entrepreneur	28	28.0
	Civil Servant	15	15.0
	Others	11	11.0
ALL Membership	<1 year	19	19.0
	1–3 years	47	47.0
	>3 years	34	34.0

3.1.2. Measurement Model Evaluation (Outer Model)

The measurement model was evaluated to assess indicator reliability, internal consistency, convergent validity, and discriminant validity. All outer loading values for the indicators of Loyalty Program, Repurchase Intention, and Guest Satisfaction exceeded the recommended threshold of 0.60, with the highest loading found in indicator Y10 (0.819) for Repurchase Intention and the lowest in indicator Y4 (0.641), indicating sufficient correlation between indicators and their respective constructs [15]. Internal consistency was confirmed, with Cronbach's alpha and composite reliability values above 0.70 for all constructs, and convergent validity was achieved as all Average Variance Extracted (AVE) values exceeded the minimum criterion of 0.50 [16]. Discriminant validity testing using the Fornell–Larcker criterion showed that the square root of the AVE for each construct was greater than its correlation with any other construct, confirming that all constructs were empirically distinct [17].

Table 2. Outer Loadings for Construct Indicators

Construct	Indicator	Outer Loading
Loyalty Program	X1	0.813
	X2	0.777
	X3	0.718
	X4	0.725
Repurchase Intention	Y1	0.741
	Y2	0.729
	Y3	0.747
	Y4	0.641
	Y5	0.704
	Y6	0.722
Guest Satisfaction	Z1	0.661
	Z2	0.737
	Z3	0.756
	Z4	0.716
	Z5	0.693

Table 3. Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Loyalty Program	0.879	0.903	0.537
Repurchase Intention	0.907	0.922	0.519
Guest Satisfaction	0.882	0.905	0.514

Table 4. Discriminant Validity (Fornell–Larcker Criterion)

Construct	Loyalty Program	Repurchase Intention	Guest Satisfaction
Loyalty Program	0.733		
Repurchase Intention	0.453	0.721	
Guest Satisfaction	0.373	0.663	0.717

3.1.3. Structural Model Evaluation (Inner Model)

The structural model was evaluated using the coefficient of determination (R^2) to assess its explanatory power. The results showed that Repurchase Intention had an R^2 value of 0.489, indicating that 48.9% of its variance was explained by Loyalty Program and Guest Satisfaction, while Guest Satisfaction had an R^2 value of 0.139, meaning 13.9% of its variance was explained by Loyalty Program [18]. These values indicate a moderate predictive capability for Repurchase Intention and a weak predictive capability for Guest Satisfaction. The structural model visualization, including path coefficients and R^2 values, is presented in Figure 1.

Table 5. R^2 Values of Endogenous Variables

Construct	R^2	Adjusted R^2
Repurchase Intention	0.489	0.478
Guest Satisfaction	0.139	0.130

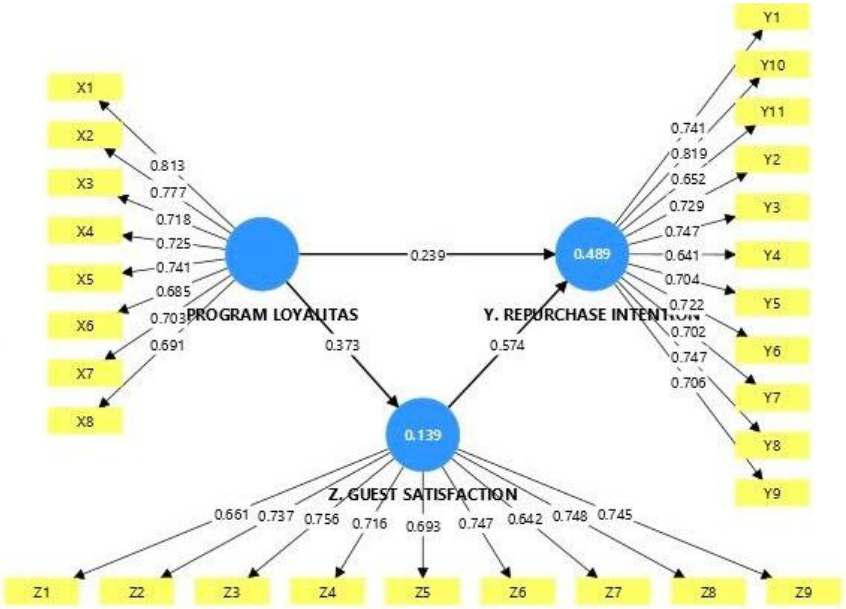

Figure 1. Outer and Inner Model with Path Coefficients

3.1.4. Hypothesis Test

Hypotheses were tested using a bootstrapping procedure with 5,000 resamples. The results demonstrated that Loyalty Program had a positive and significant effect on Repurchase Intention ($\beta = 0.239$, $t = 2.923$, $p = 0.003$) and Guest Satisfaction ($\beta = 0.373$, $t = 3.631$, $p < 0.001$). Guest Satisfaction also had a positive and significant effect on Repurchase Intention ($\beta = 0.574$, $t = 6.513$, $p < 0.001$). Mediation analysis revealed that Guest Satisfaction partially mediated the relationship between Loyalty Program and Repurchase Intention ($\beta = 0.214$, $t = 2.987$, $p = 0.003$), indicating that the effect of Loyalty Program on Repurchase Intention is strengthened when guest satisfaction is high [19].

Table 6. Path Coefficients (Direct Effects)

Path	β	t-value	p-value
Loyalty Program → Repurchase Intention	0.239	2.923	0.003
Loyalty Program → Guest Satisfaction	0.373	3.631	0.000
Guest Satisfaction → Repurchase Int.	0.574	6.513	0.000

Table 7. Indirect Effect (Mediation)

Path	β	t-value	p-value
Loyalty Program → Guest Satisfaction → Repurchase Intention	0.214	2.987	0.003

3.2. Discussion

The results of this study demonstrate that the Loyalty Program implemented at Peppers Seminyak Bali exerts both direct and indirect effects on Repurchase Intention, with Guest Satisfaction serving as a partial mediator. The significant direct effect of Loyalty Program on Repurchase Intention ($\beta = 0.239$, $p < 0.05$) indicates that well-designed and executed loyalty initiatives can positively influence guests' behavioral intentions to revisit. This aligns with the theoretical perspective of relationship marketing, which posits that loyalty programs enhance perceived value, foster emotional bonds, and strengthen customer–brand relationships [20]. From a practical standpoint, these findings suggest that tiered reward structures, such as the Accor Live Limitless (ALL) program, can effectively drive repeat purchases when benefits are perceived as exclusive and relevant to guest needs.

The positive and significant influence of Loyalty Program on Guest Satisfaction ($\beta = 0.373$, $p < 0.001$) reinforces the notion that reward schemes not only incentivize transactions but also enhance the overall guest experience. This supports the findings of Yan [21], who emphasized that loyalty programs offering easy redemption processes, diverse benefit options, and personalized rewards increase satisfaction and strengthen customer retention. In the context of luxury hospitality, exclusive privileges such as room upgrades, priority services, and personalized communications further elevate the perceived service quality, thereby enhancing satisfaction levels.

Guest Satisfaction was also found to have a strong and significant effect on Repurchase Intention ($\beta = 0.574$, $p < 0.001$), consistent with the satisfaction–loyalty paradigm widely documented in hospitality literature [22]. This relationship highlights that positive post-stay evaluations, driven by the alignment between service performance and guest expectations, create lasting impressions that increase the likelihood of revisits. Prior studies, such as those by Irvana and Ali [23] and Lagita and Briliana [24], similarly reported that guest satisfaction significantly predicts repurchase behavior, underscoring its central role as a driver of customer loyalty.

The mediation analysis confirmed that Guest Satisfaction partially mediates the relationship between Loyalty Program and Repurchase Intention ($\beta = 0.214$, $p < 0.05$). This implies that while loyalty programs can directly stimulate repeat bookings, their effectiveness is amplified when they simultaneously improve the guest experience. This finding aligns with Damanik's [25] work, which identified guest satisfaction as a key mechanism through which perceived value translates into loyalty and repeat purchasing behavior. It also resonates with service-dominant logic, which views value as co-created through interactions between service providers and customers [26].

From a theoretical perspective, this study extends existing loyalty and satisfaction models by empirically validating the mediating role of guest satisfaction within the luxury hotel segment in an emerging tourism destination. While prior research has examined these constructs in broader hospitality contexts, limited empirical evidence exists for high-end resorts in Bali, where competitive pressures are intense and guest expectations are elevated.

From a managerial perspective, the results suggest that hotel operators should focus not only on designing attractive loyalty program benefits but also on ensuring that these programs contribute meaningfully to the overall guest experience. Strategic actions may include enhancing benefit personalization through data analytics, streamlining redemption processes, and integrating loyalty program communications into the pre-stay, during-stay, and post-stay phases of the guest journey. Furthermore, investments in staff training to deliver personalized service can magnify the perceived value of loyalty program membership, thereby fostering stronger guest–brand relationships and encouraging repeat visits.

4. CONCLUSION

This study examined the direct and indirect effects of the Accor Live Limitless (ALL) loyalty program on repurchase intention at Peppers Seminyak Bali, Indonesia, and found that the program significantly and positively influenced both repurchase intention and guest satisfaction, with guest satisfaction exerting a strong and statistically significant effect on repurchase intention and partially mediating the loyalty program–repurchase intention relationship, indicating that exclusive, relevant, and easily redeemable rewards integrated with superior service delivery play a critical role in fostering repeat visits; these findings highlight that customer loyalty in luxury hospitality is shaped through the synergy between program benefits and personalized service experiences, and suggest that hotel managers should optimize loyalty program design through personalized rewards, seamless redemption processes, and consistent service excellence, while future research should expand the model by incorporating constructs such as perceived value, trust, and brand image, and adopt longitudinal or multi-site approaches to better capture the evolving dynamics of loyalty program effectiveness.

ACKNOWLEDGMENTS

The authors would like to express their sincere gratitude to the management and staff of Peppers Seminyak Bali for their valuable cooperation and support during the data collection process. Special thanks are extended to all respondents who participated in the survey and generously shared their time and insights. The authors also acknowledge the Faculty of Tourism and Hospitality, Universitas Negeri Padang, for providing academic guidance and resources that contributed to the successful completion of this study.

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