

## Impact of Satisfaction on Customer Loyalty: Perspectives from the Footwear Industry in Peru

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### Abstract

*This study investigates how customer satisfaction influences loyalty within the Peruvian footwear sector. A mixed-methods approach of the DEXPLIS type was employed, combining the collection of quantitative data through a questionnaire administered to 350 consumers, and qualitative data obtained from 25 interviews, to explore how satisfaction affects emotions, intentions, and behaviours of consumers in this specific context. The findings reveal a significant association between satisfaction and loyalty, supported by a Rho coefficient of 0.872, and a multiple regression model showing 80.1% of the variability in loyalty decisions. Additionally, other factors such as innovation, shopping experience, and after-sales service were identified as having a substantial impact on customer loyalty. In summary, this article not only contributes to the theoretical understanding of the association between customer satisfaction and loyalty, but also offers practical implications for improving customer retention strategies in the Peruvian footwear industry, providing key insights for professionals in the sector in strategic decision-making and in designing more satisfactory and engaging shopping experiences.*

**Keywords:** Consumers; Loyalty; Footwear industry; Opinion; Satisfaction.

### Introduction

The footwear sector has shown steady growth since its inception, becoming one of the most dynamic and competitive markets globally (Sotiros et al., 2022). This globalised market is characterised by the use of multiple distribution channels, allowing manufacturers to sell their products through stores worldwide, where these stores compete intensely to capture the attention of end consumers by offering a wide range of purchasing options (Adulyanukosol & Silpcharu, 2020). This competitive environment leads consumers to explore different establishments in search of their preferred products, often resulting in a lack of loyalty towards specific brands and points of sale (Chen, 2024).

In response to this challenge, footwear stores strive to provide a superior consumer experience, aiming to meet their needs and foster loyalty (Oliveira et al., 2023). However, despite these efforts, customer loyalty is not always guaranteed, highlighting that consumer satisfaction does not necessarily translate into loyalty. This fact underscores the complexity of the relationship between satisfaction and customer loyalty, and the need for more effective strategies to convert satisfaction into sustainable loyalty (Gao & Shen, 2024).

A fundamental aspect is recognising that today's customer will not be the same tomorrow, as their needs, desires, and expectations are dynamic and constantly changing, making loyalty a significant challenge (Li et al., 2020). There always seems to be something missing to fully satisfy the consumer and achieve their loyalty, posing a constant challenge for companies in this sector. In the business world, where consumer loyalty is essential for the growth and evolution of companies, customer satisfaction emerges as a crucial source that can evoke emotions that directly or indirectly influence their loyalty, which in turn promotes customer loyalty (Kang et al., 2015).

Generally, an individual's satisfaction manifests as a response to the prior evaluation of a product or service, conceptualised through the comparison between their expectations and the experience with the product (Morales et al., 2023). This response, oriented towards the acceptance of the product or service, forms the

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starting point for various research studies concluding that this increases consumer loyalty (Hang & Mei, 2021). Likewise, satisfaction is a feeling of joy that the consumer experiences when the offered product meets their expectations (Ramírez et al., 2020). Similarly, it is an affective-cognitive response, manifesting as a behaviour aimed at the constant pursuit of satisfying the user's needs, desires, and expectations, generated by unique shopping experiences that evoke distinctive emotions, leading to product acceptance decisions, translating into consumer loyalty (Li et al., 2024).

Accordingly, customer satisfaction begins when a person feels pleased with the functionality of a product after its acquisition, meeting their needs and provoking an emotional effect compared to the potential dissatisfaction that could arise with the same product (D' Avoglio et al., 2024). In other words, satisfaction is achieved when the product meets the consumer's needs and desires; however, the satisfaction of emotional expectations remains pending to achieve consumer loyalty and commitment (Juárez et al., 2023).

On the other hand, loyalty manifests as an emotional state that generates repeat purchase behaviours, becoming a crucial goal for the sustained growth of the corporation (Guo et al., 2023). It also involves establishing long-term relationships with customers, creating lasting bonds (Zheng et al., 2022). As this relationship strengthens, consumer attachment develops, promoting loyalty and motivating return behaviours to repurchase the product or service (Shanahan et al., 2019). Therefore, loyalty becomes a central idea, derived from the close relationship with the user, where the more developed this association is, the more the brand will be remembered (Camilleri & Filieri, 2023).

Similarly, loyalty is the result of satisfying the consumer based on positive experiences and the total value the customer obtains. In turn, it is a feeling that awakens within consumers, culminating in customer loyalty, translating into return behaviours and the creation of an emotional bond with the company (Martínez & Almeida, 2023).

Additionally, from the perspective of satisfaction in relation to loyalty, it can be affirmed that the greater the number of satisfied customers, the more likely they are to become potential loyal customers willing to repeat their purchasing experience (Silva et al., 2021). Similarly, when the consumer is satisfied, they tend to repeat their purchasing behaviour, generating loyalty (Simoes et al., 2018). In this way, user satisfaction and loyalty are closely linked, where greater consumer satisfaction will contribute to their loyalty, which in turn will make the product or service recommended by the individual (Abigail et al., 2024).

An excellent illustrative case is a prominent brand in the footwear sector, where innovation is essential for customer loyalty, creating exclusive and personalised experiences (Bock et al., 2016). Similarly, in another well-known entity, user satisfaction is a continuous challenge, employing personalisation as a key strategy to generate value, offering personalised offers and unique interactions to achieve customer satisfaction and encourage their return (Turner et al., 2020).

The primary objective of this study is to analyse the influence of satisfaction on consumer loyalty in the Peruvian footwear industry. To this end, it is important to consider that consumer satisfaction is composed of various factors, which are crucial for understanding how shopping experiences impact consumer perception and ultimately their loyalty to a brand or store. Likewise, it is essential to consider that loyalty is not based solely on functional aspects of the product but also on the brand's ability to establish an emotional connection with the customer.

This research seeks to expand knowledge on the emotional factor of satisfaction, which is essential for customers to decide to return to the company and to better understand their expectations. By clarifying these expectations, the aim is to provide companies with tools to develop more effective strategies that respond to consumers' emotional needs and desires, strengthening long-term relationships. To achieve this, a mixed-methods approach was adopted, allowing for a thorough investigation and a deeper understanding of the association between customer satisfaction and loyalty. In this context, this article positions itself as an effort to clarify the dynamic between these variables, promoting a comprehensive and bold understanding that favours the continuous growth of the footwear sector.

## Literature Review

Customer satisfaction is achieved when an individual feels pleased after using a product that meets their needs (Orden & Moreno, 2024). Consumers are becoming increasingly demanding, focusing not only on the product's features but also on the quality of service that exceeds their expectations, which leads to greater satisfaction (Bressolles et al., 2014). Moreover, it is a marketing analysis technique that focuses on customer behaviour after acquiring and using a product, highlighting the existence of a balance between satisfaction and dissatisfaction based on the product's functionality (Ansary et al., 2023).

Good satisfaction encourages customers to return to the organisation, either due to the quality of the product or its attractive and innovative design (Wikhamn, 2019). Additionally, it is emphasised that price is a positive factor in consumer purchasing decisions (Guerrero et al., 2020). On the other hand, satisfaction is described as a situation where the customer is either disappointed or delighted, depending on the evaluation of the product's performance against the customer's expectations, influencing their future market decisions (Shukla et al., 2022).

Understanding consumer behaviour and attitudes towards product design is crucial for manufacturers, as the properties and characteristics of the product determine whether the customer accepts or rejects the design, ultimately leading to a purchase (Wang et al., 2018).

The quality of the product, from the consumer's perspective, is emphasised even before acquisition, highlighting that the customer's expectations regarding the product's performance are essential and significantly impact their purchasing decision (Engler et al., 2015). Therefore, the comfort of footwear is a crucial consideration for consumers, as shoes that fit perfectly and allow walking without causing discomfort can significantly reduce discomfort, while incorrect fit can have negative health repercussions (Matthias et al., 2021). Similarly, comfort is a key factor in boosting footwear sales, particularly for sports shoes, where the design should minimise injuries and improve performance (Peng et al., 2020). Hence, it is important to understand users' expectations and priorities regarding footwear to facilitate the process of offering products that meet their needs (Smith et al., 2024).

Satisfaction is composed of four dimensions: price, referring to the cost that must be paid for the product or service, and is related to the perception that the value received is fair and equitable concerning what is paid; reliability, which is the product's ability to perform consistently and predictably over time, ensuring that users can trust the product to meet their expectations without failures; accessibility, which refers to the ease with which customers can obtain the product when they want or need it; and appearance, which is the aesthetic perception of the product, including aspects such as design, visual presentation, and other factors that affect the customer's overall impression of the product's quality and attractiveness (Balemba, 2017).

Regarding loyalty, it is not achieved with the first purchase but is a continuous process that begins with the consumer's first interaction with the organisation, product, or service (Ren et al., 2024). From the moment the customer comes into contact with the company until their purchasing experience is complete, bonds are established that can lead to positive and recurring behaviours, where loyalty towards the product begins to manifest (Rastogi et al., 2024). In this sense, loyalty arises from customer satisfaction; by meeting their needs, trust is generated, which in turn produces loyalty (Agarwal & Dhingra, 2023).

Loyalty as a process to induce allegiance involves loyal customers making frequent purchases, developing an attachment to the brand, and adopting positive attitudes that encourage their return (Hwang et al., 2021). It is also relevant to mention that the relationship between the customer and the organisation is decisive in retaining the consumer in the long term, building intense relationships based on trust and commitment (Cardoso et al., 2022).

For this, loyalty consists of three important dimensions: affective, which refers to the positive feelings customers have towards the product, including emotional satisfaction, affection, and emotional connection; conative, focused on the customers' intentions and predispositions towards the brand, such as loyalty, repurchase intention, and willingness to make additional efforts to maintain the relationship with the company; and action dimension, centred on the customers' actual behaviours towards the brand, including purchase frequency, purchase volume, and any other tangible interaction that customers have with the company (Bobalca et al., 2012).

## Research Methodology

A mixed-method research methodology called Dexplis is presented, which consists of two phases. The first phase focuses on the collection of quantitative data, while the second phase involves qualitative analysis to determine additional factors influencing customer loyalty. Subsequently, both results are combined to obtain a comprehensive analysis of the study (Hernández & Mendoza, 2018). This allowed for a deeper study of the existing influence of satisfaction on customer loyalty in the footwear industry in Peru.

Additionally, the study is of an applied type, due to the use of scientific knowledge such as satisfaction theory, loyalty theory, scientific articles, and scientific texts to understand the formulated problem. Furthermore, the adopted approach is mixed, with a non-experimental, cross-sectional design and a correlational-causal scope. The sample was composed of 350 users, who were provided with a questionnaire to examine customer satisfaction (Balemba, 2017), structured into four dimensions and ten items; and to analyse user loyalty (Bobalca et al., 2012), structured into three dimensions and ten items. The reliability of the questionnaire was verified using Cronbach's Alpha, with a value of  $\alpha = 0.965$ . The SPSS 27 software was then used for the Spearman's Rho test to determine the level of association between the variables. Finally, multiple linear regression was used to investigate the causal influence, allowing the assessment of the effect of satisfaction on loyalty.

In the context of qualitative analysis, a non-probabilistic sample of 25 users was chosen using the intentional sampling technique. This choice was based on a personalised and discretionary evaluation of each candidate, allowing a careful selection of individuals whose perspectives would be valuable and relevant to the study (Gammelgaard, 2017). A structured interview was conducted with the participants, in which a set of 20 questions was posed. Subsequently, the results were analysed, and the findings were continuously synthesised and interpreted to illustrate them effectively.

## Results and Discussions

This section delves into both the quantitative and qualitative results derived from the study. The quantitative analysis focuses on examining how satisfaction impacts consumer loyalty using statistical methods such as multiple linear regression to evaluate the influence of various key predictor factors. On the other hand, the qualitative analysis examines various elements affecting loyalty, identifying relevant categories and subcategories through the coding of obtained data. This holistic approach allows for an in-depth understanding of how both quantitative and qualitative aspects contribute to shaping loyalty in the footwear industry.

Accordingly, to determine the degree of association between the satisfaction variable and the consumer loyalty variable in the footwear industry, the Spearman's Rho coefficient was used to evaluate the existence of a significant relationship between the analysed elements.

**Table 1:** Degree of Association between Satisfaction and Loyalty

Criterion	Emotional Purchase Decision		
	Spearman's Rho	df	Sig.
Satisfaction	0.872	350	0.000

Source: SPSS V.27

The data reveals a very strong positive connection between satisfaction and loyalty, with a Spearman's Rho coefficient of 0.872, indicating a robust relationship between the satisfaction experienced by customers and their level of loyalty towards the product. In other words, as the level of satisfaction increases, a considerable rise is observed in the propensity of consumers to maintain a continuous and loyal relationship with the brand, which is crucial for business retention and growth.

In the following table, the influence between satisfaction and loyalty among consumers in the footwear sector in Peru was examined using multiple linear regression, which made it possible to investigate how satisfaction significantly influences the promotion of loyalty among buyers.

**Table 2:** Influence Between Satisfaction and Loyalty

Predictors	F	R <sup>2</sup>	B	p
Model 1	1401.13	0.801	5.298	0.000
Satisfaction			0.891	

Source: SPSS V.27

According to the applied test, the model is highly significant. Additionally, the coefficient of determination is 0.801, which means that 80.1% of the variability in loyalty can be explained by the model that uses satisfaction as a predictor. This suggests that approximately 19.9% of the remaining variability in loyalty is influenced by other factors.

The regression equation obtained is  $Loyalty = 5.298 + 0.891 * (Satisfaction)$ . According to the model, each unit increase in satisfaction results in a 0.891-unit increase in loyalty. This result underscores the strong influence between the mentioned variables, demonstrating that customer satisfaction is a determining factor in achieving loyalty.

To measure the impact of perceived value on customer loyalty to the brand according to their satisfaction with the price, multiple regression analysis was employed in Table 3, highlighting how this key factor influences emotional loyalty.

**Table 3:** *Influence of Price on Affective Loyalty*

Predictors	F	R <sup>2</sup>	B	p
Model 2	546.46	0.611	3.846	0.000
Price			1.292	

Source: SPSS V.27

The result reveals that the R<sup>2</sup> is 0.611, indicating that 61.1% of the variability in affective loyalty can be explained by the model using price as a predictor. Additionally, the test highlights that the model is highly significant. The regression equation is formulated as  $3.846 + 1.292 * (\text{Price})$ , implying that for every unit increase in satisfaction with the price, affective loyalty increases by 1.292 units.

This result denotes the strong influence of price on affective loyalty, demonstrating that price has a significant impact on forming an emotional bond between the consumer and the product. Therefore, appropriate pricing strategies will not only attract new customers but also help retain existing ones by strengthening their affective loyalty.

In the subsequent table, multiple regression analysis was applied to examine how ease of access to products affects customers' repurchase behaviour, providing a detailed assessment of this crucial aspect of loyalty.

**Table 4:** *Influence of Accessibility on Action Loyalty*

Predictors	F	R <sup>2</sup>	B	p
Model 3	506.63	0.593	2.185	0.000
Accessibility			1.155	

Source: SPSS V.27

The result reveals that the R<sup>2</sup> is 0.593, indicating that 59.3% of the variability in action loyalty can be explained by the model using accessibility as a predictor. Therefore, the regression equation is formulated as  $2.185 + 1.155 * (\text{Accessibility})$ , implying that for every unit increase in accessibility, action loyalty increases by 1.155 units.

This indicates the strong influence of accessibility on action loyalty, demonstrating that facilitating access to products promotes repurchase behaviours and active loyalty.

In the qualitative analysis, various factors affecting consumer loyalty in the footwear industry in Peru were examined. This approach allowed for the identification of four main categories, broken down into six subcategories and defined by nine specific codes. This methodology significantly enriches the study by providing an extensive understanding of the elements influencing purchasing decisions, complementing the

previously obtained quantitative results, thereby strengthening the research with a more detailed perspective.

**Table 5:** Codes, Subcategories and Categories based on interview responses

CODES	SUBCATEGORIES	CATEGORIES
Customer Service	Interaction with Staff	Shopping Experience
Personalised Advice		
Design and Layout	Store Environment	
Cleanliness and Order		
Return and Exchange Policy	After-sales Service	Post-sale Relationship
Promotions and Discounts	Loyalty Strategies	
Opinions and Reviews	Brand Reputation	Brand Image
Technological Features	Product Innovation	Innovation
Design Innovation		

Source: Interviewee Analysis

### *Category 1: Shopping Experience*

#### *Subcategory 1.1: Interaction with Staff*

Code 1.1.1: Customer Service: Consumers greatly value the quality of customer service, emphasising the importance of friendliness, patience, and respect in the interaction. Strengthening the assertion that effective customer service generates a positive experience that directly influences their desire to return to the store, establishing a solid foundation for loyalty (Hee et al., 2021).

Code 1.1.2: Personalised Advice: This is crucial for users who appreciate specific recommendations tailored to their needs and preferences. This factor not only increases immediate satisfaction but also strengthens loyalty to the store as customers feel understood and valued (Gu et al., 2023).

#### *Subcategory 1.2: Store Environment*



Code 1.2.1: Design and Layout: These factors significantly enhance the shopping experience. Consumers believe that good product layout and an aesthetically pleasing environment facilitate product search and selection, encouraging loyalty (Helmefalk & Hultén, 2017).

Code 1.2.2: Cleanliness and Order: These are essential factors for users, where a clean and orderly environment not only improves the perception of product quality but also creates a sense of trust and security, which are important factors for loyalty (Hagtvedt & Chandukala, 2023).

## *Category 2: Post-sale Relationship*

### *Subcategory 2.1: After-sales Service*

Code 2.1.1: Return and Exchange Policies: Clear and fair return and exchange policies are highly valued by consumers. The possibility of returning or exchanging products without complications increases trust in the store and contributes to long-term loyalty (Gupta & Raman, 2022).

### *Subcategory 2.2: Loyalty Strategy*

Code 2.2.1: Promotions and Discounts: These are effective strategies for attracting and retaining consumers. Respondents appreciated special offers and loyalty programs, as they feel they receive added value, increasing their loyalty to the store (Hunneman et al., 2021).

## *Category 3: Brand Image*

### *Subcategory 3.1: Brand Reputation*

Code 3.1.1: Opinions and Reviews: The brand or product's reputation, reflected in positive opinions and reviews, is a decisive factor for loyalty. Consumers trust the experiences of other buyers, and a good reputation can attract new customers and retain existing ones (Le, 2024).

## *Category 4: Innovation*

### *Subcategory 4.1: Product Innovation*

Code 4.1.1: Technological Features: The incorporation of advanced technological features in products is positively valued by users, as they not only improve product functionality but also increase customer satisfaction and loyalty, as they perceive added value in their purchase (Lee et al., 2024).

Code 4.1.2: Design Innovation: This is a key factor in consumer loyalty. Presenting an innovative and attractive design not only captures customers' attention but also meets their aesthetic and functional needs, encouraging repeat purchases (Eun et al., 2022).

## **Conclusions**

The study offers a reflective perspective on the influence of customer satisfaction on loyalty within the footwear industry in Peru. Through a detailed analysis, critical elements were identified that can guide business strategies towards greater effectiveness and long-term success.



Customer satisfaction has been established as an essential pillar in building loyalty. According to the analysis, 80.1% of the variability in loyalty is influenced by satisfaction. This connection suggests that a positive shopping experience meets immediate needs and fosters a long-term emotional commitment to the product. In this context, satisfaction is not a monolithic concept but a complex structure that integrates multiple dimensions.

The multidimensional nature of customer satisfaction indicates that companies should adopt a holistic approach when designing their strategies. Each of the factors contributing to satisfaction plays a different role in the various dimensions of loyalty. For instance, the quality of product service can generate immediate satisfaction, while the quality of after-sales service can significantly influence the customer's long-term perception. This implies that an effective strategy must address multiple areas to maximise satisfaction and, consequently, loyalty.

The shopping experience emerges as a key differentiating factor in customer loyalty. It is not merely about offering a high-quality product, but about creating a shopping environment that reinforces the customer-brand relationship. Moreover, service personalisation, store design, and after-sales service are crucial elements that can transform a simple transaction into a memorable and satisfying experience. Therefore, organisations that succeed in creating a positive shopping experience will be better positioned to foster customer loyalty.

Innovation in products and services plays an essential role in customer loyalty, where a company's ability to innovate not only meets consumers' practical needs but also establishes an emotional and psychological connection. This connection strengthens loyalty and promotes repeat purchases. This innovation can manifest in various ways, such as the development of new footwear, improvement of existing products, or the implementation of new technologies in the product for the customer.

For companies in the footwear sector in Peru, these findings suggest that strategies aimed at improving customer satisfaction can result in stronger loyalty. Implementing policies that optimise the shopping experience, strengthen after-sales service, and promote innovation can be decisive in maintaining and expanding the base of loyal customers. Additionally, it is important to mention that the emotional connection that can be established with users through satisfaction and loyalty should not be underestimated, as this can be a critical differentiator in a competitive market. Consumers who feel an emotional connection with a brand are more likely to become advocates for it, recommending it to others and maintaining a long-term relationship.

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