

THE IMPACT OF BRAND PERSONALITY ON CUSTOMER SATISFACTION THE MEDIATING ROLE OF TRAVELER EXPERIENCE

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Abstract

This study aimed to examine the impact of brand personality on the satisfaction of Saudi travelers and to investigate the mediating role of customer experience in Saudi airlines. Brand personality was treated as the independent variable, customer satisfaction as the dependent variable, and customer experience as the mediating variable. The study adopted a causal descriptive research design and employed a quantitative approach. The study population comprised customers of the three Saudi airlines: Saudi Arabian Airlines, Flynas, and Adele Airlines, with an expected population size of approximately 35 million passengers by 2024. A sample of 385 passengers was selected using stratified random sampling. The findings revealed a moderate and statistically supported relationship between brand personality and customer satisfaction. In addition, strong and statistically significant relationships were identified between customer experience and customer satisfaction, as well as between brand personality and customer experience. The results also confirmed that customer experience plays a moderately supported mediating role in the relationship between brand personality and traveler satisfaction. Based on these findings, the study proposed several marketing and communication strategies to enhance brand personality, improve customer experience, and increase customer satisfaction within the Saudi airline sector.

Keywords: Brand Personality, Customer Satisfaction, Customer Experience, Saudi Traveler, Airline Industry, Saudi Arabia.

1. INTRODUCTION

Brand personality represents a fundamental construct in marketing communication and brand management, referring to the set of human characteristics attributed to a brand that enable it to interact symbolically and emotionally with customers (Aaker, 1997). Through this symbolic meaning, brand personality facilitates the formation of emotional connections between customers and brands (Kapferer, 2012), contributing to the development of a clear, consistent, and recognizable brand image that allows customers to express attitudes and evaluations more effectively (Esch et al., 2006). Moreover, brand personality serves as a critical differentiation mechanism, enabling brands to distinguish themselves from competitors offering similar products or services (Aaker, 1997). Core personality dimensions—such as originality, efficiency, excitement, elegance, and solidity—combine to form a distinctive brand impression that enhances customer engagement, motivation, and involvement (Aaker, 1997). As a result, the brand transcends its functional role and becomes an independent symbolic entity whose

personality directly influences customers' purchasing decisions and behavioral intentions (Bergstrom, 2010).

Customer satisfaction, in contrast, represents a key indicator of a brand's ability to fulfill customers' needs and expectations. It is shaped by multiple interrelated factors, including perceived product or service quality, customer experience, and brand personality (Rahman et al., 2024). Brands characterized by a strong and coherent personality tend to communicate more clearly and reliably with customers, which significantly enhances perceived credibility and satisfaction (Chaudhuri & Holbrook, 2001). Empirical studies indicate that the relationship between brand personality and customer satisfaction is complex and multidimensional, as brand personality plays a central role in shaping the overall quality of the customer–brand relationship (Park & John, 2010). When a brand's personality aligns with customers' expectations, self-concepts, and psychological goals, customers perceive a stronger sense of relevance and identification with the brand, leading to higher satisfaction levels (Helal & Al-Nsour, 2025; Sirgy, 1982). Through this emotional alignment, brand personality becomes a foundational driver of customer loyalty and encourages repeat patronage and long-term relational commitment (Smith, 2020).

Customer experience functions as a pivotal mechanism that strengthens and explains the relationship between brand personality and customer satisfaction. In contemporary markets, customers increasingly seek more than functional value; they demand holistic and integrated experiences that reflect brand identity and align with their expectations and emotions (Brakus et al., 2009). Brand personality encompasses the values, communication style, and symbolic messages that shape customer perceptions across multiple touchpoints, yet these attributes only become meaningful when translated into a consistent and satisfying customer experience. Accordingly, customer experience operates as a critical linking construct between brand personality and customer satisfaction (Mutsikiwa & Eniola, 2024).

Personalized interactions and tailored service solutions play an essential role in reinforcing this relationship, as they enhance emotional responses and strengthen customers' psychological attachment to the brand (Robbani et al., 2025). Such experiences reflect the human-like personality adopted by the brand, whether perceived as warm, innovative, professional, or dynamic (Al-Nsour, 2013). The greater the alignment between brand personality and customers' experiential expectations, the higher the likelihood of achieving a positive and memorable customer experience (Adha & Utami, 2021). Consequently, the mediating role of customer experience becomes essential in strengthening the relationship between brand personality and customer satisfaction (Kim, 2008). Prior studies confirm that even brands with attractive personalities may fail to achieve sustainable satisfaction in the absence of a distinctive and impactful customer experience (Idries et al., 2023). Conversely, brands that consistently deliver superior experiences aligned with their core values of care and trust are more likely to build long-term customer relationships and sustained satisfaction (Brakus et al., 2009).

Within the aviation sector, brand personality plays a particularly critical role in shaping customer satisfaction and competitive advantage. Airlines operate in a highly competitive environment where differentiation is no longer based solely on price or functional service attributes but increasingly on the psychological and emotional image formed in travelers' minds. As a socio-psychological construct, brand personality directly influences how customers evaluate service encounters across the entire travel journey, from booking and check-in to in-flight service and post-travel interactions. Recent research demonstrates that brand personality dimensions—such as reliability, efficiency, competence, and loyalty—significantly enhance customer–brand relationships and perceived service satisfaction. This influence is especially pronounced in aviation, where human interaction and service encounters are central to value creation. Empirical evidence suggests that perceived service quality, emotional connection, and value perceptions explain variations in travelers' satisfaction and their willingness to pay premium prices for superior service. Airlines that successfully establish a coherent and distinctive brand personality foster feelings of security, professionalism, and trust, thereby strengthening their competitive positioning. Furthermore, personality dimensions such as sincerity, excitement, and competence contribute to emotional bonding, which translates into higher satisfaction levels, repeat purchase behavior, and positive word-of-mouth. From a Customer-Based Brand Equity (CBBE) perspective, a strong and favorable brand personality enhances service evaluations and increases customers' willingness to pay, reinforcing its strategic value. Thus, brand personality constitutes a core element of a firm's intangible mental capital, exerting a profound influence on customer satisfaction and long-term performance.

In the context of the Saudi airline market—characterized by rapidly growing travel demand, rising customer expectations, and diverse airline business models—the development of a clear and culturally aligned brand personality strategy has become increasingly important. Building a distinctive airline brand personality rooted in local values and cultural identity represents a strategic imperative rather than a symbolic choice (Mohamed et al., 2020). When travelers perceive that an airline understands their expectations and delivers a sophisticated, reliable, and emotionally resonant experience, levels of satisfaction and loyalty increase substantially. This, in turn, leads to higher rates of repeat bookings, positive recommendations, and an increased willingness to pay premium prices, thereby reinforcing the airline's competitive advantage and market sustainability.

2. LITERATURE REVIEW

2.1 The Concept and Importance of Brand Personality:

Brand personality is considered one of the fundamental constructs in contemporary brand management. It is defined as the set of human characteristics and traits that are attributed to a brand. These traits play a crucial role in differentiating a brand from its competitors in the marketplace and in strengthening consumers' emotional attachment to it (Aaker, 2020). The attribution of human-like characteristics to a brand enables it to engage in

emotional interaction with consumers, thereby positioning brand personality as a central element in shaping brand identity and facilitating meaningful engagement with its target audience. Through brand personality, consumers are able to relate to the brand on a level that goes beyond mere product purchase, fostering deeper psychological and emotional connections (Aaker, 1997). The core dimensions of brand personality—namely sincerity, excitement, competence, ruggedness, and sophistication—contribute significantly to the development of emotional bonds between consumers and brands, which in turn enhance brand loyalty and competitive differentiation in saturated markets. In this sense, brand personality is perceived as a quasi-human entity endowed with distinct traits, values, and an autonomous identity within the consumer’s cognitive framework (Hasman et al., 2025). Such a personality provides the brand with a symbolic and psychological structure that enables emotional and affective communication with its audience, allowing consumers to develop a sense of belonging to the brand as if it represented an extension of their own identity or aspirations (Alnsour, 2022). From a theoretical perspective, this concept is grounded in the notion that consumers do not interact with brands solely based on functional attributes—such as price, quality, or utilitarian benefits—but also seek symbolic and experiential value that reflects their personal values and lifestyle. Through brand personality, the brand becomes a vehicle for consumer self-expression, deepening the relational bond and transforming the act of purchase into a process of psychological and emotional affiliation (Al-Nsour, 2024).

Strategically, empirical research has demonstrated that brand personality plays a pivotal role in building brand equity, defined as the cognitive and emotional value that consumers associate with a brand. This value encompasses brand awareness, brand knowledge, attitudes toward the brand, loyalty, repurchase intentions, and purchase preference (Albashtawi et al., 2025). A recent study conducted in 2023 confirmed the positive relationship between brand personality and brand equity, indicating that personality dimensions characterized by sincerity, competence, and attractiveness tend to generate stronger equity outcomes compared to dimensions less aligned with deeply rooted human traits. The impact of brand personality extends beyond brand equity to influence key consumer behaviors, including brand loyalty, word-of-mouth communication (WOM), and brand commitment (Al-Nsour, 2017). Consistent with these findings, a more recent study (2025) revealed that brand personality exerts a positive effect on loyalty both directly and indirectly through mediating variables such as brand trust, brand satisfaction, and self-congruity between consumer identity and brand identity (Hasman et al., 2025).

At the level of visual and communicative identity, brand personality is manifested across all brand elements, including the logo, color schemes, design aesthetics, tone of voice, visual style, marketing messages, and even the brand’s behavior in the marketplace and the overall customer experience (Al-Nsour, 2024). Such consistency plays a critical role in embedding a stable and coherent image in the consumer’s mind, regardless of changes in media platforms or advertising campaigns (Al-Nsour & Al-Sahli, 2022). The rapid evolution of digital marketing environments has further amplified the importance of brand personality, as the proliferation of consumer–brand touchpoints—such as social media platforms, digital experiences, branded content, and physical, virtual, or hybrid

interactions—has made it imperative for brands to maintain a unified personality across all channels. This alignment in message, appearance, and communicative style is essential to preserving brand credibility and preventing identity fragmentation in the consumer's perception (Al-Nsour et al., 2025).

Recent studies indicate that the concept of brand personality has expanded to incorporate social and cultural dimensions, such as inclusivity and adaptability to diverse cultural contexts, particularly when brands operate in multicultural or multinational markets (Al-Nsour & Hasnin, 2024). Brands that successfully balance a stable core personality with cultural flexibility are better positioned to appeal to diverse consumer segments, achieve stronger brand equity outcomes, and sustain long-term relationships with their audiences (Al-Nsour et al., 2021). Moreover, the ability to measure and systematically deconstruct brand personality into its various dimensions—such as sincerity, competence, attractiveness, excitement, innovativeness, classicism, or modernity—is essential for its strategic and conscious management (Al-Nsour & Al-Sahli, 2025).

Classical theories of brand personality have primarily focused on identifying the most influential dimensions capable of fostering enduring consumer attachment. However, more contemporary research has emphasized the importance of customization, arguing that the dimension or combination of dimensions suitable for one brand may not necessarily be effective for another, due to variations in target segments, markets, audiences, and surrounding cultural contexts (Al-Nsour & Al-Shaibani, 2024). By 2025, it had become evident that scholarly interest in brand personality had intensified over the past decade, with studies highlighting persistent research gaps in examining the effects of brand personality within digital environments, cultural settings, and omnichannel consumer experiences (Al-Nsour et al., 2021). This underscores the continued vitality of the field and the need for further future research, particularly in light of ongoing technological advancements, media transformations, and evolving patterns of contemporary consumer behavior (Malkawi et al., 2025). Ultimately, brand personality should not be viewed merely as a theoretical construct or a cosmetic marketing tool; rather, it constitutes a fundamental strategic pillar in the development of brand identity, the assurance of meaningful differentiation, and the formation of deep psychological and emotional relationships with consumers. These relationships, in turn, are reflected in enhanced brand equity, stronger customer loyalty, and the long-term sustainability of the brand in competitive markets.

2.2 Concept and Importance of Customer Satisfaction:

Customer satisfaction refers to a psychological state experienced by the customer based on their interaction with a specific product or service. It is considered an outcome of the customer's overall experience with an organization or a product and reflects the extent to which the product or service meets or exceeds customer expectations (Liu & Zhao, 2020). Customer satisfaction also indicates the degree of cognitive and emotional engagement between the customer and the brand or organization. When customers feel satisfied, it signifies that their experience has met their expectations across multiple dimensions, including quality, service performance, and operational efficiency (Alawneh et al., 2025).

Conversely, when the experience falls below expectations, customer dissatisfaction may occur (Al-Nsour et al., 2025), leading to adverse consequences for customer loyalty and continuity of engagement with the organization (McKinsey & Company, 2021). Furthermore, customer satisfaction represents the customer's post-consumption psychological evaluation of a product or service and serves as one of the most critical indicators of an organization's success in fulfilling customer needs and expectations (Smith & Roberts, 2022). The concept of customer satisfaction extends beyond the mere provision of a high-quality product; rather, it encompasses the delivery of an integrated and holistic experience that surpasses customer expectations. This includes interactions with employees, service delivery time, responsiveness, and the degree to which the product or service aligns with the customer's specific needs and preferences (Kotler & Keller, 2016). In addition, customer satisfaction is closely linked to emotional responses, as customers may experience feelings of comfort, reassurance, or frustration depending on the quality of service delivery and the nature of personal interaction with the brand. Accordingly, customer satisfaction should not be viewed as a momentary or incidental reaction; instead, it is the cumulative result of multiple interrelated factors that collectively shape the overall image and perception that customers form organization's perception (Zhang & Wang, 2023).

2.3 Concept and Importance of Customer Experience:

Customer experience is defined as the overall impression formed by customers as a result of their interactions with a specific brand. This experience is shaped by every touchpoint between the customer and the brand, whether through the website, physical store, or interactions with customer service (Berry, 2002). Although many organizations tend to focus primarily on the product itself, customer experience is no less important than the product offered (Pine & Gilmore, 1999). When the experience is positive, customers are more likely to return and may even become advocates for the brand, whereas negative experiences often lead customers to disengage from the brand altogether (Homburg et al., 2006).

Brand personality represents one of the key determinants influencing customer experience (Al-Sahli & Al-Nsour, 2022). A clear and well-defined brand personality that aligns with customers' values and expectations enhances trust and strengthens the relationship between the customer and the brand (Aaker, 1997). The relationship between customer experience and brand personality becomes particularly evident when examining the reciprocal influence between the two constructs (Al-Qahtani & Al-Nsour, 2025). The greater the congruence between brand personality and customer needs and expectations, the more positive and satisfying the customer experience becomes (Kapferer, 2008). Conversely, when organizations adopt a serious and professional brand personality, customers tend to expect high-quality service with a strong emphasis on efficiency and professionalism (Bin Khunin & Al-Nsour, 2024). Moreover, customer experience has a significant impact on customer satisfaction. In most cases, customer satisfaction translates into increased loyalty and higher customer lifetime value over the long term. When customers are satisfied with their experience with a brand, they are more

inclined to remain loyal and continue their relationship with that brand (Oliver, 1999). On the other hand, negative experiences lead to decreased satisfaction levels and may prompt customers to abandon the brand in search of alternative options (Lemon & Verhoef, 2016). A positive customer experience generates additional value for organizations by building a strong reputation, attracting new customers, and retaining existing ones (Schneider & White, 2004).

Finally, when examining the relationship between customer experience and brand personality, it is essential to recognize that this relationship is significantly influenced by cultural, social, and market-specific conditions (Moodhi et al., 2024). In certain markets, values such as comfort and innovativeness may be more salient to customers (Naqrash et al., 2025), whereas in other contexts, reliability and security may represent the primary determinants of customer evaluations. Accordingly, organizations must account for these contextual variations when designing customer experiences and shaping brand personality (Kotler & Keller, 2012). When considering the relationship between customer experience and customer satisfaction, it is important to acknowledge that enhancing customer experience requires continuous and dynamic interaction between organizations and their customers (Al-Sahli et al., 2025). Delivering a high-quality product alone is insufficient; firms must ensure customer comfort, emotional reassurance, and satisfaction across all stages of the customer journey. Moreover, organizations should move beyond the notion of one-time transactional interactions and instead focus on building sustainable, long-term relationships with customers (Fornell et al., 1996).

2.4 Development of the Study Hypotheses

2.4.1 The Effect of Brand Personality on Customer Satisfaction

Brand personality contributes to the formation of an integrated brand identity across all consumer touchpoints, including visual identity elements—such as logos, colors, and typography—as well as the style and tone through which marketing messages are communicated (Calderón-Fajardo et al., 2023). Consistency in the use of these attributes helps embed a coherent brand image in the customer’s mind and facilitates differentiation from competitors. A growing body of empirical research has demonstrated the significant influence of brand personality on customer satisfaction within the airline industry. For instance, Riorini and Widayati (2018) found that customer satisfaction with low-cost airlines in Indonesia was influenced by service quality, corporate image, price fairness, and airline safety, with brand image emerging as the most influential factor shaping customer satisfaction. Similarly, Fu (2023) reported that brand image positively affects passengers’ perceived value, which in turn enhances customer satisfaction and encourages continued engagement with the airline. This finding underscores the positive role of brand personality in shaping customer satisfaction within the aviation sector. In the same context, Cầm Lê and Khuong (2023) confirmed that brand personality—operationalized through brand image—constitutes a key determinant in passengers’ satisfaction evaluations of a Korean airline. Additionally, Leon and Dixon (2023) demonstrated that brand personality has a positive and significant effect on customer satisfaction in the U.S. airline industry. Evidence from Latin America further indicates that

brand personality represents a critical external touchpoint shaping the overall customer experience and influencing trust and satisfaction toward airlines (Siqueira et al., 2023). Moreover, Tariq et al. (2023) explained that brand personality encourages customers to develop loyalty toward the brand and to prefer its specific offerings. Finally, Santos et al. (2024) concluded that brand image and its core components—such as trustworthiness and reliability—exert a direct and significant impact on customer satisfaction. Collectively, these findings clearly indicate that passengers' perceptions of airline brands play a tangible role in shaping service evaluations and overall satisfaction levels. Based on the foregoing discussion, the first main hypothesis of the study is formulated as follows:

- ***H01: There Is a Statistically Significant Effect of Brand Personality on Customer Satisfaction among Airline Customers in Saudi Arabia.***

2.4.2 The Effect of Brand Personality on Customer Experience

Airlines today face intense competition, not only in terms of pricing or route networks, but also in relation to the cognitive and emotional image that brand personality creates in the minds of passengers. This shift reflects airlines' growing recognition that customer experience is no longer limited to the functional performance of air transport services—such as punctuality, safety, and in-flight amenities—but rather represents a holistic experience encompassing sensory, emotional, and value-based dimensions that collectively shape passengers' overall impressions of the airline brand. Early empirical evidence from service industries supports this perspective. For example, a study conducted in the coffee industry demonstrated a strong positive effect of brand personality on brand preference and customer loyalty within coffee outlets such as Starbucks and Coffee Bean (Balakrishnan et al., 2009). Extending this logic to the aviation sector, Siao and Lu (2018) found that passengers' perceptions of airline brand personality exert a positive influence on their behavioral intentions, including loyalty and future repurchase intentions. Furthermore, Câm et al. (2023) explained that brand personality—reflected through price perceptions, safety standards, and in-flight services—constitutes a core determinant in shaping strong mental impressions of Korean airlines, significantly influencing both customer satisfaction and loyalty. Similarly, Fu (2023) demonstrated that airline brand personality has a strong and positive effect on passengers' perceived value, which subsequently leads to higher levels of passenger loyalty. More recent evidence highlights the dynamic and reciprocal nature of the relationship between brand personality and customer experience. Raza et al. (2025) revealed a positive bidirectional relationship between customer experience dimensions—sensory, emotional, behavioral, and cognitive—and brand personality within the airline industry. In the same vein, another study indicated that brand personality attributes—such as physical appearance, brand attitudes, and the professional image of cabin crew uniforms—significantly influence customer satisfaction. Cabin crew interactions, in particular, contribute to making passengers feel that the airline represents “their own space,” thereby enhancing a personalized and identity-reflective consumption experience (Asian et al., 2025). Finally, ÖZDEMİR and DEVELI (2025) provided evidence from the Turkish airline industry, demonstrating that brand personality significantly influences passenger satisfaction and

can translate into tangible economic value, as satisfied passengers exhibit a greater willingness to pay premium prices. Collectively, these findings emphasize that brand personality serves as a critical strategic driver in shaping customer experience within the airline industry. Based on the foregoing discussion, the second main hypothesis of the study is formulated as follows:

- ***H02: There Is a Statistically Significant Effect of Brand Personality on Customer Experience among Airline Customers in Saudi Arabia.***

2.4.3 The Effect of Customer Experience on Customer Satisfaction:

The extant literature reveals a substantial body of research examining the impact of customer experience on customer satisfaction within the airline industry. Early empirical evidence emerged in 2018, when Ban and Kim (2018) identified six core dimensions of airline customer experience—seat comfort, staff service, entertainment, ground services, value for money, and airline brand. Their findings indicated that all experience dimensions, with the exception of entertainment, exerted a significant influence on airline customer satisfaction. Subsequently, Khudhair et al. (2021) demonstrated that customer experience grounded in internal service dimensions—such as in-flight ambient conditions, the quality of crew–passenger interactions, and supplementary services—positively affects passenger satisfaction. These findings highlight the pivotal role of both operational and human service elements in shaping customer satisfaction with Indian airlines.

Similarly, Adha and Utami (2021) concluded that brand experience has a significant effect on brand loyalty, further reinforcing the centrality of experiential factors in airline branding strategies. In a qualitative inquiry, Lippitt et al. (2022) identified fourteen customer experience dimensions, based on insights from airline executives, that were found to influence airline customer satisfaction. More recently, Pabla and Soch (2023) examined the effect of brand experience on customer satisfaction and reported that experiential dimensions—sensory, emotional, behavioral, and cognitive—positively and significantly affect customer satisfaction. Their findings further supported the proposition that brand personality influences passenger satisfaction in airline contexts, with tangible experience dimensions exerting the strongest impact. Moreover, Eshaghi et al. (2024) provided robust evidence regarding the relationship between passenger satisfaction and behavioral as well as attitudinal outcomes in the airline industry. Specifically, their study revealed that customer experience driven by perceived service quality and perceived value positively influences passenger satisfaction, with in-flight service quality dimensions exhibiting the strongest effect.

Consistent with these findings, Lortha and Chacha (2024) identified significant positive relationships between three customer experience dimensions—tangible elements, personal services, and corporate image—and customer satisfaction with Tanzanian airlines. Finally, Uhuegho et al. (2022) demonstrated that customer experience—measured through perceived safety, pre-flight services, in-flight services, crew quality, facilities, and airline image—significantly influences passenger satisfaction. Collectively,

these studies provide compelling evidence that customer experience serves as a critical determinant of customer satisfaction within the airline industry. Based on the above discussion, the third main hypothesis of the study is formulated as follows:

- ***H03: There is a Statistically Significant Effect of Customer Experience on Customer Satisfaction among Airline Customers in Saudi Arabia.***

2.4.4 The Mediating Role of Customer Experience in the Relationship Between Brand Personality and Customer Satisfaction

The extant literature provides substantial empirical support for the mediating role of customer experience in the relationship between brand personality and customer satisfaction, particularly within the airline industry. Several recent studies have emphasized that experiential factors act as critical mechanisms through which brand-related perceptions are translated into satisfaction and loyalty outcomes. Prior research has indicated that trust mediates the relationships between brand experience, brand image, and customer loyalty, highlighting the indirect pathways through which experiential perceptions influence customer responses. Deniz et al. (2020) reported a positive relationship between brand experience in airline services and both brand love and customer satisfaction. Their findings further demonstrated that customer experience mediates the relationship between brand love and customer satisfaction, as well as brand loyalty. Similarly, Adha and Utami (2021) identified a positive effect of brand personality on customer loyalty, alongside a significant positive influence of brand experience on loyalty outcomes. Complementing these results, Abubaker and Bashir (2022) provided empirical evidence confirming a meaningful relationship between customer loyalty and both brand personality and brand experience. More recent studies have further refined the mediating framework. Pabla and Soch (2023) explained that customer experience with airlines—encompassing brand interactions, service quality, consistency, and overall impressions—exerts a significant influence on customer satisfaction, while brand love functions as a mediating variable between brand experience and customer satisfaction. Additionally, Tariq et al. (2023) demonstrated that brand personality enhances customer satisfaction and that congruence between brand personality and consumer personality strengthens self-congruity and consumer trust, which in turn increases brand loyalty. Raza et al. (2024) further elaborated on the mediating mechanisms by revealing that brand experience plays a crucial role in shaping brand knowledge and that an integrated approach to customer experience significantly influences brand knowledge formation within the airline industry. Their findings indicated that expanding customer touchpoints—across sensory, emotional, behavioral, and cognitive dimensions—mediates the relationship between brand knowledge and increased customer satisfaction and loyalty. The most recent review by Haryaji (2025) revealed a clear scholarly emphasis on both the direct and indirect relationships between brand personality and brand loyalty. The study demonstrated that customer experience dimensions—such as trust, satisfaction, perceived value, self-congruity, and brand identification—serve as mediators in the relationship between brand personality and customer satisfaction. Moreover, the review highlighted that specific brand personality dimensions, including sincerity, competence,

and ruggedness, exert stronger effects on brand loyalty compared to other personality traits. Based on the above discussion, the fourth main hypothesis of the study is formulated as follows:

- **H04: Customer Experience Mediates the Relationship between Brand Personality and Customer Satisfaction.**

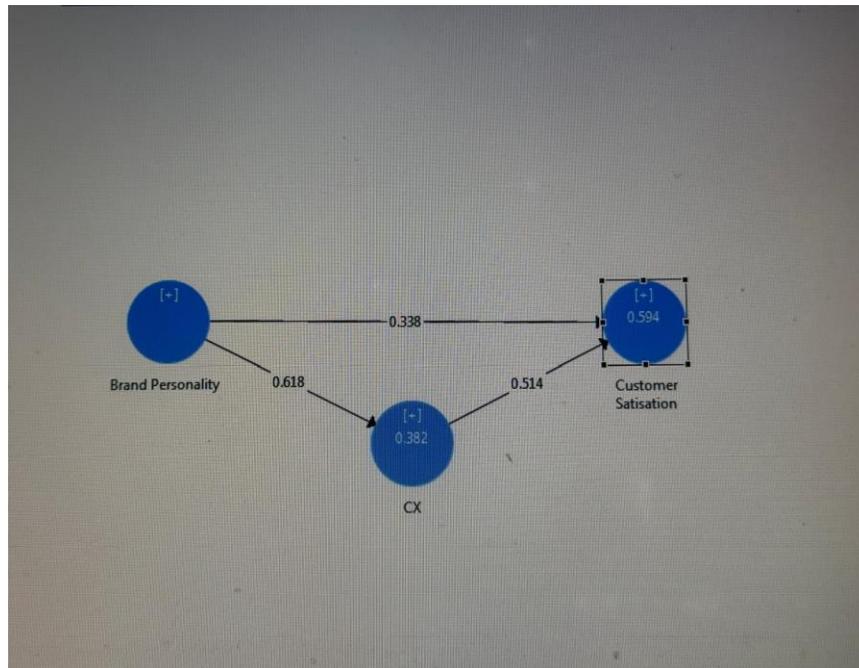


Figure 1: Measurement Model

3. RESEARCH METHODOLOGY

3.1 Research Design and Method: This study adopts a descriptive–causal research design, supported by relative frequency analysis. This design was selected because it allows for a comprehensive examination of how brand personality influences customer satisfaction among customers of Saudi Airlines, while simultaneously testing the mediating role of customer experience. The quantitative research approach is considered the most appropriate for the objectives of the present study, as it involves systematic data collection, transformation of responses into numerical formats, application of statistical techniques, and derivation of empirical conclusions (Malhotra, 2021).

3.2 Study Population: The study population consists of all customers of Saudi Airlines, namely Saudia (Saudi Arabian Airlines), flynas, and flyadeal. In 2024, the number of passengers traveling with Saudia reached approximately 35 million, compared to 10.9 million passengers with flynas and 8 million passengers with flyadeal (Argaam, 2024). Based on standard sample size determination criteria—specifically a margin of error of 5%, a confidence level of 95%, and a population proportion of 50%—the recommended minimum sample size was calculated to be 385 passengers (Calculator.net). To enhance

the reliability and robustness of the findings, the sample size was increased to 750 Saudi passengers residing in the city of Riyadh and traveling on one of the three Saudi airlines.

3.3 Sampling Technique: A stratified random sampling technique was employed based on the three Saudi airlines to achieve greater precision and ensure adequate representation of passengers across all airlines. The strata were formed according to shared characteristics among passengers, specifically having traveled on any Saudi airline within the past year. This sampling approach ensures that respondents share common attributes relevant to the research context. Studies conducted using this sampling technique demonstrate higher levels of reliability and external validity, reduced sampling bias, and improved generalizability of findings to the broader customer base, thereby supporting informed and acceptable managerial decision-making (Malhotra, 2021). The sample was collected during the summer holiday period in July 2025, a time characterized by high travel demand and the onset of the peak tourism and leisure season for Saudi travelers. The unit of analysis in this study is an adult Saudi passenger residing in Riyadh who has traveled with any of the Saudi airlines. The distribution of the study sample was conducted as follows:

Table 1: Cluster Sample Distribution

The Company	N. Passengers 2024	Percentage/ Total	Sample Size
Saudia	35	%64.9	487
Nas	10.9	%20.2	152
Adeal	8	%14.9	111
Total	53.9	%100	750

3.4 Data Sources: This study relied on two primary types of data sources. Secondary data were obtained through an extensive review of the relevant literature related to the study topic, including Arabic and international academic books, theses and dissertations, peer-reviewed journal articles, specialized websites, and statistical reports issued by relevant local and international institutions. For the purpose of collecting primary data, an appropriate measurement instrument—namely, a structured questionnaire—was developed specifically to meet the objectives of the current study.

3.5 Measurement: A five-point Likert scale was employed to measure the study variables, including the independent variable (brand personality), the mediating variable (customer experience), and the dependent variable (customer satisfaction). Response options ranged from 1 to 5, reflecting the degree of agreement between each statement and the respondent's perception. A value of 5 represented strongly agree, 4 represented agree, 3 indicated neutral, 2 represented disagree, and 1 indicated strongly disagree. This scaling approach is widely adopted in behavioral and marketing research due to its ability to capture attitudinal variations with clarity and reliability.

3.6 Data Collection Instrument and Procedures: The questionnaire served as the primary instrument for collecting data from the study sample. It consisted of a set of statements and items designed to elicit respondents' levels of agreement or disagreement. For this study, the survey was administered to a sample of Saudi

passengers at the main operational centers of the three Saudi airlines in the city of Riyadh. Respondents were invited to complete the questionnaire either face-to-face or through digital platforms, including Google Drive–based survey forms, WhatsApp, social media platforms, and email. The questionnaire was developed and distributed using Google Drive, facilitating efficient data collection and management. To ensure the instrument's quality, the initial version of the questionnaire was reviewed and evaluated by a panel of academic and industry experts. This process aimed to assess content validity, clarity of wording, and the overall suitability of the instrument in achieving the study objectives, thereby enhancing its external validity and methodological rigor.

4. VALIDITY AND RELIABILITY

4.1 Discriminant Validity:

Discriminant validity refers to the extent to which measurement items are empirically distinct from one another and the degree to which overlap among constructs is minimized (Hair et al., 2018). One of the primary approaches used to assess discriminant validity is the cross-loading criterion, which stipulates that each measurement item should load more highly on its associated latent construct (independent, mediating, or dependent) than on any other construct in the model (Hair et al., 2018). As shown in Table 2), the cross-loading values of all retained items are higher on their respective latent variables than on other constructs. This indicates that the items are well differentiated and that each item is appropriately assigned to its intended construct, thereby confirming satisfactory discriminant validity.

4.2 Convergent Validity: Convergent validity reflects the degree to which multiple measurement items converge in measuring the same underlying construct (Ringle et al., 2024). In this study, convergent validity was assessed using four key criteria:

4.2.1 Individual Item Validity: Individual item validity assesses the consistency and agreement among items measuring the same phenomenon. The commonly accepted statistical threshold requires standardized factor loadings to exceed 0.70. As reported in Table 2, a total of 14 items achieved factor loadings above the recommended threshold of 0.70 and were therefore retained in the model. Conversely, items that failed to meet the statistical criteria—namely PER1 and CX5—were removed from further analysis due to inadequate loadings.

4.2.2 Composite Reliability (CR): Composite reliability evaluates the internal consistency of the latent constructs and is considered acceptable when values exceed 0.70 for both independent and dependent variables. The results presented in Table (2) indicate that all study constructs achieved composite reliability values above the recommended threshold, thereby satisfying the required statistical evaluation criteria (Hair et al., 2021).

4.2.3 Average Variance Extracted (AVE): The Average Variance Extracted (AVE) measures the proportion of variance captured by a construct relative to the variance due to measurement error. The minimum acceptable value for AVE is 0.50. As shown in Table

(2), all study constructs reported AVE values greater than 0.50, indicating adequate convergent validity and confirming that the constructs explain more than half of the variance in their respective indicators (Ringle et al., 2024).

4.2.4 rho_A Reliability Coefficient: The rho_A coefficient was employed to further assess construct reliability and validity. According to established guidelines, rho_A values should exceed 0.70 to indicate acceptable reliability (Fornell & Larcker, 1981). The results presented in Table (2) demonstrate that all constructs achieved rho_A values above the recommended threshold, confirming that the measurement model is statistically reliable and valid.

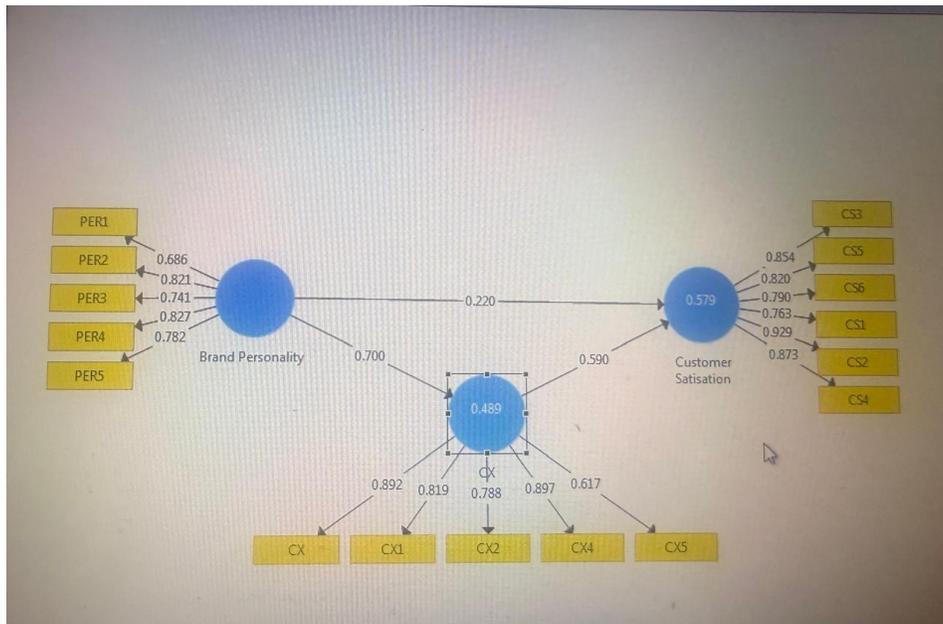


Figure 2: Structural Model

Table 2: Cross Loading, CR, AVE, CR & VIF

Factor	Items	Cross Loading	CR	AVE	Rho_A
Personality	P1	0.686 Removed	0.880	0.647	0.821
	P2	0.821			
	P3	0.741			
	P4	0.827			
	P5	0.782			
CX	Cx1	0.819	0.926	0.757	0.898
	Cx2	0.788			
	Cx3	0.892			
	Cx4	0.897			
	Cx5	0.617 Removed			
Customer Satisfaction	CS1	0.854	0.935	0.706	0.922
	CS2	0.790			
	CS3	0.763			
	CS4	0.929			
	CS5	0.873			
	CS6	0.820			

4.3 Fornell–Larcker Criterion: The Fornell–Larcker criterion posits that each latent construct—whether independent, mediating, or dependent—should explain a greater proportion of variance in its own indicators than it shares with other latent constructs in the model (Fornell & Larcker, 1981). Specifically, the square root of the Average Variance Extracted (AVE) for each construct should exceed its correlations with all other constructs. As presented in Table (3), the square root of the AVE for each latent variable is higher than its corresponding correlations with other latent variables. This result indicates adequate discriminant validity, confirming that each construct is empirically distinct and that the current assignment of items to their respective constructs is the most appropriate and statistically sound.

Table 3: Fornell-Larcker Criterion

Construct	Brand Personality	Customer Experience	Customer Satisfaction
Brand Personality	0.804		
Customer Experience	0.618	0.870	
Customer Satisfaction	0.656	0.723	0.840

5. PATH ANALYSIS OUTCOMES (EFFECT OF BRAND PERSONALITY ON SATISFACTION: THE MEDIATING ROLE OF CUSTOMER EXPERIENCE OF SAUDI TRAVELER)

Table 4: Direct Path Analysis

H	Relationship	Std. Beta	Std. Dev.	T-Value	P-Value	f ²	Decision	R ²	Q ²
H1	Brand Personality → Customer Satisfaction	0.338	0.101	3.355	0.001	0.174	Supported Moderate Positive Effect H1	0.584	0.403
H2	CX → Customer Satisfaction	0.514	0.114	4.506	0.00	0.402	Supported High Positive Effect H3		
H3	Brand Personality → CX	0.618	0.075	8.200	0.00	0.617	Supported High Positive H3		
H4	Brand Personality → CX → Customer Satisfaction	0.318	0.067	4.165	0.00		Supported Mediator Effect	0.374	0.271

Significant at $P_0^* < 0.01$. Significant at $P_0^{**} < 0.05$.

The path analysis results presented in Table 4 indicate that the statistical significance levels of all hypothesized relationships are below the acceptable error threshold of 0.05. From an empirical standpoint, these findings confirm the support of all four study hypotheses. Specifically, H1 explains the relationship between brand personality and customer satisfaction among Saudi airline customers. The results show a standardized beta coefficient of 0.338, with a T-value of 3.355 and a P-value of 0.001, indicating that this relationship is statistically significant and supported at a moderate strength level. H2 examines the relationship between customer experience and customer satisfaction among Saudi airline customers. The findings reveal a standardized beta coefficient of 0.514, with a T-value of 4.506 and a P-value of 0.00, demonstrating a strong and statistically significant relationship. In contrast, H3 explains the relationship between brand personality and customer experience in the context of Saudi Airlines. The results indicate a standardized beta coefficient of 0.618, with a T-value of 8.200 and a P-value of 0.00, confirming a strong positive relationship between the two constructs. Regarding

H4, the results support the mediating role of customer experience in the relationship between brand personality and customer satisfaction among Saudi airline passengers. The standardized beta coefficient for the indirect effect is 0.318, with a T-value of 4.165 and a P-value of 0.00, indicating that the mediating effect is statistically significant and supported at a moderate strength level. These findings demonstrate the complementary (partial) mediating role of customer experience in this relationship. As shown in Table (4), the total direct effect of brand personality on customer satisfaction is 0.656, while the indirect effect through customer experience is 0.318. Accordingly, the indirect path accounts for approximately 48.5% of the total effect ($0.318 / 0.656$). This substantial proportion confirms that the mediating variable—customer experience—plays a strong and statistically significant role, reinforcing its partial (complementary) mediation in the relationship between brand personality and customer satisfaction. Overall, the findings indicate the presence of a moderate positive relationship between brand personality and customer satisfaction among Saudi airline passengers, with customer experience acting as a critical explanatory mechanism that strengthens this relationship.

The effect size (f^2) index is used to assess the magnitude of the impact that an independent variable exerts on a dependent variable (Hair et al., 2021). In other words, f^2 evaluates how strongly brand personality influences both customer experience and customer satisfaction among Saudi airline customers, as well as how customer experience affects customer satisfaction. According to established statistical guidelines, an f^2 value greater than 0.35 indicates a large effect, values between 0.15 and 0.35 indicate a medium effect, values below 0.15 reflect a small effect, and values below 0.02 suggest no effect. As reported in Table 4, the f^2 values demonstrate that brand personality exerts a moderate effect on customer satisfaction among Saudi airline passengers ($f^2 = 0.174$). In contrast, customer experience has a strong effect on customer satisfaction ($f^2 = 0.402$). Moreover, brand personality shows a strong effect on customer experience ($f^2 = 0.617$). These results confirm the substantive explanatory power of brand personality and customer experience within the proposed structural model. From another perspective, the coefficient of determination (R^2) reflects the strength of the linear relationship between the independent and dependent variables. R^2 indicates the proportion of variance in the dependent variable (DV) explained by one or more independent variables (IVs) (Hair et al., 2018). Statistically, R^2 values below 0.02 indicate weak explanatory power, values between 0.02 and 0.13 indicate moderate explanatory power, and values exceeding 0.26 represent substantial explanatory power. The results shown in Table 4 reveal that brand personality and customer experience together explain 58.4% of the variance in customer satisfaction among Saudi airline passengers. Consequently, the remaining 41.6% of the variance can be attributed to other factors not included in the current model.

Finally, the predictive relevance (Q^2) index assesses the model's predictive capability. According to the statistical decision rule, predictive relevance is established when Q^2 values exceed 0.00 (Chin, 2010). As indicated in Table 5, the model demonstrates a high level of predictive relevance for customer satisfaction ($Q^2 = 0.403$), suggesting that the measurement and structural models possess strong predictive power and are capable of

effectively explaining variance in customer satisfaction among Saudi airline passengers. Similarly, the Goodness of Fit (GoF) index for the inner constructs can be used to evaluate the overall performance of both the measurement model and the structural model (Chin, 2010). The statistical criteria indicate that GoF values below 0.10 reflect poor model fit, values between 0.10 and 0.25 indicate weak fit, values between 0.25 and 0.36 suggest moderate fit, and values above 0.36 denote strong model fit. Given that the reported value ($Q^2 = 0.403$) exceeds the threshold of 0.36, the results confirm that the proposed model demonstrates a high level of overall fit. Additional model fit indices, as presented in Table 4, further support the adequacy of the measurement and structural models (Ringle et al., 2024).

Table 5: GOF Value

Variable	Saturated Model	Estimated Model	$Q^2 (=1-SSE/SSO)$
SRMR	0.075	0.075	0.452
d_ ULS	0.594	0.594	
d_ G	0.392	0.392	
Chi-Square	183.024	183.024	
NFI	0.809	0.809	

6. DISCUSSION OF RESULTS

The first hypothesis examined the effect of brand personality on customer satisfaction. The findings indicate that brand personality exerts a clear and significant influence on customer satisfaction across various industries, including the airline sector. Brand personality is reflected in a set of distinctive traits that characterize the brand and shape customers' perceptions, such as sincerity, modernity, professionalism, and innovativeness (Aaker, 1997). A substantial body of recent research has emphasized that brand personality plays a pivotal role in enhancing customer satisfaction and strengthening brand loyalty, which in turn positively influences customers' purchasing behaviors (Park et al., 2010). Within the airline industry, Jin and Lee (2020) demonstrated that passengers tend to report higher satisfaction levels when airlines are perceived as having an "innovative" and "professional" brand personality. Their findings suggest that passengers are more inclined to favor airlines that convey credibility and psychological comfort, thereby increasing the likelihood of developing long-term relationships with these carriers. Similarly, Choi et al. (2022) supported these results by showing that passengers who perceive an airline brand as trustworthy and professional exhibit higher satisfaction levels, particularly when these traits align with their psychological and functional needs during air travel. The study further revealed that such brand personality attributes enhance the overall passenger experience and increase intentions to reuse the same airline services. Despite this strong empirical support, some studies indicate that the relationship between brand personality and customer satisfaction is not universally consistent across all contexts. For example, Ladhari et al. (2021), in their study of airlines operating in the Middle East, found that additional factors—such as service quality and direct interactions with employees—intervene in shaping customer satisfaction. Their findings underscore that brand personality alone is insufficient unless it is accompanied

by a comprehensive and high-quality service experience. This highlights the importance of operational and human elements in translating brand personality into tangible customer satisfaction outcomes. In the context of the Saudi airline market, empirical studies directly examining the impact of brand personality remain limited. Nevertheless, it is reasonable to expect that the Saudi market follows global trends in this regard. National carriers such as Saudia have increasingly adopted brand personalities centered on trustworthiness and professionalism, which align closely with the expectations and cultural values of Saudi customers. This alignment reinforces the importance of adopting an integrated strategic approach that combines a strong brand personality with consistently high service quality. Overall, the findings of the current study confirm that brand personality plays a substantial role in enhancing customer satisfaction within the airline industry. However, this relationship is contingent upon complementary factors, particularly service quality and customer interaction. Accordingly, airlines should not rely solely on strengthening their brand image but must also implement operational and experiential strategies that reinforce and translate brand personality into practical, tangible customer experiences.

With respect to the second hypothesis, the findings indicate that brand personality constitutes one of the key drivers shaping the customer experience in the airline industry. A well-defined brand personality contributes to forming customers' mental image of the airline and influences their future purchase-related decisions. Recent studies suggest that the multidimensional nature of brand experience—particularly its sensory, affective, and behavioral components—plays a critical role in shaping customer responses, including satisfaction and loyalty. For instance, Alharbi (2025) found that brand experience enhances customers' brand awareness and increases their satisfaction, which subsequently strengthens loyalty. Likewise, Kim and Lee (2023) reported that affective dimensions of brand experience—such as feelings of comfort and trust during interactions with cabin crew—positively influence customer satisfaction. In addition, brand personality traits such as sincerity, innovativeness, and excitement foster stronger emotional bonds between customers and brands. In this regard, congruence between the customer's self-image and the brand's personality is likely to increase willingness to engage with the airline and maintain a relationship with it (Aaker, 1997). Consistent with this logic, Al-Faiz (2024) documented a positive association between brand personality and customer satisfaction, suggesting that customers tend to perceive airlines with strong and credible personalities as more trustworthy, which enhances their overall evaluations. Nevertheless, the effect of brand personality on customer experience remains contingent upon several moderating factors, including individual culture and prior customer experiences. Schmitt (2023) argued that customers' psychological and personal characteristics significantly shape how they respond to brands, underscoring the importance of individual differences in brand interactions. These variations imply that the impact of brand personality may differ from one customer to another depending on personal preferences and cultural background. Accordingly, while brand personality appears to exert a direct influence on customer experience in airlines, this influence should not be assumed to be universal or deterministic; rather, it is shaped by psychological, cultural, and personal factors that vary across customers.

The third hypothesis examined the effect of customer experience on passenger satisfaction within Saudi airline companies. In recent years, brand experience has emerged as one of the key determinants influencing customer loyalty across various industries, including the airline sector. Empirical evidence supports the notion that a positive customer experience contributes significantly to enhancing customer evaluations and long-term relational outcomes. For example, Sho (2025) demonstrated a positive relationship between brand experience and customer loyalty in airline companies, indicating that improvements in brand image enhance perceived value and strengthen customer loyalty over time. This perspective aligns with the findings of Choi (2024), who emphasized that a holistic customer experience, encompassing sensory and emotional dimensions, fosters stronger relational bonds with customers and increases their loyalty toward airline brands. Several studies have further underscored the importance of perceived value in reinforcing customer loyalty within the airline industry. Koh (2023) argued that customers who perceive added value from their airline experience—whether through service quality, operational efficiency, or emotional engagement with the brand—are more likely to develop stronger loyalty toward the airline. From another standpoint, Lee (2022) identified customer satisfaction as a mediating variable between brand experience and customer loyalty, suggesting that positive brand experiences lead to higher satisfaction levels, which subsequently translate into loyalty behaviors. These findings support the broader experiential marketing framework, which posits satisfaction as a critical psychological outcome of favorable customer experiences. Despite the predominantly positive evidence, some studies suggest that the influence of brand experience on customer satisfaction and loyalty is not always direct or consistent across all contexts. San (2023) highlighted that additional factors, such as pricing strategies and service quality, may intervene in shaping customer satisfaction levels. Similarly, Wong (2024) noted that cultural and social contexts play a significant role in determining how customers respond to brand experiences in airline settings. This underscores the importance of tailoring customer experiences to the specific characteristics and expectations of the target market. In conclusion, the recent literature consistently indicates that customer experience plays a pivotal role in building customer satisfaction within the airline industry. However, it should not be viewed as an isolated determinant. Rather, customer experience must be integrated with complementary factors—particularly service quality and value delivery—to ensure sustained customer satisfaction and loyalty (Choi, 2024; Koh, 2023).

In discussing the fourth hypothesis, the recent literature consistently demonstrates that customer experience plays a mediating role in the relationship between brand personality and customer satisfaction within the airline industry. Empirical evidence suggests a strong association between customer experience and brand personality in airline contexts, whereby customer experience shapes how brand personality is perceived and, subsequently, how customer satisfaction is formed (Ladhari & Michaud, 2020). This relationship becomes evident through the influence of multiple customer experience dimensions—namely sensory, affective, cognitive, and behavioral—on brand image and overall brand evaluations (Grewal et al., 2021). In this context, several scholars argue

that customer experience functions as a critical mediating mechanism between the emotional dimensions of brand personality and customer satisfaction (Alharbi et al., 2022). Supporting this argument, a study conducted among 480 airline passengers in Egypt found that overall brand experience is positively associated with brand personality, which in turn contributes to higher levels of customer satisfaction (Sánchez et al., 2021). Similarly, prior research has confirmed that brand experience exerts a positive and significant effect on brand satisfaction, reinforcing the experiential pathway through which brand perceptions are translated into satisfaction outcomes (Brakus et al., 2021). Conversely, the literature also highlights that the relationship between brand personality and customer satisfaction may become complex or attenuated in the absence of an effective customer experience. A study conducted in the United States demonstrated that individual personality traits—such as openness and agreeableness—positively influence satisfaction only when service quality aligns with customer expectations (Carlson et al., 2022). This finding underscores the notion that brand personality alone is insufficient to ensure customer satisfaction unless it is supported by high-quality experiential and service-related elements. In a similar vein, other studies have emphasized that brand personality operates in conjunction with service quality and experiential value, collectively exerting a positive influence on customer loyalty (Khan et al., 2023). Accordingly, customer satisfaction does not emerge solely from brand personality attributes; rather, it is the outcome of a composite experience that integrates sensory engagement, service quality, and perceived value. Overall, a substantial body of contemporary research supports the conclusion that customer experience serves as a crucial mediating variable in the relationship between brand personality and customer satisfaction. Nevertheless, this mediating relationship cannot be isolated from contextual factors such as service quality and perceived value, which remain decisive in determining the extent to which customer experience translates into satisfaction and loyalty outcomes (Huang et al., 2023).

7. IMPLICATIONS

Brand personality represents a core dimension that significantly contributes to shaping customer satisfaction within the airline industry. The literature indicates that brand personality consists of a set of psychological traits and characteristics that reflect a company's unique identity in the customer's mind, such as sincerity, competence, and reliability (Aaker, 1997). These traits play a critical role in forming customers' overall impressions of the brand, thereby directly influencing their experiences across various stages of interaction. As such, brand personality functions as a key point of contact between the customer and the airline, extending from the booking stage through the flight itself and into the post-travel phase (Schmitt, 1999). Through these interactions, the brand image is either reinforced or weakened in the customer's perception, which ultimately affects satisfaction levels (Oliver, 1999). The findings further indicate that customer experience serves as a mediating mechanism in the relationship between brand personality and customer satisfaction. Prior research suggests that enhancing brand awareness and satisfaction is largely achieved through positive customer experiences

that encompass high-quality service delivery and effective communication. Such experiences contribute to increased satisfaction with the brand and encourage repeat usage of airline services (Park et al., 2010). In this regard, emotional customer experiences play a central role in fostering affective brand loyalty, as exceptional experiences strengthen customers' emotional attachment to the brand and support long-term usage continuity (Schmitt, 1999; Park et al., 2010). From an experiential perspective, when an airline delivers a customer experience characterized by professionalism and comfort, it reinforces positive brand perceptions, increases customer satisfaction, and enhances intentions to reuse the service in the future (Dick & Basu, 1994). This emotional and psychological bonding further amplifies the customer's experiential engagement and deepens affective loyalty toward the brand (Park et al., 2010). From a practical standpoint, particularly within the Saudi airline context, prior research underscores the importance of improving customer experience across all key touchpoints, including booking processes, in-flight comfort, service quality, and post-flight procedures. Recent studies indicate that positive brand personality traits significantly increase customers' willingness to pay a premium for airline services, reflecting the direct link between brand personality and emotional satisfaction (Yoo et al., 2020). Moreover, brand trust emerges as a decisive factor in reinforcing loyalty, with empirical evidence suggesting that trust in the brand substantially influences customer experience and satisfaction outcomes (Science Direct, 2024). Accordingly, Saudi airlines are encouraged to focus on developing a brand personality that aligns closely with customer expectations while simultaneously enhancing the quality of customer experience across all interaction points. Leveraging this relationship can enable airlines to strengthen brand image and deliver sustainable brand value in a highly competitive market. Specifically, airlines can improve customer experience by optimizing critical touchpoints—such as reservation systems, onboard service delivery, and post-flight engagement—to reinforce positive brand perceptions (Dube et al., 1999). For instance, when the emotional dimension of brand personality emphasizes attributes such as sincerity and comfort, this positioning should be consistently reflected in service interactions, operational procedures, and communication strategies. Finally, airlines need to employ both quantitative and qualitative measurement tools to systematically assess customer satisfaction and evaluate the extent to which actual customer experiences align with the brand personality attributes promoted by the airline (Yoo et al., 2000).

8. CONCLUSION

Based on the research findings and empirical analysis, it is evident that brand personality is not merely a differentiating element for organizations; rather, it constitutes a strategic driver that enhances customer satisfaction and fosters sustainable emotional relationships between customers and brands. In this context, the influence of brand personality extends beyond shaping brand image, as it interacts dynamically with customer experience, which assumes a critical mediating role in this relationship. Customer experience encompasses every point of interaction between the customer and the organization. It goes beyond the mere delivery of services to become a platform

through which brand personality is activated and made more tangible, authentic, and salient in customers' perceptions. The mediating role of customer experience strengthens emotional attachment to the brand by translating abstract brand personality traits into concrete experiential cues that customers can perceive and evaluate. In other words, brand personality is operationalized through customer experience, leading to genuine satisfaction with service quality and fostering an emotional commitment that reinforces overall customer satisfaction. These findings suggest that organizations capable of effectively integrating brand personality with customer experience are better positioned to generate strong and enduring customer satisfaction. This conclusion highlights the importance of the synergistic relationship between brand personality and customer experience as a fundamental force driving deep customer satisfaction. Such integration reshapes the understanding of how customer satisfaction is built and sustained, particularly in highly competitive industries such as the airline sector, where experiential differentiation and emotional engagement have become central to long-term success.

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