The Journal of Asia Entrepreneurship and Sustainability RESEARCH ARTICLE

DIGITAL PLATFORM SUSTAINABILITY IN ASIA'S OTT ECOSYSTEM: THE MEDIATING ROLE OF SATISFACTION BETWEEN IS SUCCESS AND MULTI-STAGE LOYALTY (IMPLICATIONS FOR DIGITAL ENTREPRENEURSHIP AND PLATFORM-BASED INNOVATION)

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ABSTRACT
Over-the-top (OTT) is a streaming service for video and media content, such as films, shows, web series, personalized television, and documentaries, delivered to customers via the Internet. OTT platforms constitute a central component of Asia's platform-based entrepreneurial ecosystem, operating through subscription-driven digital business models that rely on user retention for their long-term sustainability. In the Indian OTT market, global platforms such as Netflix and Amazon Prime Video coexist alongside regional and language-focused ventures such as JioHotstar, Zee5, aha, and Hoichoi. It is poised to grow exponentially, creating an innovation- intensive, highly competitive platform economy, making it critical for digital platform entrepreneurs to retain customer loyalty for sustainability. An overarching theoretical framework of Stimulus-Organism-Response (SOR) was applied to examine the user satisfaction as a mediator to study the impact of OTT quality success attributes (D&M IS success model, DeLone & McLean, 2003) and price value on attitudinal and behavioral loyalty towards OTT services. Loyalty is conceptualized as a retention-oriented performance outcome that is critical to the sustainability of subscription-based digital platforms. This study evaluated the distinct impact of satisfaction on the four phases of loyalty (Oliver, 1997).
A sample size of 440 respondents was finalized for the study using purposive sampling. The respondents for the study were Subscription Video-on-demand (SVOD) OTT service users in India who had been using at least two OTT platforms for a minimum of three months, excluding platforms that host user-generated content. PLS-SEM was used to test the data. The findings demonstrate that satisfaction functions as a differentiated evaluative mechanism driving retention-oriented loyalty, thereby supporting the long-term viability of OTT platforms and offering insights into platform entrepreneurship and sustainable digital business models.

Keywords: Digital Entrepreneurship; Platform Sustainability; Digital Services Ecosystem; Emerging Asian Markets; Subscription Loyalty; Sustainable Business Models; Digital Innovation; Resilience; Engagement; Competitive Positioning; Intention-Driven Loyalty

Introduction

In 2020, amid the pandemic and lockdown, theatres began to decline, and movie entertainment shifted to over-the-top (OTT) services (Dutta, 2021), driving the rapid growth of OTT platforms. In 2020, India emerged as Asia's fastest-growing digital platform-driven market, valued at $4.5 billion in 2024 and projected to reach $27.2 billion by 2033 (IMARC, 2025-2033). The number of OTT platforms grew from two in 2012 to approximately 57 in 2023 (Ministry of Information and Broadcasting, 2023), including global players such as Netflix, Amazon Prime, Hulu, AppleTV, and YouTube Premium, and local/regional players like JioHotstar, aha, Hoichoi, Zee5, and SonyLiv, supporting regional content entrepreneurship and innovation-led growth. Monetization strategies include subscription-based, transaction-based, advertisement-based, hybrid, and freemium models, which are widespread for new entrepreneurial platforms. Competitive forces and price reductions require diversification measures to sustain the platform and retain users in the long term. India is projected to have 148.2 million active paid subscriptions in 2025 (Economic Times, September 2025) and an average of 2.8 to 2.5 subscriptions per user in 2024 (Livemint, August 2024). JioHotstar reported approximately 200 million subscribers during the IPL season in April 2025 (Times Now News 2025). OTT profitability pressures have led to a 12% decline in premium

content production in 2024 (MSN, May 2025), with total subscription revenue in 2024 at Rs 37,940 crores—YouTube holding 38% and JioHotstar 23.3% (Exchange4Media, April 2025)–and the market projected to reach USD 3.5 billion (~₹31,500 crore) by 2029 (PwC, 2025). The core of constant engagement is subscription renewal, which depends on content quality (Yousaf et al., 2021; Verma & Yadav, 2023) or satisfaction (Yousaf et al., 2021; Sabat et al., 2023). Existing research has associated content or service quality with repurchase intentions (Guo, 2022; Augusto et al., 2019; Pan et al., 2022), but integrated studies of system, service, and content quality are scarce. OTT services also offer utilitarian (satisfaction) and hedonic value (Chitturi et al., 2008). OTT growth in India is booming (improved internet, multi-device viewing, offline downloads, and original content) (Marketfeed, 2022). Content consistency and quality are also problematic. The proposed study analyzes the impact of integrated quality dimensions on satisfaction and subsequently on attitudinal and behavioral loyalty in Indian OTT services as a sustainable digital venture, contributor to platform entrepreneurship and driver of growth.

Literature review:

Studies on over-the-top (OTT) video platforms have examined their relationship with traditional broadcast television, primarily in terms of media displacement and niche audiences (Cha, 2013; Kim et al., 2016; Chen, 2017). According to previous research, OTT consumption can partially replace traditional TV, as both are used simultaneously in hybrid usage patterns. The results depend on user groups, content types and viewing intentions, revealing how new digital platforms in Asia use content and technology to promote entrepreneurship and market differentiation (Banerjee et al., 2013; Cohen, 2016; Fuduric et al., 2018). This literature highlights the roles of web streaming, multiscreen access, and on-demand viewing in changing video consumption behaviours. TAM- and UGT-related literature also indicates that OTT adoption and intentions to continue usage are prompted by perceived ease of use, perceived usefulness and ritualized or instrumental motivation (Camilleri, 2021). The consequences of post-adoption factors such as satisfaction, renewal intentions and loyalty are under-researched.

Quality aspects influence satisfaction, perceived value, enjoyment, trust and continuance or switching intentions post-subscription, which are determined by post-subscription consumer behavior research based on U&G, ECM, UTAUT2, S-O-R, PPM, Consumption Value Theory, and Innovation Resistance Theory (Agarwal et al., 2023; Bhattacharyya et al., 2021; Rajora et al., 2025; Yoon & Kim, 2024). These effects are further mediated by emotional and hedonic constructs (Talwar et al., 2023; Ajith et al., 2025; Chavadi et al., 2025). However, loyalty is commonly proxied in terms of continuance or repurchase and satisfaction is not commonly considered to impact affective loyalty. (Joshi et al., 2015; Lee et al., 2018; Soren and Chakraborthy, 2023).

Quality is always a key factor in satisfaction and continuance. Satisfaction and subsequent usage intentions are positively affected by independent OTT studies that show that service quality, operationalized as system reliability, compatibility, convenience, or sophistication, and content quality defined as useful, precise or recent (Guo, 2022; Augusto et al., 2019; Yousaf et al., 2021; Verma & Yadav, 2023). Integrative research based on the D&M IS Success Model and ECM also proves that system, information, and service quality are the drivers of satisfaction, perceived value, habit, confirmation and continuance intentions (Lee & Cho, 2021; Zhi Pan et al., 2022; Gupta & Singharia, 2021; Saggu & Mohan, 2025; An et al., 2022), but the impact of service quality is not as strong. Such trends show that digital platform businesses can combine system, service and content excellence to reinforce user retention, sustain a competitive edge and facilitate sustainable business models. Non-OTT digital settings (Li et al., 2016; Wang, 2008; Chen, 2010; Fang et al., 2011; Roy & Balaji, 2015; Erkmen & Turegun, 2022) confirm that system and information quality have a stronger predictive power of satisfaction than service quality and that satisfaction mediates behavioral intentions. However, its impact on attitudinal loyalty has not been studied.

Most OTT loyalty results rely on continuance or word-of-mouth (Dhiman et al., 2022; Yousaf et al., 2021; Zhi Pan et al., 2022). Christian Zabel et al (2024) distinguish between attitudinal (word-of- mouth, brand perception) and behavioral (usage) types of loyalty and demonstrate that the quality of the system has varied effects on the aspects of loyalty, but proxies are not full. OTT studies lack distinguished loyalty, which is why it is necessary to refer to non-OTT literature, where quality has an impact on all phases of loyalty and the effects of quality are mediated by satisfaction (Ahrholdt et al., 2016; Oliver et al., 1997; Wang, 2011; Ahrholdt et al., 2019). Service quality effects are entirely mediated by satisfaction, as it influences loyalty (Niluh Desiyante et al., 2018). Loyalty studies (cognitive, affective and conative) show that satisfaction mediates the effects of all loyalty dimensions both independently and interactively (Breckler, 1984; Kim et al., 2015). These literary insights highlight the importance of exploring how OTT platforms can leverage satisfaction and quality to remain engaging, deliver enduring value and build an entrepreneurial future in Asia's digital platform ecosystem.

OTT studies have investigated the concepts of adoption, quality and continuance; however, there

are critical gaps: loyalty is frequently defined in a limited way and is rarely studied at the individual level as a factor that might facilitate long-term involvement and sustainability of the platform. The dimensions of quality are rarely combined and the overall experience is hardly related to individual loyalty. This study closes these gaps by exploring the interplay among system, service and content quality to drive satisfaction and, in turn, affect multidimensional loyalty, thereby making theoretical contributions to the fields of platform sustainability and digital entrepreneurial development.

Objectives

- To test the impact of the system quality, service quality, content quality and price value on satisfaction regarding OTT services and determine these quality dimensions as strategic tools of competitiveadvantage.
- To examine the role of satisfaction in determining cognitive, affective and conative loyalty at various stages; the research question to be considered is loyalty as a process that facilitates platform sustainability and entrepreneurial development.
- This study offers empirical evidence about the Indian OTT market and adds to the theoretical knowledge about platform entrepreneurship and sustainable digital business models.

Theory and Hypothesis Development

Theoretical Foundation

This study is grounded in the Information Systems (IS) Success model (DeLone & McLean, 1992, 2014) and the Stimulus–Organism–Response (S–O–R) framework (Mehrabian & Russell, 1974), alongside established theories of satisfaction and loyalty (Oliver, 1981, 1997; Ahrholdt et al., 2016, 2019). System quality, content (information) quality, service quality, and price value in OTT service situations are evaluative stimuli that determine users' internal organismic reactions (satisfaction), which, in turn, lead to responses in the form of loyalty. Loyalty is a multidimensional construct comprising cognitive, affective, conative, and action stages (Oliver 1997).

Service, System, and Content Quality → Satisfaction

Quality dimensions have been identified as key determinants of user assessment and behavioral intentions in digital services. System quality, which refers to the reliability, accuracy, flexibility, online response time, and ease of use of a platform (DeLone & McLean, 1992; Ching-Wen Chen, 2010), has a direct impact on the functional assessments of users, as it allows them to navigate smoothly, access content without interruption, and s t r e a m l i n e content access without inconvenience (DeLone & McLean, 2003; Aysel Erciş et al., 2012; Sabat et al., 2023). Service quality, measured in terms of tangibles, reliability, responsiveness, assurance, and empathy (DeLone & McLean, 2014; Ching-Wen Chen, 2010), influences satisfaction, thereby increasing perceived competence and support for the platform. Content quality, as a measure of information quality, accuracy, timeliness, relevance, and comprehensiveness (DeLone & McLean, 2014; Ching-Wen Chen, 2010; Yousaf et al., 2021), determines satisfaction by reflecting the perceived value of the content. The quality of platforms has a distinct effect on users: meeting expectations enhances resilience to competitors through satisfaction, which contributes to retention-based sustainability and long-term viability.

Hypotheses:

H1a–c: System, Service, and Content Quality positively affect satisfaction and enhance the platform's competitive resilience.

Price Value → Satisfaction

Price value is the cognitive trade-off between the received benefits and the money paid (Venkatesh et al., 2012; Arun et al., 2021; Chakraborty et al., 2023). Lower prices than traditional TV and perceived utility positively impact satisfaction with OTT services (Mulla, 2022; Soren et al., 2024).

Hypothesis:

H2: Price Value positively affects satisfaction, contributing to competitive resilience.

Satisfaction → Multiphase Loyalty

Satisfaction, defined as evaluative judgments based on cognitive and affective responses (Bigné et al., 2003; Oliver, 1997; Ahrholdt et al., 2019; Kim et al., 2015), is theorized to predict loyalty. Based on the multiphase loyalty model (Oliver, 1997; Kim et al., 2015; Harris & Goode, 2004), cognitive (service beliefs), affective (liking or preference), and conative (behavioral intention) loyalty are driven by satisfaction and subsequently lead to action loyalty (renewing the subscription or becoming a long-term customer).

Hypotheses:

H3a–c: Satisfaction positively affects Cognitive, Affective, and Conative Loyalty, supporting the platform's competitive resilience. H4a–c: Cognitive and Affective Loyalty positively affect Conative Loyalty, which positively affects Action Loyalty, enabling the long-term viability of OTT platforms as digital ventures.

Mediation Effects of Satisfaction

The quality/price constructs are mediated by satisfaction, which leads to loyalty. Satisfaction through high system, service, and content quality and favorable price value contribute to cognitive, affective, and conative loyalty that leads to platform competitive resilience, and retention-based sustainability of OTT ventures (Sabat & Bhattacharyya, 2023; Desiyante et al., 2018; Harris & Goode, 2004; Pan et al., 2022; Yousaf et al., 2021; Soren & Chakraborthy, 2024). The mediator is considered the core mechanism between the antecedents and loyalty phases.

Hypotheses:

H5a–l: Satisfaction mediates the relationships between system, service, content quality and Price Value with cognitive, affective, and conative loyalty.

Research Methodology

This study uses a cross-sectional survey and quantitative design to investigate the impact of OTT information system (IS) quality dimensions on multiphase loyalty outcomes, specifically satisfaction. The target population will include Indian OTT video on demand users aged 18 years and above living in major cities who have subscribed to at least two OTT video on demand platforms for over three months. YouTube and YouTube Premium users were not included because these platforms primarily feature user-generated content and do not rely on carefully curated OTT catalogs. Purposive sampling was used, and respondents were screened based on predetermined eligibility criteria using the Qualtrics, SurveyCircle, and ThinkSurvey panels.

A pre-test was conducted on 55 OTT users, the sole aim of which was to revise the questionnaire to make it clearer, more flowing, and improve eligibility screening. The primary survey produced 440 valid responses after screening and quality checks.

SmartPLS (v4.1.1) was used to test the predictive relationships between the nine reflective constructs using Partial Least Squares Structural Equation Modeling (PLS-SEM). User satisfaction was considered a mediator, consistent with previous theoretical distinctions. The control variables included age, gender, education, household income, and OTT use frequency to assess the strength of the structural association.

Demographic Analysis

Sample Characteristics and OTT Usage

The study gathered demographic and usage information, including sex, age, marital status, education, employment, and household earnings, resulting in a final sample of 440 respondents. The sample was balanced by gender (49.8% male, 49.8% female) and biased towards young adults (72% between 18 and 34), as they represent the most important adopter group for digital video platforms in India. On the educational front, more than 90% of the respondents had a bachelor's degree or higher, indicating a digitally literate audience. The participants included full-time professionals (46.8%), students (30.9%), and self-employed individuals (10.2%). The distribution of household income is also quite varied, with 35.7% of people earning above Rs. 100,000 per month and 24.1% in the range of 20,000-39,999, offering a combination of purchasing power needed to support subscription-based services. OTT use trends indicate a digitally advanced market. Most users subscribed to more than one platform (52.5% free and paid), with 47.5% subscribing only to paid platforms. The overall monthly expenditure was quite small, with 48% of respondents spending between Rs. 250 and 499, which is in line with popular account-sharing habits in India.

Table: Demographic profile

Demographic Variable	Category	% (n=440)
Gender	Male	49.8
	Female	49.8
	Prefer not to say	0.5
Age	18–24	35.7
	25–34	36.6
	35–44	17.0
	45 & above	10.7
Education	High School / College	5.3
	Bachelor's	40.5
	Master's	34.3
	Professional / Doctorate	20.0
Marital Status	Married	39.8
	Never Married	60.0

Demographic Variable	Category	% (n=440)
	Widowed	0.2
Employment	Full-time	46.8
	Part-time	7.5
	Self-employed	10.2
	Student	30.9
	Unemployed / Retired	4.6
Household Income	< Rs.40,000 / Not disclosed	26.8
	Rs.40,000–79,999	25.7
	Rs.80,000–99,999	11.8
	≥ Rs.100,000	35.7
Subscription Type	Paid	47.5
	Both Free + Paid	52.5
OTT Monthly Spend	< Rs.499	63.9
	Rs.500–999	27.3
	≥ Rs.1000	8.8

Entrepreneurial Competition and Platform Diversity in the Indian OTT Market

Platform-level adoption demonstrates both market concentration and diversity: JioHotstar led usage (recent 68%; regular 81%), followed by Netflix (recent 64%; regular 72%) and Amazon Prime Video (recent 51–65%). Regional platforms such as Aha (Telugu 5–7%), Hoichoi (3–5%), and SunNXT (6%) represent niche segments focused on local content, highlighting entrepreneurial initiatives that support regional content production and expand market variety. Smartphones (81%), Smart TVs (53%), and laptops/PCs (48%) were the primary devices for content consumption, indicating multi- device adoption, which strengthens platform reach and monetization potential. To focus on curated OTT collections rather than user-generated content platforms, YouTube and YouTube Premium users were excluded.

Combined, these trends indicate a digitally advanced and highly competitive OTT market in India, home to tech-savvy customers who are multi-platform users and are willing to pay a premium. The coexistence of major national platforms and widely used regional OTT services suggests a market structure in which scale-based platforms and niche entrepreneurial ventures are present. Frequent use of the multi-platform implies that user retention in this scenario is informed by continuous reviews of service performance and the perceived value of the content rather than passive usage. The use of multiple devices also adds more pressure to competition as it raises expectations of stable access and performance across usage contexts. These features make Indian OTT subscription users a suitable environment for analyzing the competition, differentiation, and performance of this platform in a dynamic digital environment.

Tables: Usage Profiles

OTT_recent_3mo_subscription_Usage (Multiple Options)		
	Frequency	Percent
Netflix	283	64.32
JioHotstar	301	68.41
Amazon Prime Video	223	50.68
Zee5	108	24.55
Aha (Telugu)	25	5.68
ETVWin	12	2.73
SonyLiv	124	28.18
MXPlayer	48	10.91
YouTube/YouTube Premium	113	25.68

Hoichoi	16	3.64
Aha (Tamil)	13	2.95
SunNXT	28	6.36

OTT_Regular_Platform_Usage (Multiple Options)		
	Frequency	Percent
Netflix	318	72.27
JioHotstar	357	81.14
Amazon Prime Video	285	64.77
Zee5	164	37.27
Aha (Telugu)	32	7.27
ETVWin	21	4.77
SonyLiv	171	38.86
MXPlayer	120	27.27
YouTube/YouTube Premium	217	49.32
Hoichoi	22	5.00
Aha (Tamil)	22	5.00
SunNXT	53	12.05

Device_type (Multiple Options)		
	Frequency	Percent
Smartphone	357	81.14
Tablet	109	24.77
Laptop/PC	211	47.95
Smart TV	233	52.95
Setup Box	33	7.50
Gaming Console	16	3.64

The_Chosen_OTT		
	Frequency	Percent
Netflix	169	38.4
SonyLiv	17	3.9
JioHotstar	129	29.3
Amazon Prime	94	21.4
Zee5	12	2.7
MXPlayer	10	2.3
ETVWin	2	0.5
Hoichoi	4	0.9

Aha (Telugu)	2	0.5
Aha (Tamil)	1	0.2
Total	440	100.0

Measurement Model Assessment

To assess the reliability, validity, and construct distinctiveness of the measurement model, PLS-SEM was used prior to testing the structural relationships. Given the use of well-established reflective scales and a sample size of N = 440, confirmatory factor analysis (CFA) was suitable for evaluating construct reliability and validity. The indicators were highly reliable, and most outer loadings were greater than or equal to 0.70, with some being greater than 0.80. The internal consistency reliability was good (Cronbach's α = 0.745-0.852; CR=0.840-0.900) and convergent validity was established (AVE>0.50). Discriminant validity, as measured by the Fornell- Larcker criterion, was defined in all constructs, including those that are closely related to each other, such as Content Quality and Satisfaction, upon the deletion of one service quality item, two system quality items, two content quality items, and one satisfaction item to minimize cross-loadings and ensure the preservation of theoretical integrity. The assessment of full collinearity (inner VIF) according to Kock (2015) indicated no evidence of a common method bias. All VIFs were 3.3 or less, except for the content quality VIF, which was 3.4, still within the threshold range noted by Hair et al. (2017). These findings affirm that the refined measurement model has good reliability, convergent validity, discriminant validity, and no substantial common method bias, providing a strong basis for further structural model examination.

Table: Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
ActionLoyalty	**0.852**	**0.9**	**0.692**
AffectiveLoyalty	**0.831**	**0.887**	**0.662**
Cognitiveloyalty	**0.828**	**0.885**	**0.658**
ConativeLoyalty	**0.852**	**0.899**	**0.69**
ContentQ	**0.78**	**0.872**	**0.694**
Price	**0.808**	**0.874**	**0.635**
Satisfaction	**0.795**	**0.88**	**0.709**
ServiceQ	**0.745**	**0.84**	**0.569**
SystemQ	**0.775**	**0.855**	**0.597**

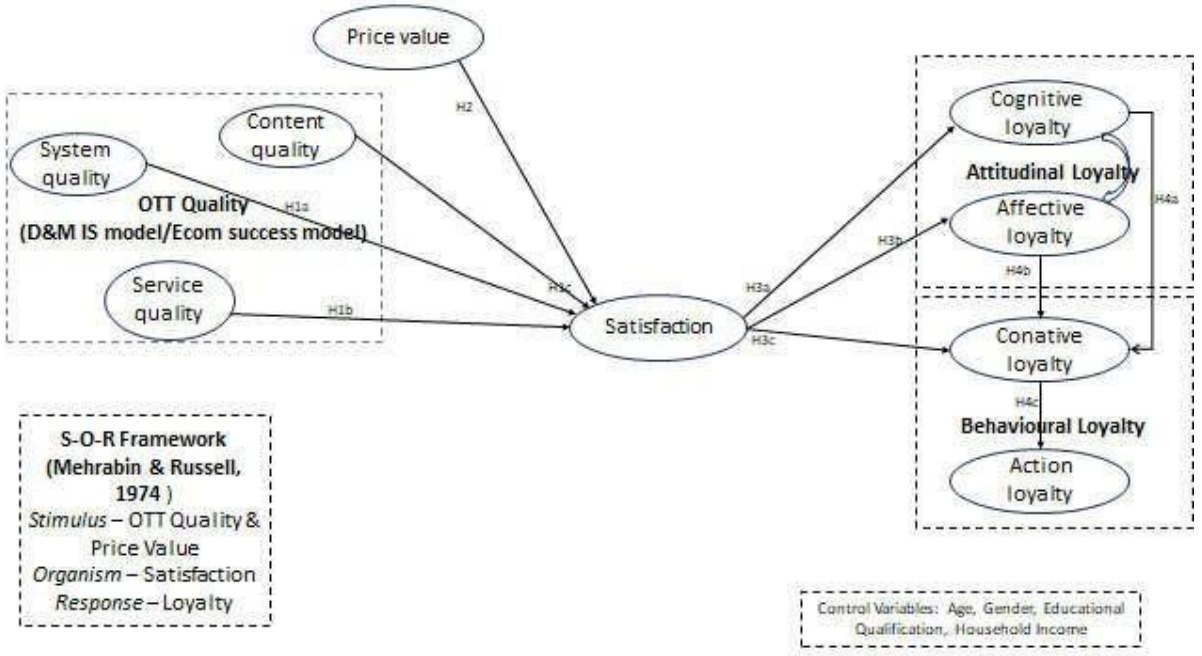
Table: Fornell-Larcker table

	ActionLoyalty	Affective Loyalty	Cognitive loyalty	Conative Loyalty	Content Q	Price	Satisfaction	ServiceQ	SystemQ
ActionLoyalty	0.832								
Affective Loyalty	0.683	0.814							
Cognitive loyalty	0.801	0.702	0.811						
Conative Loyalty	0.715	0.673	0.745	0.831					
Content Q	0.76	0.672	0.749	0.727	0.833				
Price	0.742	0.696	0.75	0.68	0.753	0.797			
Satisfaction	0.77	0.72	0.708	0.704	0.746	0.759	0.842		
ServiceQ	0.777	0.689	0.727	0.667	0.748	0.765	0.813	0.754	
SystemQ	0.697	0.688	0.669	0.615	0.779	0.704	0.745	0.735	0.773

Table: Full Collinearity

	VIF
AffectiveLoyalty -> ConativeLoyalty	2.456
Cognitiveloyalty -> ConativeLoyalty	2.371
ConativeLoyalty -> ActionLoyalty	1.983
ContentQ -> Satisfaction	3.403
Price -> Satisfaction	2.988
Satisfaction -> ActionLoyalty	1.983
Satisfaction -> AffectiveLoyalty	1
Satisfaction -> Cognitiveloyalty	1
Satisfaction -> ConativeLoyalty	2.495
ServiceQ -> Satisfaction	3.122
SystemQ -> Satisfaction	2.99

Structural Model



Results:

Table: Direct effects (H1a-H4c results)

Hypothesis	Paths	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Results
H1a	**SystemQ -> Satisfaction**	0.193	0.194	0.049	3.989	0	Significant
H1b	**ServiceQ -> Satisfaction**	0.416	0.416	0.056	7.403	0	Significant
H1c	**ContentQ -> Satisfaction**	0.127	0.126	0.052	2.447	0.014	Significant
H2	**Price -> Satisfaction**	0.209	0.21	0.057	3.702	0	Significant
H3a	**Satisfaction -> Cognitiveloyalty**	0.708	0.709	0.03	23.408	0	Significant
H3b	**Satisfaction -> AffectiveLoyalty**	0.72	0.721	0.03	24.238	0	Significant
H3c	**Satisfaction -> ConativeLoyalty**	0.276	0.273	0.069	3.982	0	Significant
H4a	**Cognitiveloyalty -> ConativeLoyalty**	0.429	0.431	0.068	6.307	0	Significant
H4b	**AffectiveLoyalty -> ConativeLoyalty**	0.173	0.175	0.082	2.111	0.035	Significant
H4c	**ConativeLoyalty -> ActionLoyalty**	0.343	0.343	0.053	6.474	0	Significant

Table: Indirect effects (Mediation analysis: H5a – H5l)

Hypothesis	Paths	Original sample (O)	Sample mean (M)	Standard deviation	T statistics (|O/STDEV|)	P values	Results
H5a	**SystemQ -> Satisfaction -> Cognitiveloyalty**	0.137	0.138	0.034	4.017	0	Significant
H5b	**SystemQ -> Satisfaction -> AffectiveLoyalty**	0.139	0.14	0.035	3.948	0	Significant
H5c	**SystemQ -> Satisfaction -> ConativeLoyalty**	0.053	0.053	0.019	2.779	0.005	Significant
H5d	**ServiceQ -> Satisfaction -> Cognitiveloyalty**	0.294	0.295	0.042	6.973	0	Significant
H5e	**ServiceQ -> Satisfaction -> AffectiveLoyalty**	0.299	0.3	0.043	6.999	0	Significant
H5f	**ServiceQ -> Satisfaction -> ConativeLoyalty**	0.115	0.113	0.031	3.721	0	Significant
H5g	**ContentQ -> Satisfaction -> Cognitiveloyalty**	0.09	0.089	0.037	2.422	0.015	Significant
H5h	**ContentQ -> Satisfaction -> AffectiveLoyalty**	0.091	0.091	0.038	2.426	0.015	Significant
H5i	**ContentQ -> Satisfaction -> ConativeLoyalty**	0.035	0.035	0.018	1.987	0.047	Significant
H5j	**Price -> Satisfaction -> Cognitiveloyalty**	0.148	0.149	0.042	3.555	0	Significant
H5k	**Price -> Satisfaction -> AffectiveLoyalty**	0.151	0.151	0.042	3.603	0	Significant
H5l	**Price -> Satisfaction -> ConativeLoyalty**	0.058	0.058	0.023	2.559	0.011	Significant

Table R^2 and Adjusted R^2 of Endogenous Constructs

	R-square	R-square adjusted
ActionLoyalty	0.651	0.65
Affective Loyalty	0.519	0.517
Cognitive loyalty	0.501	0.5
Conative Loyalty	0.63	0.628
Satisfaction	0.735	0.733

Table Model Fit

	Saturated model	Estimated model
SRMR	0.073	0.1

Findings

Quality Attributes and Price Value as Drivers of Satisfaction

The findings indicate that quality aspects and price value have significant impacts on satisfaction in OTT services. Satisfaction is primarily driven by service quality (β = 0.416) and system quality (β = 0.193), whereas content quality has a significantly lesser effect on satisfaction (β = 0.127). Price has a significant effect on satisfaction (β = 0.209), which is greater than that of content quality.

Effects of Satisfaction on Multi-Stage Loyalty

Satisfaction has a stronger positive influence on cognitive (β= 0.708) and affective loyalty (β= 0.720), but weaker on conative loyalty (β= 0.276). The relationship between cognitive loyalty and conative loyalty was very strong (β=0.429), and affective loyalty and conative loyalty were weaker (β=0.173). Conative loyalty predicted action loyalty (β= 0.343). These findings show that affective and cognitive loyalty are important constructs that transform evaluative and emotional reactions into intentions and behavior, and affective loyalty alone is not a strong predictor of conative loyalty (Kim et al., 2015; Ahrholdt et al., 2019). In general, the results indicate differentiated functions of satisfaction at the level of loyalty formation.

Mediation Effects of Satisfaction

The mediation analysis indicates that the impacts of service quality (cognitive 0.294; affective β = 0.299; conative β = 0.115), system quality (β = 0.053-0.139), content quality (cognitive β = 0.090; affective β =0.091; conative β =0.035), and price value (cognitive β = 0.148; affective β = 0.151; conative β =0.058) have mediating impacts through their satisfaction, but not content quality. These findings show that satisfaction always changes functional and price-related attributes into loyalty-related attributes.

Model Explanatory Power and Fit

The structural model demonstrated substantial explanatory power, with R^2 values indicating that the predictors explained 73.5% of the variance in satisfaction and between 50.1% and 65.1% across the four loyalty dimensions (action, affective, cognitive, and conative loyalty). The adjusted R^2 values confirmed that these levels of explained variance were meaningful and reflected the contribution of quality attributes as predictors. The model fit, as measured by SRMR, was reasonable (saturated model SRMR = 0.073), implying that the observed and estimated correlations were within the thresholds of the PLS-SEM applicable model fit (SRMR 0.08 to 0.10) (Hair et al., 2022; Schermelleh-Engel & Moosbrugger, 2003; Henseler, 2016).

Discussion

Dual Experiential Mechanisms and Subscription Sustainability

The findings indicate that multistage loyalty in OTT services operates through evaluative mediation, and satisfaction plays a distinct role in subscription sustainability. Customer contentment is mostly based on the assessment of functional dependability, service quality, cost worthiness, and, to an extent, content usefulness, which helps in sustaining regular interaction and persistence. Together, these processes determine OTT platforms' ability to turn operational performance and experience design into long-term commitment in competitive subscription markets.

Service Quality and Price value as a Strategic Retention Resource

The strong and stable impact of service reliability on satisfaction and loyalty stages demonstrates that service quality is a strategic resource, not a fringe attribute. This resets service quality and price value as an enhancing feature that normalizes interaction in disaggregated OTT platforms, especially when users proactively make comparisons between platforms and changes depending on perceived value continuity in a price-sensitive Asian market, such as India.

Multi-Stage Loyalty and Competitive Advantage in Digital Platforms

The findings show that the development of loyalty in OTT platforms is a staged performance logic in which behavioral results are based on the experience response in cognitive commitment. Satisfaction has the most powerful effect on affective loyalty. Cognitive loyalty proves to be the decisional process connecting experiential assessments with intention and action, which explains why emotional attachment cannot always lead to behavioral commitment. This framework describes why digital platforms can create a competitive advantage that is sustained by reinforcing evaluative and intention-driven loyalty rather than just using affective bonds.

Implications for Platform-Based Entrepreneurship in Asian OTT Markets

In the case of platform-based entrepreneurial activity, especially in Asian markets based on OTT,

where competition is intense and multi-platforms are used, the results indicate that the sustainability of the business can be achieved through a balance between the reliability of operations and value differentiation. Regional and new OTT projects can capitalize on satisfaction by ensuring reliable services and bargain prices. The strategy provides a sustainable strategic direction for regional platforms that rival global players that do not have scale-related benefits.

Summary

This study demonstrates that the multi-stage loyalty of subscription-based OTT platforms works through satisfaction between platform quality attributes and sustainable engagement results. Affective loyalty is motivated by satisfaction, which reinforces cognitive and conative loyalty. This can be explained by the fact that evaluative and emotional reactions can be converted into actual commitments. These results show how multistage loyalty can contribute to the sustainable development of the platform, how the combination of reliable service and affordable price, in an economically sensitive country like India, and experience innovation can contribute to innovation-based competitiveness, and how regional and emerging OTT businesses can use such mechanisms to gain resiliency in subscription-based digital entrepreneurship in Asia. Altogether, the process of loyalty appears to be one of the central mechanisms by which OTT platforms maintain engagement, competitiveness, and entrepreneurial sustainability within the dynamic digital ecosystem.

Theoretical and Managerial Contributions

This study takes a step further in the S-O-R and multi-stage loyalty paradigms in OTT services by showing that quality features and price affect loyalty in different ways. Affective loyalty is mostly enhanced by satisfaction, thus making its significance weaker but indispensable, whereas cognitive loyalty is stronger in the formation of intention. Cognitive loyalty is the main conduit for transforming evaluative and experiential responses into conative and action-oriented loyalty. However, affective loyalty, despite its explanatory value, is not a driver of intentions on its own. The findings make theoretical contributions to understanding the differentiated organismic reactions of satisfaction, interactions of these reactions among multi-stage loyalty, and reinforce the importance of price in research on OTT services. This also contributes to the existing knowledge on platform-based entrepreneurship in digital subscription markets because it determines the forces behind how OTT ventures can maintain engagement, competitive positioning, and resilience in the dynamic digital economy of Asia.

As a manager, this study can be applied to develop engagement and retention plans. Quality of service must be concerned with reliability and responsiveness to enable satisfaction. The quality of the content must be given attention, as its effect is weaker but still significant in developing immersive experiences that would lead to the development of evaluative and intentional loyalty. Through the integration of operational efficiency and purposefully crafted experiential moments, platforms can use service quality and satisfaction as core pillars of long-term loyalty, implied subscriptions, and competitive endurance, and provide actionable recommendations to entrepreneurial and regional OTT projects to succeed in dynamic digital environments.

Limitations and Future Research

This research has the limitation of only considering urban Indian users and responses on one platform and not including rural populations, international users, and YouTube subscribers, which could limit the generalizability. The adjustable characteristics of OTT consumption, such as subscription breaks, platform switching, and event-specific consumption, also restrict the consideration of long-term loyalty trends. In addition, the experiential, hedonic, and affective aspects that impact long-term evaluative, emotional, and intentional loyalty have not been studied.

Future studies should have broader geographical and demographic scopes, multiple platforms, and longer-term designs to more accurately measure how satisfaction is converted to long-term loyalty. Further forces of pleasure, including personalization, recommendations, genre content value, content availability, and prior consumption experience, may be examined to promote cognitive and emotional involvement that induces sustainability among local platforms. Language, cultural identity, and consumption habits may also be moderating influences that should be examined. The effects of content on satisfaction, additional hedonic constructs like delight and loyalty that are time- sensitive or event-dependent provide additional opportunities to create content strategies and loyalty management in OTT platforms. This type of research can provide practical information on entrepreneurial OTT business endeavours that may be used to enhance retention, engagement, and competitive positioning within volatile subscription markets.

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