



## THE EFFECT OF SERVICE QUALITY, BRAND IMAGE AND CUSTOMER SATISFACTION ON CUSTOMER LOYALTY

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<p><b>Info Article</b></p> <p>Received : 01 December 2024</p> <p>Revised : 06 Januari 2025</p> <p>Accepted : 02 Februari 2025</p> <p>Publication : 28 Februari 2025</p>	<p><b>Abstract:</b> <i>The purpose of this study is to examine and explain the influence of service quality, brand image, and customer satisfaction on customer loyalty, both simultaneously and partially. Data collection was conducted using a structured questionnaire distributed to all customers. The population and sample of this study consisted of all 40 customers of PT. Mentari Mas Multimoda Kendari. The analytical tool used was multiple linear regression analysis with the assistance of SPSS software version 25. The results of the study indicate that, simultaneously, service quality, brand image, and customer satisfaction have a significant influence on customer loyalty. Partially: (1) Service quality has a positive and significant effect on customer loyalty, (2) Brand image has a positive and significant effect on customer loyalty, and (3) Customer satisfaction has a positive and significant effect on customer loyalty. These findings indicate that enhancing these three variables is crucial in building customer loyalty for the company. Practical implications suggest that management should focus on optimizing service quality and strengthening brand image. Limitations of the study include a small sample size &amp; a geographically limited scope restricted to Kendari City.</i></p>
<p><b>Keywords:</b> Service Quality, Brand Image, Customer Satisfaction, Customer Loyalty</p> <p><b>Kata Kunci:</b> Kualitas Layanan, Citra Merek, Kepuasan Pelanggan, Loyalitas Pelanggan</p>	<p><b>Abstrak :</b> Tujuan penelitian ini adalah untuk menguji dan menjelaskan pengaruh kualitas layanan, citra merek, dan kepuasan pelanggan terhadap loyalitas pelanggan, baik secara simultan maupun parsial. Pengumpulan data dilakukan dengan menggunakan kuesioner terstruktur yang disebarkan kepada seluruh pelanggan. Populasi responden sekaligus sampel penelitian ini adalah seluruh pelanggan PT. Mentari Mas Multimoda Kendari sebanyak 40 orang. Alat analisis yang digunakan adalah analisis regresi linier berganda dengan bantuan software SPSS versi 25. Hasil penelitian menunjukkan bahwa secara simultan, kualitas layanan, citra merek, dan kepuasan pelanggan berpengaruh signifikan terhadap loyalitas pelanggan. Secara parsial: (1) Kualitas layanan berpengaruh positif dan signifikan terhadap loyalitas pelanggan, (2) Citra merek berpengaruh positif dan signifikan terhadap loyalitas pelanggan, dan (3) Kepuasan pelanggan berpengaruh positif dan signifikan terhadap loyalitas pelanggan. Temuan ini mengindikasikan bahwa peningkatan ketiga variabel tersebut krusial dalam membangun loyalitas pelanggan perusahaan. Implikasi praktisnya, manajemen disarankan fokus pada optimalisasi kualitas layanan dan penguatan citra merek. Keterbatasan penelitian mencakup sampel yang kecil dan lingkup geografis yang terbatas hanya di Kota Kendari.</p>
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## INTRODUCTION

In the current era of globalization and digitalization, the logistics and transportation services industry is experiencing rapid growth and increasingly fierce competition. Logistics service providers are required to focus not only on delivery reliability but also on building long-term relationships with customers through superior service, a strong brand image, and high customer satisfaction. According to Kotler and Keller (2016), customer loyalty is one of the most important indicators of company performance because loyal customers can significantly contribute to a company's survival and growth.

PT. Mentari Mas Multimoda Kendari, a multimodal logistics service company in Kendari City, faces challenges in maintaining customer loyalty. Based on initial observations, the company is experiencing a decline in the number of repeat customers, while the number of one-time customers is increasing. This phenomenon indicates that long-term relationships with customers have not been optimally established. Some customers complain about late deliveries, lack of responsiveness from customer service, and inconsistencies in service, which ultimately impact customer perceptions of the company's brand image. Parasuraman, Zeithaml, & Berry (2010) define service quality as the difference between customer expectations and perceptions of the actual service provided. If the service provided meets or exceeds customer expectations, the service quality is considered good and satisfactory. However, if the service received falls short of expectations, the service quality is considered poor.

Brand image is a crucial factor in creating positive customer perceptions of a company. A strong brand image can shape consumer trust and preference. Although PT. Mentari Mas Multimoda Kendari has a long track record in the logistics services industry, public perception of the company's brand image varies. Some customers perceive the company as an efficient transportation provider, while others associate the brand with slow and unprofessional service. Inconsistencies in customer experiences mean the brand image has not yet fully formed in consumers' minds, thus hampering its ability to differentiate itself from competitors. According to Kotler and Keller (2016), companies must consistently convey messages that reflect brand values and excellence to ensure consumer perceptions align with the desired brand identity. A mismatch between brand identity and image can lead to confusion and undermine customer trust.

Satisfied customers tend to make repeat purchases and recommend the company to others. The level of customer satisfaction at PT. Mentari Mas Multimoda Kendari is suboptimal. This is evident in the number of customers who switch to other logistics companies because they feel their needs are not fully met. Factors such as late deliveries, ineffective communication, and lack of follow-up on complaints are the main causes of declining satisfaction. Although some customers remain loyal due to competitive prices or personal relationships with staff, there are generally still gaps that need to be addressed to achieve overall satisfaction.

Pleshko & Heiens (2015) found that satisfied customers are more likely to make repeat purchases and become loyal users of a particular product or service brand compared to customers who have had unsatisfactory experiences. Customer satisfaction creates loyalty that not only increases purchase frequency but also strengthens long-term relationships between customers and companies. Oliver (1997) defines customer satisfaction as a post-purchase consumer evaluation that assesses whether a product or service meets their needs and expectations.

Parasuraman, Zeithaml, & Berry (1985) define service quality as the difference between customer perceptions of current service and expectations of excellent service. This means that service quality is assessed based on the extent to which the service provided meets or exceeds customer expectations. Chakrabarty et al. (2007) defines service quality as adapting to customer needs in delivering a service. This approach emphasizes the importance of flexibility and responsiveness in the service delivery process, so that each service received by customers is not only standardized but also tailored to individual customer preferences, conditions, and desires. In other words, service quality is measured not only by the conformity of products and services provided to general customer expectations but also by how well the service provider can recognize and meet each customer's unique needs. This adaptation encompasses various aspects, from communication and personalized service to adjusting processes and products to make them more relevant and valuable to customers.

Balinado et al. (2021) in their research explain that measuring service quality consists of five indicators: tangibles, reliability, responsiveness, assurance, and empathy.

a) Tangibles. Tangible indicators are the physical means used by an organization to create and perform work. The supporting equipment and appearance of employees used to serve customers can create a memorable impression for customers.

- b) Reliability. Reliability is the ability and commitment of employees to provide services as agreed. Decisions are made based on the desire to align performance with customer expectations, which means punctuality and consistent service for all customers.
- c) Responsiveness. Responsibility is the behavior of employees in an organization to act in a timely manner and convey information according to customer needs. The ability to respond to what employees have is positively assessed by customers, thus fostering competence when serving customers.
- d) Assurance. Assurance is a core indicator of service quality that impacts customer satisfaction.
- e) Empathy. Without empathy, customers will remain dissatisfied with service quality; therefore, empathy significantly impacts customer satisfaction.

Brand image is a consumer's perception of a brand, formed from their experiences, expectations, and interactions with the product or service. Keller (1993) explains that brand image is a consumer's perception reflected by the brand associations held in their memory. These associations can take the form of product attributes, benefits, or even specific symbols or emotions associated with the brand. Nguyen and Leblanc (1998) define brand image as cognitive and affective perceptions formed through direct or indirect experiences with an institution or service. Brand image contributes significantly to customer trust.

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Nguyen and Leblanc (1998) define brand image as cognitive and affective perceptions formed through direct and indirect experiences with an institution or service. Brand image contributes significantly to customer trust, satisfaction, and loyalty. This means that brand image is not only built from actual consumer interactions with the institution but also from information, promotions, or opinions of others received indirectly. Brand image plays a crucial role in shaping customer trust, as positive perceptions can increase feelings of security and confidence in the institution. Nguyen and Leblanc (1998) define brand image as cognitive and affective perceptions formed through direct and indirect experiences with an institution or service. Brand image contributes significantly to customer trust, satisfaction, and loyalty. This means that

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Nguyen and Leblanc (1998) proposed four indicators of corporate image that influence customer perceptions, as cited in Rahman (2012):

- a) Corporate identity is the visual and non-visual representation of the company's identity, conveyed to employees, customers, shareholders, and the general public. It represents the company's identity in visual and non-visual forms, reflecting the organization's involvement in the corporate identity symbol.
- b) Personal contact is a deliberate, ongoing effort to build and maintain mutual understanding between the company and its customers. This demonstrates that personal contact is considered a process or activity aimed at establishing communication between the company and external parties.
- c) Physical environment is tangible evidence that can convey a company's image in the eyes of consumers.
- d) Service access is the direct experience customers experience when consuming goods and services. This relates to the ease with which consumers can obtain information about services related to products or services.

Kotler & Keller (2009) define consumer satisfaction as a person's feeling of pleasure or disappointment arising from comparing perceived product performance with their expectations. If product performance meets or exceeds expectations, consumers will be satisfied or even delighted. However, if product performance falls short of expectations, consumers tend to be disappointed. Therefore, consumer satisfaction is an important indicator in assessing the success of a product or service in meeting customer needs and expectations, which can ultimately influence loyalty and future purchasing decisions.

Kotler and Keller (2006:177) state that measuring consumer satisfaction, or in this case, customer satisfaction, includes expectations regarding product or service performance, performance toward product or service performance, conformity to product or service performance, and satisfaction with product or service performance.

- 1) Expectations regarding product or service performance are a state in which consumer perceptions align with consumer expectations.

- 2) Performance toward product or service performance is the performance perceived by consumers based on information obtained from various sources.
- 3) Conformity to product or service performance is the congruence of perceived product or service performance (results) with expected performance (results).
- 4) Satisfaction with product or service performance, feelings of disappointment, pleasure, and extreme pleasure will arise after comparing the perceived performance (result) of the product or service to the expected performance (result). If performance is below expectations, the customer is dissatisfied. If performance meets expectations, the customer is satisfied. If performance exceeds expectations, the customer is extremely satisfied.

According to Oliver (1999), loyalty is defined as a deep commitment to repurchase or repatronize a preferred product or service consistently in the future, despite situational influences and marketing efforts that have the potential to cause brand switching. This shows that loyalty is not only repeat purchasing behavior, but also involves the affective and cognitive aspects of customers. In conclusion, customer loyalty theory explains that loyalty is not just about purchasing frequency, but also an emotional relationship and long-term commitment between customers and brands. To build strong loyalty, companies need to combine functional approaches (quality products and services) and emotional (relationships and trust), so that customers are not only satisfied but also psychologically attached to the brand. According to Kotler and Keller (2016), consumer loyalty can be measured using the following indicators:

- a) Repeat Purchase, which is a consumer's willingness to repurchase a product.
- b) Retention, which is a consumer's resistance to negative influences regarding the company.
- c) Referrals, which is a consumer's willingness to offer or inform others about the product.

Based on the conceptual framework and the relationships between the existing variables, the hypotheses in this study can be formulated as follows:

- H1 : Service Quality, Brand Image, and Customer Satisfaction have a positive and significant effect on customer loyalty.
- H2 : Service Quality has a positive and significant effect on customer loyalty. H3. Brand Image has a positive and significant effect on customer loyalty.
- H4 : Customer satisfaction has a positive and significant effect on customer loyalty.

## METHOD

The population in this study was all customers of PT. Mentari Mas Multimoda Kendari who had used the delivery service twice or more, totaling 40 people. Considering the population size that could be reached by the study, the entire population was used as respondents.

The data collection method used a questionnaire, which consisted of statements corresponding to each research variable distributed to customers of PT. Mentari Mas Multimoda Kendari. The questionnaire was closed-ended, meaning that respondents were limited to providing only a few alternatives or one answer for each statement. The questionnaire was distributed online using Google Forms.

The data measurement scale in this study used a Likert scale. In data processing, the Likert scale is an interval scale, with a Likert scale ranging from 1 to 5. The data were analyzed using multiple linear regression analysis, which was performed using SPSS 24 statistical software. This analysis estimated the influence of all independent variables (X), namely Service Quality, Brand Image, and Customer Satisfaction on (Y), customer loyalty.

## RESULTS AND DISCUSSION

The respondents included in this study were all 40 customers of PT. Mentari Mas Multimoda Kendari. The description of respondent characteristics in this study aims to explain the characteristics of PT. Mentari Mas Multimoda Kendari's customers, including age, gender, occupation, port of destination, and type of goods shipped. Therefore, the respondent characteristics can be defined as follows:

**Table 1: Respondent Characteristics**

No	Respondent Characteristics	Frequency	Percentage (%)	
1	Age (Years)	21-32	14	35.0
		33-44	16	40.0
		45-57	10	25.0
		<b>Amount</b>	<b>40</b>	<b>100</b>
2	Gender	Male	17	42.5
		Female	23	57.5
		<b>Amount</b>	<b>40</b>	<b>100</b>
3	Job	Private sector employees	26	65.0
		State-owned enterprise employees	1	2.5
		Self-employed	12	30.0
		Indonesian National Armed Forces/Indonesian National Police	1	2.5
		<b>Amount</b>	<b>40</b>	<b>100</b>
4		Surabaya	14	35.0

No	Respondent Characteristics		Frequency	Percentage (%)
	Destination Port	Makassar	6	15,00
		Jakarta	2	5.0
		Lebih dari satu tujuan	18	45.0
		<b>Amount</b>	<b>40</b>	<b>100</b>
5	Types of goods	Agricultural products	9	22.5
		Sea products	5	12.5
		General cargo	9	22.5
		Spare part	2	5.0
		IBC TANK	1	2.5
		FROZEN FOOD	1	2.5
		Wall paint	1	2.5
		More than one type	12	30.0
		<b>Amount</b>	<b>40</b>	<b>100</b>

From table 1 Characteristics of respondents based on age at PT. Mentari Mas Multimoda Kendari shows that the majority of customers are in the productive age range, namely 33-44 years (40.0%), followed by 21-32 years (35.0%) and 45-57 years (25.0%). based on gender at PT. Mentari Mas Multimoda Kendari shows that the majority of respondents are women as many as 23 people (57.5%), while men numbered 17 people (42.5%). Characteristics of respondents based on type of work at PT. Mentari Mas Multimoda Kendari shows that the majority are private employees as many as 26 people (65.0%), followed by entrepreneurs as many as 12 people (30.0%), while BUMN employees and members of the TNI each only number 1 person (2.5%). based on the destination port at PT. Mentari Mas Multimoda Kendari shows that most customers, as many as 18 people (45.0%), have more than one destination port. Followed by Surabaya with 14 people (35.0%), Makassar with 6 people (15%), and Jakarta with 2 people (5.0%). Respondent characteristics based on the type of goods sent through PT. Mentari Mas Multimoda Kendari show that the majority of customers, namely 12 people (30.0%), send more than one type of goods. Meanwhile, the most dominant types of goods specifically are agricultural products and general cargo, each with 9 people (22.5%), followed by seafood (12.5%), and the rest such as spare parts, IBC tanks, frozen food, and wall paint are in the range of 2.5%–5.0%.

### Hypothesis Testing

To address the research questions, namely the influence of service quality, brand image, and customer satisfaction on customer loyalty at PT. Mentari Mas Multimoda Kendari, both simultaneously and partially, multiple linear regression analysis was

conducted. The results of the multiple linear regression analysis are presented in Table 2 as follows:

**Table 2. Results of Multiple Linear Regression Analysis**

Relationship between variables	coefficient (standardized)	t-value	Sig.t	Results
<i>Service quality</i> → customer loyalty	0.244	2.684	0.011	Accepted
<i>Brand image</i> → customer loyalty	0.305	2.595	0.014	Accepted
Customer satisfaction → customer loyalty	0.469	3.633	0.001	Accepted
R : 0.905				
Rsquare : 0.820				
Fvalue : 54.542				
Sign. F : 0.000				

Based on the results of the multiple linear regression analysis presented in Table 3 above, the R2 value of 0.905 indicates a strong relationship between the independent variables—service quality, brand image, and customer satisfaction—and the dependent variable—customer loyalty at PT. Mentari Mas Multimoda Kendari, as it approaches one. The coefficient of determination (R2) of 0.820 indicates that the model explains 82.0 percent of the variability in the variables of service quality, brand image, and customer satisfaction toward customer loyalty at PT. Mentari Mas Multimoda Kendari. This suggests that this research model has good accuracy and precision, as the coefficient of determination approaches one. The remaining 18 percent is explained by variables not included in the model.

Based on a simultaneous test of the influence of service quality, brand image, and customer satisfaction on customer loyalty at PT. Mentari Mas Multimoda Kendari, the F-test results obtained an F-value of 54.542, with a significance level of  $0.000 < \alpha = 0.05$ . These results indicate that service quality, brand image, and customer satisfaction simultaneously have a significant effect on customer loyalty at PT. Mentari Mas Multimoda Kendari, thus accepting the first hypothesis proposed in this study. The results of the test of the influence of service quality on customer loyalty at PT. Mentari Mas Multimoda Kendari obtained a coefficient estimate of 0.244 with a positive direction. A positive path coefficient indicates that the influence of service quality on customer loyalty is unidirectional. Furthermore, the significant t-value of  $0.011 < \alpha = 0.05$  indicates that service quality has a positive and significant effect on customer loyalty. Therefore, the second hypothesis proposed in this study is accepted. Based on the results of testing the influence of brand image on customer loyalty at PT. Mentari Mas Multimoda

Kendari, the estimated coefficient value was 0.305 with a positive direction. A positive path coefficient indicates that the influence between brand image and customer loyalty is unidirectional. Furthermore, a significant t-value of  $0.014 < \alpha = 0.05$  is evident. Based on these results, it can be concluded that brand image has a positive and significant influence on customer loyalty, thus, the third hypothesis proposed in this study can be accepted.

Based on the results of testing the influence of customer satisfaction on customer loyalty at PT. Mentari Mas Multimoda Kendari, the estimated coefficient value was 0.469 with a positive direction. A positive path coefficient indicates that the influence between customer satisfaction and customer loyalty is unidirectional. Furthermore, a significant t-value of  $0.000 < \alpha = 0.05$  is evident. Based on these results, it can be said that customer satisfaction has a positive and significant effect on customer loyalty, so that with these results it can be said that the fourth hypothesis proposed in this study can be accepted and is the variable with the highest coefficient value on customer loyalty.

## CONCLUSION

Based on the results and discussion of this research, several research conclusions can be put forward, which include: (1) Service quality, brand image, and customer satisfaction simultaneously have a significant effect on customer loyalty at PT. Mentari Mas Multimoda Kendari; (2) Service quality has a positive and significant effect on customer loyalty at PT. Mentari Mas Multimoda Kendari; (3) Brand image has a positive and significant effect on customer loyalty at PT. Mentari Mas Multimoda Kendari; (4) Customer satisfaction has a positive and significant effect on customer loyalty at PT. Mentari Mas Multimoda Kendari.

Based on the results, research discussion, and conclusions, several recommended research suggestions are: (1) Service quality at PT. Mentari Mas Multimoda Kendari, a factor that needs to be considered for improvement is the level of tangibles, especially in terms of physical and digital facilities, so that the company's professional image is strengthened and customer satisfaction can be further improved; (2) Improving brand image, a factor that is still being considered for improvement is company identity, especially in terms of consistency and wider communication reach so that the company's identity is more attached and recognized more deeply by customers and the general public; (3) The majority of customers at PT. Mentari Mas Multimoda Kendari already have a good level of satisfaction. However, there is still a need for improvement,

especially regarding expectations regarding product or service performance. This can be done by consistently improving service quality, especially in terms of information accuracy, service speed, and employee professionalism, which is necessary so that the company can better meet or even exceed customer expectations as a whole; (4) Customer loyalty at PT. Mentari Mas Multimoda Kendari still needs to be improved, especially regarding retention. Improvement Retention can be achieved by improving transparent communication, responsive crisis management, and strengthening the company's positive image so that customer loyalty can be maintained more strongly in the face of external challenges.

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