

The Influence of Brand Image and Service Quality on Customer Loyalty Through Customer Satisfaction

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Abstract: This study aims to analyze the effects of Brand Image and Service Quality on Customer Loyalty through Customer Satisfaction as a mediating variable at Bigowner Surya Nusantara Safety Store in Medan City. This study employed a quantitative approach with a causal associative research design. The population consisted of 877 customers who had conducted transactions during the previous seven months, from which 90 respondents were selected using purposive sampling. Primary data were collected through structured questionnaires and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS. The results demonstrate that Brand Image and Service Quality have positive and significant effects on Customer Satisfaction. Customer Satisfaction also has a positive and significant effect on Customer Loyalty. Furthermore, Brand Image and Service Quality have positive and significant direct effects on Customer Loyalty. The mediation analysis reveals that Customer Satisfaction does not significantly mediate the relationship between Brand Image and Customer Loyalty, indicating that a favorable brand image tends to influence customer loyalty more directly. In contrast, Customer Satisfaction significantly mediates the relationship between Service Quality and Customer Loyalty, demonstrating that improved service quality enhances customer satisfaction, which subsequently strengthens customer loyalty. These findings highlight the importance of maintaining a strong brand image and consistently improving service quality to enhance customer satisfaction and foster sustainable customer loyalty.

Keywords: Brand Image, Customer Loyalty, Customer Satisfaction, Service Quality

A. Introduction

In today's increasingly competitive business environment, companies are required to develop effective strategies not only to attract new customers but also to retain existing customers and establish sustainable long-term relationships. The increasing number of competitors and the availability of various product and service alternatives provide customers with greater opportunities to compare companies based on the value, reputation, and service experience they offer. Consequently, customer loyalty has become an important strategic objective because maintaining loyal customers can

support business continuity and strengthen a company's competitive position. Recent studies have demonstrated that customer loyalty is closely associated with customers' perceptions of brand image, service quality, and satisfaction derived from their overall experience with a company (Wijaya & Putra, 2023).

Brand image represents an important aspect of customers' perceptions of a company and reflects how a brand is recognized, evaluated, and remembered by customers. A favorable brand image can create positive associations and strengthen customers' confidence in a company's products and services. In a competitive market, a strong brand image also provides differentiation by enabling customers to distinguish one company from competing alternatives. Through a systematic literature review, demonstrate that brand image plays an important role in shaping customer satisfaction and brand loyalty. Therefore, companies need to establish and maintain a positive brand image because customers' perceptions of a brand can influence their attitudes and subsequent behavioral responses.

The relationship between brand image and customer behavior is particularly relevant to customer loyalty. Customers who develop positive perceptions of a company are more likely to maintain confidence in the brand and continue their relationship with the company. However, the development of loyalty does not necessarily occur directly because customers also evaluate whether their actual experiences correspond to the image presented by the company. Demonstrate that brand image is associated with customer satisfaction and customer loyalty, highlighting the importance of maintaining favorable customer perceptions as part of a company's strategy for developing sustainable relationships (Wijaya & Putra, 2023).

In addition to brand image, service quality constitutes another important factor in creating positive customer experiences. Service quality reflects customers' evaluations of the company's ability to provide services that correspond to their needs and expectations. Customers generally expect services that are responsive, reliable, professional, accurate, and capable of providing appropriate solutions to their needs. When these expectations are fulfilled, customers are more likely to evaluate their interactions with the company positively. Conversely, poor or inconsistent service can create unfavorable experiences that may reduce customer satisfaction and increase customers' willingness to consider competing alternatives.

Service quality is particularly important in businesses involving direct interactions between companies and customers. The quality of these interactions can shape customers' overall evaluations because purchasing experiences are determined not only by the products received but also by how customers are served throughout the transaction process. The demonstrate that service quality contributes to customer satisfaction, which subsequently plays an important role in developing customer loyalty (Afyani et al., 2023).

Customer satisfaction is therefore an important variable in understanding the relationship between brand image, service quality, and customer loyalty. Satisfaction develops from customers' evaluations of their overall experiences with the products and services provided by a company. When customers perceive that their experiences are consistent with their expectations, positive evaluations are more likely to develop. In contrast, discrepancies between expectations and actual experiences may result in dissatisfaction and weaken customers' willingness to maintain their relationship with a company. Recent empirical evidence indicates that customer satisfaction plays a central role in translating positive brand perceptions and service experiences into stronger customer loyalty (Suryawan et al., 2025).

Customer satisfaction is particularly relevant as a mediating variable because brand image and service quality may influence loyalty not only directly but also indirectly through customers' evaluations of their experiences. A positive brand image can initially develop customer confidence and favorable expectations, while high-quality service can reinforce these perceptions through actual interactions with the company. When customers perceive consistency between the image communicated by a company and the quality of services they actually receive, higher levels of satisfaction are more likely to emerge. In turn, satisfied customers tend to demonstrate stronger intentions to maintain their relationship with the company.

Customer loyalty represents an important outcome of successful customer relationship management. Loyal customers are more likely to maintain their purchasing relationships, develop stronger preferences toward a company, and demonstrate lower tendencies to switch to competing businesses. In addition, positive experiences may encourage customers to recommend a company to other potential customers. Therefore, loyalty provides strategic value because it can contribute to customer retention and sustainable business performance. The demonstrate significant relationships among service quality, brand image, customer satisfaction, and customer loyalty, further emphasizing that loyalty develops through the interaction of customers' perceptions and experiences rather than through a single factor (Phang & Tunjungsari, 2025).

Previous empirical studies have consistently demonstrated the interrelationships among brand image, service quality, customer satisfaction, and customer loyalty across various business contexts. The service quality and brand image positively influence customer satisfaction and customer loyalty, while customer satisfaction also plays a significant mediating role in these relationships (Ruslim et al., 2023). The demonstrates that service quality and brand image positively influence customer satisfaction, which subsequently contributes to customer loyalty. These findings indicate that brand image and service quality constitute important antecedents of satisfaction and loyalty across different business settings (Atmajaya et al., 2024).

The relationships among these variables, however, may vary depending on industry characteristics, customer profiles, products or services offered, and the nature of customer-company interactions. For instance, the examined service quality, brand image, customer satisfaction, and customer loyalty in the Malaysian telecommunications industry using a PLS-SEM approach (Nawang et al., 2024), while investigated these relationships in a healthcare service setting. In another context, a study in the construction industry developed an integrated model and demonstrated that brand image and customer satisfaction mediate the effects of service quality on customer loyalty. These variations in research settings suggest that the relationships among the four constructs remain context-dependent and warrant further investigation across different industries (Atmajaya et al., 2024).

This contextual consideration is particularly relevant to Bigowner Surya Nusantara Safety Store in Medan City, where customer relationships involve not only perceptions of the company's brand but also actual service experiences during purchasing interactions. A positive brand image may strengthen customers' initial confidence in the company, whereas responsive, reliable, and professional service can reinforce these perceptions through actual customer experiences. Recent empirical evidence indicates that service quality and brand image can simultaneously contribute to customer satisfaction and subsequent loyalty, demonstrating the importance of maintaining consistency between the image communicated by a company and the quality of service actually experienced by its customers (Atmajaya et al., 2024).

Customer satisfaction is therefore important to investigate as a mediating mechanism in the relationship between brand image, service quality, and customer loyalty. Rather than focusing exclusively on the direct effects of brand image and service quality on loyalty, the inclusion of customer satisfaction enables a more comprehensive understanding of how positive perceptions and service experiences are transformed into long-term customer relationships. In a study involving customers of a cutting-tool company, specifically examined customer satisfaction as a mediator between brand image, service quality, and customer loyalty using SmartPLS (Supriyanto & Dahlan, 2024).

Nevertheless, previous studies have predominantly examined these relationships in service-oriented and consumer markets, including telecommunications, healthcare, retail, and other service environments (Ruslim et al., 2023). Empirical investigation within a business providing safety-related products remains relatively limited. The characteristics of this business context may generate different customer evaluations because customers may place particular importance on company credibility, product-related information, service reliability, responsiveness, and professional communication. Therefore, examining Bigowner Surya Nusantara Safety Store provides a distinct empirical context for understanding whether the relationships identified in previous studies are also evident among customers purchasing safety-related products.

Based on this background, this study aims to analyze the influence of Brand Image and Service Quality on Customer Loyalty through Customer Satisfaction as a mediating variable at Bigowner Surya Nusantara Safety Store in Medan City. Specifically, this study examines the effects of Brand Image and Service Quality on Customer Satisfaction; the effects of Brand Image, Service Quality, and Customer Satisfaction on Customer Loyalty; and the indirect effects of Brand Image and Service Quality on Customer Loyalty through Customer Satisfaction. The findings are expected to extend empirical evidence concerning the relationships among brand image, service quality, customer satisfaction, and customer loyalty in a different business context while providing practical considerations for Bigowner Surya Nusantara Safety Store in strengthening its brand image, improving service quality, enhancing customer satisfaction, and maintaining sustainable customer loyalty.

B. Methods

This study employed a causal associative research design, which examines the cause-and-effect relationships between independent variables and a dependent variable. The causal associative approach was selected because this study aims to investigate the effects of Brand Image (X_1) and Service Quality (X_2) on Customer Loyalty (Y) through Customer Satisfaction (Z) as a mediating variable at Bigowner Surya Nusantara Safety Store in Medan City. A quantitative research approach was adopted because the study focuses on testing the relationships among variables using numerical data and statistical analysis.

The population of this study comprised all customers of Bigowner Surya Nusantara Safety Store in Medan City who had conducted transactions during the previous seven months, totaling 877 customers. From this population, 90 respondents were selected as the research sample using a purposive sampling technique. This technique was applied to obtain respondents who met the predetermined criteria and were considered capable of providing information relevant to the objectives of the study. The study used primary data collected directly from respondents through a structured questionnaire. The questionnaire consisted of statements representing the research variables, namely Brand Image, Service Quality, Customer Satisfaction, and Customer Loyalty. Respondents' answers were measured using a five-point Likert scale to determine their level of agreement with each statement. The collected responses were subsequently used as the primary data for examining the relationships among the research variables. Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with SmartPLS version 4.1.4. The SEM-PLS approach was used to examine the relationships among the latent variables in the proposed research model, including the mediating role of Customer Satisfaction in the relationships between Brand Image and Customer Loyalty and between Service Quality and Customer Loyalty. Recent studies in the field of management have also employed PLS-SEM to simultaneously evaluate measurement

models and structural relationships among latent variables (Nasution & Hermawan, 2024) (Sarman et al., 2024).

The analytical procedure consisted of three main stages. First, the *outer model* was evaluated to assess the validity and reliability of the measurement model. Convergent validity was assessed using factor loadings greater than 0.70 and Average Variance Extracted (AVE) values greater than 0.50. Meanwhile, construct reliability was evaluated using Composite Reliability and Cronbach's Alpha, with values greater than 0.70 indicating satisfactory internal consistency. These evaluations were conducted to ensure that the indicators adequately represented their respective latent constructs. Second, the *inner model* was evaluated to examine the structural relationships among the latent variables. The evaluation was conducted using the coefficient of determination (R^2), the Standardized Root Mean Square Residual (SRMR), and predictive relevance (Q^2). The R^2 value was used to determine the explanatory ability of the independent variables toward the endogenous variables, while an SRMR value below 0.10 was used as the criterion for assessing model fit. Furthermore, a Q^2 value greater than zero ($Q^2 > 0$) indicated that the structural model possessed predictive relevance. Third, hypothesis testing was performed using the bootstrapping procedure to evaluate the statistical significance of the structural relationships among the research variables. Hypothesis testing was based on the path coefficients, t -statistics, and p -values. A relationship was considered statistically significant when the t -statistic exceeded 1.96 and the p -value was below 0.05. This procedure was applied to examine both the direct relationships among Brand Image, Service Quality, Customer Satisfaction, and Customer Loyalty and the indirect effects of Brand Image and Service Quality on Customer Loyalty through Customer Satisfaction as a mediating variable. The findings of this study are expected to provide empirical evidence that can serve as a reference for improving organizational performance, particularly by optimizing brand image and service quality as strategic factors in enhancing customer satisfaction and fostering customer loyalty at Bigowner Surya Nusantara Safety Store in Medan City.

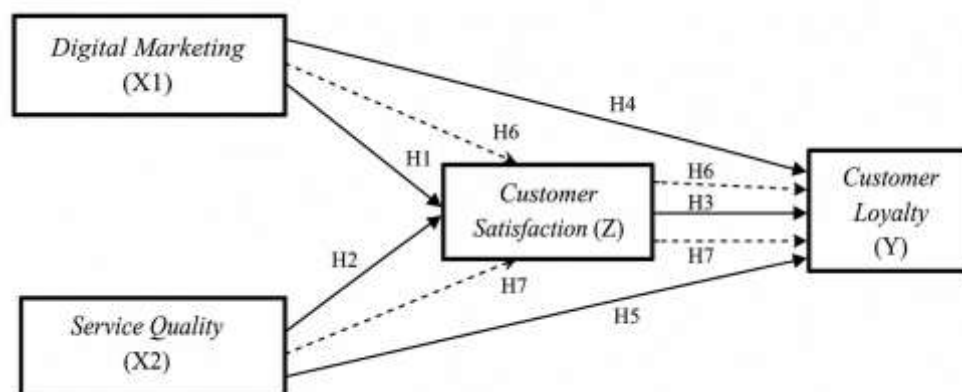


Figure 1. Conceptual Framework

C. Results and Discussion

Validity Test

At the outer model evaluation stage, convergent validity was assessed to ensure that each indicator adequately represented its respective latent construct. An indicator was considered valid if it achieved an outer loading value greater than 0.70. Based on the data analysis results, all indicators of the Brand Image (X_1), Service Quality (X_2), Customer Satisfaction (Z), and Customer Loyalty (Y) constructs exhibited loading factor values exceeding 0.70. Therefore, all measurement indicators were considered valid and appropriate for subsequent analysis. Furthermore, all research variables underwent validity testing to confirm that each questionnaire item accurately measured the intended construct. The results demonstrated that every indicator had a significant relationship with the total score of its respective variable. Accordingly, the research instrument was considered valid, reliable, and consistent in representing the phenomena under investigation. Overall, the findings indicate that all variables satisfied the required statistical criteria and were suitable for use in the subsequent analysis of the structural relationships among the variables at Bigowner Surya Nusantara Safety Store, Medan City.

Table 1. Convergent Validity Test Based on Outer Loadings

	Indicator Brand Image (X_1)	Service Quality (X_2)	Customer Satisfaction (Z)	Customer Loyalty (Y)
1	0.862	0.828	0.939	0.898
2	0.836	0.857	0.897	0.929
3	0.801	0.852	0.919	0.930
4	0.789	0.900	0.873	0.870
5	0.880	0.900	0.844	0.908

Source: SmartPLS Version 4.1.1.4 Output (2025).

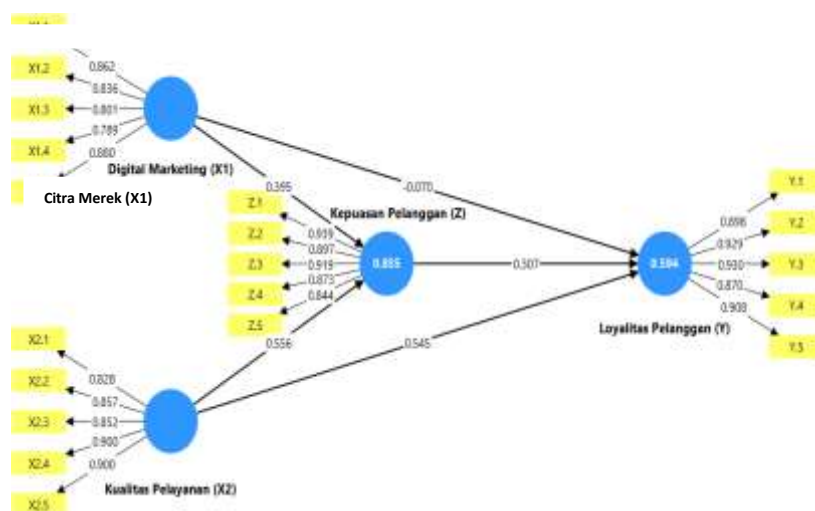


Figure 2. Factor Loading Test

Source: SmartPLS Version 4.1.1.4 Output (2025)

At the Average Variance Extracted (AVE) evaluation stage, the measurement model was assessed to determine the extent to which the indicators of each latent construct were able to explain the variance of the construct they measured. The AVE value is used to evaluate the convergent validity of each latent variable, where a higher AVE value indicates greater consistency among the indicators in representing the underlying construct. A latent variable is considered to have adequate convergent validity if its AVE value exceeds 0.50, indicating that more than 50% of the variance of its indicators is explained by the corresponding construct.

**Table 2. Convergent Validity Assessment
Based on Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
Brand Image	0.696
Customer Satisfaction	0.801
Service Quality	0.753
Customer Loyalty	0.823

Source: SmartPLS Version 4.1.1.4 Output (2025)

Based on Table 2, all latent variables examined in this study – Brand Image (X_1), Service Quality (X_2), Customer Satisfaction (Z), and Customer Loyalty (Y) – obtained AVE values greater than 0.50. These findings indicate that each construct satisfies the criterion for convergent validity, demonstrating that the indicators adequately represent their respective latent variables and that the measurement model exhibits satisfactory construct validity.

Reliability Test

The reliability test was conducted to assess the internal consistency of the measurement indicators within each latent construct. A construct is considered reliable when both Cronbach's Alpha and Composite Reliability values exceed 0.70. The reliability assessment results based on Cronbach's Alpha and Composite Reliability are presented in Table 3.

Table 3. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability (ρ_A)	Composite Reliability (ρ_C)	Average Variance Extracted (AVE)
Brand Image	0.890	0.893	0.919	0.696
Customer Satisfaction	0.937	0.938	0.953	0.801
Service Quality	0.918	0.920	0.938	0.753
Customer Loyalty	0.946	0.947	0.959	0.823

Source: SmartPLS Version 4.1.1.4 Output (2025)

As shown in Table 5, all constructs achieved Cronbach's Alpha and Composite Reliability values greater than 0.70, indicating satisfactory internal consistency. Therefore, all latent variables are considered reliable, and each measurement indicator adequately represents its corresponding construct. Having established that the measurement model (outer model) satisfies both validity and reliability requirements, the next step involves evaluating the structural model (inner model). This stage aims to examine the relationships among the latent variables and test the proposed research hypotheses.

Inner Model Evaluation (Structural Model)

The structural model describes the direction and strength of the causal relationships among the independent, mediating, and dependent variables. The evaluation was performed using the coefficient of determination (R^2) to assess the extent to which the independent variables explain the variance of the endogenous variables included in the research model.

Table 4. Coefficient of Determination (R^2) and Adjusted R^2

Variable	R^2	Adjusted R^2
Customer Satisfaction (Z)	0.855	0.852
Customer Loyalty (Y)	0.594	0.580

Source: SmartPLS Version 4.1.1.4 Output (2025)

The coefficient of determination (R^2) indicates the explanatory power of the independent variables in predicting the endogenous variables. As presented in Table 6, the R^2 value for Customer Loyalty is 0.594, indicating that 59.4% of the variance in customer loyalty is explained by Brand Image and Service Quality, while the remaining 40.6% is attributable to other factors not included in the present study. Meanwhile, Customer Satisfaction obtained an R^2 value of 0.855, indicating that 85.5% of its variance is explained by the independent variables included in the model, namely Brand Image and Service Quality, whereas the remaining 14.5% is influenced by other variables outside the scope of this research.

Model Fit Evaluation

The overall model fit was assessed using the Standardized Root Mean Square Residual (SRMR). A structural model is considered to exhibit a satisfactory fit when the SRMR value is less than 0.10.

Table 5. Model Fit Assessment

Indicator	Saturated Model	Estimated Model
SRMR	0.072	0.072

Source: SmartPLS Version 4.1.1.4 Output (2025)

Based on Table 5, the SRMR value is 0.072, which is below the recommended threshold of 0.10. This result indicates that the proposed structural model demonstrates an acceptable level of model fit and is therefore appropriate for subsequent hypothesis testing.

Predictive Relevance (Q^2)

The Predictive Relevance (Q^2) test was performed to evaluate the predictive capability of the structural model. A model is considered to have predictive relevance when its Q^2 value is greater than zero ($Q^2 > 0$). Conversely, a Q^2 value equal to or less than zero indicates that the model has no predictive relevance.

Table 6. Predictive Relevance (Q^2 Predict) Results

Variable	Q^2 Predict Result	
Customer Satisfaction (Z)	0.850	Predictively Relevant
Customer Loyalty (Y)	0.557	Predictively Relevant

Source: SmartPLS Version 4.1.1.4 Output (2025)

As presented in Table 6, the Q^2 value for Customer Satisfaction is 0.850, while the Q^2 value for Customer Loyalty is 0.557. Since both values are greater than zero, the structural model demonstrates satisfactory predictive relevance, indicating that it possesses adequate predictive capability for the endogenous constructs.

Hypothesis Testing

Direct Effects

Table 7. Results of Direct Effect Hypothesis Testing

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Brand Image (X1) → Customer Satisfaction (Z)	0,395	0,398	0,105	3,753	0,000
Brand Image (X1) → Customer Loyalty (Y)	0,346	0,352	0,239	3,228	0,004
Customer Satisfaction (Z) → Customer Loyalty (Y)	0,307	0,290	0,234	1,314	0,006
Service Quality (X2) → Customer Satisfaction (Z)	0,556	0,553	0,106	5,259	0,000
Service Quality (X2) → Customer Loyalty (Y)	0,545	0,542	0,182	3,000	0,003

Source: SmartPLS Version 4.1.1.4 Output (2025)

The results of the direct effect analysis are summarized as follows:

1. Brand Image → Customer Satisfaction
Brand Image has a positive effect on Customer Satisfaction, with a path coefficient of 0.395. The relationship is statistically significant ($T = 3.753$; $p < 0.001$). Therefore, Hypothesis 1 is supported.
2. Service Quality → Customer Satisfaction
Service Quality has a positive effect on Customer Satisfaction, with a path coefficient of 0.556. The relationship is statistically significant ($T = 5.259$; $p < 0.001$). Therefore, Hypothesis 2 is supported.
3. Customer Satisfaction → Customer Loyalty
Customer Satisfaction has a positive effect on Customer Loyalty, with a path coefficient of 0.307. Based on the reported results, the relationship is statistically significant ($p = 0.006$). Therefore, Hypothesis 3 is supported.
4. Brand Image → Customer Loyalty
Brand Image has a positive effect on Customer Loyalty, with a path coefficient of 0.346. The relationship is statistically significant ($T = 3.228$; $p = 0.004$). Therefore, Hypothesis 4 is supported.
5. Service Quality → Customer Loyalty
Service Quality has a positive effect on Customer Loyalty, with a path coefficient of 0.545. The relationship is statistically significant ($T = 3.000$; $p = 0.003$). Therefore, Hypothesis 5 is supported.

Indirect Effects

Table 8. Results of Indirect Effect Hypothesis Testing

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Brand Image (X1) → Customer Satisfaction (Z) → Customer Loyalty (Y)	0,121	0,115	0,100	1,210	0,055
Service Quality (X2) → Customer Satisfaction (Z) → Customer Loyalty (Y)	0,171	0,160	0,135	1,262	0,026

Source: SmartPLS Version 4.1.1.4 Output (2025)

The results of the indirect effect analysis indicate the following:

6. Brand Image → Customer Satisfaction → Customer Loyalty
Brand Image has a positive indirect effect on Customer Loyalty through Customer Satisfaction, with a path coefficient of 0.121. Based on the reported results ($T = 1.210$; $p = 0.055$), the indirect effect is not statistically significant at the 5% significance level. Therefore, the mediating effect of Customer Satisfaction on the relationship between Brand Image and Customer Loyalty is not supported.

7. Service Quality → Customer Satisfaction → Customer Loyalty

Service Quality has a positive indirect effect on Customer Loyalty through Customer Satisfaction, with a path coefficient of 0.171. According to the reported results ($T = 1.262$; $p = 0.026$), the indirect effect is reported as statistically significant. Therefore, Customer Satisfaction is considered to mediate the relationship between Service Quality and Customer Loyalty.

The findings of this study demonstrate that Brand Image (X_1), Service Quality (X_2), and Customer Satisfaction (Z) significantly influence Customer Loyalty (Y). These results are consistent with previous studies highlighting the relationships among these variables.

The Effect of Brand Image on Customer Satisfaction

The results indicate that Brand Image has a positive and significant effect on Customer Satisfaction ($T = 3.753$; $p < 0.001$). This finding suggests that a stronger brand image contributes to higher levels of customer satisfaction at Bigowner Surya Nusantara Safety Store in Medan City. A positive brand image strengthens customers' perceptions of the company's credibility, reputation, and ability to deliver the expected value, thereby creating greater confidence in their purchasing decisions. When customers develop favorable perceptions of a brand and these perceptions are reinforced through positive experiences, they are more likely to evaluate the company positively and experience higher levels of satisfaction. This finding is consistent with recent studies demonstrating that brand image plays an important role in shaping customer satisfaction and strengthening customers' relationships with a company (Tahir et al., 2024; Supriyanto & Dahlan, 2024). Therefore, maintaining a strong and favorable brand image represents an important strategic effort for improving customer satisfaction and supporting sustainable customer relationships.

The Effect of Service Quality on Customer Satisfaction

Service Quality has a positive and significant effect on Customer Satisfaction ($T = 5.259$; $p < 0.001$). This finding indicates that delivering prompt, responsive, reliable, and professional services substantially enhances customer satisfaction at Bigowner Surya Nusantara Safety Store in Medan City. High-quality service enables customers to obtain services that correspond to their needs and expectations, thereby creating more positive experiences during their interactions with the company. Consistent service performance can also strengthen customers' confidence and favorable evaluations of the company, particularly when employees are able to respond effectively to customer needs and provide reliable assistance throughout the purchasing process. Who demonstrated the important contribution of logistics service quality to customer satisfaction and subsequent reuse intentions (Lin et al., 2023). Provided empirical evidence regarding the relationship between service quality and customer satisfaction (Ahmad et al., 2024), while demonstrated that service quality

contributes to customer satisfaction in an e-commerce context. These findings reinforce the present study by demonstrating that maintaining high service quality is essential for enhancing customer satisfaction and developing sustainable customer relationships across different business contexts (Firdaus & Astuti, 2024).

The Effect of Customer Satisfaction on Customer Loyalty

Customer Satisfaction has a positive effect on Customer Loyalty. This finding indicates that customers who are satisfied with the products and services provided by Bigowner Surya Nusantara Safety Store in Medan City are more likely to maintain their relationship with the company. Positive customer experiences can encourage repeat purchases, strengthen customers' commitment, and increase their willingness to recommend the company to others. This finding is consistent who demonstrated that customer satisfaction is positively associated with important loyalty behaviors, including customer retention and word-of-mouth (Mittal et al., 2023). The important role of customer satisfaction in strengthening customer loyalty, that customer satisfaction has a positive and significant effect on customer loyalty (Trysna & Nuralam, 2024). Therefore, consistently maintaining customer satisfaction is essential for encouraging repeat purchasing behavior, strengthening long-term customer relationships, and supporting the company's competitiveness in an increasingly competitive market.

The Effect of Brand Image on Customer Loyalty

The findings reveal that Brand Image has a positive and significant effect on Customer Loyalty ($T = 3.228$; $p = 0.004$). This result indicates that a strong and favorable brand image can encourage customers to maintain long-term relationships with Bigowner Surya Nusantara Safety Store in Medan City. A positive brand image strengthens customers' confidence in the company, creates favorable associations, and reinforces their preference for the brand, thereby increasing their tendency to remain loyal. This finding is consistent found that brand image has a positive and significant effect on customer loyalty (Dewi et al., 2023). The brand image plays an important role in strengthening customer loyalty (Soetjipto et al., 2023).

The Effect of Service Quality on Customer Loyalty

Service Quality has a positive and significant effect on Customer Loyalty ($T = 3.000$; $p = 0.003$). This finding indicates that customers who receive high-quality services from Bigowner Surya Nusantara Safety Store in Medan City are more likely to maintain their relationship with the company. Responsive, reliable, and consistent service can create positive customer experiences, strengthen customers' confidence in the company, and encourage them to continue choosing the same provider for future transactions. The service quality has a positive and significant effect on customer loyalty (Febryanti et al., 2024).

The Mediating Role of Customer Satisfaction in the Relationship Between Brand Image and Customer Loyalty

The indirect effect analysis indicates a positive indirect relationship between Brand Image and Customer Loyalty through Customer Satisfaction. However, based on the statistical results ($T = 1.210$; $p = 0.055$), the mediating effect is not statistically significant at the 5% significance level. This finding indicates that although a favorable brand image can contribute to customer satisfaction, the resulting satisfaction is not sufficiently strong to transmit the effect of Brand Image to Customer Loyalty at Bigowner Surya Nusantara Safety Store in Medan City. In other words, customers' loyalty may be shaped more directly by their perceptions of the company's brand or by other factors beyond satisfaction. The Customer Satisfaction plays a significant mediating role in the relationship between Brand Image and Customer Loyalty (Ruslim et al., 2023). The difference in findings may be associated with variations in business characteristics, customer expectations, purchasing patterns, and the nature of products offered. Therefore, the present result provides empirical evidence that Customer Satisfaction does not always function as a significant mechanism through which a favorable Brand Image is transformed into Customer Loyalty.

The Mediating Role of Customer Satisfaction in the Relationship Between Service Quality and Customer Loyalty

Customer Satisfaction mediates the relationship between Service Quality and Customer Loyalty. This finding indicates that superior service quality enhances customer satisfaction, which subsequently strengthens customer loyalty at Bigowner Surya Nusantara Safety Store in Medan City. Responsive, reliable, and professional services can create positive customer experiences and increase customers' satisfaction with the company, which in turn encourages them to maintain long-term relationships and continue choosing the company for future transactions. This finding confirmed the mediating role of Customer Satisfaction in the relationship between Service Quality and Customer Loyalty using SEM-PLS. These findings reinforce the present study by demonstrating that continuously improving service quality is essential not only for enhancing customer satisfaction but also for developing and sustaining long-term customer loyalty (Rosyidi & Waskito, 2024).

D. Conclusion

Based on the research findings, this study conclusively establishes that brand image, service quality, and customer satisfaction are pivotal determinants of customer loyalty, with satisfaction serving as a key mediator in these relationships. Brand image exerts a positive and significant direct effect on both customer satisfaction and loyalty, confirming that a strong brand reputation enhances customer experiences, trust, and commitment. Similarly, service quality characterized by promptness, courtesy, responsiveness, and professionalism positively and significantly influences both

satisfaction and loyalty, demonstrating that consistently high-quality service is essential for maintaining long-term customer relationships. Customer satisfaction itself has a positive direct effect on loyalty, indicating that satisfied customers are more likely to make repeat purchases, remain loyal, and recommend the company to others. Critically, customer satisfaction partially mediates the relationship between brand image and loyalty, and fully or partially mediates the relationship between service quality and loyalty, confirming that while brand image and service quality directly drive loyalty, their impact is significantly strengthened when they first enhance customer satisfaction. These findings underscore that satisfaction serves as a crucial mechanism translating marketing and service efforts into enduring customer commitment. Practically, companies should adopt an integrated strategy that simultaneously strengthens brand image through consistent branding and reputation management, enhances service quality through staff training and responsiveness, and prioritizes customer satisfaction through personalized experiences and complaint resolution mechanisms. Satisfaction should be treated not merely as an outcome but as a strategic lever for building loyalty. For future research, it is recommended to expand the investigation to include additional variables—such as trust, perceived value, or switching costs to build a more comprehensive loyalty model. Comparative studies across industries and cultural contexts would enhance generalizability, while longitudinal designs tracking satisfaction and loyalty trajectories over time would provide insights into the sustainability of these relationships and inform adaptive customer relationship management strategies.

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