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# Analyzing The Role Of Brand Image And Customer Satisfaction In Building Customer Loyalty At Surya Mart Grocery Store

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**Abstract**

*This study aims to analyze the influence of brand image on customer loyalty, mediated by consumer satisfaction, at the Surya Mart grocery store in Jombang. In an increasingly competitive business environment, a positive brand image is considered crucial for shaping customer perceptions and expectations, which ultimately influence levels of satisfaction and loyalty. A quantitative research method was employed, utilizing Structural Equation Modeling (SEM) with SmartPLS software. Data were collected from store customers via questionnaires using a purposive sampling technique. The analysis examined both the direct and indirect effects of brand image on customer loyalty, with consumer satisfaction serving as a mediating variable. The results indicate that brand image has a positive and significant direct effect on both consumer satisfaction and customer loyalty. However, consumer satisfaction was not found to act as a significant mediating variable in the relationship between brand image and customer loyalty. These findings suggest that a strong brand image can directly enhance customer loyalty without relying on the mediation of consumer satisfaction; therefore, the store is advised to consistently strengthen its branding strategies—incorporating a personalized approach—to retain customers.*

**Keywords: Brand Image, Consumer Satisfaction, Customer Loyalty**

## INTRODUCTION

Customer loyalty is significantly influenced by brand image, as brand image shapes customer perceptions and expectations regarding products or services (Rika Widianita, 2023). In



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an increasingly competitive business landscape, brand image plays a crucial role in shaping how customers view products or services (Chandra, 2023). A positive brand image can strengthen customer confidence in the quality of the goods or services offered; this trust serves as a fundamental basis for building customer loyalty, leading customers to continue using the same brand and making them less likely to switch to competitors.

Several previous studies indicate a significant relationship between brand image, customer satisfaction, and customer loyalty. Research by Santana and Keni (2020) demonstrates that brand image has a positive impact on customer satisfaction and loyalty. A strong brand image can foster an emotional bond between the customer and the brand (Siratan et al., 2024). A positive brand image also influences customer expectations; when a brand possesses a strong reputation, customers typically hold high expectations regarding the quality of the products or services offered.

When these expectations are met or even exceeded, customer satisfaction rises, ultimately driving repeat purchases. Furthermore, customers often associate brand image with quality; for instance, a brand with a premium image is frequently perceived as offering superior products compared to competitors, despite higher price points. This fosters customer loyalty, even amidst intense competition. Additionally, customers who take pride in using a particular brand tend to recommend it to others, thereby strengthening the community of loyal users and attracting new customers. Thus, a positive brand image serves not only to attract new customers but also plays a vital role in retaining existing ones and enhancing their loyalty to the brand. This study will focus on how brand image contributes to consumer satisfaction, given that customer satisfaction is a key factor in business sustainability and a brand's competitiveness.

In the context of a basic goods store, brand image is reflected in the store's reputation for providing quality products, friendly service, and competitive prices. A store with a positive brand image finds it easier to attract and retain customers. In this context, customer satisfaction can be measured by how well the store meets customer needs, provides a pleasant shopping experience, and effectively handles complaints.

## LITERATUR RIVEW

### 2.1 Over View of Custamer Loyalty

According to Kotler et al. (2015), customer loyalty is a commitment to purchase or a deep-seated support for a product or service—favoring it for future use—regardless of contextual influences or marketing efforts aimed at converting customers. Thus, consumer loyalty represents a behavioral attitude and motive regarding the purchase of products or services—incorporating


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emotional aspects related to the company—manifested primarily through regular, highly consistent repeat purchases; it entails not merely the act of repurchasing goods and services, but also a commitment to and a positive attitude toward the supplier. Customer loyalty is a commitment held by a customer toward a brand, store, or supplier. This commitment stems from a positive attitude and is typically reflected in consistent repeat purchasing habits (Tjiptono, 2012). Internal auditing serves to examine and evaluate all company activities to ensure compliance with applicable operational standards, while providing independent and objective assurance and recommendations on how to enhance value and improve corporate performance.

**2.2 Over View of Consumer Satisfaction**

According to Kotler (2016), consumer satisfaction is the outcome experienced by a buyer when a company's performance aligns with their expectations; consumers feel satisfied when their expectations are met. Customer satisfaction is a perception that arises when consumer expectations are fulfilled or even exceeded. According to Gerson (2010), this relates to the comparison between the expectations held by consumers and the experience they have while using a product. If consumers perceive that the product's performance matches or surpasses their expectations, they are considered satisfied. Conversely, if the product's performance falls short of expectations, they tend to feel disappointed. In other words, satisfaction reflects an individual's emotional state after comparing the actual outcome with their prior expectations.

**2.3 Over View Brand Image**

According to Iswanto (2023), brand image refers to the overall impression formed in consumers' minds regarding a brand. This encompasses various elements—such as associations, memories, beliefs, and perspectives—derived from diverse conversations and communications related to the brand. According to Saputri (2023), brand image not only reflects what consumers think about a brand but also how they perceive, understand, and interpret it in terms of usage, quality, and the value offered. According to Krismatus and Purba (2023), brand image involves reinforcing perceptions shaped by experiences, advertising, and brand communications, thereby influencing how consumers view and respond to the brand.

**METHOD**

This research is a type of quantitative research according to Sugiyono (2017:7), namely a research method based on the philosophy of positivism, which is defined as a scientific method because it fulfills concrete or empirical, measurable, rational, and systematic scientific principles.



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The steps of this research begin by determining the research problem, formulating specific objectives, looking at theories and previous research findings, formulating research hypotheses, and using primary data from respondent questionnaires. To reach conclusions, this research uses statistical analysis.

Data analysis was conducted using Structural Equation Modeling (SEM) to provide an in-depth understanding of the relationships between the variables in this study. SEM is a multivariate analysis technique designed to overcome the limitations of earlier analytical models commonly used in statistical research.

**RESULT**

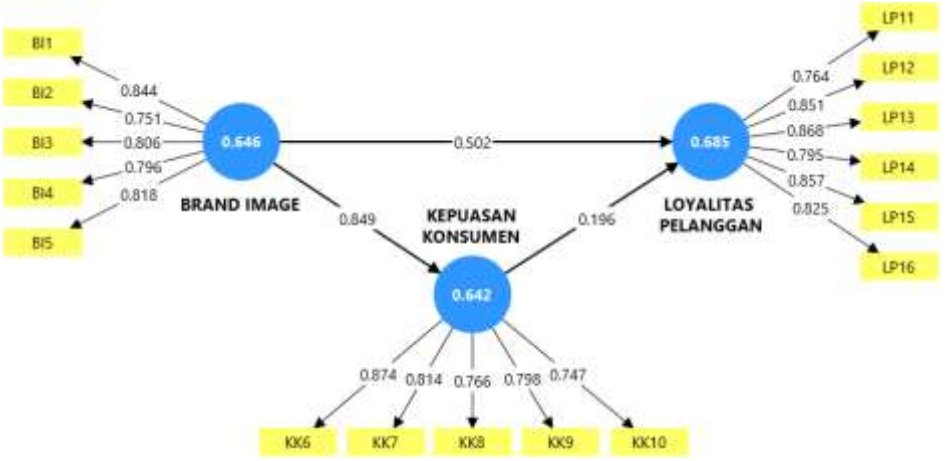



**Figure 1: PLS Algorithm**

**Table 1 Determination Coefficient ($R^2$) Test Results**

| Variable | R-squared | Adjusted R-squared |
|---|---|---|
| Consumer Satisfaction | 0.720 | 0.717 |
| Customer Loyalty | 0.458 | 0.444 |

As shown in Table 4.13, the $R^2$ value for customer satisfaction is 0.717 (71.7%), indicating that the brand image variable accounts for 71.7% of the explanation for consumer satisfaction—a figure falling within the moderate category. The remaining 28.3% is influenced by other variables not included in the analysis. Regarding customer loyalty, the $R^2$ value is 0.444 (44.4%), meaning the variables explain 44.4% of customer loyalty, which also falls into the moderate category; the remaining 55.6% is influenced by other factors not analyzed.



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**Predictive Relevance ($Q^2$)**

Predictive relevance analysis is conducted to validate a model's predictive capability; if the Q-square value is greater than 0, the observed values are considered good, whereas if the Q-square value is less than 0, the observed values are considered poor (Nurhudayati & Suningrat, 2022).

**Table 2 Predictive Relevance (Q2) Results**

| Variable | $Q^2$predict |
|---|---|
| Consumer Satisfaction | 0.717 |
| Customer Loyalty | 0.428 |

Based on the results in Table 4.14, it can be stated that the data used exhibit good predictive quality, as the $Q^2$ predict values are 0.717 for the consumer satisfaction variable and 0.428 for customer loyalty—both of which are greater than 0.

**Goodness Of Fit**

According to Ghozali (2013), the goodness-of-fit test is conducted to determine whether a sample data distribution follows a theoretical distribution, as measured by the NFI value. Ghozali (2013) describes the NFI as a comparative measure between the null model and the proposed model. NFI values range from 0 (no fit) to 1 (perfect fit), with an SRMR value of less than 0.1.

**Table 3 Goodness-of-Fit Results**

| | Saturated model | Estimated model |
|---|---|---|
| **SRMR** | 0.071 | 0.071 |
| **d_ULS** | 1.678 | 0.678 |
| **d_G** | 0.410 | 0.410 |
| **Chi-square** | 174.712 | 174.712 |
| **NFI** | 0.806 | 0.806 |

Based on Table 4.15, the SRMR value is 0.071 (indicating SRMR < 0.1), while the NFI value is 0.806 (indicating a value close to 1). Consequently, the data used meet the goodness-of-fit criteria and are deemed to have a good fit, allowing hypothesis testing to proceed.



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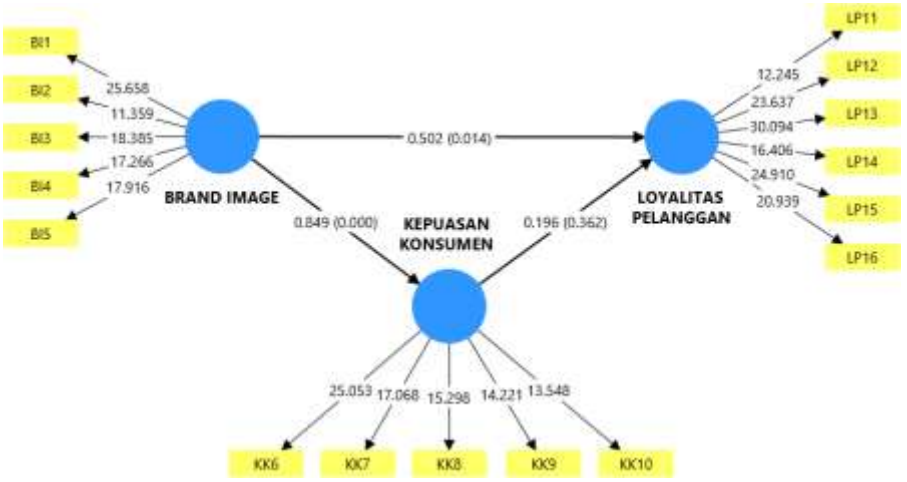



**Figure 2 Structural Equation Model**

**Table 4 Direct Hypothesis Testing Results**

| Hypothesis | Relationship | Original Sample | t-Statistic | p-Value | Result |
|---|---|---|---|---|---|
| H1 | BI → KK | 0.849 | 20.601 | 0.000 | Significant |
| H2 | KK → LP | 0.196 | 0.911 | 0.362 | Not Significant |
| H3 | BI → LP | 0.502 | 2.468 | 0.014 | Significant |

**Table 5 Indirect Hypothesis Testing Results**

| Hypothesis | Relationship | Original Sample | t-Statistic | p-Value | Note |
|---|---|---|---|---|---|
| H4 | BI – KK – LP | 0.167 | 0.896 | 0.370 | Not Significant |

## DISCUSSION

### The Influence of Brand Image on Consumer Satisfaction

The hypothesis testing results reveal a direct, positive, and significant influence of brand image on consumer satisfaction. It can be concluded that if Toko Sembako Surya Martenhances its brand image, consumer satisfaction will increase.

Leveraging its positive image—particularly regarding service quality—allows the store to further improve its operations. Enhancements can be made in areas such as service delivery. A key area requiring attention is the ability to differentiate the store from competitors; for instance,


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by stocking products not available elsewhere.

To ensure sustained consumer satisfaction, the store's positive image must be maintained through consistent product quality, friendly service, and brand communication that emphasizes its reputation as a high-quality grocery store.

These findings are supported by research (Laila & Fitriyah, 2022) showing that brand image influences satisfaction. Further confirmation is provided by the study of Wasnury et al. (2023), which also indicates that brand image impacts satisfaction.

**The Effect of Consumer Satisfaction on Customer Loyalty**

The results of the direct hypothesis testing indicate that there is no significant direct effect of consumer satisfaction on customer loyalty. The absence of a significant influence suggests that even when consumers are satisfied, this does not automatically drive them to remain loyal to the store or make repeat purchases. This indicates that satisfaction alone is insufficient to build strong customer loyalty, necessitating a more comprehensive approach.

Consumer satisfaction regarding the product quality at the grocery store was found to drive loyal behaviors, such as recommending the store to others. This demonstrates that when consumers are satisfied with their shopping experience and product quality, they tend to actively demonstrate loyalty through word-of-mouth recommendations.

Since consumer recommendations stem from satisfaction with purchased products, grocery stores need to maintain consistent product quality, fair pricing, and friendly, prompt service. Consequently, consumer loyalty levels can continue to rise alongside improvements in perceived satisfaction. These findings are supported by Zahara (2020), who reported that satisfaction does not influence loyalty; this conclusion is further reinforced by the study conducted by Emarawati et al. (2022), which also found no significant effect of satisfaction on loyalty.

**The Influence of Brand Image on Customer Loyalty through Consumer Satisfaction**

This study reveals that there is no significant positive indirect effect of brand image on customer loyalty, even with consumer satisfaction acting as a mediating variable. Although a store may possess a positive brand image, this alone does not necessarily boost customer loyalty unless accompanied by strong consumer satisfaction. In other words, a good brand image does not automatically generate sufficient satisfaction to drive sustained customer loyalty.

A positive store image in the eyes of consumers does not automatically foster loyalty. Even if consumers are satisfied, loyalty does not develop without deep trust, emotional attachment, or other consistently perceived added values.


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The mere fact that consumers are generally satisfied is insufficient to bridge the gap between brand image and customer loyalty. This suggests that the satisfaction experienced remains functional or ordinary, failing to leave a lasting impression that motivates loyal behavior.

To foster customer loyalty, a store must go beyond simply building a brand image as a provider of top-quality products; it must also create a comprehensive, memorable experience that encompasses service, customer relationships, trust, and emotional engagement. Store Surya Martshould evaluate other factors influencing loyalty, such as direct customer interactions, rewards for loyal customers, or more personalized brand communication. Brand image and satisfaction alone are insufficient without value embedded in the shopping experience.

These findings are supported by Laila & Fitriyah (2022), who found that brand image does not influence customer loyalty through consumer satisfaction. This conclusion is further reinforced by Iskandar (2022), who also stated that brand image has no effect on customer loyalty via consumer satisfaction.

## CONCLUSION

Based on the research findings, it can be concluded that brand image has a positive and significant influence on consumer satisfaction, accounting for 71.7% of the variation in consumer satisfaction. These results indicate that brand image is a crucial factor in shaping levels of consumer satisfaction. Furthermore, brand image and consumer satisfaction jointly influence customer loyalty, contributing 44.4% to the explanation of changes in customer loyalty. Meanwhile, 55.6% of customer loyalty is influenced by factors outside the scope of this study, such as promotions, pricing, personal relationships, and emotional factors. Thus, it can be concluded that strengthening brand image not only enhances consumer satisfaction but also contributes to building customer loyalty, even though other factors also play a role in influencing such loyalty.

### Managerial Implications

The research results indicate that brand image has a positive and significant effect on consumer satisfaction. This suggests that the better the image of Toko Sembako H. Kastari Putra, the higher the level of consumer satisfaction. Therefore, the store needs to maintain product quality, improve service, and create a competitive advantage that distinguishes it from rivals in order to preserve a positive image.


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The study also found that consumer satisfaction does not have a significant effect on customer loyalty. This implies that satisfaction alone is insufficient to foster customer loyalty. Consequently, in addition to maintaining product and service quality, the store needs to build stronger relationships with customers to enhance loyalty.

Furthermore, brand image was shown to have a positive impact on customer loyalty, yet consumer satisfaction did not mediate this relationship. This indicates that customer loyalty is driven more by a strong brand image than by satisfaction alone. Thus, Toko Sembako Surya Martneeds to continue strengthening its brand image while creating a positive shopping experience to boost customer loyalty.

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