

Is Brand Image Enough? The Pivotal Role of Customer Satisfaction in Driving Retail Loyalty

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Abstract: The purpose of this study is to analyze the influence of Service Quality and Brand Image on Customer Loyalty through Customer Satisfaction as a mediating variable. This study was conducted at Superindo Supermarket in Malang City, specifically the Raya Langsep and Bendungan Sutami branches. The research population was registered members of Superindo, with a sample of 151 respondents selected using the Simple Random Sampling method. This type of research is quantitative explanatory. Primary data were obtained from a questionnaire using a Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results of the study prove that Service Quality has a significant direct effect on Customer Loyalty. However, Brand Image does not directly impact Customer Loyalty. Importantly, Customer Satisfaction plays a full mediation role in the relationship between Brand Image and Customer Loyalty, and a partial mediation role between Service Quality and Customer Loyalty.

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

INTRODUCTION

In the modern era, the retail industry has developed rapidly along with changes in society and technology. Competition in the retail supermarket industry is getting tighter, with major players competing to acquire loyal consumers. Superindo, as one of the retail companies in Malang City, faces competition from other modern retailers such as Hypermart, Transmart, and increasing e-commerce. To win this competition, companies must do more than just pursue sales targets; they must create value and customer satisfaction that exceeds competitors.

One strategy to survive is to maintain customer loyalty. However, there is a research gap regarding the determinants of loyalty. Some studies state that Service Quality affects Loyalty (Elviani & Hutasuhut, 2022), while others find no effect (Hilal, 2020). Similarly, findings on Brand Image are inconsistent; Semuel & Wibisono (2019) found a significant effect, while Taqi & Muhammad (2020) found no significant influence on loyalty.

This inconsistency raises the need for a mediating variable. This study proposes Customer Satisfaction as a key mediator, assuming that Service Quality and Brand Image must first create psychological

satisfaction before leading to loyalty. Therefore, this study aims to explain the role of customer satisfaction in mediating the influence of service quality and brand image on customer loyalty in Superindo Malang consumers.

LITERATURE REVIEW

1. Service Quality

According to Fan (2020), in the current modern economic era, the service quality offered by supermarkets is inseparable from the overall consumer experience. Elviani & Hutasuhut (2022) define Service Quality as the extent of the discrepancy between consumer expectations and the perception of the service performance they actually receive. Superior service quality is intrinsically linked to service providers, where excellent service ultimately creates consumer loyalty toward the company. In line with this, Leon & Dixon (2023) add that consumers generally compare service quality between one company and another when making decisions.

This study adopts the Service Quality theory, also known as the SERVQUAL model, developed by Parasuraman *et al.*, (1985) and Aurelia *et al.*, (2019). This theory posits that the service quality perceived by customers influences their perception of image and

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satisfaction, which in turn impacts the level of loyalty. Based on the adaptation of the SERVQUAL model within the context of Superindo retail, Service Quality in this study is measured through five main dimensions as follows:

- a. **Tangibles:** Encompasses the appearance of physical store facilities, cleanliness, the neatness of crew uniforms, and the completeness of services that align with consumer needs.
- b. **Reliability:** The ability of the store crew to provide promised services accurately and dependably according to company standards.
- c. **Responsiveness:** The level of alertness and quick response of the crew in assisting consumers, as well as the speed in handling customer complaints.
- d. **Assurance:** Includes product knowledge, crew courtesy, and the ability to instill trust and security in consumers, particularly regarding safety during payment transactions.
- e. **Empathy:** Individualized attention given to customers, including crew communication skills and sincere efforts to understand specific consumer needs.

2. Brand Image

In the highly competitive retail industry, Brand Image serves as a critical asset that differentiates a company from its competitors. Keller (2009) and Pratama *et al.*, (2022) defines brand image as the perception of a brand reflected by the brand associations held in a consumer's memory. It represents the set of beliefs, ideas, and impressions that a person holds regarding an object. A strong and positive brand image not only influences consumer purchasing decisions but also acts as a fundamental antecedent to customer satisfaction and loyalty (Prabowo *et al.*, 2020; Taqi & Muhammad, 2020).

When consumers perceive a retail brand like Superindo as having a positive image, they are more likely to assume that the products and services offered are of high value. According to Chang (2020), brand image plays a vital role in reducing perceived risk and increasing consumer confidence during the transaction process.

In this study, Brand Image is measured based on the dimensions proposed by Kotler & Armstrong (2018), which focus on how brand associations are formed. These dimensions are adapted to the context of Superindo consumers in Malang City:

- a. **Strength of Brand Association:** Refers to how deeply the information about the brand enters the consumer's memory and how easily that information is retrieved. This includes the popularity of Superindo and its dominance in the local market.
- b. **Favorability of Brand Association:** Represents

the extent to which consumers feel that the brand associations are desirable and can satisfy their needs. This is reflected in the positive reputation of Superindo regarding its product quality and service.

- c. **Uniqueness of Brand Association:** Relates to the distinctiveness of the brand compared to competitors. This indicator measures whether consumers perceive Superindo as having unique characteristics, such as specific promotions or a distinct shopping atmosphere, that are not found in other supermarkets.

3. Customer Satisfaction

Customer Satisfaction is a central concept in marketing that reflects a consumer's evaluation of a product or service. Rofiq *et al.*, (2020) and Thuan *et al.*, (2018) define customer satisfaction as an emotional response or feeling toward a service provider, resulting from a comparison between what the consumer receives and what they expected. In the context of the retail industry, satisfaction is not merely about the product but also about how well the company delivers its value proposition and assists customers in solving their purchasing problems (Kotler & Armstrong, 2018; Yudiantoro *et al.*, 2019).

This study anchors its analysis on the Expectancy Disconfirmation Theory (EDT) proposed by Oliver (1980). This theory suggests that satisfaction is determined by the discrepancy between expectation and perceived performance. According to this framework, three outcomes are possible is Positive Disconfirmation, Confirmation: Occurs when the performance matches expectations, resulting in mere satisfaction and Negative Disconfirmation.

To measure customer satisfaction among Superindo consumers in Malang City, this study adopts indicators that cover both rational and emotional aspects, including:

- a. **Product Quality:** The perceived excellence of the goods sold.
- b. **Price:** The suitability of the price relative to the value received.
- c. **Emotion:** The feeling of pride or confidence in shopping at the location.
- d. **Convenience:** The ease of obtaining products and the comfort of the shopping environment.

4. Customer Loyalty

Customer Loyalty is defined as a deeply held commitment to rebuy or re-patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior (Oliver, 1999). In the context of the retail industry, loyalty is not merely about repeat purchasing behavior but also reflects a psychological attachment to the brand. According to Estikowati *et al.*, (2020), a loyal customer does not just buy randomly;

they exhibit specific behaviors such as making regular repeat purchases, purchasing across product lines, and demonstrating immunity to the pull of the competition.

Building customer loyalty is crucial for supermarkets like Superindo to sustain a competitive advantage. Loyal customers serve as a stable revenue source and often act as brand advocates.

To measure customer loyalty effectively, this study adopts the indicators proposed by Kotler & Armstrong, (2018), which categorize loyalty into three main behavioral dimensions:

- a. **Repeat Purchase (Continued Use):** The consistency of the consumer in visiting and shopping at Superindo outlets regularly over a period of time.
- b. **Retention (Resistance to Switching):** The consumer's commitment to staying with the brand and not switching to competitors (e.g.,

other supermarkets or minimarkets), even when faced with attractive offers from rival brands.

- c. **Word of Mouth (Referrals):** The willingness of the consumer to actively recommend Superindo to friends, family, or colleagues based on their positive experiences.

RESEARCH METHOD

1. Research Variables

This study adopts a quantitative approach, utilizing numerical measurement of variables and statistical analysis to test formulated hypotheses and derive objective conclusions. Data collection was carried out using a structured questionnaire to gather empirical insights into consumer behavior at Superindo outlets. The research design is categorized as Causal Associative Research, chosen specifically to analyze causal relationships and determine the influence between the variables under study.

Table 1: Research components

Variables	Indicators	References
Service Quality	Tangibles	Parasuraman <i>et al.</i> , (1985); Shokouhyar <i>et al.</i> , (2020); Slack (2020)
	Empathy	
	Responsiveness	
	Reliability	
	Assurance	
Brand Image	Strength	Keller (2003); Eddine <i>et al.</i> , (2023); Rastogi <i>et al.</i> , (2024)
	Favorability	
	Uniqueness	
Customer Satisfaction	Product's Satisfaction	Lupyoadi (2001); Hossain <i>et al.</i> , (2021); Semuel & Wibisono (2019)
	Emotion	
	Product's Price	
	Convenience	
Customer Loyalty	Continued Use	Kotler & Keller (2012); Elviani & Hutasuhut (2022)
	Customer Retention	
	Suggestion	

2. Research Hypothesis

Parasuraman (1988) states that Service Quality can be defined as the comparison between the service expected by consumers and the service actually received, driven by the company's objective to create and maintain its customer base. Service Quality is considered a key factor in enhancing Customer Satisfaction due to their interdependent and continuous nature across various business sectors, as noted by Haque-fawzi *et al.*, (2023).

Kotler & Armstrong (2018) assert that Customer Satisfaction is derived not only from good service but also from how effectively a company delivers its fundamental value proposition and assists customers in resolving purchasing problems. Previous studies have demonstrated a significant relationship between Service Quality and Customer Satisfaction (Adnyana & Primasari, 2020; Hussain *et al.*, 2015; Nyagadza *et al.*, 2022; Vale, 2022), indicating that Service Quality is capable of influencing Customer Satisfaction. Based on

the aforementioned points, the following hypothesis is proposed:

H1: Service Quality has a significant effect on Customer Satisfaction.

According to Kotler & Armstrong (2018), Brand Image is described as the perception of a brand reflected by the brand associations held in consumer memory. Taqi & Muhammad (2020) found that Brand Image is an antecedent to Customer Satisfaction and Customer Loyalty, suggesting that companies should allocate significant resources to build and enhance their Brand Image. Hong *et al.*, (2023) stated that consumer perceptions of products, as well as their purchasing decisions and actions, are strongly influenced by image.

Several studies have indicated that Brand Image has a significant effect on Customer Satisfaction (Dash *et al.*, 2021; Mohammed & Rashid, 2018; Pandey *et al.*, 2021; Semuel & Wibisono, 2019). According to research

by Suki (cited in Hong *et al.*, 2023), consumer perception of Brand Image influences consumer product purchasing decisions. Consequently, Brand Image influences Customer Satisfaction. Based on the aforementioned points, the following hypothesis is proposed:

H2: Brand Image has a significant effect on Customer Satisfaction.

Customer Satisfaction is defined as a consumer's emotional response to a service provider based on a comparison of the difference between what they received and what they expected, as cited by Thuan *et al.*, (2018).

According to Thuan *et al.*, (2018), Loyalty in a marketing context is the intention to exhibit various behavioral signals and the motivation to maintain a relationship with the organization, including a willingness to pay higher prices to specific service providers, which positively influences word-of-mouth and repeat purchase intentions. This implies that Customer Satisfaction has a positive influence on Loyalty (Alberto *et al.*, 2019; Aprileny & Novyarni, 2020; Cuesta-Valiño *et al.*, 2023; Eddine *et al.*, 2023; Hong *et al.*, 2023; Hussain *et al.*, 2015; Kato, 2022; Nyagadza *et al.*, 2022; Samuel & Wibisono, 2019; Serra-Cantallopis *et al.*, 2018; Thuan *et al.*, 2018). Based on the aforementioned points, the following hypothesis is proposed:

H3: Customer Satisfaction has a significant effect on Customer Loyalty.

Parasuraman (1988) posits that Service Quality can be conceptualized as the comparison between the service expected by consumers and the service actually received, given that the primary objective of a firm is to create and retain customers. Service Quality is identified as a key factor in Customer Loyalty across various business sectors. Previous research has shown that Service Quality is associated with Customer Satisfaction (Elviani & Hutasuhut, 2022; Hossain *et al.*, 2021; Hussain *et al.*, 2015; Juliana *et al.*, 2023; Nguyen & Pham, 2021; Slack, 2020), demonstrating that Service Quality is capable of influencing Customer Loyalty. Based on the aforementioned points, the following hypothesis is proposed:

H4: Service Quality has a significant effect on Customer Loyalty.

Keller (2009) describes Brand Image as perceptions of a brand held in consumer memory. According to Chang (2020), destination attachment and destination satisfaction serve as full mediators in the relationship between destination image and destination loyalty. Several studies have indicated that Brand Image has a significant influence on Customer Loyalty (Chang, 2020; Lahap *et al.*, 2016; Nguyen & Pham, 2021; Rastogi *et al.*, 2024; Samuel & Wibisono, 2019). Based on the aforementioned points, the following hypothesis is proposed:

H5: Brand Image has a significant effect on Customer Loyalty.

Customer Satisfaction can be measured according to Oliver's theory, which states that "if a product or service exceeds expectations, 'positive disconfirmation' occurs; if expectations are not met, 'negative disconfirmation' occurs; and if expectations are met, 'confirmation' occurs." N. J. Slack (2020) notes that Customer Satisfaction serves as a mediating variable between Service Quality and Customer Loyalty, particularly in the context of Supermarket Retail.

Nyan *et al.*, (2020) state that Customer Satisfaction partially mediates the relationship between Service Quality and Customer Loyalty. With a 95% confidence interval, the results indicate that Customer Satisfaction has a significant positive indirect effect on Customer Loyalty. Thus, customers build loyalty not only through the quality of service received but also through their satisfaction. Based on the aforementioned points, the following hypothesis is proposed:

H6: Service Quality has a significant effect on Customer Loyalty mediated by Customer Satisfaction.

Research by Taqi & Muhammad (2020) has demonstrated a significant influence of Customer Satisfaction as a mediator between Brand Image and Customer Loyalty. Taqi & Muhammad (2020) further add that with a strong Brand Image, customers become resistant to competitors, and increased Customer Satisfaction is directly related to loyalty. Achmad & Solekah (2022) proved that there is a significant influence of Customer Satisfaction as a mediator between Brand Image and Customer Loyalty. Based on these findings, the following hypothesis is proposed:

H7: Brand Image has a significant effect on Customer Loyalty mediated by Customer Satisfaction.

3. Research Design

This research design is quantitative and categorized as explanatory research to analyze causal relationships. The study was conducted at two Superindo locations in Malang City: Jl. Raya Langsep and Jl. Bendungan Sutami. The population was registered members of Superindo Malang. The sample was determined using the Simple Random Sampling technique. Based on the data collection, 151 respondents were obtained and valid for analysis. This study consists of two exogenous variables (Service Quality, Brand Image), one mediating variable (Customer Satisfaction), and one endogenous variable (Customer Loyalty). The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The analysis included the evaluation of the measurement model (Outer Model) and the structural model (Inner Model) with bootstrapping for hypothesis testing.

RESULT AND ANALYSIS

1. Measurement Model Evaluation

Convergent validity was tested using Outer Loadings and Average Variance Extracted (AVE). The

results showed that all indicators had outer loading values > 0.70 and AVE > 0.50 , indicating valid measures. Reliability was confirmed with Cronbach's Alpha and Composite Reliability values above 0.70.

Table 2: Measurement Model Results (Summary)

Variable	Cronbach's Alpha	Composite Reliability	AVE	Result
Service Quality (X1)	0.866	0.903	0.652	Reliable & Valid
Brand Image (X2)	0.857	0.913	0.777	Reliable & Valid
Customer Satisfaction (Z)	0.799	0.868	0.622	Reliable & Valid
Customer Loyalty (Y)	0.899	0.937	0.831	Reliable & Valid

2. Structural Model and Hypothesis Testing

The structural model evaluation showed an R-Square of 0.374 for Customer Satisfaction and 0.363 for

Customer Loyalty, indicating a moderate predictive power. The hypothesis testing results are presented in Table 3.

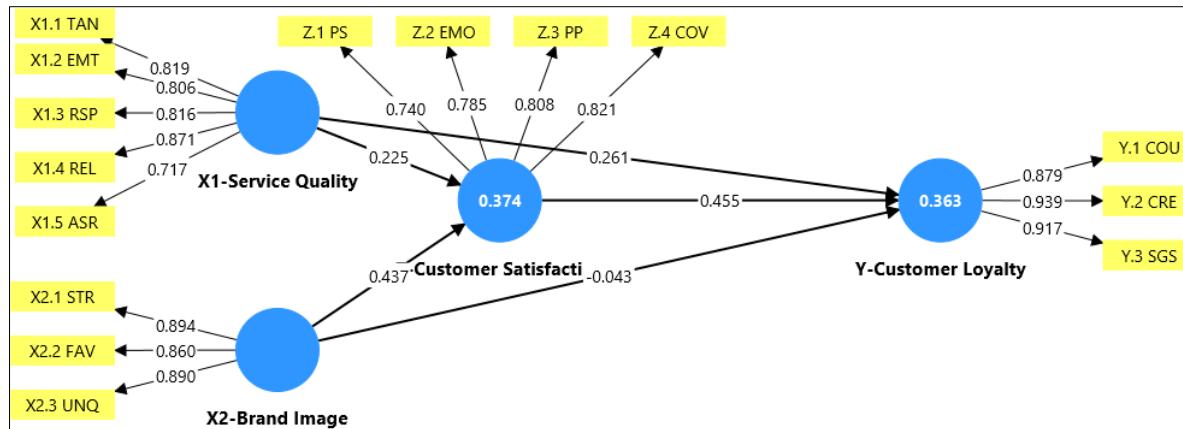


Figure 1: Full Structural Model Results

Table 3: Statistical Analysis Results (Direct and Indirect Effects)

Hypothesis	Path	Original Sample (β)	T Statistics	P Values	Result
Direct Effects					
H1	Service Quality \rightarrow Cust. Satisfaction	0.225	2.143	0.032	Accepted
H2	Brand Image \rightarrow Cust. Satisfaction	0.437	4.951	0.000	Accepted
H3	Cust. Satisfaction \rightarrow Cust. Loyalty	0.455	5.967	0.000	Accepted
H4	Service Quality \rightarrow Cust. Loyalty	0.261	2.614	0.009	Accepted
H5	Brand Image \rightarrow Cust. Loyalty	-0.043	0.468	0.640	Rejected
Indirect Effects (Mediation)					
H6	SQ \rightarrow Satisfaction \rightarrow Loyalty	0.103	1.993	0.046	Accepted
H7	BI \rightarrow Satisfaction \rightarrow Loyalty	0.199	3.609	0.000	Accepted

Note:

1. The Level of Significance is $\leq 0,05$
2. SQ is Service Quality
3. BI is Brand Image.

DISCUSSION

1. The Interplay of Service Quality, Satisfaction, and Loyalty

The hypothesis testing results demonstrate that Service Quality plays a strategic dual role in building customer loyalty at Superindo Malang, both directly (H4 accepted, $\beta=0.261$) and through the mediation of Customer Satisfaction (H6 accepted). This finding confirms that service quality is not merely an operational obligation but the primary foundation for customer

retention in the highly competitive modern retail industry.

First, the significant direct influence of Service Quality on Customer Loyalty indicates that Superindo customers tend to remain loyal when they perceive the service as reliable, responsive, and assuring, regardless of whether they feel emotionally "satisfied" or not. In the context of Superindo Malang, this can be explained by the high reliability and assurance provided by the staff, such as the speed of the cashier process and transaction

security. When these functional aspects are consistently met, "behavioral loyalty" is formed, where consumers continue to shop due to habit and minimal service friction.

Second, the role of Customer Satisfaction as a partial mediator provides deeper insight. Although good service can directly prompt customers to return, it becomes far more effective in creating long-term loyalty if it touches the customer's emotional side (satisfaction). Referring to the Expectancy Disconfirmation Theory (Oliver, 1980), the excellent service provided by the Superindo crew such as friendliness and sincere assistance (Empathy) has successfully exceeded customer expectations, creating positive disconfirmation. This positive feeling transforms a mere "routine buyer" into a "loyal customer" who possesses emotional attachment and is willing to recommend Superindo to others (Word of Mouth).

These findings align with studies by Elviani & Hutasuhut (2022) and Hossain *et al.*, (2024), which emphasize that in the retail sector, service quality is the most tangible driver of satisfaction due to its high-touch nature with consumers. However, these results also refute the assumption that satisfaction is the only path to loyalty. The fact that Service Quality maintains a direct effect (without passing through satisfaction) suggests that for some Superindo Malang consumers, efficiency and maintained service standards (such as product availability and area cleanliness) are sufficient rational reasons to remain loyal, even without deep emotional involvement.

The managerial implication of this "Partial Mediation" finding is crucial: Superindo management must not focus solely on making customers "happy" (emotional/satisfaction aspects) but must strictly maintain daily operational standards (Service SOP). If service quality declines (e.g., slow cashier queues or a dirty store), customer loyalty will be immediately eroded because the direct path between quality and loyalty is disrupted, even before customers have the chance to feel emotionally dissatisfied.

2. The Role of Brand Image and the Mediation of Satisfaction

The analysis of the relationship between Brand Image and Customer Loyalty reveals a compelling phenomenon that distinguishes it from Service Quality. The statistical results indicate that Brand Image has no significant direct effect on Customer Loyalty (H5 rejected, $p=0.640$). This finding challenges the common assumption in marketing literature that a strong brand reputation automatically guarantees customer retention. In the context of Superindo Malang, consumers appear to be highly rational and experience-oriented; they do not maintain loyalty solely based on the brand's popularity or perceived strength (Brand Strength) without the validation of a satisfying shopping experience.

However, Brand Image proves to be a powerful antecedent to Customer Satisfaction (H2 accepted, $\beta=0.437$). This implies that a positive brand image constructed through perceptions of affordable prices, freshness, and uniqueness serves as an initial "promise" that shapes consumer expectations. When consumers visit the store and find that the reality matches these positive associations, satisfaction is significantly bolstered. Consequently, the influence of Brand Image on Customer Loyalty is entirely channeled through Customer Satisfaction, establishing a mechanism of Full Mediation (H7 accepted).

This "Full Mediation" status suggests that Customer Satisfaction acts as the critical gatekeeper. Without satisfaction, a good brand image remains merely a perception in the consumer's memory and fails to translate into behavioral loyalty (repeat purchases or referrals). This aligns with the findings of Taqi & Muhammad (2020), who argue that while brand image attracts customers to the door, it is the satisfaction derived from the actual interaction that keeps them inside. In other words, Brand Image functions as an acquisition tool that builds initial trust and expectations, whereas Customer Satisfaction functions as a retention tool that converts those expectations into long-term commitment.

The theoretical implication of this finding reinforces the Cognitive-Affective-Conative framework, where Brand Image (Cognitive) leads to Satisfaction (Affective), which finally results in Loyalty (Conative). The disruption of the direct path suggests that "blind loyalty" towards a retail brand is non-existent among Superindo consumers; their loyalty is conditional and must be earned through consistent satisfaction.

From a managerial perspective, this result sends a strong warning: investing heavily in branding and advertising to build a "Uniqueness" or "Favorability" image will be futile if it is not supported by a satisfying on-ground reality. Management must ensure that the brand promises communicated through marketing campaigns are fully realized in the store to ensure the "image" successfully converts into "loyalty" through the bridge of satisfaction.

3. The Inability of Brand Image to Directly Influence Loyalty Acts as a Reflection of the Specific Nature of the Grocery Retail Industry

Unlike the luxury fashion or automotive sectors where brand prestige alone can drive strong loyalty, the supermarket sector is characterized by high commoditization and low switching costs. In this context, a strong brand name functions merely as a hygiene factor it creates legitimacy and initial trust, but it does not build a substantial barrier to exit. Since consumers can switch to competitors (e.g., Hypermart or traditional markets) with almost zero financial or psychological risk, the "Brand Image" loses its direct

holding power. Thus, in this specific industry, loyalty is not driven by who the retailer is (Image), but strictly by how well they perform their operations daily (Satisfaction).

CONCLUSION AND RECOMMENDATION

1. Conclusion

This study aims to determine the factors influencing customer loyalty in the modern retail sector by analyzing the roles of service quality, brand image, and customer satisfaction. Based on the analysis conducted at Superindo Malang, three major conclusions are drawn.

First, Service Quality proves to be the most robust determinant of loyalty. It acts as a "double-edged sword" that influences customer loyalty through two distinct pathways: directly through operational excellence (behavioral loyalty) and indirectly by fostering customer satisfaction (emotional loyalty). This confirms that for grocery retailers, maintaining high service standards such as reliability and assurance is non-negotiable for customer retention.

Second, the study reveals a unique phenomenon regarding Brand Image, which does not have a direct impact on loyalty but relies entirely on Customer Satisfaction as a full mediator. This implies that a strong brand reputation alone is insufficient to retain customers in a low-switching-cost industry. Brand image functions effectively as a customer acquisition tool to build initial expectations, but it is the actual satisfaction derived from the shopping experience that converts these expectations into loyalty.

Third, Customer Satisfaction plays a central role as the primary mediator in this model. It successfully bridges the gap between brand perception and loyalty, confirming the Expectancy Disconfirmation Theory. Without satisfaction, the positive effects of brand image are nullified, highlighting that emotional gratification is the key lock to customer commitment in the retail sector.

2. Implications and Recommendations

Theoretically, this research enriches the marketing literature by clarifying the "Full Mediation" mechanism of satisfaction between brand image and loyalty in the retail context. Practically, the management of Superindo is advised to shift their focus from merely building a "brand name" to delivering "brand proof." Strategic priority must be given to: (1) Service Consistency, specifically improving the 'Tangibles' and 'Responsiveness' aspects to ensure operational seamlessness, and (2) Experience Management, ensuring that every customer visit meets the high expectations set by the brand image to prevent negative disconfirmation.

3. Limitations and Future Research

This study has several limitations that offer avenues for future research. First, the geographical scope

is limited to Malang City, which may affect the generalizability of the results to other regions with different consumer behaviors. Future researchers are encouraged to expand the scope to a national level or compare consumers in metropolitan versus rural areas. Second, this study only examines Service Quality and Brand Image as antecedents. Future studies should consider integrating other potential variables such as Price Fairness, Customer Trust, or Green Marketing, given the rising trend of eco-conscious consumerism in the retail industry.

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