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**Customer Loyalty: the influence of company image, service quality, and customer satisfaction as mediators**

**Dea Astry Safirda<sup>a</sup>, Muhartini Salim<sup>b</sup>**

<sup>a</sup>Universitas Bengkulu, Indonesia,  
deastrysafirdaaa@gmail.com

<sup>b</sup>Universitas Bengkulu, Indonesia,  
muhartinisalim@unib.ac.id

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## Customer Loyalty: the influence of company image, service quality, and customer satisfaction as mediators

Dea Astry Safirda<sup>a\*</sup>, Muhartini Salim<sup>b</sup>

<sup>a\*</sup>Universitas Bengkulu, Indonesia, deaastrysafirdaaa@gmail.com

<sup>b</sup>Universitas Bengkulu, Indonesia, muhartinisalim@unib.ac.id

\*Correspondence: deaastrysafirdaaa@gmail.com

### Abstract

This study aims to determine the effect of company image and service quality on customer loyalty through customer satisfaction at PT PLN (Persero) ULP Teluk Segara. This research methodology uses a questionnaire as a data collection tool obtained from PT PLN (Persero) ULP Teluk Segara. The sampling method uses a non-probability strategy technique with a sample of 120 respondents who use company services at PT PLN (Persero) ULP Teluk Segara. The analysis used is the Structural Equation Model (SEM), which is processed using SmartPLS. The results of the analysis show: 1) Company image has a significant effect on customer satisfaction; 2) Service quality has a significant effect on customer satisfaction; 3) Customer satisfaction has a significant effect on customer loyalty; 4) Company image has a significant effect on customer loyalty; 5) Service quality has a significant effect on customer loyalty; 6) Company image has a significant effect through customer satisfaction on customer loyalty; 7) Service quality has a significant effect through customer satisfaction on customer loyalty. With the findings of this study, it is hoped that the PT PLN (Persero) Teluk Segara ULP company can focus more on improving its image and service quality to increase customer satisfaction, which will ultimately support higher customer loyalty.

**Keywords:** Company Image, Customer Loyalty, Customer Satisfaction, Service Quality

### 1. Introduction

In the current era of globalization, State-Owned Enterprises (BUMN) must improve professional services in their sectors because most government-owned companies control several business sectors that affect the lives and needs of many people in Indonesia. BUMN has a vital role in developing the business world and community services (Hendrawan, 2005). Rapid changes in technology and information flow have encouraged businesses to create products or services that can meet the needs and wants of customers so that customers feel satisfied with what they get (Saragih & Ramdhany, 2013). Therefore, BUMN must be able to meet customer needs and have a good reputation in the eyes of the community. The higher the level of customer satisfaction, the higher the level of loyalty from these customers. Based on the above, service quality prioritizes aspects of customer loyalty, so service quality has a relationship with customer loyalty (David Harianto, 2013).

Customer loyalty also includes commitment and a positive attitude towards the company that is not only related to repeat purchases but also includes long-term customer involvement (Tjiptono, 2023). Loyal customers will remain loyal to the brand even if there is a price change, they will continue to make repeat purchases and are also likely to give positive recommendations about the company's products or services to others (Kartajaya, 2006). This means that customer loyalty reflects the attitude and commitment of customers to the product or company. Loyal customers are likely to maintain their support, even in the face of price changes, they also have the potential to become customers who give positive recommendations to others. Loyalty can also be influenced by the level of awareness of the company image. In research conducted by deLeaniz & Bosque, (2016) the company image is proven to have a positive and significant influence on customer loyalty.

Corporate image is a key factor influencing customer behavior. Company image can be interpreted as a positive or negative perception that customers have of a company. Tran et al. (2015) defines corporate image as the result of all experiences, impressions, beliefs, feelings, and knowledge that a person has about a company. In addition, Bravo et al. (2009) state that the company image is an overall picture formed in the minds of customers, derived from the feelings, concepts, attitudes, and experiences they have in interacting with the organization. The company image and reputation are considered assets that provide perceptions that are embedded in the customer's memory. Previous research has shown that there is a positive and significant relationship between company image and customer satisfaction (Singh & Verma, 2019). This conclusion is in line with the findings of other research conducted by Ali et al. (2015), which confirms that company image contributes positively to customer satisfaction.

Service quality has an important role in creating positive relationships between companies and customers, which in turn can lead to stronger customer loyalty. According to Zeithaml et al. (1990), service quality has a close relationship with customer satisfaction. High service quality tends to encourage customers to build strong relationships with the company. This allows the company to more accurately understand customer needs and expectations, so the company can increase the level of customer satisfaction. When the company succeeds in maximizing the customer experience by providing satisfactory service quality, this has the potential to create customer loyalty to the company. Findings conducted by Narotama (2019), found that service quality has an important influence on customer satisfaction. Other research also reveals that service quality shows a clear correlation with customer satisfaction (Mahmud et al., 2019).

Customer satisfaction, as stated by Buchari (2012), refers to the feelings of pleasure or disappointment felt by someone after comparing the performance of a product with pre-existing expectations. Customer satisfaction is very relevant because it reflects the extent to which customers are satisfied with the services and products provided by the company. For PLN companies, this reflects the importance of ensuring customers feel that the benefits they receive from PLN electricity services are comparable to the costs they pay. Satisfaction can be created when the company can meet consumer needs well (Torres-Moraga et al., 2008). In the case of PLN, this includes various costs that may arise, including monthly subscription fees, maintenance costs for electrical devices, and electricity consumption costs. PLN companies need to pay attention to these total customer costs to ensure that customers feel that their investment is worth the benefits they receive. A company needs to understand and measure customer satisfaction, customer value, and total customer cost as part of an effort to understand and improve relationships with customers and improve the quality of electricity services provided by the company.

Many factors cause consumers to feel dissatisfied, one of which is the frequent and significant power cuts in several areas in Bengkulu City. As a result, people experience difficulties in carrying out daily activities such as washing clothes, bathing, and charging cell phones. This incident caused inconvenience to communities that depend on electricity supply, highlighting the importance of electricity infrastructure maintenance and risk mitigation efforts that need to be undertaken by electricity companies. Significant power outages can harm local communities and businesses. It is expected that efforts to maintain and restore electricity supply will minimize the negative impact on affected areas. Negatives about service quality can have a serious impact on the company's image. The phenomenon will lead to complaints from customers. However, it should be noted that PT PLN (Persero) ULP Teluk Segara, under the leadership of their managers, always has strategies to improve services to consumers. To build a good reputation, companies need to improve their capabilities and excellence to improve their competence.

The phenomenon of complaints from customers related to the needs, strategies, and service programs of companies that focus on customer interests by paying attention to the quality and image components that make the need for research to be carried out to see the company's image, service quality, customer satisfaction and customer loyalty to the company PT.PLN (Persero) ULP Teluk Segara, so based on this, this study has the aim of analyzing the structural model of customer loyalty through customer satisfaction as a mediating variable with company image and service quality as exogenous variables at the company PT.PLN (Persero) ULP Teluk Segara. This research focuses on a different case study, namely PT PLN (Persero) ULP Teluk Segara in Bengkulu, which is a different context from previous research. This research is a modification of research conducted by (Purwanti et al., 2015). Although this study is based on a similar concept, namely the effect of company image and service quality on customer satisfaction and loyalty, this study involves a mediating variable, namely customer satisfaction, which was not in the previous study. Thus, this study explores how corporate image and service quality affect customer satisfaction, which in turn affects customer loyalty, in different contexts. The results of this study will help deepen the understanding of the effect of corporate image and service quality through customer satisfaction as a mediating variable on customer loyalty.

Therefore, this study aims to see the occurrence of complaints from customers related to the needs, strategies, and service programs of the company must focus on the interests of customers by paying attention to the quality and image components which make the need for research to be carried out to see the company's image, service quality, customer satisfaction and customer loyalty to the company PT.PLN (Persero) ULP Teluk Segara. So based on this, this study aims to analyze the structural model of customer loyalty through customer satisfaction as a mediating variable with company image and service quality as exogenous variables in the company PT PLN (Persero) ULP Teluk Segara.

## 2. Method

### Research Design

The type of research used in this study is quantitative, this research is quantitative, where data is collected in the form of numbers and analyzed by statistical methods, and opinion (Sugiyono, 2012). The method used is the distribution of questionnaires, where data is collected through questionnaires distributed to respondents. This data collection approach is structured and specific to produce the required information. Survey techniques are used to take samples from a population, and data collection can be done through interviews or by distributing questionnaires as a concrete data collection tool (Singarimbun, 2010).

### Population and Sample

The population in this study refers to research objects or subjects that are within the generalization area and have certain characteristics that are relevant to the research objectives. The population in this study are consumers or household customers of PT PLN (Persero) ULP Teluk Segara who have used the company's services.

Samples are part of the population used in research and reflect the characteristics of the population (Sugiyono, 2012). The sampling method used in this study is the non-probability sampling method. This technique allows all members of the population to have the same opportunity to be selected as a sample. This sample size was chosen with consideration to ensure a better representation of consumers who have used the services of PT PLN (Persero) ULP Teluk Segara. The determination of the sample size is based on the criteria set out (Hair J *et al.*, 2010) which states that the sample size should be used at least 5 times for each parameter estimate and a maximum of 10 times for each parameter estimate. Because there are 23

indicators in this study, the number of samples for this study is 85-170. Then the sample used is  $23 \times 5 = 115$  (rounded up to 120).

### Analysis Method

The technique used is a questionnaire which is used as a data collection tool. The questionnaire contains several structured questions that will be given to respondents. The questions in the questionnaire cover aspects relevant to this research. The questionnaire will be distributed to several respondents who match the research population. The use of these various data collection techniques will allow researchers to obtain comprehensive and in-depth data on the effect of company image and service quality on customer satisfaction, as well as its impact on customer loyalty. Each data collection technique will be carried out carefully and by the research guidelines to ensure the accuracy and reliability of the data obtained.

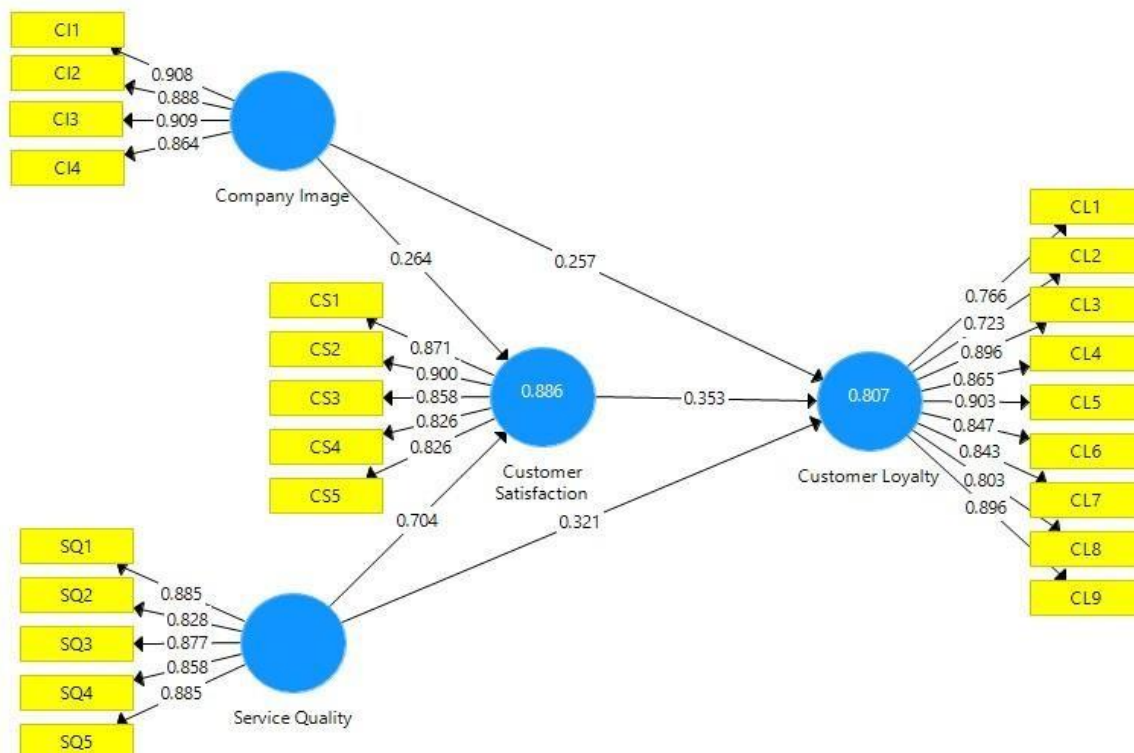
Data analysis will be carried out simultaneously with the data collection process. Researchers will conduct an initial analysis of the answers given by respondents. This aims to understand and summarize the data obtained in descriptive form. The main data analysis in this study will be carried out using SmartPLS software. SmartPLS is a very useful tool in variant-based SEM (Structural Equation Modeling) analysis.

## 3. Results and Discussion

### Outer Model Result

Figure 1

Outer Model



Source: Processed Primary Data (2023)



### Validity Test

The results of testing convergent validity on the outer loadings documented in the table which includes all variables, namely Company Image (X1), Service Quality (X2), Customer Satisfaction (Z), and Customer Loyalty (Y), according to Hair et al. (2021), indicates that the size of an individual reflection is considered high if the correlation is more than 0.7. All of these variables have factor loadings above 0.70, which indicates that all of these constructs can be considered valid. In addition, in the context of the average value of Average Variance Extracted (AVE), the value of each variable exceeds the minimum threshold of 0.5. When the AVE value exceeds 0.50, the construct is considered valid. In testing discriminant validity, it was found that the AVE value also exceeded 0.50. Therefore, it can be concluded that the items used in the construct have reached an adequate level of convergent validity and meet the criteria of strong discriminant validity.

### Reliability Test

Table 1

*Reliability and Construct Validity Test Results*

Variables	Cronbach's Alpha	Composite Reliability	Status
Company Image	0.915	0.940	<i>Reliable</i>
Service Quality	0.917	0.938	<i>Reliable</i>
Customer Satisfaction	0.909	0.932	<i>Reliable</i>
Customer Loyalty	0.947	0.955	<i>Reliable</i>

Source: Processed Primary Data (2023)

Based on Table 1, it can be identified that the results of the reliability and construct validity tests using SmartPLS show that all variables have a Cronbach's Alpha value above 0.60. Therefore, it can be concluded that all variables in the study have adequate reliability and exceed the minimum required limit. In addition, the Composite Reliability value for all research variables also exceeds 0.70 which confirms that the reliability of these variables is sufficient and meets the minimum threshold required. This indicates that there is no convergent validity problem in the tested model, so it can be concluded that the constructs in this research model have strong reliability validity.

### Inner Model

Table 2

*R-Square Test Result*

Variables	R-Square
Customer Satisfaction (Z)	0.886
Customer Loyalty (Y)	0.807

Source: Processed Primary Data (2023)

In Table 2 the R-Square test results are a way to assess how much the endogenous construct can be explained by the endogenous construct. R Square for the customer loyalty variable is 0.807. based on the above results, it can be concluded that the percentage of customer loyalty variables can be explained by all exogenous constructs, namely company image and service quality by 80.7%.

## Hypothesis Test (Significance)

### Direct Effect

Table 3

#### Direct Effect Hypothesis Test

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Values	Description
Company Image (X1) -> Customer Satisfaction (Z)	0.264	0.260	0.063	4.226	0.000	Significant
Service Quality (X2) -> Customer Satisfaction (Z)	0.707	0.710	0.058	12.228	0.000	Significant
-> Customer Loyalty (Y)	0.353	0.364	0.126	2.798	0.006	Significant
Company Image (X1) -> Customer Loyalty (Y)	0.257	0.268	0.113	2.271	0.025	Significant
Service Quality (X2) -> Customer Loyalty (Y)	0.321	0.306	0.143	2.254	0.026	Significant

Source: Processed Primary Data (2023)

Before interpreting hypothesis testing, it can be seen that when the significance level is 5% or 0.05, the T statistics value is 1.960. If the T statistics value > 1.960 then the effect is significant. Hypothesis testing for each variable can be explained as follows:

#### Company Image (X1) on Customer Satisfaction Variables (Z)

Based on the results in the direct effect hypothesis test table, the t statistics for the Company Image Variable (X1) on the Customer Satisfaction Variable (Z) is  $4.226 > 1.960$  and the P value is  $0.000 < 0.05$ . With this, it can be concluded that H1 is accepted. This means that in this study the Company Image (X1) variable has a significant effect on Customer Satisfaction (Z). This shows that the company PT.PLN (Persero) ULP Teluk Segara is committed to maintaining the company's image to customers so that customers feel satisfied, the better the company's image, the higher the level of customer satisfaction. PT PLN (Persero) Teluk Segara ULP companies need to continue to prioritize and improve their corporate image consistently to gain a better understanding of customer willingness, thereby ensuring that a good corporate image can result in a better level of customer satisfaction.

#### Service Quality (X2) to the Customer Satisfaction Variable (Z)

Based on the results in the direct effect hypothesis test table, the t statistics for the Service Quality Variable (X2) on the Customer Satisfaction Variable (Z) is  $12.228 > 1.960$  and the P value is  $0.000 < 0.050$ . With this, it can be concluded that H2 is accepted. This means that in this study the Service Quality Variable (X2) has a significant effect on Customer Satisfaction (Z). This shows that the company PT PLN (Persero) ULP Teluk Segara is committed to maintaining and improving the quality of service it provides to customers. The higher the quality of service provided, the higher the level of customer satisfaction achieved, indicating the importance of this aspect in strengthening the relationship between the company and the customer and increasing the level of customer satisfaction. In addition, companies can measure and monitor customer satisfaction levels regularly, and actively listen to customer feedback. In this way, the company can ensure that customer satisfaction levels remain high and that customers feel valued. The company PT PLN (Persero) ULP Teluk Segara needs to continue to improve and maintain the quality of its services to later obtain a higher and better level of customer satisfaction.

### **Customer Satisfaction (Z) to Customer Loyalty (Y)**

Based on the results in the direct effect hypothesis test table, the t statistics for the Customer Satisfaction Variable (Z) on the Customer Loyalty Variable (Y) is  $2.798 > 1.960$  and the P value is  $0.006 < 0.050$ . With this, it can be concluded that H3 is accepted. This means that in this study the Customer Satisfaction (Z) variable has a significant effect on Customer Loyalty (Y). This indicates that the company PT PLN (Persero) ULP Teluk Segara has shown a commitment to maintaining and increasing the level of customer satisfaction, which in turn affects customer loyalty to the company. So, companies must continue to prioritize customer satisfaction as the main focus of their business strategy. The company PT PLN (Persero) ULP Teluk Segara can improve communication with customers to better understand their needs and preferences and consider providing more services or products that meet customer expectations, which will increase customer satisfaction and support long-term loyalty. Thus, the company PT PLN (Persero) ULP Teluk Segara can ensure that customers will remain loyal and engaged in the long term, which in turn will support better growth. If the customer is satisfied with what the company provides, the customer will be more likely to become a loyal customer.

### **Company Image (X1) to Customer Loyalty Variable (Y)**

Based on the results in the direct effect hypothesis test table, the t statistics for the Company Image Variable (X1) on the Customer Loyalty Variable (Y) is  $2.271 > 1.960$  and the P value is  $0.025 < 0.050$ . With this, it can be concluded that H4 is accepted. This means that in this study the Company Image (X1) variable has a significant effect on Customer Satisfaction (Y). This indicates that the company PT PLN (Persero) ULP Teluk Segara has shown commitment in maintaining and maintaining their company image to obtain good customer satisfaction. The PT PLN (Persero) Teluk Segara ULP company must continue to prioritize maintaining a positive corporate image as a valuable asset. PT PLN (Persero) Teluk Segara ULP can maintain a good corporate reputation through actions that support positive customer perceptions of the company by maintaining transparent communication, actions that support social commitments, and maintaining corporate integrity that will gain a positive corporate image to increase better customer satisfaction.

### **Service Quality (X2) to the Customer Loyalty Variable (Y)**

Based on the results in the direct effect hypothesis test table, the t statistics for the Service Quality Variable (X2) on the Customer Loyalty Variable (Y) is  $2.254 > 1.960$  and the P value is  $0.026 < 0.050$ . With this, it can be concluded that H5 is accepted. This means that in this study the Service Quality Variable (X1) has a significant effect on Customer Loyalty (Y). This indicates that the company PT PLN (Persero) ULP Teluk Segara has shown a commitment to maintaining and improving the quality of service they provide to customers, which in turn affects customer loyalty to the company. PT PLN (Persero) Teluk Segara ULP company must continue to improve and maintain the quality of service they provide to customers. This includes employee training, monitoring of service quality, and prompt response to customer problems. PT PLN (Persero) ULP Teluk Segara may also consider measuring customer satisfaction regularly and obtaining customer feedback to continuously improve their services. Training programs and actions that support service improvement can help increase long-term customer loyalty and thus get better results.



**Indirect Effect**

Table 4

*Indirect Effect Hypothesis Test Results*

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Values	Description
Company Image (X1) -> Customer Satisfaction (Z)	0.093	0.096	0.043	2.151	0.033	Significant
-> Customer Loyalty (Y)						
Service Quality (X2) -> Customer Satisfaction (Z)	0.249	0.257	0.088	2.822	0.006	Significant
-> Customer Loyalty (Y)						

Source: Processed Primary Data (2023)

**Company Image (X1) to Customer Loyalty (Y) through the Customer Satisfaction Variable (Z)**

Based on the results in the Indirect effect hypothesis test table, the t statistics for the Company Image Variable (X1) on the Customer Loyalty Variable (Y) through the Customer Satisfaction Variable (Z) is  $2.151 > 1.960$  and the P value is  $0.033 < 0.050$ . With this, it can be concluded that H6 is accepted. This means that in this study the Company Image (X1) variable has a significant effect on Customer Loyalty (Y) through the Customer Satisfaction (Z) variable. This indicates that PT PLN (Persero) ULP Teluk Segara has committed to maintaining and maintaining its corporate image. With this, it means that the impact of a positive company image will affect the level of customer satisfaction, which in turn will help strengthen the customer loyalty of PT PLN (Persero) Teluk Segara ULP. Therefore, the company PT.PLN (Persero) Teluk Segara must continue to be committed to providing high-quality services and experiences to customers and understanding and responding well to customer needs. In this way, the company PT.PLN (Persero) Teluk Segara ULP can maintain the company's image and customer satisfaction to increase customer loyalty.

**Service Quality (X2) to Customer Loyalty (Y) through Customer Satisfaction Variables (Z)**

Based on the results in the Indirect effect hypothesis test table, the t statistics for the Service Quality Variable (X2) on the Customer Loyalty Variable (Y) through the Customer Satisfaction Variable (Z) is  $2.822 > 1.960$  and the P value is  $0.006 < 0.050$ . With this, it can be concluded that H7 is accepted. This means that in this study the Service Quality (X2) variable has a significant effect on Customer Loyalty (Y) through the Customer Satisfaction (Z) variable. This indicates that the company PT PLN (Persero) ULP Teluk Segara has committed to maintaining and improving the quality of its services. This means that the impact of the good quality of service provided will positively affect the level of customer satisfaction, which in turn will help strengthen the customer loyalty of the company PT.PLN (Persero) ULP Teluk Segara. Therefore, the company PT.PLN (Persero) Teluk Segara must continue to be committed to providing high-quality services to customers and continue to monitor and improve service processes. In this way, the company PT.PLN (Persero) Teluk Segara ULP can maintain service quality and customer satisfaction to increase better customer loyalty.

This study uses a partial mediation type with test results for all variables having a positive and significant effect. Partial mediation is a condition in which the independent variable (X) affects the dependent variable (Y) directly and indirectly through the mediating variable (M). The test results show that the mediator variable (customer satisfaction) can explain all the relationships between the independent variables (company image and service quality) and the

dependent variable (customer loyalty). This shows that maintaining the company's image and service quality through customer satisfaction as the main goal will be able to increase customer loyalty much better. Mediator variables are key to understanding how and why Corporate Image and Service Quality influence customer loyalty. This research assumes that most of the influence of corporate image and service quality on customer loyalty occurs through the creation of customer satisfaction.

#### 4. Conclusion

The conclusions that can be drawn from this research are: (1) improving the company's image can increase customer satisfaction at PT PLN (Persero) ULP Teluk Segara (2) increasing the level of service quality can result in increased customer satisfaction at the company PT.PLN (Persero) ULP Teluk Segara (3) Increasing customer satisfaction can increase the level of customer loyalty, where the higher the level of customer satisfaction, the higher the level of customer loyalty to services at the company PT.PLN (Persero) Teluk Segara ULP (4) Improving the company's image can increase customer loyalty, where the higher the company's image, the higher the level of customer loyalty at PT.PLN (Persero) Teluk Segara ULP (5) Improving service quality can increase customer loyalty, where the higher the level of service quality, the higher the level of customer loyalty at PT.PLN (Persero) Teluk Segara ULP.

Based on the findings of this study, some suggestions that can be given include: (1) the company PT PLN (Persero) ULP Teluk Segara needs to prioritize maintaining the company's image and improving the quality of the services they offer. A good corporate image and high service quality have a significant influence on customer satisfaction and customer loyalty (2) companies also need to pay special attention to infrastructure maintenance and risk mitigation that can affect customer loyalty. Power outages, for example, can damage the company's image and reduce service quality. Therefore, preventive and corrective actions need to be implemented (3) for future researchers, it is recommended to consider other factors besides the variables that have been studied. This study has shown that the variables that have been studied have a strong influence. Future research can consider additional factors and expand the sample of respondents to get more in-depth research results.

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