

ANTECEDENTS OF CUSTOMER SATISFACTION AND ITS IMPACT ON CUSTOMER LOYALTY AT SHELL JAKARTA GAS STATION

Moudy Fitria Respati¹, Beby Karina Fawzee², Yeni Absah³

¹ Postgraduate Student in the Department of Management Science

^{2,3} Postgraduate Lecturer in the Department of Management Science,

Faculty of Economics and Business, Universitas Sumatra Utara, Medan, Indonesia.

Corresponding Email: moudyrespaty1616@gmail.com

Received : 21 May 2025

Revised : 29 May 2025

Accepted : 17 June 2025

Published : 22 July 2025

DOI : <https://doi.org/10.54443/ijset.v4i9.873>

Link Publish : <https://www.ijset.org/index.php/ijset/index>

Abstract

The high demand for fuel oil (BBM) in Indonesia, which is dominated by the transportation sector, encourages Shell gas stations to innovate in their services and product quality. Although Shell gas stations are known for their good reputation, fuel quality issues at Pertamina gas stations, such as adulteration, have made many customers switch to Shell. This study shows that customers are increasingly considering fuel quality and customer service in choosing gas stations, and the challenges faced in the Shell Go+ loyalty program are important factors in retaining customers in a competitive market. This study aims to determine and analyze the effect of brand image and customer experience on customer loyalty with customer satisfaction as an intervening variable at Shell gas stations in Jakarta City. The sample in this study were people in Jakarta City who had purchased and used Shell fuel at least 2 times a month. The sampling technique in this study was the accidental sampling technique with 110 respondents. The data analysis method used Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results showed that Brand Image had a positive and significant effect on Customer Loyalty and Customer Satisfaction. Meanwhile, Customer Experience has a positive and significant effect on Customer Loyalty and Customer Satisfaction. Finally, Customer Satisfaction has a significant effect in mediating the relationship between Brand Image and Customer Experience on Customer Loyalty.

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

INTRODUCTION

In Indonesia, around 76% of fuel use is allocated to the transportation sector, which is dominated by vehicles. The increase in vehicle fuel consumption every year has attracted the attention of foreign gasoline manufacturers such as Shell gas stations, Vivo gas stations, Mobil gas stations, and BP gas stations. Competition in the fuel market involves various aspects, including customer service, price, and branch availability to increase consumer satisfaction and interest (Dhita, 2022). Over time, Indonesians have become more aware of the differences in product quality, which encourages them to choose quality fuel for their vehicles (Andri & Arpizal, 2022), so that many have switched to non-subsidized fuel. The fuel oil industry is one of the important sectors in the economy both globally and domestically.

In the fuel industry, Public Fuel Filling Stations (SPBU) play an important role in providing fuel and services to vehicle owners. Customer satisfaction at gas stations is a crucial factor in maintaining and increasing market share for gasoline providers (Zain et al., 2020). This satisfaction is closely related to two main aspects: product quality (gasoline) and service quality at gas stations. Shell gas stations, as one of the leading brands, are known for their commitment to quality products and high service. Therefore, it is important to understand the influence of product quality and service quality on customer satisfaction at Shell gas stations. Shell in Indonesia operates in the upstream and downstream sectors, with activities in the fields of fuel, lubricants, and fuels for various sectors. The increasing need for transportation

contributes to the use of fuel oil and the increasing consumption of fuel in Indonesia (Sartika & Amar, 2020), making fuel the main source of energy for transportation in this country. The growth in the number of vehicles and people's travel also increases the demand for fuel (Rahmawati, 2019). Based on data from the Central Statistics Agency (2020), the growth in the number of motorized vehicles in Indonesia continues to increase, reaching 15 million cars and 115 million motorbikes, which creates a large need for fuel oil (BBM) and is a challenge for service providers such as Shell. With a gas station ratio of 1:40,000 vehicles, service capacity is limited; car users need an average of 28 liters per fill-up, while motorbikes need around 3 liters, so that in three days the total fuel requirement reaches around 485 million liters. The increasing consumption has attracted the attention of gasoline manufacturers such as Shell gas stations, Vivo gas stations, and BP gas stations, which provide choices for customers.

However, the fuel industry in Indonesia is experiencing dynamics, where Pertamina gas stations face fuel quality issues, such as Pertamax adulteration, which causes customer dissatisfaction and drives them to look for more reliable alternatives such as Shell gas stations. Shell's reputation for providing high-quality fuel, good customer service, and attractive loyalty programs further strengthens its brand image in this competitive market. Customer loyalty is key to a company's long-term success in various industries, including the fuel sector. Amidst the tight competition in the gas station market, Shell faces a major challenge in maintaining customer loyalty. To address this, Shell launched the Shell Go+ loyalty program, which is effective in increasing loyalty through reward points and fuel discounts.

The level of vehicle fuel consumption continues to increase every year, attracting the attention of foreign gasoline producers such as Shell gas stations, Vivo gas stations, Mobil gas stations, and BP gas stations. Competition in this fuel producer market involves various aspects, such as customer service, prices offered, and the availability of branches to satisfy and increase the interest of their buyers (Dhita, 2022). In the face of increasingly fierce competition in the gas station market, companies like Shell face a major challenge in maintaining their customer loyalty.

If customers feel that the fuel price at Shell gas stations is more expensive than competitors, they may prefer other gas stations that offer more affordable prices, even though they like Shell's quality. Customers who are dissatisfied with their experience or service at Shell gas stations may not recommend Shell to others, because they feel that the brand does not provide enough added value. This is in line with research conducted by (Akbar, 2024); that brand image has a positive effect on customer loyalty. However, this study is not in line with research conducted by Koyongian & Walean, (2021), that brand image has a negative effect on customer loyalty.

Customers may feel that there are other gas stations that are more trustworthy in terms of product quality or service, or they may have had a bad experience that affected their perception of the brand. Customers may also doubt the quality of fuel sold by Shell if they have experienced vehicle problems after refueling at a Shell gas station, or they feel that fuel from other gas stations is of better quality. This is in line with research conducted by (Widiyana & Simangunsong, 2021); Ramadhani & Nurhadi. (2022), that brand image has a positive effect on customer loyalty. However, this study is not in line with research conducted by Prastiwi & Rivai, (2022), that brand image has a negative effect on customer loyalty.

Customers may find the facilities at Shell gas stations not clean or well maintained, such as dirty toilets, unorganized parking areas, or lack of cleanliness in the fueling area. Customers may feel that the attendants at Shell gas stations are unfriendly, impolite, or unprofessional in providing service, which can affect their overall experience. This is in line with research conducted by (Agustiono, et. al. 2022); Rizqiyanti et. al. (2024), that Customer Experience has a positive effect on customer loyalty. However, this study is not in line with research conducted by Lina & Prasetyo, (2021), that Customer Experience has a negative effect on customer loyalty.

Customers may feel that the price of fuel at Shell gas stations is too expensive compared to the quality they receive. If they feel that the price of fuel at competing gas stations is cheaper, they may choose to switch to competitors. Customers may be dissatisfied with the overall experience at Shell gas stations, whether it is related to long queues, poor service, or other issues that make them uncomfortable. This is in line with research conducted by (Supertini, et. al.. 2020); Gultom et. al.. (2020), that customer satisfaction has a positive effect on customer loyalty. However, this study is not in line with research conducted by Qomarsyah, et. al.. (2023), that customer satisfaction has a negative effect on customer loyalty.

LITERATURE REVIEW

Customer Experience

Customer Experience is defined by Stocchi et al. (2016) as the entire service process that can be increased or

decreased through various types of interactions that can occur in the process. According to Thomas (2017), customer experience is an accumulation of feelings and impressions obtained by consumers through interactions with the company, such as buying and consuming the company's products, and obtaining information about the company. According to Schmitt (1999), Customer Experience consists of three dimensions of experience: **Sensory Experience**: This is an attempt to create an experience related to the five senses. Sensory experience provides an experience to customers by affecting their senses. Emotional Experience: Emotions arise from a person's cognitive assessment and psychological processes, often expressed physically and can be accompanied by actions. Emotions serve as a reference in interactions with the individual. Social Experience: Social experience affects the way individuals interact in a social context. Humans are part of a particular community, so it is important to make them feel proud and accepted. Humans as social beings need positive social experiences to improve their ability to interact.

Brand Image

According to Kotler and Keller (2012) Brand Imagery describes the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers' psychological or social needs. Kotler and Armstrong (2013) put forward the definition of brand image "The set of beliefs held about a particular brand is known as brand image". Which means a set of beliefs about a brand is called brand image. Kotler and Keller (2012) define brand image as "Perception and beliefs held by consumers. As reflected in the associations held in consumers' memory". According to Caputo (2021), Ezeuduj and Mhlono (2019), Blokdyk (2020), brand image consists of three components, namely: Corporate image is a series of associations that consumers perceive about the company such as popularity, reputation, company network, and consumer credibility. User image is a series of associations perceived by consumers towards users of a particular brand such as consumers or customers of the brand, the lifestyle of consumers or customers of the brand, and the social status of consumers or customers of the brand. Product image is a series of associations perceived by consumers towards products of the brand such as product attributes, price, product benefits, self-esteem when buying the product, and product guarantees.

Customer satisfaction

According to Irawan (2010) Customer satisfaction is a response from the results of customer accumulation or customers in using products or services. Customers will be more satisfied if it is relatively easy, comfortable, and efficient in getting products or services. According to Kotler and Keller (2013) customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing their perceptions or impressions of performance below expectations, customers are dissatisfied. According to Zeithaml, et al (2018) customer satisfaction is a customer's evaluation of a product or service in terms of whether the product or service has met the customer's needs and expectations.

Customer Loyalty

Customer loyalty is a deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior" Griffin (2012). According to Kotler and Keller (2016) stated that customer loyalty is a customer's commitment to repurchase a product or service despite the influence or marketing from competitors that can cause switching behavior. According to Yang & Peterson (2016), the dimensions of customer loyalty include referral, where loyal customers tend to recommend products to others; retention, which shows the attitude of customers who prefer certain products and reject other offers; and repeat, which reflects the behavior of customers who make repeat purchases of products they trust.

RESEARCH METHODS

This type of research uses quantitative research methods. This research was conducted at the Shell gas station in Jakarta City. This research was conducted in February 2025 - June 2025. The sample in this study was the community in Jakarta City who had purchased and used Shell fuel at least 2 times a month. The sampling technique in this study was the accidental sampling technique with 110 respondents..The data analysis method used Structural Equation Modeling-Partial Least Squares (SEM-PLS).

RESULTS AND DISCUSSION

ANTECEDENTS OF CUSTOMER SATISFACTION AND ITS IMPACT ON CUSTOMER LOYALTY AT SHELL JAKARTA GAS STATION

Moudy Fitria Respati et al

Outer Model Evaluation(Measurement Model): Validity and Reliability Testing

Table 1 and Figure 1 present the results of the first PLS-SEM algorithm analysis based on the proposed research model.

Table 1. Measurement Model

Construction	Measurement Items	Loading Factor	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Brand Image	CM1	0.959	0.909	0.983	0.980
	CM2	0.969			
	CM3	0.957			
	CM4	0.958			
	CM5	0.944			
	CM6	0.933			
Customer Experience	CE1	0.717	0.626	0.909	0.879
	CE2	0.856			
	CE3	0.859			
	CE4	0.767			
	CE5	0.796			
	CE6	0.739			
Customer Loyalty	CL1	0.804	0.660	0.921	0.897
	CL2	0.874			
	CL3	0.872			
	CL4	0.740			
	CL5	0.846			
	CL6	0.727			
Customer Satisfaction	CS1	0.866	0.759	0.926	0.894
	CS2	0.866			
	CS3	0.884			
	CS4	0.866			

As shown in Table 1, all item factor loading scores and mean extraction variance scores (AVE) were above 0.50 for all constructs, ensuring convergent validity. Research (Fornell & Larcker, 1981). This study's scale is reliable because Cronbach's alpha and composite reliability (CR) for all constructs exceed 0.70 (Fornell and Larcker, 1981). The Fornell-Larcker method tested discriminant validity. Table 4.2 shows discriminant validity results

Table 2. Discriminant validity

	Brand Image	Customer Experience	Customer Loyalty	Customer Satisfaction
Brand Image	0.953			
Customer Experience	0.551	0.791		
Customer Loyalty	0.730	0.649	0.813	
Customer Satisfaction	0.653	0.751	0.707	0.871

Table 2 of the discriminant validity test compares the AVE square root value of a latent variable to its correlation value with other latent variables. Each latent variable's AVE square root value exceeds its correlation value with other latent variables. So it meets discriminant validity.

Bootstrapping

Table 3. presents the results of the bootstrapping test.

Table 3. direct and indirect effects

ANTECEDENTS OF CUSTOMER SATISFACTION AND ITS IMPACT ON CUSTOMER LOYALTY AT SHELL JAKARTA GAS STATION

Moudy Fitria Respati et al

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Direct Effect					
Brand Image -> Customer Loyalty	0.445	0.446	0.093	4,764	0.000
Brand Image -> Customer Satisfaction	0.344	0.346	0.084	4.115	0.000
Customer Experience -> Customer Loyalty	0.208	0.210	0.093	2.247	0.025
Customer Experience -> Customer Satisfaction	0.561	0.559	0.083	6,719	0.000
Customer Satisfaction -> Customer Loyalty	0.261	0.259	0.110	2.358	0.019
Indirect Effect					
Brand Image -> Customer Satisfaction -> Customer Loyalty	0.090	0.087	0.040	2.228	0.026
Customer Experience -> Customer Satisfaction -> Customer Loyalty	0.146	0.147	0.070	2,084	0.037

Based on the results in Table 3, the results are:

1. Brand Image has a positive effect on Customer Loyalty, with a path coefficient value of 0.445 (original sample), and is significant with a P-Value of $0.000 < 0.05$.
2. Brand Image has a positive effect on Customer Satisfaction, with a path coefficient value of 0.344 (original sample), and is significant with a P-Value of $0.000 < 0.05$.
3. Customer Experience has a positive effect on Customer Loyalty, with a path coefficient value of 0.208 (original sample), and is significant with a P-Value of $0.025 < 0.05$.
4. Customer Experience has a positive effect on Customer Satisfaction, with a path coefficient value of 0.561 (original sample), and is significant with a P-Value of $0.000 < 0.05$.
5. Customer Satisfaction has a positive effect on Customer Loyalty, with a path coefficient value of 0.261 (original sample), and is significant with a P-Value of $0.019 < 0.05$.
6. Customer Satisfaction significantly mediates the relationship between Brand Image and Customer Loyalty, with P-Values = $0.026 < 0.05$.
7. Customer Satisfaction significantly mediates the relationship between Customer Experience and Customer Loyalty, with a P-Value = $0.037 < 0.05$.

Table 4. R-Square

	R Square	R Square Adjusted
Customer Loyalty	0.644	0.634

ANTECEDENTS OF CUSTOMER SATISFACTION AND ITS IMPACT ON CUSTOMER LOYALTY AT SHELL JAKARTA GAS STATION

Moudy Fitria Respati et al

Customer Satisfaction	0.646	0.639
-----------------------	-------	-------

Based on the results in Table 4:

1. It is known that the coefficient of determination (r-square) of CL is 0.644. This value can be interpreted that the influence of CM, CE and CS on CL is 64.4%.
2. It is known that the coefficient of determination (r-square) of CS is 0.646. This value can be interpreted that the influence of CM and CE on CS is 64.6%.

DISCUSSION

The results of the study show that Shell's brand image has a significant positive effect on customer loyalty, with a path coefficient of 0.445 and P-Values of 0.000, which means that the better Shell's brand image, the higher customer loyalty towards it. A good brand image increases trust and emotional affiliation, and strengthens the perception of value in the eyes of consumers, making it important for Shell to continue investing in effective branding strategies to attract and retain customers. This finding is in line with research by Maulina et al. (2022) and Setiawan & Sukoco (2021), which confirm that a strong brand image significantly increases customer loyalty. Descriptive analysis shows that the majority of respondents have a positive view of Shell's product advantages, reflecting that the company has succeeded in conveying the value of its products. A positive brand image creates identification, trust, and emotional connection, and promises consistent experiences and a good reputation, all of which encourage customers to remain loyal to the Shell brand (Kautsar & Mahir, 2023; Affandi et al., 2023; Wardani et al., 2023).

Brand image has been shown to have a significant positive effect on customer satisfaction at Shell gas stations, with a path coefficient of 0.344 and P-Values of 0.000, indicating that customers who have a positive view of the Shell brand tend to be more satisfied with the products and services they receive. A strong brand image contributes to the formation of positive expectations, which are important for the overall customer experience. Research by Putra & Mahardika (2023) indicates that positive perceptions of brand image increase customer satisfaction through good expectations and pleasant experiences. Yunita (2021) emphasized that a positive brand image plays a key role in strengthening satisfaction, especially in the service sector. By maintaining a positive brand image, Shell can improve the customer experience, ensuring expectations are met or exceeded, potentially creating greater loyalty and attracting new customers. Descriptive analysis shows that many customers feel that Shell fuel meets their needs, reflecting attention to product quality, service, facilities, price, and innovation. Efficient fuel quality and employee friendliness contribute to satisfaction, while clean facilities and fair price perceptions also play an important role. Cultivating a strong and positive brand image is essential to building and maintaining customer loyalty, which is supported by research by Mohammed & Rashid (2018), Sharma (2020), and Coung (2020), which shows the significant influence of brand image on customer satisfaction.

The results of the study show that customer experience has a positive effect on customer loyalty with a path coefficient value of 0.208 and P-Values of 0.025, indicating that a good experience during interaction with a brand encourages customers to remain loyal. Customer experience, which includes all aspects of interaction from purchase to after-sales service, is very important in building long-term relationships. Research by Fitriani et al. (2021) and Wijaya & Astuti (2020) confirms that a consistent and pleasant customer experience across all touchpoints can increase loyalty and encourage brand recommendations. Therefore, companies need to focus on improving customer experience, including service and ease of access to information, to create a satisfying experience. Descriptive analysis shows that the statement "I feel happy using Shell fuel" reflects the importance of customer experience in forming loyalty, where service quality, product satisfaction, and transaction convenience play a major role. The emotional attachment formed through positive experiences not only increases satisfaction but also strengthens customer loyalty, indicating that loyalty is built from meaningful experiences. Thus, designing a good customer experience at Shell gas stations is essential to building long-term loyalty and creating a competitive advantage in the market.

The results of the analysis show that customer experience has a positive and significant effect on customer satisfaction, with a path coefficient of 0.561 and P-Values of 0.000, confirming that positive customer experiences during

interactions with brands directly increase their level of satisfaction. Ziak (2025) emphasized that good customer experience increases satisfaction, while Hartono & Lestari (2024) showed that good interactions with brands build sustainable satisfaction. Therefore, companies need to plan and manage every aspect of the customer experience well, including training employees to provide friendly and responsive service and creating efficient processes. When the customer experience is designed to meet or exceed expectations, it will increase positive perceptions and affect satisfaction. Hidayat and Nuzil (2023) stated that customer satisfaction is influenced by the quality of products, services, and fuel, where a comfortable atmosphere, speed of service, and friendly staff play an important role. Descriptive analysis shows that the majority of respondents are happy to use Shell fuel, highlighting the importance of communication and service strategies in strengthening brand loyalty. The customer experience at Shell gas stations includes all interactions, including atmosphere and service quality, which significantly shape customer perceptions. Thus, customer experience becomes a key factor in strengthening positive impressions and increasing satisfaction, indicating that satisfying interactions are not only transactional but also emotional, which contributes to customer loyalty (Tjiptono, 2014; Rusmahafi and Wulandari, 2020; Kim and Kim, 2022).

The results of the study show that customer satisfaction has a positive effect on customer loyalty, with a path coefficient of 0.261 and P-Values of 0.019, which means that customers who are satisfied with Shell gas station services tend to remain loyal to the brand. Customer satisfaction is an important indicator that reflects the quality of the relationship between customers and Shell, and companies that are able to maintain high levels of satisfaction, such as Shell, will benefit from greater loyalty. Rahman & Suharto (2022) found that satisfied customers tend to be more loyal and have the potential to become brand advocates, which also applies to Shell customers with positive experiences. Martin et al. (2022) emphasized that satisfaction is a major predictor of loyalty, so Shell needs to be proactive in collecting feedback and making continuous improvements. Focusing on customer satisfaction ensures that they not only return but also recommend the brand to others. Customer loyalty, which is closely related to satisfaction, can be measured through the level of satisfaction felt (Ashari, 2023), and loyal customers are willing to pay more for the value received, and tend to make repeat purchases, which is beneficial for Shell (Violeta and Farida, 2023). Kotler and Keller (2016) noted that retaining existing customers is more profitable than attracting new customers, while Sari and Farida (2024) added that loyal customers who are happy with the product and continue to make repeat purchases are the key to the long-term success of Shell gas stations.

The analysis shows that customer satisfaction significantly mediates the relationship between brand image and customer loyalty, with P-Values of 0.026, meaning that a good brand image not only has a direct effect on loyalty, but also through increased satisfaction. This emphasizes the importance for Shell gas stations to prioritize strategies that build a positive brand image while ensuring that customer experiences meet their expectations. Maulina et al. (2022) noted that a good brand image can increase satisfaction, which ultimately strengthens customer loyalty, so an integrated strategy between brand image and customer satisfaction is essential. Shell gas stations must realize that a strong brand image can increase customer satisfaction, serving as a bridge to loyalty. By creating a positive cycle where a good brand image leads to high satisfaction and, ultimately, greater loyalty, Shell can more effectively retain and grow a loyal customer base in a competitive market. The interaction between brand image, customer satisfaction, and loyalty has been well documented, strengthening the argument that focusing on all three aspects is critical to the long-term success of Shell gas stations.

The results of the analysis show that customer satisfaction significantly mediates the relationship between customer experience and customer loyalty, with P-Values of 0.037, indicating that positive experiences can increase loyalty, but are highly dependent on the level of satisfaction felt. This means that although good experiences drive loyalty, customer satisfaction is a key factor connecting the two. Therefore, focusing on improving customer experience at Shell gas stations will not only increase satisfaction, but is also important for building long-term relationships with customers (Utama, Kosasih, and Trisnawati, 2021). Companies need to create experiences that are not only pleasant but also meet or exceed expectations. Fitriani et al. (2021) and Putra & Mahardika (2023) show that positive experiences must be followed by satisfaction to generate strong loyalty. By increasing customer satisfaction through positive experiences, Shell gas stations can build stronger loyalty. This shows that strategies that focus on customer experience must be reinforced with efforts to increase satisfaction, so that both can collaborate to increase overall loyalty. Customer experience encompasses all interactions and perceptions felt by customers (Sutedjo, 2023; Febrianti, 2023), and when managed well, this experience will create a positive impression that encourages reuse of Shell fuels. Consistent experiences not only increase satisfaction but also strengthen deeper emotional bonds between customers and Shell,

which ultimately drives loyalty (Rova & Suriadi, 2023; Sulistyaningrum et al., 2022). Therefore, customer satisfaction is an important mediator that allows Shell to develop more effective strategies to create satisfying experiences and ensure long-term loyalty (Sudrajat, 2023).

Suggestion

This study shows that brand image and customer experience have a positive and significant influence on customer loyalty, with customer satisfaction as an intervening variable. The results of the analysis indicate that brand image not only increases customer loyalty but also contributes to their satisfaction. In addition, positive customer experience has been shown to increase loyalty, which also depends on the level of satisfaction felt. Thus, brand image and customer experience are interrelated in building customer loyalty at Shell gas stations in Jakarta City. Based on these findings, it is recommended that Shell gas stations develop a more focused marketing strategy to strengthen brand image, as well as improve customer experience through loyalty programs and employee training. Collecting feedback from customers is also important to identify areas that need improvement, so that customer satisfaction can be improved. By implementing these steps, Shell gas stations can not only maintain customer loyalty, but also increase market share despite fuel price fluctuations. Further research is expected to explore other factors that influence customer loyalty and conduct studies in other major cities in Indonesia.

REFERENCES

- A.Sayuti dan Kurniawati. 2013. Manajemen Sarana dan Prasarana di SMK 1 Kasihan Bantul. Jurnal Akuntabilitas Manajemen Pendidikan, Vol. 1, No. (1): 98- 108.
- Aaker, David A. dalam Aris Ananda 2011. Manajemen Ekuitas Merek : Memanfaatkan Nilai Dari Suatu Merek. Spektrum Mitra Utama. Jakarta.
- Adona, F. 2006. Citra dan kekerasan dalam iklan perusahaan di televisi. Andalas University Press. Padang agenda, The Marketing Review, 7 (1), 59-78.
- Agustiono, et. al. (2022). Pengaruh Customer Experience Terhadap Loyalitas Pelanggan Melalui Kepuasan Pelanggan Sebagai Variabel Intervening (Studi pada Masyarakat Semarang Pengguna LinkAja). Jurnal Ilmu Administrasi Bisnis. 11(2)
- Akbar, Muhammad. (2024). Dampak Citra Merek Terhadap Loyalitas Pelanggan Melalui Kepuasan. JUMBA (Journal Of Management And Bussiness Alifana), 2(2), ISSN 3047-2814(media online), 61-70
- Ali Hasan. 2014. Marketing dan Kasus-Kasus Pilihan. Buku I, Cetakan ke-dua. Penerbit : CAPS, Yogyakarta.
- Alma, Buchari. 2012. Manajemen Pemasaran dan Komunikasi Promosi. Bandung: Alfabeta
- Anderson, J. C. and Narus, J. A. (1990), A Model of Distributor Firm and Manufacturer Firm Working Partnerships? , Journal of Marketing, Vol. 54, pp. 42-58.
- Andri, J., & Arpizal. (2022). Pengaruh Gaya Hidup Dan Persepsi Kualitas Terhadap keputusan Pembelian Bahan Bakar Minyak Jenis Pertalite Di Kota Pekanbaru. Jurnal Hukumah: Jurnal Hukum Islam, 5(2), 1–23.
- Dhita, M. (2022). Analisis Kepuasan Pelanggan terhadap Kinerja SPBU Ngabenrejo Grobogan. Masters Thesis, Diponegoro University., 1–15
- Assauri, Sofjan. 2004. Manajemen Pemasaran. Jakarta: Rajawali Press.
- Badan Pusat Statistik (2023). Jumlah Penduduk di Indonesia, from [https://www.bps.go.id/indicator/12/1975/1/jumlah-penduduk-pertengahan tahun.html](https://www.bps.go.id/indicator/12/1975/1/jumlah-penduduk-pertengahan-tahun.html),

- Bayuningrat, L., Handoyo & Widayanto, 2013. Pengaruh Kualitas Pelayanan, Kualitas Produk dan Kepuasan Pelanggan Terhadap Loyalitas Pelanggan Terhadap Loyalitas Pelanggan Jasa Transportasi Taksi New Atlas Kota Semarang. *Diponegoro Journal Of Social And Politic*, pp.1–11. Binarupa Aksara. Jakarta.
- Bitner, Marry. Jo., 1992. Servicescape: The Impact Of Physical Surrounding On Customer and Employees. *Journal Of Marketing*, 56 (2), 57-71.
- C. Mowen, John. Michael Minor. 2002. *Perilaku Pelanggan*. Jakarta. Erlangga
- Chen, J., & Tsai, M. (2020). *Exploring the Mediating Role of Customer Satisfaction in the Relationship Between Service Quality and Customer Loyalty: Evidence from the Fuel Retailing Industry*. *Journal of Retailing and Consumer Services*, 5(5)
- Chen, Y. S. 2010. “The Driver of Green Brand Equity: Green Brand Image, Green Satisfaction, and Green Trust”. *Journal of Business Ethics*. 9(3): pp: 307-319
- Christopher Lovelock. 2005. *Manajemen Pemasaran Jasa*, Kelompok Gramedia, Indeks, Indonesia
- Cuong, D.T. (2020), “The Impact of Customer Satisfaction, Brand Image on Brand Love and Brand Loyalty”, *Journal of Advanced Research in Dynamical and Control Systems*, Vol. 12 No. 06, pp. 3151–3159.
- Desyana and Basri, H.A. (2019), “The Influence of Brand Image , Product Quality , Brand Awareness on Satisfaction and the Impact on Customer 's Loyalty of PT . Altindo Mulia”, *International Journal of Innovative Science and Research Technology*, Vol. 4 No. 8, pp. 129–137.
- Dewi.N. K., G. Andri, S. Yonaldi. 2012. “Pengaruh Iklan, Citra Merek, dan Kepuasan Konsumen Terhadap Loyalitas Konsumen dalam Menggunakan Vaseline Hand and Body Lotion di Kota Padang”. *Jurnal Manajemen dan kewirausahaan*. 3(2): h: 11-29.
- Durmaz, Y., Cavusoglu, S., & Ozer, O. (2018). The Effect of Brand Image and Brand Benefit on Customer Loyalty: The Case of Turkey. *International Journal of Academic Research in Business and Social Sciences*, 8(5), 528–540.
- Engel, J. F. R. D., Ckwell dan Miniard. 1994. *Perilaku konsumen*. Terjemahan.
- Evawati. 2012. “Kualitas Produk dan Citra Merek (Brand Image) MC Donald: Pengaruhnya Terhadap Kepuasan Konsumen”. *Jurnal Ilmu Ekonomi dan Sosial*. 1(2): h: 184-191.
- Fandy Tjiptono. 2015. *Strategi Pemasaran*, Edisi 4, Penerbit Andi, Yogyakarta
- Fandy, Tjiptono. 2011. *Service Management Mewujudkan Layanan Prima*. Edisi 2. Yogyakarta: Andi.
- Fatona, S. 2010. Kualitas Jasa yang Mempengaruhi Loyalitas Dan Relevansinya Terhadap Kepuasan. *Jurnal Dinamika Manajemen*. 1 No. 1
- Griffin, EM. 2012. *A First Look at Communication Theory: Eight Edition*. Mc Graw Hill. New York.
- Griffin, J. 2005. “Customer loyalty: Menumbuhkan dan Mempertahankan Kesetiaan Pelanggan”. Penerbit Erlangga.
- Gultom & Fahmi. (2020). *Determinasi Kepuasan Pelanggan Terhadap Loyalitas Pelanggan Melalui Kepercayaan*. MANEGGGIO: Jurnal Ilmiah Magister Manajemen. 3(2)
- Guzman, F., & Saura, J. R. (2020). *Impact of digital transformation on customer satisfaction and loyalty*. *Journal of Business Research*, 1(10), 444-451
- Hair, Joseph F. Jr., G. Tomas M. Hult, Christian M. Ringle, dan Marko Sarstedt. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. United States of America: SAGE Publications, Inc. Kindle Edition
- Hansemark, O. C., & Albinsson, M. (2004). Customer Satisfaction and Retention: The Experiences of Individual Employees. *Managing Service Quality*, 40- 57.
- Hasan, Ali. 2013. *Marketing dan Kasus Kasus Pilihan*. Cetakan 1 Yogyakarta : CAPS.
- Herizon dan Wenny Maylina. 2003. Faktor-Faktor Yang Mempengaruhi Kesetiaan Terhadap Merek Pada Pelanggan Pasta Gigi Pepsodent Di Surabaya. *Jornal Ventura* Vol 6 No. 1. Hill Education, Singapore.

- Hermawan Kertajaya. 2010. *Grow with Character: The Model Marketing*. Jakarta: PT. Gramedia Pustaka Utama
- Hoffman, K. Douglas & John E.G. Bateson. (2006). *Services Marketing: Concepts, Strategies, & Cases*, Third Edition. Penerbit: Thomson South Western, USA.
- Imam, G. (2013). *Aplikasi Analisis Dengan Program Spss Edisi Ketujuh*. Semarang: Badan Penerbit Universitas Diponegoro.
- Imam, Ghozali dan Latan, Hengky . (2015). *Partial Least Squares Konsep, Teknik, Dan Aplikasi Menggunakan SmartPLS 3.0 Untuk Penelitian Empiris*. Semarang: BP Undip.
- Irawan, H. (2009). *10 Prinsip Kepuasan Pelanggan*. Jakarta: Elex Media Komputindo.
- Ismail, I. H., et al. (2006). "Service Quality, Client Satisfaction and Loyalty Toward Audit Firm: Perception of Malaysian Public Listed Company", *Managerial Auditing Journal*, Vol.21, No.7, pp 738-756.
- Kotler Philip, Armstrong Gary. 2013. *Prinsip-prinsip Pemasaran*, Edisi ke-12. Penerbit Erlangga.
- Kotler, dan Keller. (2012). *Manajemen Pemasaran*. Edisi 12. Jakarta: Erlangga.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson Education Inc.
- Kotler, Philip and Keller, Kevin Lane (2013), *Manajemen Pemasaran*, Jilid 1, Edisi 13, Erlangga.
- Kotler, Philip dan Armstrong, Gary. 2012. *Principles of Marketing*. New Jersey: Prentice Hall.
- Kotler, Philip, Kevin Lane Keller. (2012). *Marketing Management*, 14th Edition United States of America : Pearson
- Koyongian, Y. & Walean, r. . (2021). The Structural Model Of Brand Loyalty Through Customer Satisfaction: A Case Study Of Spbu Pertamina Manado. *Klabat Journal of Management*, 2(1)
- Kumar, Mukesh., Kee, Fong Tat., & Charles Vincent. (2009). Determining the relative importance of critical factors in delivering service quality of banks: an application of dominance analysis in SERVQUAL model. *Managing Service Quality*, 19(2)
- Kurniawati D, Suharyono, Kusumawati A. 2014. Pengaruh Citra Merek dan Kualitas Produk terhadap Kepuasan dan Loyalitas Pelanggan KFC Cabang Kawi Malang. *Jurnal Administrasi Bisnis*. 14(2).
- Lina & Prasetyo. (2021). Effect Of Website Quality, Customer Experience, and Service Quality On The Loyalty Of Lazada Online Shop Customers in Surakarta City. *INVEST. Jurnal Inovasi Bisnis dan Akuntansi*. 2(1)
- Lovelock and Wright, 2002, *Principles of Service Marketing and Management*, 2 nd edition, Prentice Hall.
- Lovelock, Wirtz, dan Mussry. (2010), *Pemasaran Jasa Manusia, Teknologi, Strategi*. Jakarta: Erlangga
- Lovelock, C and Wirtz, J. (2004). "Services Marketing", Fifth Edition, Prentice Hall, New Jersey
- loyalty teh botol sosro (Survei konsumen teh botol Sosro di Food Court ITC Cempaka Mas, Jakarta Timur). *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*. 3 (1): 1-17
- Lupiyoadi, Rambat. 2013. *Manajemen Pemasaran Jasa Berbasis Kompetensi* (Edisi 3). Jakarta: Salemba Empat.
- Lutfiana, A. A., S. Saryadi, A. Wijayanto. 2013. "Pengaruh Citra Merek dan Kualitas Produk Dengan Kepuasan Konsumen Sebagai Variabel Antara Terhadap Loyalitas Konsumen Air Minum Merek Aqua (Studi Pada Konsumen Aqua yang Berdomisili di Perumahan Puri Anjasmoro)". *Jurnal Ilmu Administrasi Bisnis*. 2(1): h: 1-12.
- Majied, Imam. 2014. Pengaruh Citra Merek dan Pelayanan terhadap Loyalitas Melalui Kepuasan sebagai Variabel Intervening (Studi Kasus pada Fakultas Ekonomi Universitas Islam Sultan Agung dan Universitas Semarang)
- Manoppo, Ferninda. "Kualitas Pelayanan, dan Service Scape Pengaruhnya terhadap Kepuasan Konsumen Pada Hotel Gran Puri Manado." *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*", Vol 1.4 (2013).
- Mardikawati, Woro dan Naili Farida. 2013. Pengaruh Nilai Pelanggan dan Kualitas Layanan Terhadap Loyalitas Pelanggan, Melalui Kepuasan Pelanggan pada Pelanggan Bus Efisiensi (Studi PO Efisiensi Jurusan Yogyakarta-Cilacap. *Jurnal*. Semarang: Universitas Diponegoro.

- Mardiyani, Yuyun, Murwatiningsih. 2015. Pengaruh Fasilitas dan Promosi terhadap Kepuasan Pengunjung melalui Keputusan Berkunjung sebagai Variabel Intervening pada Objek Wisata Kota Semarang. *Management Analysis Journal*. 4 (1).
- Mathwick. C. Malhotra. N And Rigdon. E. (2001). Experiential Value: Conceptualization, Measurement And Application In The Catalog And Internet Shopping Environment. *Journal Of Retailing* , 39-59.
- McDonell dan Hall. 2008. A framework for the evaluation of winery servicescape: A New Zealand Case. University of Canterbury. New Zealand
- Meyer, C., & Schwager, A. (2019). *Understanding Customer Experience: A Key to Loyalty*. *Harvard Business Review*, 97(4), 56-63
- Meyer, C., & Schwager, A. (2019). *Understanding Customer Experience: A Key to Loyalty*. *Harvard Business Review*, 97(4), 56-63
- Mohammed, A., & Rashid, B. (2018). A conceptual model of corporate social responsibility dimensions, brand image, and customer satisfaction in Malaysian hotel industry. *Kasetsart Journal of Social Sciences*, 39(2), 358–364. <https://doi.org/10.1016/j.kjss.2018.04.001>
- Mudrajad Kuncoro, (2013). “Metode Riset untuk Bisnis dan Ekonomi” Edisi 4. Jakarta: Erlangga.
- Oakes, S., & North, A. C. (2008). Reviewing congruity effects in the service environment musicscape. *International Journal of Service Industry Management*, 19 (1), 63-82.
- Oliver, Riscrd L, (1997), Satisfaction A Behavioral Perspective On The Consumer. McGraw-Hill
- Pradipta, Dyah A. A (2012). Pengaruh citra merek terhadap loyalitas pelanggan konsumen produk oli pelumas. PT. Pertamina (PERSERO) Enduro 4T Makassar. *Jurnal Manajemen*.
- Pramudyo, A. 2012. “Pengaruh Citra Merek Terhadap Loyalitas Melalui Kepuasan Sebagai Intervening (Studi Pada Mahasiswa Perguruan Tinggi Swasta di Yogyakarta)”. *JBMA*. 1(1): h: 1-16.
- Prastiwi & Rivai. (2022). Pengaruh Kualitas Produk, Citra Merek, dan Persepsi Harga Terhadap Kepuasan Pelanggan Serta Dampaknya Terhadap Loyalitas Pelanggan. *Journal Of Management & Business*. 5(1)
- Pratiwi, M. S., I Wayan, S., dan Ni, N. Y. 2014. Pengaruh citra perusahaan, citra produk dan citra pemakai terhadap keputusan pembelian produk Foremost pada Distro Ruby Soho di Singaraja. *e-Journal Bisma Universitas Pendidikan Ganesha Jurusan Manajemen*. 2: 1-12.
- Priyono, M. (2016). *Metode Penelitian Kuantitatif*. Sidoarjo: Zifatma Publishing.
- Putri, S. 2013. Pengaruh Citra Merek Hijau, Kepuasan Hijau, dan Kepercayaan Hijau Pada Ekuitas Merek Hijau Produk Elektornik di Yogyakarta.
- Qomarsyah et. al.. (2023). Pengaruh Kualitas Produk Dan Pelayanan Terhadap Loyalitas Nasabah Melalui Kepuasan Nasabah Sebagai Variabel Intervening Pada Koperasi Syariah BMTAl-Ittihad Pekanbaru. *Jurnal Bisnis Kompetif*, ISSN:2829-5277. 2(1)
- Rahmawati, A. (2019). Pengaruh jumlah penduduk, jumlah kendaraan bermotor, PDRB per kapita dan kebijakan fiskal terhadap konsumsi energi minyak di Indonesia. *Jurnal Pembangunan Dan Pemerataan (JPP)*, 10(1), 1–28.
- Ramadhani, mella & Nurhadi. (2022). Pengaruh Citra Merek, Kepuasan Konsumen Dan Kepercayaan Terhadap Loyalitas Pelanggan Air Mineral Merek Aqua. *Jurnal Ilmiah Ekonomi Dan Bisnis Universitas Multi Data Palembang*. 11(2)
- Rizan, M., dan Basrah, S. 2012. Pengaruh brand image dan brand trust terhadap
- Rizqiyanti, et. al.. (2024). Pengaruh Customer Experience terhadap Loyalitas Pelanggan Seblak Prasmanan Teh Windy di Karawang. *Jurnal Nasional Manajemen Pemasaran dan Sumber Daya Manusia*. 5(2)
- Sartika, Y., & Amar, S. (2020). Pengaruh Perekonomian dan Jumlah Penduduk Terhadap Permintaan Bahan Bakar Minyak di Indonesia. *Jurnal Kajian Ekonomi Dan Pembangunan*, 2(4),
- Selnes, F. (1993). An examination of the effect of product performance on brand reputation, satisfaction and loyalty. *European Journal of marketing*, 27(9), 19-35.

- Setiadi, N. J. (2003). *Perilaku Konsumen: Konsep dan Implikasi untuk Strategi dan Penelitian Pemasaran*. Jakarta: Prenada Media Jakarta
- Setyawan, B. D. 2013. Pengaruh Kualitas Produk dan Kepercayaan Terhadap Loyalitas Konsumen Dengan Kepuasan Sebagai Variabel Intervening (Studi Pada PDAM Tirta Moedal Semarang).
- Sharma, P.B. (2020), "Effect of Brand Image on Customer Loyalty. The mediating role of customer satisfaction and service delivery", *International Journal of Advanced Research in Engineering and Technology (IJARET)*, Vol. 11 No. 6, pp. 1107–1114.
- Situmorang, S. H. (2017). *Riset Pemasaran*. Medan: Usu Press.
- Situmorang, S. H. Dan Lufti, M. (2015). *Analisis Data Untuk Riset Manajemen Dan Bisnis*. Medan: Usu Press.
- Sondoh Jr, Omar MW, Wahid NA, Ismail I, Harun A. 2007. The effect of brand image on overall satisfaction and loyalty intention in the context of color cosmetic. *Asian Academy of Management Journal*. 12(1):83-107.
- Sugiyono. (2019). *Metode Penelitian Manajemen*. Bandung: Alfabeta.
- Superteni, et. al.. (2020). Pengaruh Kepercayaan Dan Kepuasan Pelanggan Terhadap Loyalitas Pelanggan Pada Pusaka Kebaya Di Singaraja. *Prospek: Jurnal Manajemen dan Bisnis*, 2(1)
- Superteni, et. al.. (2020). Pengaruh Kepercayaan Dan Kepuasan Pelanggan Terhadap Loyalitas Pelanggan Pada Pusaka Kebaya Di Singaraja. *Prospek: Jurnal Manajemen dan Bisnis*, 2(1)
- Susanti, E. 2013. Pengaruh Kualitas Produk Hijau, Citra Perusahaan Hijau, dan Kepuasan Pelanggan Hijau Pada Loyalitas Pelanggan Hijau Produk The Body Shop di Kota Yogyakarta.
- Susanty, Aries dan Adisaputra, Najid Bangun. 2011. "Pengaruh Brand Image Speedy Telkom Terhadap Loyalitas Pelanggan Di Kecamatan Banyumanik Semarang", *J@TI Undip*, Vol VI, No 3, September 2011.
- Tambunan, N., Aprilia, S., & Pangesti Rahayu, N. (2022). Study Literature:
- Tambunan, N., Aprilia, S., & Pangesti Rahayu, N. (2022). Study Literature: Dampak Kenaikan Bbm Bagi Perekonomian Rakyat. *SIBATIK JOURNAL: Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, Dan Pendidikan*, 2(1), 329–336
- Thakur, R. (2016). Understanding Customer Engagement and Loyalty: A Case of Mobile Devices for Shopping. *Journal of Retailing and Consumer Services*, 32, 151–163.
- Tjiptono, Fandy dan Gregorius Chandra. (2012) *Pemasaran Strategik*, Edisi 2. Yogyakarta: C.V Andi Offset.
- Tjiptono, Fandy. (2014) *Pemasaran Jasa*, Cetakan ke-4. Yogyakarta: C. V Andi Offset.
- Tjoanoto, M. T dan Kunto, Y. S. (2013). Pengaruh Service Quality Terhadap Customer Satisfaction di Restoran Jade Imperial. *Jurnal Manajemen Pemasaran Petra* Vol.1, No. 1, 1-9.
- Tu YT, Wang CM, Chang HC. 2012. Corporate brand image and customer satisfaction on loyalty: An empirical study of Starbucks coffee in Taiwan. *Journal of Social and Development Sciences*. 3(1):24-32
- Watson, G. F., Beck, J. T., Henderson, C. M., & Palmatier, R. W. (2015). Building, Measuring, and Profiting from Customer Loyalty. *Journal of Academy of Marketing Science*, 43(6), 790–825.
- Widiana & Simangunsong. (2021). Pengaruh Citra Merek Terhadap Loyalitas Pelanggan (Studi Padateh Pucukharum). *Jurnal Bisnis dan Pemasaran*. 11(2). ISSN : 2087-3077
- Willy, Abdillah dan Jogiyanto . (2015). *Partial Least Square (PLS) Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis*. Yogyakarta: Penerbit Andi.
- Wilson, N. (2019). The Impact of Service Quality and Brand Image toward Customer Loyalty in the Indonesian Airlines Industry. *Jurnal Manajemen Indonesia*, 18(3), 222.
- Wong, Amy and Amrik Sohal. 2003. Service Quality and Customer Loyalty Perspectives on Two Levels of Retail Relationships. *Journal of Services Marketing*. Vol. 17. No. 5. pp. 495-513.

ANTECEDENTS OF CUSTOMER SATISFACTION AND ITS IMPACT ON CUSTOMER LOYALTY AT SHELL JAKARTA GAS STATION

Moudy Fitria Respati **et al**

- Yang, Z. and Peterson, R.T. (2004), "Customer perceived value, satisfaction, and loyalty: the role of switching costs", *Psychology and Marketing*, Vol. 21 No. 10, pp. 799-822.
- Yazid. 2003. *Pemasaran Jasa*. Yogyakarta: Ekonisia.
- Zain, P., Efendi, A., & Satrianti, A. (2020). Peran Wujud, Jaminan & Empati terhadap Pelanggan Pada SPBU di Sungguminasa. *Study of Scientific and Behavioral Management*, 1(3), 16–29.
- Zeithaml, Valarie, Bitner & Gremler. 2006. *Service Marketing - Integrating Customer Focus Across The Firm* Forth Edition. New York: McGraw Hill.
- Zeithaml, V.A, Bitner, M.J And Gremler, D.D (2018) "Services Marketing: Integrating Customer Focus Across The Firm", Seventh Edition Published By McGraw-Hill Education
- Zhao, Xinshu, John G. Lynch Jr., Qimei Chen. (2011). "Reconsidering Baron and Kenny: Myths and Truths about Mediation Analysis", *The Journal of Consumer Research* 37:197-10.doi: 10.1086/651257