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

Paula Sumarandak ¹ Ronny H. Walean *²

- ¹ Faculty of Economics and Business Universitas Klabat, Manado, Indonesia
- * ² Faculty of Economics and Business Universitas Klabat, Manado, Indonesia

ARTICLE INFO

Jurnal Economic Resources

ISSN: 2620-6196 Vol. 9 Issues 1 (2026)

Article history:

Received – November 07, 2025 Revised – November 18, 2025 Accepted – November 19, 2025

Email Correspondence: rwalean@unklab.ac.id

Keywords:

Brand Image, Price, Service Quality, Customer Satisfaction, Customer Loyalty

ABSTRACT

This study aims to examine the influence of brand image, price, and service quality on customer loyalty at Bakery UNKLAB, with customer satisfaction as a mediating variable. The research focuses on the Indonesian market context, employing a quantitative survey and collecting data from 216 Bakery UNKLAB customers. The data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) to test the hypothesized relationships. The findings reveal that brand image, price, and service quality significantly contribute to customer satisfaction, which in turn strongly and positively affects customer loyalty. Customer satisfaction also serves as a crucial mediator linking these marketing factors to loyalty. These results offer valuable strategic insights for Bakery UNKLAB management in designing marketing policies that emphasize enhancing satisfaction to strengthen consumer loyalty in a competitive market.

INTRODUCTION

Every business owner should conduct research and development to increase customer loyalty and retain loyal customers. Advances in information and communication technology have also had a significant impact on various aspects of marketing, including shaping consumer perception and behavior. Brand image, price, and service quality are important determinants that affect customer satisfaction and loyalty. A strong brand image not only enhances positive impressions but also builds trust, which is the foundation of a long-term relationship between customers and companies (Keller, 2013). According to research, bakeries need to maintain a good brand image to increase sales, attract potential customers, and grow customer loyalty (Ulwiyah, 2023).

Every business owner must engage in continuous research and development to strengthen customer loyalty, an essential driver of long-term business sustainability. Technological advancements, especially in information and communication systems, have significantly transformed marketing practices by influencing how consumers perceive, evaluate, and engage with brands. In this evolving landscape, brand image, price, and service quality consistently emerge as core determinants of satisfaction and loyalty across various industries (Keller, 2013; Waworuntu et al., 2022; Abin et al., 2022).

Brand image plays a crucial role in shaping consumer attitudes, enhancing positive impressions, and establishing trust as the foundation of long-term customer relationships. Empirical evidence shows that brand image strongly influences purchase intentions and satisfaction in different marketing contexts, including bakery businesses, tourism destinations, and educational institutions (Ulwiyah, 2023; Mandagi et al., 2024; Marhareita et al., 2022). Studies on brand gestalt further highlight that consumers perceive

brands holistically, and this gestalt perception predicts satisfaction, loyalty, and word-of-mouth behavior (Rantung et al., 2023; Rondonuwu & Mandagi, 2023; Walean et al., 2024). Thus, bakeries must maintain a positive, consistent brand image to enhance competitiveness and build customer loyalty (Ole et al., 2025).

Price serves as a strategic component that significantly influences consumers' perceptions of value. Setting an appropriate price increases product appeal and helps align customer expectations with the benefits received (Monroe, 2003). However, pricing remains a complex challenge, and many companies fail due to poor pricing strategies. This problem is evident in the bakery sector, where competitors' price variations require businesses to constantly monitor and adjust their pricing to avoid financial losses (Andy & Elisa, 2022). The challenge becomes even more critical for bakeries such as UNKLAB Bakery, which must offer quality products at affordable prices amidst growing competition and rising operational demands (Sahara et al., 2023).

Service quality is another essential factor that directly shapes the overall customer experience. High levels of responsiveness, reliability, and service accuracy contribute significantly to customer satisfaction and loyalty (Zeithaml et al., 2018; Kwok et al., 2016). Evidence across multiple service-based settings, including MLM companies, hospitals, and educational institutions, demonstrates that improved service quality enhances satisfaction and further influences behavioral outcomes such as recommendation intention and revisit intention (Lebo & Mandagi, 2023; Inaray et al., 2024; Mandagi et al., 2024; Kelejan et al., 2022). Conversely, low employee responsiveness remains a common issue in many small businesses and can negatively impact customer perceptions despite good product quality and pricing (Salman & Sukarni, 2024).

Customer satisfaction results from consumers' evaluation of their purchasing experience and acts as a direct predictor of loyalty, repurchase behavior, and word-of-mouth recommendations (Oliver, 1999). In the bakery industry, where competition continues to intensify, understanding the factors that contribute to satisfaction and loyalty is increasingly important. For UNKLAB Bakery, which serves a diverse academic community, optimizing brand image, pricing strategies, and service quality represents a strategic priority for nurturing long-term customer loyalty (Poluan et al., 2022; Queenditya et al., 2024). Findings from studies on brand trust, perceived quality, and loyalty further reinforce the importance of integrating these elements to maintain competitiveness in dynamic market environments (Ole et al., 2025; Mandagi et al., 2024).

RESEARCH METHOD

The variables in this study were measured using a five-point Likert scale, ranging from strongly disagree (1) to agree (5) strongly, and included all necessary measurement indicators. To measure customer satisfaction, six items were adapted from relevant prior studies, ensuring their suitability for the context of UNKLAB's Bakery research. Similarly, customer loyalty is measured using six indicators drawn from reliable literature to provide a comprehensive assessment. The variables of brand image, price, and quality of service were measured using a number of indicator items that had been tested for validity and reliability in previous studies. The questionnaire was distributed to UNKLAB Bakery consumers using purposive sampling, with the criterion that respondents are active customers of the Bakery. After data collection, 216 data points were declared valid. The data is then processed and cleaned to ensure quality and consistency, including handling of lost data and inconsistencies.

Data analysis using the Structural Equation Modeling (SEM) method with SmartPLS software. The SEM procedure involves the testing stage of the measurement model for validity and reliability (including convergent and discriminant validity, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted), as well as the structural modelling testing stage to test the relationships between variables through the estimation of path coefficients, R-Square values, and goodness of fit. The research

model is declared valid and reliable when all statistical criteria are met. Thus, the analysis results enable thorough hypothesis testing, making an important contribution to understanding the influence of brand image, price, and service quality on customer satisfaction and loyalty at UNKLAB Bakery. The hypothesis test in this study uses SmartPLS (Partial Least Squares Structural Equation Modeling – PLS-SEM) and follows the two-step SEM procedure: measurement model assessment and structural model assessment. Measurement models are used to validate the accuracy and reliability of measurement scales. This process involves evaluating validity and reliability using a variety of statistical criteria.

Validity is evaluated through convergent validity and discriminant validity. The validity of convergence is determined by examining the loading factor and ensuring that all indicators contribute meaningfully to their respective constructs. Discriminant validity was tested using the Fornell-Larcker criterion by comparing the square root of the Average Variance Extracted (AVE) with the correlation between constructs to ascertain the differences between each construct. To ensure reliability, several measures are used. Cronbach's Alpha assesses internal consistency, rho_A, an adjusted reliability coefficient that accounts for construct correlations, and Composite Reliability (CR) assesses the overall consistency of the responses. Average Variance Extracted (AVE) is used to ensure that each construct accounts for an adequate proportion of variance in its indicators, with a threshold of 0.50 or higher. Once the measurement model meets the reliability and validity thresholds, a structural model is developed to test the hypothesis and assess the relationships among the key variables. Structural model evaluation includes testing model suitability, effect size, and predictive power. Goodness-of-Fit (GoF) measures how well a model fits the data. The value of F-squared(f2) calculates the size of the effect of an independent variable on the dependent variable. At the same time, R-squared (R2) reflects the proportion of the variance described by the independent variable.

RESULTS AND DISCUSSION

Figure 2 presents the results of the measurement model, and Table 2 summarizes the factor loading for all indicators on each variable. The measurement model's convergent validity is confirmed, with all factor loadings exceeding 0.70, indicating the reliability of each construct. The Brand Image (0.758-0.821), Price (0.888-0.869), and Service Quality (0.836-0.793) variables show strong internal consistency. This high loading value validates the measurement model, confirming the reliability and accuracy of the constructs measured according to the study framework.

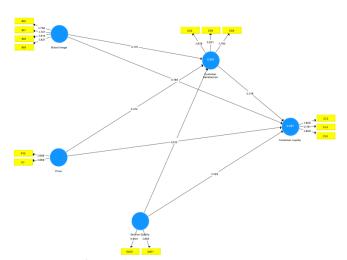


Figure 1. Measurement Model

Table 1. Measurement Model Test Result (Factor Loading)

	Brand Image	Customer Loyalty	Customer Satisfaction		Price		Service Quality
BI5	0.758						
BI7	0.747						
BI8	0.814						
BI9	0.821						
CL2		0.806					
CL3		0.781					
CL5		0.809					
CS2				0.836			
CS4				0.831			
CS5				0.793			
P10						0.888	
P7						0.869	
SQ10							0.904
SQ11							0.883

The discriminant validity of the measurement model is assessed using the Fornell-Larcker Criterion, which evaluates whether each construct differs significantly from the others by comparing the square root of the Average Variance Extracted (AVE) with the correlations among constructs. According to Fornell and Larcker (1981), discriminant validity is fulfilled when the square root of AVE for each construct is greater than its correlation with the other construct. Table 3 presents the results of the Fornell-Larcker Criterion, which shows that each construct has a higher correlation with itself compared to other variables. Brand Image (diagonal value 0.786), Price (0.879), Quality of Service (0.894), Customer Satisfaction (0.820), and Customer Loyalty (0.799) all have diagonal values that exceed the corresponding correlations between the constructs. This shows that each construct shares greater variance with the established indicators than with any other construct, thereby confirming its uniqueness. For example, the Brand Image shows a strong correlation with itself (0.786) and a lower correlation with other variables, supporting the validity of the variety. These results reinforce that the measurement model meets the criteria for discriminant validity, ensuring that each construct is conceptually distinct and does not overlap significantly with the other constructs in this study.

To further assess the reliability of the construct, Cronbach's Alpha, rho_A, and Composite Reliability (CR) values have been evaluated, as presented in Table 4. Cronbach's Alpha values above 0.70 are widely considered satisfactory, indicating a high level of internal consistency among the items measuring each construct. The results show that all constructs meet these criteria.

Table 2. Fornell-Larcker Criterion

	Brand Image	Customer Loyalty	Customer Satisfaction	Price	Service Quality
Brand Image	0.786				_
Customer Loyalty	0.375	0.799			
Customer Satisfaction	0.377	0.545	0.820		
Price	0.497	0.336	0.417	0.879	
Service Quality	0.241	0.512	0.506	0.294	0.894

The constructs in this study show excellent reliability, with Cronbach's Alpha values ranging from 0.706 to 0.792, which confirms the robustness of the measurement scale. Composite Reliability (CR), a more precise measure of internal consistency that does not assume equal factor weights, also exceeds the 0.70 threshold, ranging from 0.841 to 0.888, further strengthening the reliability of these constructs.

The R-squared (R2) indicates the proportion of the dependent variable's variance explained by the independent variables in the model. As shown in Table 5, the R2 for Customer Satisfaction is 0.357, with an adjusted R2 of 0.348, indicating that Brand Image, Price, and Service Quality explain 35.7% of the variation in Customer Satisfaction. Meanwhile, the R2 value for Customer Loyalty is 0.401, with an adjusted R2 of 0.390, indicating that the model can explain 40.1% of the variation in Customer Loyalty.

The value of f2 measures the size of the effect of each independent variable on the dependent variable. A value of 0.02 indicates a small effect, 0.15 a moderate effect, and 0.35 a significant effect. Customer Satisfaction, Brand Image, and Service Quality show medium to significant effects, while Price gives a small effect. Meanwhile, in Customer Loyalty, Customer Satisfaction has a significant effect, underscoring its role in shaping loyalty.

Model fit is assessed using several statistical indicators as presented in Table 7. A Standardized Root Mean Square Residual (SRMR) value of 0.081 indicates an acceptable match, where a value below 0.08 is generally preferred for an intense match. High recursive chi-square values resulting from large sample sizes are common and do not always indicate poor model fit. A Normed Fit Index (NFI) value of 0.626 indicates that a medium-level model is suitable. The d_ULS and d_G mismatch measures of 0.685 and 0.324, respectively, indicate a reasonable degree of consistency between the observed and estimated models. Overall, although the model does not fully meet all ideal match criteria, the SRMR and NFI values indicate an adequate fit, supporting the model's ability to represent the research data.

Table 3. Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Brand Image	0.792	0.793	0.865	0.617
Customer Loyalty	0.718	0.725	0.841	0.638
Customer Satisfaction	0.757	0.757	0.861	0.673
Price	0.706	0.708	0.871	0.772
Service Quality	0.748	0.753	0.888	0.798

Table 4. R Square Values

	R Square	R Square Adjusted
Customer Loyalty	0.401	0.390
Customer Satisfaction	0.357	0.348

Table 5. F Square Values

	Brand Image	Customer Loyalty	Customer Satisfaction	Price	Service Quality
Brand Image		0.034	0.035	,	
Customer Loyalty					
Customer Satisfaction		0.107			
Price		0.001	0.051		
Service Quality		0.113	0.226		

Table 6. Goodness of Fit Model

	Saturated Model	Estimated Model
SRMR	0.081	0.081
d_ULS	0.685	0.685
d_G	0.324	0.324
Chi-Square	432.305	432.305
NFI	0.626	0.626

Table 7. Result of the hypothesis

table 7. Result of the hypothesis							
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values		
Brand Image → Customer Loyalty	0.168	0.171	0.068	2.475	0.014		
Brand Image → Customer Satisfaction	0.175	0.176	0.062	2.835	0.005		
Customer Satisfaction → Customer Loyalty	0.316	0.316	0.070	4.516	0.000		
Price → Customer Loyalty	0.032	0.031	0.068	0.465	0.642		
Price → Customer Satisfaction	0.212	0.211	0.072	2.953	0.003		
Service Quality → Customer Loyalty	0.303	0.304	0.078	3.877	0.000		
Service Quality → Customer Satisfaction	0.401	0.407	0.056	7.152	0.000		

Hypothesis Test Results

The results of the hypothesis test based on the SmartPLS bootstrapping output are presented in Table 1. The findings showed that six of the seven hypothesized relationships were statistically significant at the 5% level. Specifically, Brand Image has a significant positive influence on Customer Loyalty (β =

0.1677, t = 2.475, p = 0.0137) and Customer Satisfaction ($\beta = 0.1747$, t = 2.835, p = 0.0048). Similarly, Customer Satisfaction significantly affects Customer Loyalty ($\beta = 0.3156$, t = 4.516, p < 0.001). Furthermore, Price had a significant positive impact on Customer Satisfaction ($\beta = 0.2124$, t = 2.953, p = 0.0033), but its effect on Customer Loyalty was not significant ($\beta = 0.0318$, t = 0.465, p = 0.6420). Meanwhile, Service Quality showed a significant influence on Customer Loyalty ($\beta = 0.3029$, t = 3.877, p < 0.001) and Customer Satisfaction ($\beta = 0.4012$, t = 7.152, p < 0.001).

These results show that Brand Image, Service Quality, and Customer Satisfaction are the main determinants of Customer Loyalty, while Price affects Customer Satisfaction more than it directly affects loyalty.

Table 8. The Result of the Mediation Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Brand Image → Customer Satisfaction → Customer Loyalty	0.055	0.056	0.025	2.250	0.025
Price → Customer Satisfaction → Customer Loyalty	0.067	0.067	0.028	2.434	0.015
Service Quality → Customer Satisfaction → Customer Loyalty	0.127	0.128	0.032	3.955	0.000

Mediation Analysis Results (Narrative Form)

A mediation analysis was conducted to test the indirect effects of Brand Image, Price, and Service Quality on Customer Loyalty via Customer Satisfaction. The results of the bootstrapping procedure in the Specific Indirect Influences section show that some indirect pathways are statistically significant.

Specifically, the influence of Brand Image on Customer Loyalty through Customer Satisfaction was found to be significant ($\beta=0.055$, t=2.619, p=0.009), which suggests that better brand image increases customer satisfaction, which in turn increases customer loyalty. Similarly, the Price \rightarrow Customer Satisfaction \rightarrow Customer Loyalty tracks showed significant indirect influences ($\beta=0.067$, t=2.680, p=0.008), suggesting that reasonable price perception contributes to customer satisfaction, which ultimately strengthens customer loyalty. Furthermore, Quality of Service \rightarrow Customer Satisfaction \rightarrow Customer Loyalty also showed a strong and significant mediating relationship ($\beta=0.126$, t=4.200, p<0.001), which confirms that service quality increases satisfaction and ultimately drives loyalty.

These findings imply that Customer Satisfaction serves as a significant mediator in the relationships among Brand Image, Price, Quality of Service, and Customer Loyalty. In other words, the influence of these factors on loyalty is both direct and indirect, mediated by satisfaction. Therefore, to effectively increase customer loyalty, businesses must focus on strategies that increase customer satisfaction, as this plays a crucial mediating role in the overall customer relationship model.

Discussions

The findings of this study demonstrate that Brand Image, Service Quality, and Customer Satisfaction serve as the strongest determinants of Customer Loyalty, while Price influences loyalty only indirectly through satisfaction. The significant impact of Brand Image on both satisfaction and loyalty reinforces the idea that positive brand perceptions shape not only attitudes but also long-term behavioral intentions. This finding is consistent with prior studies showing that brand image strongly influences consumer decision-making, purchase intention, and satisfaction across various sectors, including bakery businesses, tourism destinations, educational institutions, and public organizations (Waworuntu et al., 2022; Abin et al., 2022; Marhareita et al., 2022; Poluan et al., 2022). Moreover, research on brand gestalt indicates that consumers evaluate brands holistically, and this holistic perception contributes significantly to satisfaction, word-of-mouth intention, and loyalty outcomes (Mandagi et al., 2024; Rantung et al., 2023; Rondonuwu & Mandagi, 2023). The current study aligns with these findings, suggesting that cultivating

a strong brand image enhances satisfaction and increases the likelihood of repeat patronage at UNKLAB Bakery.

The findings of this study demonstrate that Brand Image, Service Quality, and Customer Satisfaction serve as the strongest determinants of Customer Loyalty, while Price influences loyalty only indirectly through satisfaction. The significant impact of Brand Image on both satisfaction and loyalty reinforces the idea that positive brand perceptions influence evaluative judgments and future behavioral intentions. This result is consistent with prior research showing that brand image drives consumer decision-making, purchase intention, and satisfaction across bakery businesses, tourism destinations, and educational institutions (Waworuntu et al., 2022; Abin et al., 2022; Marhareita et al., 2022; Poluan et al., 2022). Studies on brand gestalt similarly stress that consumers evaluate brands holistically, creating integrated perceptions that shape satisfaction, word-of-mouth intentions, and loyalty (Mandagi et al., 2024; Rantung et al., 2023; Rondonuwu & Mandagi, 2023). Recent works in digital and service-driven environments also support this view, emphasizing how integrated brand perceptions enhance loyalty outcomes (Nomleni et al., 2026; Maramis et al., 2025; Lintang et al., 2024). Thus, cultivating a consistently strong brand image appears essential for increasing satisfaction and repeat patronage at UNKLAB Bakery.

Service Quality also showed a substantial direct impact on satisfaction and loyalty, confirming its foundational role in shaping the customer experience. High service quality builds trust, comfort, and emotional attachment that subsequently translate into loyalty intentions. This finding aligns with extensive evidence across industries—including MLM firms, hospitals, tourism destinations, and telecommunication services—where service quality has been shown to elevate satisfaction, recommendation intention, and revisit behavior (Lebo & Mandagi, 2023; Inaray et al., 2024; Mandagi et al., 2024; Walean et al., 2024). Additional research indicates that a well-managed service environment strengthens brand gestalt, thereby further enhancing satisfaction and loyalty (Tumober et al., 2024; Mandagi et al., 2024). In addition, studies in both commercial and digital service sectors reaffirm that service quality plays a central role in building customer trust and loyalty pathways (Walean et al., 2025; Astuti et al., 2025; Supatman et al., 2026). Within UNKLAB Bakery, responsive, customer-focused service interactions are likely core drivers of loyalty formation.

Unlike Brand Image and Service Quality, Price did not directly affect customer loyalty, though it did significantly affect satisfaction. This suggests that consumers consider price as part of their fairness and value evaluations, but do not rely on it as their primary loyalty determinant. These findings parallel research showing that price enhances perceived value and satisfaction yet rarely stands as the dominant predictor of loyalty—particularly in markets where experiential attributes such as trust, sensory experience, and perceived quality carry greater weight (Ole et al., 2025; Kelejan et al., 2022). In sectors characterized by experience-based consumption, such as food, hospitality, and tourism, loyalty tends to depend more on relational and emotional factors than on transactional price considerations (Nomleni et al., 2026; Lumawir et al., 2025). Therefore, while maintaining fair pricing is important, UNKLAB Bakery must strengthen its brand image and service quality to cultivate more profound, more enduring loyalty.

The mediation analysis further highlights the pivotal role of Customer Satisfaction as the mechanism connecting Brand Image, Price, and Service Quality with Customer Loyalty. The significant mediating effects found in this study reinforce the theoretical notion that satisfaction is a key antecedent of loyalty (Oliver, 1999). This is consistent with empirical findings across SMEs, hospitals, tourist destinations, fast food industries, and digital platforms showing that satisfaction mediates the impact of brand image, brand gestalt, and service quality on loyalty and repurchase intention (Rampen et al., 2024; Queenditya et al., 2024; Inaray et al., 2024; Ole et al., 2025). Similar mediation effects have been observed in faith-based hospitals, digital marketing contexts, and higher education, where satisfaction links service performance and brand perceptions to loyalty outcomes (Walean et al., 2025; Supatman et al., 2026; Nomleni et al., 2026). The intense mediation of service quality through satisfaction, in particular, aligns

with previous findings that satisfaction serves as the bridge connecting service experiences to long-term behavioral commitment (Mandagi et al., 2024; Tumober et al., 2024).

Overall, the results highlight the need for an integrated customer experience strategy to enhance loyalty. Strengthening brand image through effective communication, improving service delivery through employee training and operational consistency, and maintaining fair pricing aligned with customer value perceptions constitute essential managerial priorities. These findings extend existing literature on brand perception, service quality, and satisfaction by reinforcing their complementary roles in loyalty formation (Walean et al., 2025; Lintang et al., 2024; Supatman et al., 2026). For UNKLAB Bakery, enhancing customer satisfaction offers the most effective pathway to achieving strong, sustainable customer loyalty, especially in competitive consumption environments where relationship-driven attributes dominate customer decision-making.

CONCLUSION

This study confirms that customer satisfaction is the primary driver of UNKLAB Bakery's customer loyalty. By paying attention to the positive influence of brand image, price, and service quality on this bakery's customer satisfaction, it can strengthen long-term relationships with its customers. Therefore, focusing on managing these three aspects optimally will be an effective strategy to maintain and increase customer loyalty in a competitive market.

Brand image, price, and service quality significantly influence the loyalty of UNKLAB's bakery customers, and customer satisfaction acts as a mediator in this relationship. In addition, customer satisfaction was found to be the main factor in determining customer loyalty, confirming the importance of satisfaction in consumer decision-making to remain loyal to UNKLAB's bakery. Mediation analysis revealed that customer satisfaction significantly mediated the relationships among brand image, price, service quality, and customer loyalty. This shows that although brand image, price, and service quality have a direct influence, increasing customer satisfaction is an important mechanism that strengthens consumer loyalty to UNKLAB bakery.

This research makes an important contribution to the marketing literature by deepening the understanding of how brand image, price, and service quality, through customer satisfaction, influence UNKLAB Bakery customer loyalty. Although previous research has shown a direct link between these dimensions and loyalty, this study's findings confirm that customer satisfaction serves as a crucial mediator, reinforcing that influence. The study also highlights the need for an authentic, credible approach to building a brand image, along with consistent service quality, to increase customer satisfaction and loyalty. The incomplete mediation of customer satisfaction in some relationships suggests opportunities to explore further other mediators, such as perceived value or brand credibility. These results support the theory that customer satisfaction is the primary driver of the positive relationship between marketing factors and customer loyalty at UNKLAB Bakery.

These findings provide some practical implications for UNKLAB Bakery marketers. To increase customer loyalty, bakeries must prioritize the optimal management of brand image, pricing, and service quality. These three factors have a positive and significant influence on customer loyalty, and customer satisfaction acts as a mediator that strengthens the relationship—providing high-quality products and services at competitive prices and building a positive brand image —helping increase customer satisfaction, which in turn drives long-term loyalty. Therefore, integrating strategies that focus on these three aspects and increasing customer satisfaction are the primary keys to strengthening UNKLAB Bakery's customer loyalty.

Although it makes an important contribution, this study has some limitations. This research focuses on specific UNKLAB Bakery customer segments, so the results may not be generalizable to various markets or other industries. Further research is suggested to explore the influence of brand image, price, and service quality across a broader range of contexts, including luxury brands, B2B marketing, and emerging markets. In addition, this study examines the direct influence and its mediation through customer

satisfaction; subsequent research should consider other potential mediators, such as perceived value or brand credibility, to gain a more thorough understanding of the mechanisms that drive customer loyalty for UNKLAB Bakery.

In addition, the study used cross-sectional data, which limits the ability to establish cause-and-effect relationships definitively. Future longitudinal research can provide deeper insights into how consumer perceptions of brand image, price, and service quality evolve, and how these perceptions affect Bakery UNKLAB's customer satisfaction and loyalty over time. Subsequent studies can also incorporate qualitative methods, such as consumer interviews or focus group discussions, to explore the psychological and emotional factors that influence customer satisfaction and loyalty decisions in the context of UNKLAB Bakery.

REFERENCE

- Abin, David G., Deske W. Mandagi, and Lefrand S. Pasuhuk. "Influence of brand image on customer attitude, intention to purchase and satisfaction: The case of start-up brand Pomie Bakery." Enrichment: Journal of Management 12.5 (2022): 3907–3917.
- Andy & Elisa. (2022). Pricing and Its Influence on Bakery Business Profits at Klabat University. Journal of Marketing Management, 15(3), 45–56.
- Anwar, M., Hairul, N., & Abdul, K. (2019). Brand image, customer satisfaction, and customer loyalty in retail. International Journal of Business and Management, 14(6), 45–58.
- Astuti, K., Walean, R. H., & Mandagi, D. W. Determinants of customer satisfaction and purchase decisions on online flight ticket e-commerce platforms. COSTING: Journal of Economic, Business and Accounting, 8(5), 2663–2681.
- Hsieh, Y. C., Pan, S. L., & Setiono, R. (2018). Product-, corporate- and country-image dimensions and purchase behavior: A multicountry analysis. Journal of the Academy of Marketing Science, 29(2), 184–199.
- Inaray, A. C. P., Soewignyo, F., Sumanti, E. R., & Mandagi, D. W. (2024). Exploring the nexus between service quality, patient satisfaction, and recommendation intentions in faith-based hospital settings. EKUITAS (Jurnal Ekonomi dan Keuangan), 8(3), 398-417.
- Kelejan, D. F., Walean, R. H., Soewignyo, T. I., & Mandagi, D. W. (2022). An exploratory analysis of determining factors influencing student satisfaction with postgraduate program services. QALAMUNA: Jurnal Pendidikan, Sosial, Dan Agama, 14(1), 369-384.
- Keller, K. L. (2013). Strategic Brand Management (4th ed.). Pearson Education Limited.
- Keller, K. L. (2013). Strategic Brand Management: Building, Measuring, and Managing Brand Equity (4th ed.). Pearson.Monroe, K. B. (2003). Pricing: Making profitable decisions (3rd ed.). McGraw-Hill/Irwin.Kotler, P., & Keller, K. L. (2016). Marketing Management (15th ed.). Pearson.Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services Marketing: Integrating Customer Focus Across the Firm (7th ed.). McGraw-Hill Education.Oliver, R. L. (1999). Whence consumer loyalty? Journal of Marketing, 63(Special Issue), 33–44. https://doi.org/10.2307/1252099
- Milović, B. (2018). The impact of brand image on customer loyalty: The mediating role of customer satisfaction. Economic Review Journal of Economics and Business, 16(2), 161–176. Pandey, A., Sharma, D., & Malhotra, R. (2018). Managing brand equity through consumer brand engagement: A strategic perspective in digital era. Journal of Business Research, 93, 160–172.
- Sijabat, M. F., Siregar, N. A., & Sihombing, R. (2022). The role of brand image and customer engagement in customer loyalty: Evidence from food service industry. Journal of Marketing and Consumer Research, 69, 45-55. Aslan, S., & Gullupunar, M. M. (2016). Impact of brand image and trust on customer loyalty: A study on Turkish mobile phone users. Marketing and Branding Research, 3(1), 64-72.

- Kotler, P., & Keller, K. L. (2016). Marketing Management (15th Global ed.). Pearson Education.
- Lebo, T. C., & Mandagi, D. W. (2023). Integrating service quality, customer satisfaction, and brand gestalt in the context of multi-level marketing (MLM) companies. Jurnal Mantik, 7(1), 100-111.
- Leckie, C., Bingham, T., & Ellison, J. (2016). Brand image and customer loyalty: A review. Journal of Marketing Research, 53(4), 512–524.
- Lestari, D., & Prasetyo, H. (2023). The effect of service quality on customer loyalty through customer satisfaction. Journal of Business Development, 9(3), 78–85.
- Lintang, L. J., Lumangkun, D. A., & Mandagi, D. W. (2024). Savoring loyalty: How brand gestalt mediates the social media-brand loyalty relationship? COSTING: Journal of Economic, Business and Accounting, 7 (6), 1203–1222.
- Lumawir, F. L., Walean, R. H., & Mandagi, D. W. (2025). The interplay of engagement rate, e-wom, digital advertising and customer loyalty: mediating role of brand trust. COSTING: Journal of Economic, Business and Accounting, 8(5), 52-64
- Mandagi, D. W., Pasuhuk, L. S., & Kainde, S. J. (2024). The Combined Effect of Brand Gestalt, Brand Awareness, and Brand Image on Ecotourism WOM Intention. Jurnal Akuntansi, Keuangan, dan Manajemen, 5(3), 161-175.
- Mandagi, D. W., Rampen, D. C., Soewignyo, T. I., & Walean, R. H. (2024). Empirical nexus of hospital brand gestalt, patient satisfaction and revisit intention. International Journal of Pharmaceutical and Healthcare Marketing, 18(2), 215-236.
- Mandagi, D. W., Soewignyo, T., Kelejan, D. F., & Walone, D. C. (2024). From a hidden gem to a tourist spot: Examining brand gestalt, tourist attitude, satisfaction and loyalty in Bitung city. International Journal of Tourism Cities.
- Maramis, E. H. N., Walean, R. H., & Mandagi, D. W. (2025). Integrating social media marketing, brand gestalt and brand image of local coffee shops. COSTING: Journal of Economic, Bussines and Accounting, 8(5), 1321–1346.
- Marhareita, C., Kila, I. W., & Mandagi, D. W. (2022). Social media marketing and educational institution brand awareness, image, and attitude. QALAMUNA: Jurnal Pendidikan, Sosial, Dan Agama, 14(1), 257-256.
- Monroe, K. B. (1990). Pricing: Making profitable decisions (2nd ed.). McGraw-Hill.
- Monroe, K. B. (2003). Pricing: Making Profitable Decisions (3rd ed.). McGraw-Hill/Irwin.
- Mustafa, A., & Sari, R. P. (2023). The influence of brand image on customer loyalty in the bakery business. Journal of Marketing Management, 7(1), 45–58.
- Nomleni, B. A., Walean, R. H., & Mandagi, D. W. (2026). The Mediating Role of Satisfaction in the Relationship Between Brand Image, Price, Service Quality, and Digital Marketing on Student Loyalty in Higher Education. Paradoks: Jurnal Ilmu Ekonomi, 9(1), 43-55.
- Nugroho, T., & Kurniawan, I. (2023). The role of customer satisfaction as a mediator in the relationship between price and customer loyalty. Journal of Consumer Management, 6(1), 15-28.
- Ole, H. C., Sakka, E. W., & Mandagi, D. W. (2025). Perceived Quality, Brand Trust, Image, and Loyalty as Key Drivers of Fast Food Brand Equity. Indonesian Journal of Islamic Economics and Finance, 5(1), 99-124.
- Oliver, R. L. (1999). Satisfaction: A Behavioral Perspective on the Consumer. McGraw-Hill.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. Journal of Retailing, 64(1), 12–40.
- Poluan, M. S., Pasuhuk, L. S., & Mandagi, D. W. (2022). The role of social media marketing in local government institution to enhance public attitude and satisfaction. Jurnal Ekonomi, 11(03), 1268-1279.

- Queenditya, S. C., Lovely, L. B., & Mandagi, D. W. (2024). Linking Social Media Marketing and Brand Loyalty: The Mediating Role of Brand Gestalt. Indonesian Journal of Islamic Economics and Finance, 4(1), 17-34.
- Rantung, D. I., Mandagi, D. W., Wuryaningrat, N. F., & Lelengboto, A. L. P. (2023). Small Medium Enterprises brand gestalt: A key driver of customer satisfaction and repurchase intention. International Journal of Professional Business Review: Int. J. Prof. Bus. Rev., 8(6), 4.
- Rifandi, R. (2020). A study of the relationship between brand image and customer loyalty. Journal of Management and Business, 8(2), 101–110.
- Rondonuwu, B. F., & Mandagi, D. W. (2023). Brand gestalt as a key determinant of tourist satisfaction and loyalty: Empirical study of super-priority destination Likupang. Jurnal Ekonomi, 12(02), 452-464.
- Sahara, M., et al. (2023). Analysis of the quality control system in the bakery industry: A case study of UNKLAB Bakery. Journal of Food Technology, 12(2), 100–110.
- Salman, A., & Sukarni, F. (2024). The effect of service quality on customer satisfaction in the bakery business in Airmadidi City. Scientific Journal of Management, 18(1), 78–89.
- Santosa, B. (2019). The influence of brand image on customer loyalty in the bakery industry. Journal of Marketing Research, 5(1), 33–42.
- Supatman, E. R., Walean, R. H., & Mandagi, D. W. (2026). The Trust Paradox: A Dual-Pathway Analysis of Digital Marketing's Impacts on Consumer Loyalty and Consumer Decision. Paradoks: Jurnal Ilmu Ekonomi, 9(1), 67-79.
- Sweeney, J. C., & Soutar, G. N. (2001). Consumer perceived value: The development of a multiple item scale. Journal of Retailing, 77(2), 203–220.
- Tumober, N. C., Langelo, C. G., Rantung, D. I., & Mandagi, D. W. (2024). Brand harmony: Exploring how destination brand gestalt influences tourist attitudes, satisfaction, and loyalty. Jurnal Ekonomi, 13(02), 404-421.
- Ulwiyah, S. (2023). Strategies to maintain brand image in bakery businesses: A case study of UNKLAB Bakery. Journal of Marketing and Business, 7(1), 15–25.
- Walean, R. H. ., Rantung, N. M. ., & Mandagi, D. W. (2025). The Interplay of Social Media Marketing, Brand Trust, Customer Satisfaction, and Loyalty. Jurnal Akuntansi, Keuangan, Dan Manajemen, 6(4), 881–897. https://doi.org/10.35912/jakman.v6i4.4519
- Walean, R. H., Mumek, L. S., & Mandagi, D. W. (2025). Examining the mediating role of patient satisfaction in the relationship between service quality and loyalty in faith-based private hospitals. Management Studies and Entrepreneurship Journal, 6(3), 3261–327.
- Walean, R. H., Pongoh, H., & Mandagi, D. (2024). Integrating brand gestalt and customer loyalty in telecommunication sector: The mediating role of customer satisfaction. International Review of Management and Marketing, 14(6), 409.
- Waworuntu, E. C., Mandagi, D. W., & Pangemanan, A. S. (2022). 'I see it, i want it, i buy it': The role of social media marketing in shaping brand image and gen z's intention to purchase local product. Society, 10(2), 351–369.
- Wijaya, F., & Hadi, S. (2021). The impact of brand image on customer loyalty in the food and beverage sector. Journal of Business and Management, 12(2), 120-130.
- Wulandari, F. (2022). The influence of brand image on customer loyalty with satisfaction as a mediating variable. Journal of Management and Marketing, 11(1), 50-62.
- Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. Journal of Marketing, 52(3), 2–22.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services Marketing: Integrating Customer Focus Across the Firm (7th ed.). McGraw-Hill Education.