

Contribution of Brand Image and Timeliness Delivery on Customer Loyalty Mediated by Customer Satisfaction at Shopee Express, East Jakarta

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Abstract: PT Shopee Express is one of the companies owned by PT Shopee, which is engaged in the field of goods delivery services, which are currently widely used by the public. This study aims to determine how much contribution brand image and punctuality of delivery have to customer loyalty mediated by customer satisfaction with Shopee Express delivery services. The variables in the study are brand image and punctuality of delivery as independent variables, customer loyalty as the dependent variable, and customer satisfaction as the mediating or intervention variable. The method or analysis tool in this study is SPSS (Statistical Product and Service Solution) version 29 with a quantitative approach. To determine the sample size, Hair et al. (1998) stated that the number of samples should be five times larger than the number of research variables so that this study will use a sample of 100 respondents. The results of the study based on 100 respondents stated that brand image affects customer loyalty, punctuality of delivery does not affect customer loyalty (rejected), customer satisfaction affects customer loyalty, brand image affects customer satisfaction, punctuality of delivery affects customer satisfaction, brand image through customer satisfaction affects customer loyalty, and punctuality of delivery through customer satisfaction affects customer loyalty.

Keywords: *Brand Image, Timeliness Delivery, Customer Loyalty, Customer Satisfaction*

1. Introduction

Customer loyalty can enhance service, profit and manufacturing competitiveness (Liu, et. al, 2019). Customers who are loyal to a service show commitment by continuing to buy that product or service in the future. Now, customer loyalty is associated with lower marketing costs and higher profitability, so service companies must face the challenge of maintaining a loyal customer base (Raza, et. al, 2020). The increasingly rapid advances in technology mean that the challenges faced will also become increasingly difficult.

Advancements in technology and increased accessibility of the internet and smartphones worldwide have made the growth of mobile commerce and online marketing capable of revolutionary changes in consumer behavior (Irgui & Qmichchou, 2023). Garcia et. al (2020) said that customers can now make practical and fast purchases without leaving home thanks to significant advances in electronic commerce or e-commerce, namely online platforms can be

in the form of websites or applications which of course facilitate the process of buying and selling transactions from various sellers. One of the marketplace applications currently in demand in Indonesia is Shopee.

Shopee is an e-commerce platform in great demand by people of various ages and genders. In Indonesia, Shopee Express became the e-commerce with the most visitors from January to December 2023. According to the SimiliarWeb data, Shopee has cumulatively achieved visits of around 2.3 billion, significantly outperforming its competitors. The number of visitors to Shopee e-commerce has increased the number of users of goods delivery services affiliated with the Shopee platform, namely Shopee Express (Wijaya & Rizani, 2022).

Table 1

E-Commerce with the most visitors in Indonesia (January-December 2023)

No	Ecommerce	Number of Visitors
1.	Shopee	2,349,900,000
2.	Tokopedia	1,254,700,000
3.	Lazada	762,400,000
4.	Blibli	337,400,000
5.	Bukalapak	168,200,000

Source: Processed from databooks.katadata.co.id

PT Shopee Express is a company in the official delivery service sector owned by PT Shopee International Indonesia (Shopee) (Savitri & Sukarno, 2023). Shopee Express has developed three main services: Shopee Express Standard, Shopee Express Sameday, and Shopee Express Instant. Shopee Express Standard is intended for delivery within and outside Java.

Previous research Ab Hamid et. al (2023) has proven that brand image positively relates to customer loyalty. Brand image is positively associated with customer loyalty, which is mediated by customer satisfaction (Pardede & Ramli, 2024). In research Amalia Novel Agsa et. al (2022) brand image influences customer satisfaction. Barbosa et. al (2023) prove that customer satisfaction positively impacts customer loyalty. Timeliness delivery affects customer satisfaction but does not directly affect customer loyalty (Pahrudin. et.al, 2024). The research Pahrudin et. al (2024) also proves that timeliness delivery affects customer loyalty, which is mediated by customer satisfaction.

2. Literature review

2.1. Brand image

Keller (1993) in (Abrham, 2019) defines brand image as "the perception of a brand as reflected by brand associations stored in consumer memory." The concept of brand image has a broad scope and describes various perceptions, such as consumer behavior and collective behavior toward brand (Ihzaturrahma & Kusumawati, 2021). Meilani & Suryawan (2020) said

that in measuring a brand image, there are two components: attributes and benefits, including functional, symbolic or experiential elements. Successful branding of brand image can result in strong customer loyalty.

2.2. Timeliness of delivery

Timeliness is the amount of time it takes a buyer from ordering an item until the item arrives in their hands (Magatef et al., 2023). The length of the delivery process from ordering goods and sending goods until the goods are received by the customer will be predicted by the shipping service. Timeliness delivery is defined as the appropriate time between the time of product receipt and the promised service time.

2.3. Customer Satisfaction

Looking at customer satisfaction is one of the most important ways to measure the success of a product or service. Customer satisfaction levels can be used to determine how satisfied customers are with the product or service offered. Consumers will feel happy getting a product that meets their expectations. When consumers get a product that meets their expectations, they will feel satisfied (Khairawati, 2019). If customers do not get a product that meets their expectations, satisfaction will not be achieved.

2.4. Customer loyalty

Satisfying customers' wants and needs will foster customer loyalty. Satisfying customers' wants and needs will foster customer loyalty (Larsson & Broström, 2020). Behaviors such as number of purchases, time spent on the website, and website visits indicate customer loyalty (Meilani & Suryawan, 2020). Customer loyalty reflects their desire to continually find value and happiness from a source from an emotional, psychological, and subconscious (Magatef et al., 2023).

2.5. Conceptual framework

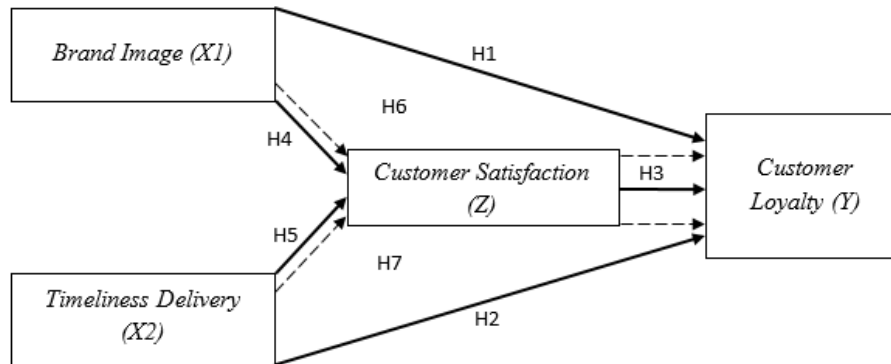


Fig. 1. Research models

Hypothesis Development

H1: There is a direct effect of brand image on customer loyalty.

H2: There is a direct effect of timeliness delivery on customer loyalty.

H3: There is a direct effect of customer satisfaction on customer loyalty.

H4: There is a direct effect of brand image on customer satisfaction.

H5: There is a direct effect of timeliness delivery on customer satisfaction.

H6: Customer Satisfaction mediates the influence of brand Image on customer loyalty.

H7: Customer Satisfaction mediates the influence of timeliness delivery on customer loyalty.

3. Research method

3.1. Study design

This study is quantitative research that uses 7 hypotheses to find out how much influence brand image and timeliness of delivery have on customer loyalty, which is mediated by customer satisfaction, using the Statistical Product and Service Solution (SPSS) version 29. This research is hypothesis-testing research. The design used is a causal hypothesis. By formulating the hypothesis, hypothesis testing is used to determine whether there is an influence between the variables being tested.

This study uses a questionnaire with a Likert scale, namely questions or statements with a descriptive scale as the answer. Google Forms is used to create the survey and a link is used to distribute it. Respondents chose one answer between strongly agree, agree, neutral, disagree, and strongly disagree.

This research will be conducted from June to August 2024. To determine the sample size, Hair et al. (1998) stated that the number must be five times greater than the number of research variables. This study uses four variables, and five times greater than four is 20, so the minimum sample for the study is 20. The researcher used a sample of 100 respondents from Shopee Express users in East Jakarta to get more accurate results.

3.2. Variables and measurements

This research uses brand image and timeliness of delivery as independent variables (independent variables), customer satisfaction as an intervening variable (intermediary), and customer loyalty as a dependent variable (dependent variable).

Table 2

Measurement of variables

Variables	Operational definitions	Indicators	Statement	Source
Brand Image (X1)	A brand's image is the culmination of all the associations that consumers have with it. People familiar with a brand will almost certainly maintain that brand image.	Good popularity (X1.1) Identical to Shopee Express (X1.2) Easy to remember logo (X1.3)	(X1.1.1) Shopee Express has a good reputation. (X1.1.2) Shopee Express is a delivery service that has stable service. (X1.2.1) Shopee Express has a different image compared to other delivery services. (X1.2.2) Shopee Express is synonymous with color and design. (X1.3.1) Shopee Express has a simple and attractive logo. (X1.3.2) I can easily recognize the Shopee Express logo.	Rusmahafi & Wulandari (2020); Zahro (2024)
Timeliness Delivery (X2)	Accuracy Delivery time can be defined as the amount of time required from the time a customer claims an item until the item arrives safely and according to the predetermined estimated time (Juniariska et al., 2020).	Prices are appropriate (X2.1) Liabilities (X2.2)	(X2.1.1) Delivery costs are based on the services provided by Shopee Express. (X2.1.2) Shopee Express shipping costs are affordable for my frequency of use. (X2.1.3) Shopee Express has relatively cheap delivery costs compared to other delivery services. (X2.2.1) Goods sent using Shopee Express have been received	Juniariska et al. (2020); Nantigiri et al. (2021);

			and are in good condition. (X2.2.2) I can track the delivery of goods on Shopee Express in real time (transparent). (X2.2.3) Shopee Express provides accurate and timely information on time estimation.	
Customer Satisfaction (Z)	When the product is compared with customer expectations, customer satisfaction is the feeling expressed by the customer, which can be either satisfaction or dissatisfaction. Customers will feel dissatisfied if the product's appearance does not match their expectations. Still, the customer will feel satisfied if the product's appearance is better or in line with their expectations (Juniariska et al., 2020).	Interest in using the service again. (Z.1) Conformity of expectations to reality. (Z.2)	(Z.1.1) I feel happy using the Shopee Express delivery service. (Z.1.2) I am satisfied with the features provided by Shopee Express. (Z.1.3) I am confident with the service provided by Shopee Express. (Z.2.1) I am satisfied with the explanation offered by Shopee Express customer service. (Z.2.2) I feel that Shopee Express's service meets my expectations. (Z.2.3) The facilities provided by Shopee Express are in line with my expectations.	Juniariska et al. (2020); Zahro (2024)
Customer Loyalty (Y)	The consumers are willing to continue participating in social	Repurchase Intention. (Y.1)	(Y.1.1) I will continue to use the Shopee Express delivery service.	

shopping via social media.		(Y.1.2) I have used the Shopee Express service on the Shopee e-commerce platform.	Rahayu & Faulina (2022)
	Commitment in Purchasing. (Y.2)	(Y.2.1) I am not interested in offers provided by other delivery services. (Y.2.2) I am not interested in the superior services offered by other delivery services. (Y.2.3) I feel comfortable with all the services provided by Shopee Express.	
	Recommendations for products sold. (Y.3)	(Y.3.1) I will recommend and invite other people to use the Shopee Express delivery service. (Y.3.2) I will provide information to those closest to me regarding the services provided by Shopee Express.	

4. Results and discussion

4.1. Respondent Characteristics

This research distributed questionnaires to Shopee Express users to collect data. The questionnaire distributed contained 25 statements with answers on a descriptive scale. The distribution of the questionnaire was carried out in the East Jakarta area via the Google Forms link. This can determine the characteristics and see from the general perspective of each Shopee Express user by identifying gender and age.

Table 3
Profile of Respondent

No	Classification	Category	Frequency	Presentation	Total
1.	Gender	Woman	69	69%	100%
		Man	31	31%	
		17-22	81	81%	
		23-27	17	17%	
2.	Age	28-32	0	0%	100%
		33-37	0	0%	
		>38	2	2%	
		Student	4	4%	
3.	Work	Student	60	60%	100%
		Worker	34	34%	
		Housewife	2	2%	

Based on the coverage of all the various profile of respondent, a large number of respondents were obtained, namely 81 respondents in the 17-22 year age category, 55 women and 26 men who provided statement answers.

4.2. *Validity test*

A validity test is a measure that shows the level of validity or validity of an instrument. Based on the distribution of questionnaires, 100 respondents were surveyed. The data was tested for validity using the SPSS software.

Table 4
Correlations

Variables	Number of Items	Average R Count	Sig. (2-tailed)	Validity
X1	6	0.671	<.001	Valid
X2	6	0.730	<.001	Valid
Z	6	0.804	<.001	Valid
Y	7	0.775	<.001	Valid

Data is valid if r calculated $>$ than r table with a significance value <0.05 . The number of respondents in this study was 100, so the r -table value was 0.195. In Table 4, all data is declared valid because the calculated r is > 0.195 and the significance value is < 0.05 .

4.3. Reliability tests

Reliability testing is used to test the reliability of a research instrument. If the respondents' answers are consistent or stable over time, the questionnaire is reliable. An instrument is said to be trustworthy if its Cronbach's alpha value is > 0.6 .

Table 5

Static reliability

Cronbach's Alpha	N of Items
0.966	25

This study found that the results of the instrument reliability test were reliable. The questionnaire used consisted of 25 statements distributed to 100 respondents. The reliability test in this study can be trusted because the value of Cronbach's alpha is $0.966 > 0.6$.

4.4. Satisfaction level

Satisfaction is a measurement of the level of emotion experienced by someone after comparing the results obtained with their expectations. If the performance obtained is in line with expectations, customers will feel more satisfied, and this can create loyal customers in the long term. Calculations in finding the level of satisfaction of respondents who have provided answers using the following formula:

$$TCR = \frac{\text{Average Score}}{\text{Highest likert score} \times n (5 \times 100)} \times 100\%$$

According to Sugiyono (2013:184), there are various TCR% assessment criteria which are explained as follows:

1. 80-100% = Very Satisfied
2. 60-80% = Satisfied
3. 40-60% = Dissatisfied
4. 20-40% = Dissatisfied
5. <20% = Very Dissatisfied

Table 6

Respondent Achievement Level (TCR)

Variables	Number of Items	SS	S	N	TS	STS	N	Score	Average	TCR
X1	6	206	310	81	3	0	600	2519	4.20	84.0
X2	6	197	296	104	3	0	600	2487	4.15	82.9
Z	6	183	328	87	2	0	600	2492	4.15	83.1
Y	7	208	288	169	34	1	700	2768	3.95	79.1
Average										82.3

The table above shows statements on variables X1. The average of all statements on variables X1, X2, Z, and Y is 82.1. This proves that respondents are quite satisfied with Shopee Express in the East Jakarta area.

4.5. Multiple linear regression

According to Murtadho (2022), multiple linear regression is a statistical method used to measure how dependent one or more independent (free) variables are on the dependent (dependent) variable. The main purpose of this analysis is to calculate and predict the population average value or dependent variable value based on the known values of the independent variable. This can determine how much each independent variable contributes to changes in the dependent variable by using a multiple linear regression model.

Table 7
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	-5.381	2.431		-2.214	.029
Brand Image (X1)	.596	.176	.364	3.385	.001
Timeliness Delivery (X2)	.251	.183	.173	1.371	.174
Customer Satisfaction (Z)	.473	.166	.337	2.851	.005

Table 8
Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Predictors
1	.804 ^a	.647	.640	2.91657	(Constant), Timeliness Delivery (X2), Brand Image (X1)
2	.821 ^b	.675	.664	2.81494	(Constant), Customer Satisfaction (Z), Brand Image (X1), Timeliness Delivery (X2)

Table 7 shows that the significance value of X1 = 0.001, X2 = 0.174, and Z = 0.005. The significance values of X1 and Z are less than 0.05. This result indicates that variables X1 and Z significantly affect Y. The significance value of X2 is greater than 0.05, so that variable X2 does not have a significant effect on Y.

Table 8 shows the R Square value in model 1 is 0.647. This shows that the contribution of X1 and X2 to Y is 64.7% while the remaining 35.3% is the contribution of other variables not studied. The R Square value in model 2 is 0.675. This shows that the contribution of X1, X2, and Z to Y is 67.5% while the remaining 32.5% is the contribution of other variables not studied. For the value of $e1 = \sqrt{(1-0.647)} = 0.5941$ and $e2 = \sqrt{(1-0.675)} = 0.5701$.

4.6. Classical assumption test

4.6.1. Normality test

Normality test ensures that the data collected by researchers comes from a population with a normal distribution. This proof can be seen through a histogram or standard probability plot. If the data is bell-shaped on the histogram and the points are scattered around the diagonal line on the standard probability plot, it can be said that the data distribution is normal. The results of data processing are shown in the histogram and standard probability plot in Figures 2 and 3, which show that the research data are normally distributed. Data processing in SPSS shows that the histogram figure forms a bell followed by a distribution of points around the diagonal line in the standard probability plot.

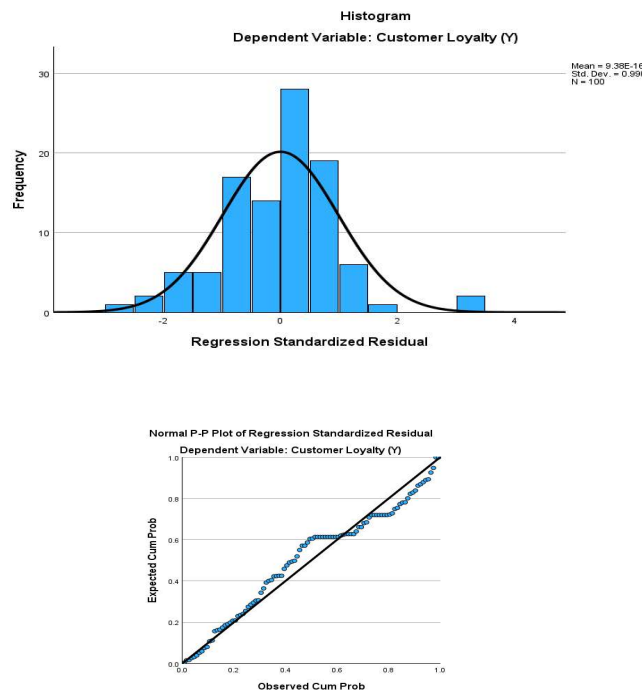


Fig. 3. Normal P-Plot

4.6.2. Multicollinearity test

To determine whether there is a correlation between the independent variables in the regression model, Murtadho (2022) said a multicollinearity test is carried out. In a good regression model, there is no correlation between dependent or independent variables. If the tolerance value is more than 0.10 and the variable inflation factor (VIF) value is less than 10, then there is no evidence of multicollinearity.

Table 9
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-5.381	2.431		-2.214	.029		
Brand Image (X1)	.596	.176	.364	3.385	.001	.293	3.413
Timeliness Delivery (X2)	.251	.183	.173	1,371	.174	.213	4.688
Customer Satisfaction (Z)	.473	.166	.337	2.851	.005	.242	4.128

Dependent variable: Customer Loyalty (Y)

The coefficients table above shows that the data processing results do not show symptoms of multicollinearity or indicate that the resulting regression model is ideal. Proof through the data processing results in the table above can be seen from the three tolerance values greater than 0.100 and the VIF value smaller than 10.00. This shows that there is no correlation between the dependent (independent) variables.

4.6.3. Heteroscedasticity test

According to Murtadho (2022), the heteroscedasticity test can be carried out to determine whether there are differences in residual variations from one observation to another. Homoscedasticity occurs when there is no difference in residual variation between two observations. Conversely, heteroscedasticity occurs when there is a difference. One of the characteristics of a good regression model is homoscedasticity, which means there is no heteroscedasticity. If the points in the image are not spread out in a clear pattern or are not wavy, do not widen or narrow, and the points are spread above and below the number 0 on the Y axis, then homoscedasticity occurs.

The results of Figure 4 show that this research has a good regression model or homoscedasticity. The occurrence of homoscedasticity is proven by the Scatterplot image, which shows that the points do not form a clear pattern, are not wavy, and are neither widened nor narrowed. This is also supported by the points are spread above and below the number 0 on the Y axis.

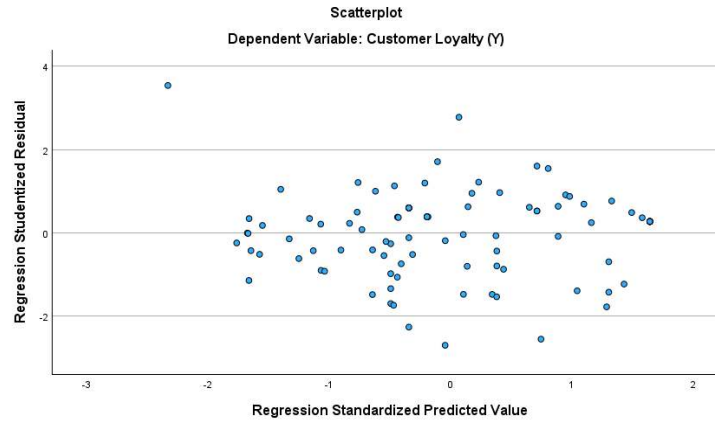


Fig. 4. Scatterplot

4.6.4. Autocorrelation test

The autocorrelation test was carried out to test whether there was a correlation in the linear regression model with the occurrence of confounding errors in periods t and t_1 . A regression model is ideal if it is free from autocorrelation. Autocorrelation tests generally use the Durbin-Watson test (DW Test) (Murtadho, 2022).

Table 10

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.821 ^a	.675	.664	2.81494	2.046

a. Predictors: (Constant), Customer Satisfaction (Z), Brand Image (X1), Timeliness Delivery (X2)

b. Dependent Variable: Customer Loyalty (Y)

The data in this study used 100 samples and 3 independent variables. Based on Levine et al. (2021), the du value for a sample of 100 with 3 independent variables is 1.74 with a significance of 5%. Based on the data processing results using SPSS, the du value obtained in the Durbin-

Watson table is 2.05. The data in this study do not have symptoms of autocorrelation because $du(1.74) < \text{Durbin Watson}(2.05) < 4-du(2.26)$.

4.7. Hypothesis testing

4.7.1. T test

The t-test is a test that is able to find out the emergence of a relationship in a variable or interpret how much influence the independent variable and the dependent variable have. This is done in research with the help of SPSS tools and a significance level set at 5% (Murtadho, 2022). This test is done by comparing t count $>$ t table and a significance value < 0.05 . In hypothesis testing, the t-test is carried out twice, namely the first is the t-test X1, X2, and Z against Y, and both t-tests X1 and X2 against Z. To find out the t table value in the test, use the formula:

Test 1, t table = $t\left(\frac{\alpha}{2}; n - k - 1\right) = t\left(\frac{0.05}{2}; 100 - 3 - 1\right) = t(0.025; 96) = 1.9850$

Test 2, t table = $t\left(\frac{\alpha}{2}; n - k - 1\right) = t\left(\frac{0.05}{2}; 100 - 2 - 1\right) = t(0.025; 97) = 1.9847$

Based on the t table with df 96 and 97 with Upper-Tail Areas 0.025, Levine et al. (2021) have a t table of 1.9850 and 1.9847, respectively.

Table 11
Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Dependent variable
		B	Std. Error	Beta			
1	(Constant)	-5.381	2.431		-2.214	.029	Customer Loyalty (Y)
	Brand Image (X1)	.596	.176	.364	3.385	.001	
	Timeliness Delivery (X2)	.251	.183	.173	1.371	.174	
	Customer Satisfaction (Z)	.473	.166	.337	2.851	.005	
2	(Constant)	.561	1.486		.378	.706	Customer Satisfaction (Z)
	Brand Image (X1)	.330	.102	.283	3.219	.002	
	Timeliness Delivery (X2)	.645	.091	.623	7.103	<.001	

Table 11 show that the following data processing results are obtained:

Model 1

1. An analysis of the relationship between brand image (X1) and consumer loyalty (Y)
The aforementioned table analysis indicates that, with a calculated t value of $3.385 > t \text{ table } 1.985$ and an significant value is $0.001 < 0.05$, brand image (X1) significantly influences customer loyalty (Y).

2. Examination of the relationship between timeliness delivery (X2) and customer loyalty (Y)
It can be determined that timeliness delivery (X2) has no noteworthy effect on customer loyalty (Y). Table 11 shows that the significant value related to timeliness delivery (X2) is $0.174 > 0.05$ and the estimated t value is $1.371 < t \text{ table } 1.985$. These results suggest that there is no significant relationship between timeliness delivery (X2) and customer loyalty (Y).
3. An examination of the relationship between customer satisfaction (Z) and customer loyalty (Y)
Customer loyalty (Y) is significantly impacted by customer satisfaction (Z), as indicated by the statistical significance value of $0.005 < 0.05$ and the computed t value of $2.851 > t \text{ table } 1.985$ for customer loyalty (Y) in the above table analysis.

Model 2

1. An examination of how brand image (X1) affects consumer happiness (Z)
According to the above table study, brand image (X1) has a substantial impact on the customer satisfaction (Z) with a significance value of $0.002 < 0.05$ and a computed t value of $3.219 > t \text{ table } 1.9847$.
2. Examination of the relationship between timeliness delivery (X2) and customer satisfaction (Z)
Given that the timeliness delivery (X2) value of significance is $< .001 < 0.05$ and the computed t value is $7.103 > t \text{ table } 1.9847$, it can be concluded that timeliness delivery (X2) significantly affects customer satisfaction (Z).

4.7.2. Sobel Test

The Sobel test is a statistical technique used to determine whether mediation in a regression model is significant. It assesses the overall reliability of the path from X to Y through Z (Tauseef, 2020). This method is similar to the process created by Baron and Kenny (1986); the difference is that the Sobel test concentrates more on evaluating the specific significance of the mediation effect through more detailed statistical calculations.

Table 12

Sobel Test Calculating

	Variable	a	SEa	b	SEb	Statistical Test	P-value
1.	Brand Image	0.330	0.102	0.473	0.166	2.138	0.0324
2.	Timeliness Delivery	0.645	0.091	0.473	0.166	2.643	0.0081

Table 12 shows that brand image through customer satisfaction towards customer loyalty has a p-value < 0.05 , which is 0.0324, meaning that brand image through customer satisfaction affects customer loyalty. Based on previous research by (Pardede & Ramli, 2024), the results indicate that brand image (brand strength, uniqueness, and superiority) is related to customer satisfaction through customer loyalty. Timeliness delivery through customer satisfaction

towards customer loyalty has a p-value < 0.05 , which is 0.0081, meaning that timeliness delivery through customer satisfaction affects customer loyalty. The results are consistent with previous research conducted by (Pahrudin. et.al, 2024), which states that the variable of timely delivery has a positive effect on customer loyalty through customer satisfaction.

5. Conclusion

In conclusion, from the various analysis results of 7 hypotheses and testing the data submitted regarding the correlation involving brand image and timeliness of delivery on customer loyalty, which is mediated by customer satisfaction with the Shopee Express delivery service. The ability of Shopee Express's brand image has a significant influence on customer loyalty and customer satisfaction. Although on-time delivery does not directly impact customer loyalty, it is still essential because it affects customer satisfaction. In this relationship, customer satisfaction is the primary mediator because brand image and on-time delivery affect customer loyalty through their impact on customer satisfaction. More specifically, brand image increases customer loyalty directly and through customer satisfaction, while on-time delivery affects customer loyalty indirectly through customer satisfaction. Therefore, to increase customer loyalty, Shopee Express must concentrate on improving its brand image and on-time delivery, emphasizing increasing customer satisfaction.

6. Implications

The conclusion of the present research can show the implications of various data analysis results and discussions from previous chapters regarding the relationship between brand image and timeliness delivery on customer loyalty, which is mediated by customer satisfaction with the Shopee Express delivery service from both theoretical and practical perspectives, which can be explained as follows:

6.1. Theoretical Implications

- a. This research indicates that Brand Image (X1) influences Customer loyalty (Y). The Shopee Express company needs to pay attention to and even maintain the brand image of its e-commerce users and prioritize its brand image over other competing competitors. Through strategy, good service, and branding defense, Shopee Express delivery service users can strengthen their brand image and customer loyalty by providing long-term customer retention benefits.
- b. This research indicates that Timeliness Delivery (X1) has minimal impact on Customer Loyalty (Y). Aspects of delivery time may not be a determining factor in maintaining customer loyalty. However, Timeliness Delivery (X2) still has an influence on Customer Loyalty (Y), so Shopee Express needs to prioritize and support services on Customer Satisfaction (Z) in carrying out delivery service efficiency and prioritizing timely delivery of goods to customers.
- c. This research reveals that Customer Satisfaction (Z) functions as a mediating variable between Brand Image (X1), Timeliness Delivery (X2), and Customer Loyalty (Y) through

various efforts in delivery services and a comprehensive user experience. This means that Shopee Express strives to increase Customer Satisfaction (Z) by ensuring that every stage of the customer journey, from purchasing to delivery, continues to run smoothly and maintain timeliness delivery in increasing Loyalty (Y) through consistent satisfaction.

6.2. Practical Implications

The Shopee Express company needs to implement an effective strategy to maintain its Brand Image (X1). Building a solid Brand Image (X1) can be helped by implementing positive brand values in every user interaction. It remains essential to maintain good delivery standards to ensure Customer satisfaction (Z) by evaluating and improving efficiency in Timeliness Delivery (X2). This helps overcome problems and ensures that Customer Satisfaction (Z) and Customer Loyalty (Y) remain even though delivery speed does not show a significant impact on Customer Loyalty (Y).

To gain more customer loyalty, Shopee Express can enhance its delivery options by offering flexible schedules and faster services, making it more convenient for users. Implementing a loyalty program that rewards repeat customers could also encourage continued use. Additionally, focusing on exceptional customer service, including responsive support and easy tracking, would help build trust. Personalized offers based on shopping habits could create a more tailored experience, while actively seeking and acting on customer feedback would show that their opinions are valued. Finally, adopting eco-friendly practices could attract environmentally conscious consumers. These strategies together would strengthen customer relationships and loyalty.

7. Research limitations

The following are several limitations that trigger several obstacles that cause imperfections in the research that has been carried out, namely:

1. Limited time, energy, ability, and costs for researchers.
2. The respondents did not understand the statements in the questionnaire, so the results could have been less accurate.
3. This research only examines the influence of several factors on customer loyalty. Hence, research on the impact of other factors that have not been studied on customer loyalty is necessary.
4. The determination depends exclusively on the data processing outputs. It is hoped that further research will be carried out using different research methods, a wider sample, and different and more complete research instruments.

The research object was only focused on the East Jakarta area of the Shopee Express delivery service.

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