



The Influence of Service Quality and Brand Image on Customer Loyalty at the Post Office in Batam City

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ABSTRACT

Keywords:

Service Quality, Brand Image, and Customer Loyalty

This study aims to investigate and examine the influence of Service Quality and Brand Image on Customer Loyalty at the post office in Batam City, specifically regarding the use of parcel delivery services. This research uses primary data, with a sample of 100 respondents who are customers at post offices in Batam City (2025). A questionnaire was used to collect the data, and SPSS version 25 was employed as the analytical tool. Based on the research findings, the decision to use the post office's delivery services in Batam City is primarily influenced by Customer Loyalty. Meanwhile, Service Quality and Brand Image have a positive but not significant impact. However, Customer Loyalty in using the post office's parcel delivery services in Batam City is significantly influenced by the cumulative effect of Service Quality, Brand Image, and Customer Loyalty. The novelty of this study lies in its context, as previous research on Customer Loyalty in the logistics and delivery service sector in Indonesia has primarily focused on private courier companies, while studies on state-owned enterprises such as post offices remain limited. By analyzing the interplay of Service Quality, Brand Image, and loyalty in the public postal sector, this research provides a new perspective on how traditional service providers can remain competitive in the digital era, where private couriers and e-commerce platforms dominate.

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INTRODUCTION

PT. Pos Indonesia is a State-Owned Enterprise that was first established in Batavia (now Jakarta) by Governor General G.W Baron van Imhoff on August 26, 1746 with the aim of further guaranteeing the security of residents' papers, especially for those who trade from offices outside Java and for those who come from and go to the Netherlands. Since then, the postal service has been born to carry out the role and function of service to the public. After the Batavia Post Office was established, four years later the Batam Post Office was established to hold regular postal connections between the two places and to speed up their delivery (Harisetiowati, 2022). Route 3 postal trips at that time were through Batam Centre, Sekupang and Tiban. (www.posindonesia.co.id) Pos Indonesia has experienced several status changes starting from PTT (Post, Telegraph and Telephone) Answers (Henke et al., 2022).



Figure 1. Pos Indonesia

Source: https://id.geoview.info/kantor_pos_batam_centre,601851058n

The Batam branch Post Office was first established in 1970 with three categories and is located at JL. Ir. Sutami, Sekupang, built on an area of 160 square meters with a total of 48 employees. On October 23, 1993, it was moved to Batam Center and upgraded to third class with a total of 100 employees.

Knowing that there are problems regarding complaints that impact the quality of service provided by package delivery service companies, the researcher took a case at the post office in Batam City, a company that provides postal package delivery services. Some customers who made complaints were related to the postal package delivery service in Batam City and where they were (Jatmiko, 2022). The ways of handling complaints also vary; some are resolved quickly, while others can take days. Moreover, sometimes after submitting a complaint, the same problems often persist.

With a problem related to the brand image still being unknown to the people of Batam City, customers hesitate to develop customer loyalty. A company must carefully analyze every stage that affects customers (Hendi, 2021). By understanding the stages that influence customers in buying products or services, companies can develop the right marketing strategies so that customers are motivated to purchase the products or services offered. Brands must also be able to understand customer needs, deliver the value customers expect, and fulfill consumer needs, thereby contributing positively to the relationship with the brand. By applying accurate marketing strategies, customers will be more interested in using the services provided because they meet their needs.

According to Larasati (2020), the problem of building customer loyalty is closely related to customer satisfaction. Satisfied customers tend to be more loyal, less easily tempted to switch to another delivery service company and potentially spread their positive experience to others. Therefore, every company is required to create customer satisfaction in order to maintain customer loyalty, one way being through the quality of service provided and a positive brand image. According to Tjiptono (2007),

Service quality is defined as a global assessment or attitude related to the overall excellence of the service (Parasuraman et al., 2005). (R. W., PA, 2021) However, the meaning and measurement of service quality differ greatly in the online context due to the unique nature of the interaction between customers and service providers (Ribbink et al., 2004).

Brand image is what consumers think and feel when they see or hear the name of a brand (Khasanah, 2024). Brand image is one of the guides for the public, especially customers, in making decisions such as buying an item, choosing a place to visit, deciding to consume a product, and others. A good image will have a positive impact on the company, while a bad image will have a negative impact and weaken the company's ability to compete (Dr. Meithiana Indarsari, 2019).

According to Aprileny & Emarawati (2019), customer loyalty is a form of customer commitment to a product, both goods and services, which is implemented into the desire to make repeat purchases and recommend it to others (Riana, 2022). The company's vision always expects to have loyal customers for its operating stores and the products and brands created. Customer loyalty is very important and deserves more attention because it can guarantee a company's long and sustainable life.

Based on an interview with the Head of the Post Office in Batam City, the post office there offers 4 postal package services, namely Jumbo Post Packages, Ordinary Postal Packages, Express Mail Packages, and Special Express Mail Packages (Harisetiowati, 2022). Problems that often arise in the field of package delivery include delivery delays and declining customer trust, which affects the number of post office service users in Batam City. Thus, the researcher observes a fluctuating phenomenon in the number of postal service users. The researcher assumes that this situation may be caused by several factors, including service quality, brand image, and customer loyalty.

Looking at the phenomenon above, the researcher focused the study under the title "The Influence of Service Quality and Brand Image on Customer Loyalty at Post Offices in Batam City."

Previous studies highlight the importance of service quality and brand image in building customer loyalty, but with certain limitations. Larasati (2020) emphasized that customer satisfaction derived from service quality significantly strengthens loyalty; however, her study did not explore the context of state-owned enterprises such as PT Pos Indonesia, where service challenges differ from private logistics providers. Similarly, Ribbink et al. (2004) examined service quality in the online context and found that trust and perceived quality strongly affect loyalty in e-services, but this perspective overlooks traditional service settings where face-to-face interactions and institutional brand image remain critical.

This study aims to analyze how the quality of service and brand image, both individually and together, can affect customer loyalty. In addition, another purpose is to examine the effect of customer satisfaction on customer loyalty at the post office. The results of this research are expected to provide benefits to various parties. For students, this research activity will be valuable experience and improve their understanding of theories learned by comparing concepts with real-world conditions. For universities, it is hoped that this research can provide up-to-date information on the influence of service quality and brand image on customer loyalty. Meanwhile, for post office companies in Batam City, the results can be used as a reference to understand the importance of identifying the influence of service quality and brand image on customer loyalty and to formulate proper strategies to increase customer loyalty. Finally, for other researchers, the results are expected to add scientific insight and serve

as comparative material for further studies in marketing, especially relating to the relationship among service quality, brand image, and customer loyalty at post offices in Batam City.

METHOD

This research began with a field study where the researcher identified and formulated the problems and set clear research objectives. Data collection followed, which involved preparing questionnaires, selecting respondents, and determining the sample size before distributing the questionnaires. The survey method was used, with respondents completing the questionnaires to provide the necessary information. After data collection, data processing was conducted to analyze the results.

The research was conducted at the Post Office in Batam City, located on Jl. Sudirman, Tlk. Tering, Batam City District, Riau Islands. The population consisted of 219 customers who used Post Office services in Batam City. Data were collected in February 2025. From this population, a sample of 100 respondents was selected using the Slovin formula to ensure representativeness. This study aimed to provide an accurate picture of the influence of service quality and brand image on customer loyalty.

RESULTS AND DISCUSSION

Data Analysis Techniques

Validity Test Results

A valid instrument means that the measuring instrument used to obtain the data (measuring) is valid. Valid means that the instrument can be used to measure what should be measured. According to Sugiyono (2011), if the correlation coefficient is equal to 0.3 or more (at least 0.3), then the instrument item is declared valid. Table 1 shows the results of the validity test of four variables used in this study, namely brand image, service quality, customer satisfaction and customer loyalty with a sample of 100 respondents.(I. O., Lubis , 2020 : 10)

Results of the Validation Test of Patient Quality (X1)

Table 1. Validation Test Results of Patient Quality

Statement	Code	R Count	R Table	Information
Saaya feels that the facilities available at this post office look clean and well-maintained.	X1.1	.473	.197	VALID
The appearance of the staff looks professional and neat as a reflection of the quality of service physically	X1.2	.591	.197	VALID
Employees provide a quick response in handling every complaint submitted by consumers	X1.3	.485	.197	VALID
I feel that the service process is carried out consistently and on time.	X1.4	.510	.197	VALID
I feel that the employees of PT Kantor Pos Batam Centre provide a quick response in handling complaints submitted by consumers	X1.5	.478	.197	VALID
The employees of this post office are quick to help and provide solutions showing good responsiveness to customers	X1.6	.507	.197	VALID

Statement	Code	R Count	R Table	Information
I feel that the security guarantee is quite comprehensive so that I feel comfortable in every delivery transaction	X1.7	.543	.197	VALID
Staff have sufficient knowledge in providing services to every consumer in transactions	X1.8	.537	.197	VALID
I feel that the employees of PT Kantor Pos Batam Centre provide a personal and empathetic approach in every service process	X1.9	.584	.197	VALID
The staff gives a very good sense of empathy in providing good service to each customer	X1.10	.536	.197	VALID

The rtable value was obtained from the statistical significance $df = N - 2$ ($100 - 2$) at a significant level of 5% ($\alpha = 0.05$) which is 0.197. Based on the table above, each item in the Service Quality has a value of r calculated $> r$ table. All items have a $>$ value of 0.197, therefore it can be interpreted that the Service Quality variable (X2) in this study is valid. Therefore, the Service Quality variable can be used as a research instrument or every statement submitted on the questionnaire can be used to measure the variables being studied.(A. K., Pranantami, 2023 : 39)

Brand image validity test results (X2)

Table 2. Brand image validity test results

Statement	Code	R Count	R Table	Information
PT Kantor Pos Batam Centre has a positive reputation and is trusted by the wider community	X2.1	.704	.197	VALID
I believe that this company has a good image in running its business	X2.2	.666	.197	VALID
I feel valued and proud to be part of a quality place	X2.3	.731	.197	VALID
In my opinion, this company has provided very maximum service to every member	X2.4	.714	.197	VALID
I think that this company provides relevant services with the expectation that it suits the needs of the users	X2.5	.425	.197	VALID
Employees in this company can understand every product received and provide a sense of trust for every consumer	X2.6	.406	.197	VALID

Source: SPSS Output Data 26, 2021

From the table above, it is a validity test on the brand image variable (X2) which is known that the r -value of the table is 0.197. An indicator is said to be valid if the value of the pearson correlation is greater than the value r of the table. So it can be interpreted that overall of the 6 brand image indicators and has valid data and can be continued by further research.(G. A., Syafriadi, 2021 : 46).

Customer Loyalty Validity Test Results (Y)

The following are the results of the data validity test for the customer loyalty variable.

Table 3. Customer Loyalty Validity Test Results

Statement	Code	R count	R table	Information
I intend to continue using the services of this institution in the future	Y1.1	.764	.197	VALID
I am not interested in moving to another institution	Y1.2	.811	.197	VALID
I would recommend this institution to others	Y1.3	.787	.197	VALID
I feel satisfied and want others to also experience the service at this institution	Y1.4	.771	.197	VALID
I feel an emotional attachment to this institution	Y1.5	.386	.197	VALID
I feel proud to be a part of this institution	Y1.6	.403	.197	VALID

Based on the table above regarding the results of the validity test on the Customer Loyalty variable (Y) which consists of 6 statement items for 100 respondents, it can be seen that all of the statement items have a pearson correlation value (r calculated) $>$ a value of r in the table which is in accordance with the validity test assessment criteria according to (Sugiyono, 2013), namely if r is calculated $>$ r table, then the statement item is valid, with a significance level of 0.05. The item of statement Y 1.1 has a calculated r value of 0.764 $>$ a table of 0.197. Y 1.2 has a calculated r value of 0.811 $>$ a table r of 0.197. Y 1.3 has a calculated r value of 0.787 $>$ a table r of 0.197. Y 1.4 has a calculated r value of 0.771 $>$ a table of 0.197. Y 1.5 has a calculated r value of 0.386 $>$ a table of 0.197. Y 1.6 has a calculated r value of 0.403 $>$ a table r of 0.197. Thus, it can be concluded that all statement items in the Customer Loyalty (Y) variable are valid. (Rahmayanti, 2024 : 70 & 71).

Reliability Test Results

The reliability test in this study used the Cronbach Alpha statistical test measurement technique. A variable is said to be highly reliable if it gives a Cronbach Alpha value greater than 0.6. (A. D., Astianita, 2022 : 374).

Table 4. Reliability Test Results

No	Variabel	Cronbach's Alpha	Required grades	Information
1	Quality of Service (X1)	.707	0.70	Reliabel
2	Brand Image (X2)	.637	0.70	Reliabel
3	Customer Loyalty (Y)	.731	0.70	Reliabel

According to Ghozali, (2017), Reliability is defined as a measuring tool used to measure a questionnaire that is an indicator of a variable or construct. Testing the consistency of data over a period of time uses a reliability test, which is to find out how reliable the measurements used are. This research was conducted in the SPSS program using Cronvach Alpha scores. A variable is said to be reliable if the value of Cronbach Alpha is greater than 0.60. The evaluation criteria for the reliability test are as follows: (Maulana, 2024 : 37)

1. If the Cronbach Alpha coefficient is more than 0.60, the item is declared reliable.
2. If the Cronbach Alpha coefficient is less than 0.60, the item is declared unreliable.

Classical Assumption Test Results

Data Normality Test Results

The normality test to find out whether the data is spreading normally or not is to use the Kolmogorov-Smirnov (K-S) test analysis tool by making a hypothesis. If the significant value > 0.05 then H_0 is accepted, meaning that the residual data is normally distributed and vice versa, if the significance value is < 0.05 , then H_0 is rejected, meaning that the residual data is abnormally distributed. (R. W., Jati, 2025 : 1112 & 1113).

Table 5. Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			151
Normal Parameters ^{a,b}	Mean	0,0000000	
	Hours of deviation	3,50300737	
Most Extreme Differences	Absolute	0,041	
	Positive	0,038	
	Negative	-0,041	
Test Statistic			0,041
Asymp. Sig. (2-tailed)			,200c,d
Monte Carlo Sig. (2-tailed)	Sig.	,949e	
	99% Confidence Interval	Lower Bound	0,943
		Upper Bound	0,955
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Based on 10000 sampled tables with starting seed 2000000.			

Source: Data processed by SPSS, 2023

According to the table above, the results of the normality study were found to have a significant value of 0.200, indicating that these variables are normally distributed judging from the significant values of $0.200 > 0.05$. (Hendra, 2023 : 336).

Multicollinearity Test Results

The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. The existence of multicollinearity can be seen from the value of tolerance or variance inflation factor (VIF). If the tolerance value is more than 10% or VIF is less than 10, then it is said that there is no multicollinearity. (Sulistyawati, 2020 : 726)

Table 6. Multicollinearity Test Results

Model	Variable	Tolerance	VIF
1	X1 Service Quality	0.964	1.037
	X2 Brand Image	0.964	1.037

Source: Data processed by SPSS, 2023

The table above explains that there are no symptoms of multicollinearity between each independent variable, namely by looking at the value of tolerance and variance inflation factor (VIF). The Tolerance value ≥ 0.10 or equal to the VIF value ≤ 10 shows that there is no

multicollinearity between variables. The data above shows that each variable has a Tolerance number of ≥ 0.10 and a VIF value of ≤ 10 proving that there is no multicollinearity. (Subaida, 2021 : 55 & 56)

Heteroscedasticity Test Results

The Heteroscedasticity test aims to find out whether in a regression model there is a residual variance inequality from one observation to another. If the variance from one observation to another observes is constant, then this is called Homoskedasticity. A good regression model is a regression model that does not occur heteroscedasticity. Ghazali (2006:73) said that if the distribution of points is above and below the number 0 on the Y axis and does not form a clear pattern, then heteroscedasticity does not occur. (Suwitho, 2020 : 9 - 10).

Table 7. Heteroscedasticity Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,113a	0,013	0,000	2,15952
a. Predictors: (Constant), X2, X1				

The test that has been carried out can be seen by looking at the scatterplot image if the dot spreads with an unclear pattern above and below the number 0 and the Y axis, then no symptoms occur. (D. K., Herlozi, 2024 : 713)

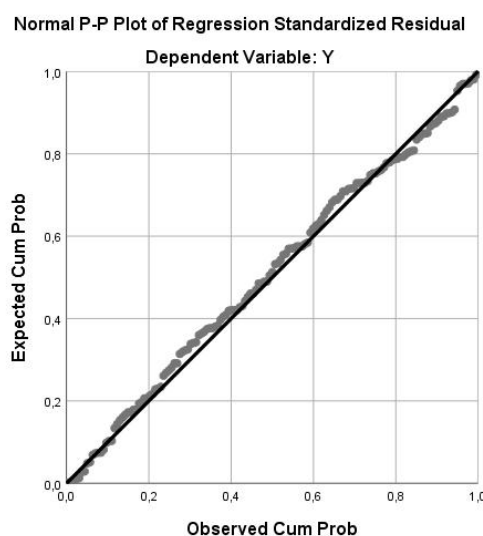


Figure 2. Heteroscedasticity Test Results

Source : SPSS Output, 2022

In the image above, a scatterplot graph shows that the dots do not form a definite pattern and the dots are scattered irregularly both above and below the number 0. This means that there is no heteroscedasticity in the regression equation model, so the regression model is feasible to use. (Budiarti, 2024 : 12)

Multiple Linear Regression Test Results

Table 8. Multiple Linear Regression Analysis Results

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	6.220	1.694	–	3.671	0.000
	X1 Service Quality	0.050	0.040	0.081	1.265	0.208
	X2 Brand Image	0.620	0.063	0.625	9.777	0.000

Source: Data processed by SPSS, 2023

Regression Analysis Model:

$$Y = 0.81 X1 - 0.525 X2$$

The value of the regression coefficient (β_1) on the Service Quality variable (X1) is 0.81 and is marked positive, which means that if the Quality of Service (X1) increases, then Customer Loyalty (Y) will also increase. The value of the regression coefficient (β_2) in the Brand Image variable (X2) is 0.25 and is marked as increasing, which means that if the Brand Image (X2) increases, then Customer Loyalty (Y) will actually increase, then Customer Loyalty (Y) will also increase. (Astuti, 2024 : 277)

Test F

The F test is a test used to determine the significance between the influence of independent variables on dependent variables. The results of the F test (simultaneous) are declared to have a positive and significant effect if F calculates $> F$ table and the significance value is < 0.05 which can be seen in the following table: (G. M., Siagian, 2023 : 101).

Table 10. Test F

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1314,215	2	657,108	52,835	,000b
	Residual	1840,659	148	12,437		
	Total	3154,874	150			
a. Dependent Variable: Customer Loyalty						
b. Predictors: (Constant), Brand Image, Quality of Service						

A significant level of $0.000 < 0.05$ then H_0 is rejected and H_1 is accepted, it can be concluded that the variables of product quality (H1), service quality (H2), and brand image (H3) simultaneously have a significant effect on Customer Loyalty (Y) at McDonald's Jatiwaringin Pondok Gede Bekasi. (Elvianus, 2023 : 9 & 10)

The Effect of Service Quality on Customer Loyalty

The Service Quality variable (X1) affects Customer Loyalty (Y) by 0.950 which means that the Service Quality variable (X1) increases by 1 unit, of course, the Customer Loyalty variable (Y) can increase. The results that have been obtained through hypothesis testing using the t-test found that the Service Quality variable (X1) has a insignificant effect on Customer Loyalty (Y) based on the calculation results obtained from a calculation of $1,265 >$ a table of 1.66039. This shows that quality service does not guarantee customers will be loyal.

So that the quality of service has a weak influence on the loyalty of Gojek customers in the city of Surabaya. (Hidayat, 2022 : 1075)

The Influence of Brand Image on Customer Loyalty

Based on the results of the multiple linear regression analysis test, it can be concluded that the quality of service from the brand image will increase customer loyalty at the post office in the city of Batan. On the other hand, if the brand image decreases, customer loyalty will also decrease. (Simangunsong, 2021 : 9)

The Influence of Service Quality and Brand Image on Customer Loyalty

Brand image is an image or something that is inherent in the customer's mind. The better the perception in the customer's mind of the company's brand image at the post office in Koyta Batam, the higher customer satisfaction will be. On the other hand, if customer perception of brand image is bad, customer satisfaction will also be lower. From this statement, the right strategy is needed in popularizing a brand. The strategy can start by building a brand image that is positive in the minds of customers(W. E., RAHARJO, 2023 : 69 - 70)

CONCLUSION

Based on the analysis, brand image—comprising strength, uniqueness, and brand advantages—significantly influenced customer loyalty at the Post Office in Batam City by fostering customer satisfaction. Service quality also had a significant impact on customer loyalty, highlighted by the need for employees to attentively handle individual customer complaints. The findings align with Prihandono and Dahlia's conclusion that service quality affects customer satisfaction, though they differ from Angelina and Rastini's research on the magnitude of this influence. To enhance service quality, it is suggested that companies ensure employees adhere strictly to Standard Operating Procedures (SOPs). Increasing consumer loyalty requires focusing on both service quality and maintaining a strong brand image, which encourages customers to choose the company repeatedly based on positive experiences. Improving brand image involves addressing key brand indicators to build consumer trust. For future research, it is recommended to explore additional factors influencing customer loyalty to provide a more comprehensive understanding.

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