

CUSTOMER SATISFACTION'S MEDIATION IN BRAND IMAGE AND DELIVERY PUNCTUALITY ON LOYALTY

Abstract: Today's e-commerce expansion in Indonesia has increased delivery services. According to data, many communities in Bekasi are engaged in e-commerce activities, making it the most densely populated region in the Jabodetabek region, with the first population density. The study aims to assess the impact of brand image and delivery punctuality through customer satisfaction on JNE's customer loyalty in the Bekasi region. The study uses a quantitative approach by collecting primary data from JNE customers in the Bekasi region through social media questionnaires and secondary data from previous journals. The research population consists of the customers of JNE in Bekasi, with a sample number of 96 respondents from the results of the Lemeshow formula. The SmartPLS 4 program serves as a helper. The results of this study showed whether there was a positive and significant influence of brand image on customer satisfaction, delivery punctuality on customer satisfaction, customer satisfaction on customer loyalty, brand image through customer satisfaction on customer loyalty, and delivery punctuality through customer satisfaction on customer loyalty.

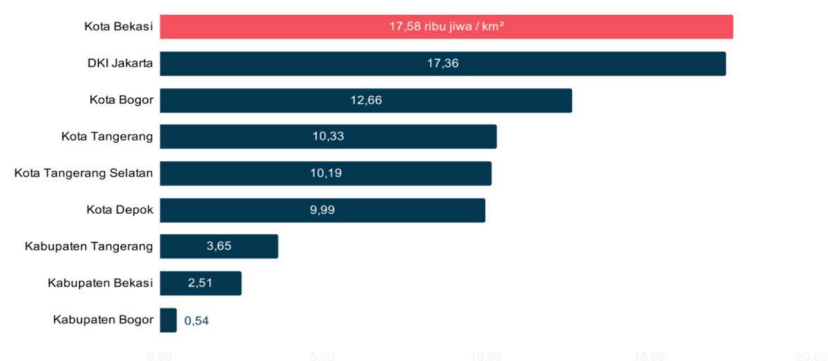
Keywords: *Brand image, Delivery Punctuality, Customer Satisfaction, Customer Loyalty*

1. Introduction

The growth of the delivery service business in Indonesia is accelerating along with the increasing use of e-commerce. Because e-commerce requires delivery services for the distribution of goods. Currently, people in Indonesia often use various delivery services. The use of delivery services is not limited to big cities such as Jakarta and Bekasi and covers multiple other regions. Thus, people throughout Indonesia can use the available delivery services.



Kepadatan Penduduk di Wilayah Jabodetabek



Sumber: Diolah berbagai sumber

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Fig. 1 Population density in Jabodetabek, 2024

According to investor trust.id (Ester, 2024) shows the condition of population density in the Jabodetabek area, and Bekasi is in the top position at 17.58 thousand people when compared to other regions such as DKI Jakarta at 17.36 thousand people, Bogor City at 12.66 thousand people followed by other cities and districts.

Urutan	Daerah	Jumlah Penduduk	Jumlah Penjual dan Pembeli Melalui Internet	Penjual dan Pembeli Melalui Internet terhadap Jumlah Penduduk (%)	Pertumbuhan 2019-2021 (%)
1	Kota Yogyakarta	436.220	161.031	36,9	16,3
2	Kota Bekasi	3.028.683	816.351	27,0	103,2
3	Kota Depok	2.441.837	659.958	27,0	82,7
4	Kota Madiun	177.359	46.273	26,1	50,6
5	Kota Jakarta Pusat	923.343	241.420	26,1	76,3
6	Kota Jakarta Selatan	2.276.164	612.634	26,9	47,0
7	Kota Bandung	2.529.714	616.109	24,4	61,5
8	Kota Bogor	1.112.465	236.225	21,2	113,5
9	Kota Jakarta Timur	2.939.583	662.434	22,5	61,7
10	Kota Salatiga	195.565	46.249	23,6	38,5
	Nasional	269.733.549	26.676.455	9,9	60,8

Sumber: Susenas. Maret 2021 (diolah)

Fig. 2 E-commerce users, 2021

According to data from Datenesia (Irawanto Dwi Setyo, 2022) Bekasi is in second place with 816.351 in e-commerce usage thus affecting the increased delivery services to deliver packages ordered by customers to the Bekasi area.

One of the shipping service provider companies, PT Tiki Jalur Nugraha Ekakurir, commonly known by the public as JNE is one of the largest shipping services in Indonesia, JNE was established on November 26, 1990. Currently, JNE has a distribution area of 83,000 areas and 50,000 employees throughout Indonesia. There are also goods delivery services that are often used by the Indonesian people in shipping goods such as J&T, Sicepat, Anteraja, Tiki, and others.

The customer's dissatisfaction becomes a factor in the customer becoming disloyal and unwilling to reuse the service to JNE. JNE customers feel dissatisfied with the services provided, i.e. uncomfortable waiting rooms, attitude of couriers and unfriendly staff, condition of damaged packages, and cases of theft of package contents. As a result, the brand image of JNE itself is undervalued and JNE is still facing problems related to delayed delivery in delivery to customers.

Based on the issue of brand image and delivery punctuality above, the author wanted to know whether such things affected customer satisfaction and loyalty to remain loyal to using JNE as a delivery service.

2. Literature Review

Brand Image

Agsa et al. (2022) stated that the accuracy of brand image and delivery punctuality on customer satisfaction had a positive and significant impact. According to Santoso et al. (2023), the brand image does not significantly impact customer satisfaction. Setyadi et al. (2017) stated that brand image is the perception that exists in the mind of consumers about a brand, usually formed from various experiences and information obtained by customers about the brand. Brand image is essential for a company because it can influence consumer buying decisions and remain faithful to the brand. According to Jacksen et al. (2021) Brand image is formed by a series of processes in which consumers compare the social status of various brand attributes. These attributes include products, prices, product quality, and service quality. Customers consider the product's brand image the best, and customers will use the product or service in the future (Wardhana et al., 2023). Tjiptono (2019) states that brand image

describes the alliance and buyers' beliefs about a particular brand. The brand image should convey the benefits and positions of a characteristic product. Even when the competing offer looks the same, the buyer feels the difference based on brand image differentiation (Kotler, 2017).

Kotler & Keller (2016) outline the dimensions of the Brand Image as follows:

1. Strength is the brand's advantage that makes customers remember it.
2. Favorability, namely the feeling of liking a brand and trust in the brand.
3. Uniqueness is a brand's uniqueness that differentiates it from other brands.

Delivery Punctuality

Rosmalasari et al. (2020) it is stated that delivery punctuality positively and significantly impacts customer satisfaction. Tampubolon et al. (2020) stated that delivery punctuality does not significantly affect customer loyalty. A significant relationship exists between delivery punctuality and customer satisfaction with JNE Bekasi (Hendrik & Arif, 2023). Nasution & Fitri (2023)) state that delivery punctuality is essential because every customer wants the package sent to be received at the time promised by the service provider. According to Jaya Sakti & Mahfudz (2018) delivery punctuality is the delivery duration from ordering the product until the customer receives the product, this is an essential reference because customers use the estimated arrival time to assess how superior a delivery service is. According to Artati & Ernawati (2022) punctuality is necessary for companies because it affects their image, good punctuality meets customer expectations, while inappropriate punctuality does not meet customer expectations. According to Shee et al. (2018) punctuality refers to the ability of suppliers to deliver goods within the estimated timeframe. The assessment will be based on the history of the separation between the supplier and the company, production capacity, and punctuality capacity. Punctuality is when the customer orders the product until the product comes to the customer, the estimated arrival time is usually a standard for customers to determine whether the delivery service is good (Handoko, 2017).

According to Attamimi et al. (2020) the dimensions of delivery punctuality are as follows :

1. accuracy in the delivery of goods is the ability to deliver goods on time.
2. Accuracy in determining the price is the suitability between the price and the service provided.
3. Accurately determining the time is the accurate arrival time of goods to the customer.

Customer satisfaction

Gasing et al (2023) state that customer satisfaction is the customer's feelings after using the goods or services provided by the company and comparing them with customer expectations. Sasongko (2021)) stated that satisfaction is a feeling of satisfaction that appears when a person's need or desire is realized, customer satisfaction occurs when a customer evaluates the features of the goods or services used to fulfill the needs, and the Performance is by or above expectations. According to Aleron & Nurhadi (2022) customer satisfaction is essential for a company to assess its business survival, showing how customers respond to a given product or service, both positively and negatively. According to Khumaini et al. (2022) Customer satisfaction is a person's pleasure or disappointment that arises after comparing performance with expectations, either following what is expected or exceeding customer expectations. Customer satisfaction evaluates choices caused by certain purchasing decisions and experiences in using or consuming goods or services (Bahrudin & Zuhro, 2015). Tjiptono (2014) conceptualizes customer satisfaction as a feeling that arises as the output of an assessment of the experience of using a product or service.

The customer satisfaction dimension, according to Eviani & Hidayat (2021) is as follows,

- 1). Performance is a product or service's ability to determine customer satisfaction.
- 2). Expectations are the expectations that the customer has when before making a purchase of a product or service as a measure of customer satisfaction.

Customer Loyalty

Jackson et al. (2021) stated that customer loyalty is a commitment of a customer to continue to use or repurchase a selected product or service periodically in the future, even though marketing situations and efforts may cause customer behavior to change. Armayanti & Suyanto (2019) stated that loyalty is the commitment of a strong consumer to buy or support a product, both goods and services, in the future, even though other marketing situations and efforts can make consumers switch. According to Supandi & Johan (2023), customer loyalty is a condition in which a customer has a positive attitude towards a brand and plans to continue using a product or service in the future. Loyal customers will share positive information about the company with others. Customer loyalty is also defined as a customer's commitment to a brand, store, or supplier based on a positive attitude and consistent repeated purchases (Larasati & Utomo, 2021). Customer loyalties are the customer's profound commitment to subscribe again or consistently repurchase the goods or services selected in the future (Ayuningtyas et al., 2023)

The dimensions of Customer Loyalty, according to Kotler & Keller (2016) are as follows

1. Repeat Purchase, namely customers returning to buy products or services from the company within a predetermined time after the initial purchase.
2. Retention refers to the company's efforts to keep customers and prevent them from switching to competitors.
3. Referrals, namely customer efforts to invite other people to use the products or services offered by the company.

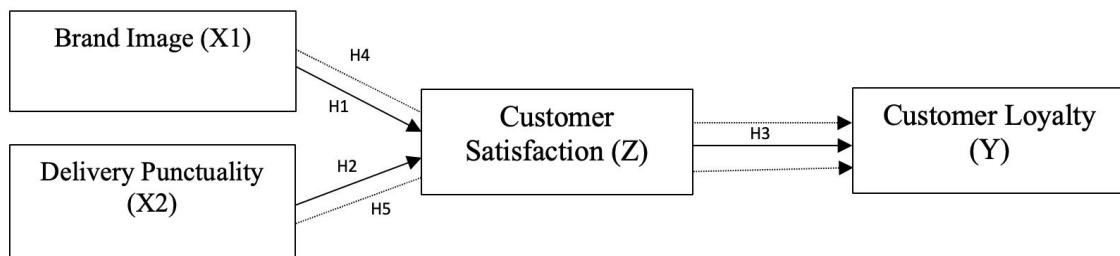


Fig 3. Framework

Hypothesis :

H1: There is a positive influence of brand image on customer satisfaction.

Research by Arman & Shabbir (2020) has produced a brand image that positively and significantly impacts customer satisfaction. The better a brand image, the more customer satisfaction it will increase. Otherwise, the worse an image will decrease customer satisfaction.

H2: There is a positive influence of delivery punctuality on customer satisfaction.

Research Hafizha & Nuryani (2019), Jaya Sakti & Mahfudz (2018), A. R. Nasution (2020), Pangudi & Yuniati (2018) conducted research that showed timely delivery had a significant and positive impact on customer satisfaction.

H3: There is also a positive influence of customer satisfaction on customer loyalty.

Research conducted by Saneva & Chortoseva (2019) showed that customer satisfaction influences customer loyalty.

H4: There is an indirect relationship between brand image delivery and customer loyalty through customer satisfaction.

Research by Darma et al. (2018) showed that brand image positively and significantly influences customer loyalty through customer satisfaction. It shows that customer satisfaction is an intermediary between brand image and customer loyalty.

H5: There is an indirect relationship between delivery delivery punctuality and customer loyalty through customer satisfaction.

Research by Hasna & Purwanto (2019) shows that delivery punctuality positively and significantly impacts customer loyalty through customer satisfaction. So, customer satisfaction serves as an intermediary between punctuality and customer loyalty.

3. Research Methods

This research uses a quantitative approach to define the influence of the brand image and delivery punctuality through customer satisfaction on JNE Bekasi's customer loyalty. Use primary data and secondary data as a source. This study uses non-probability sampling. The entire population of customers of JNE Bekasi was obtained, and a sample of 96 respondents was obtained from the Lemeshow formula. This study uses a questionnaire for the customers of Jne Bekasi, filling the questionnaires based on customers' experience when using JNE services using a Likert scale of 1-5 with answers ranging from very disagree to very agree. Data analysis techniques are performed using Path Analysis to test the relationship between variables and the use of SmartPls 4 software as a tool for processing data.

Table 1
Measurement Variable

Variable	Operational definition	Dimensions/Indicator	Statement
Brand image (X1)	Brand image is a set of customer opinions about a brand that is structured in a particular sense. This opinion can indicate objective or subjective facts (Maftuchach & Kusnuranti, 2021)	<ol style="list-style-type: none"> 1. Strength 2. Favorability 3. Uniqueness 	<ol style="list-style-type: none"> 1. I chose JNE because it is a well-known brand 2. I use JNE because of the excellent performance of the employees 3. I choose JNE because I feel secure 4. I feel the fee given by JNE is affordable 5. I feel satisfied with the quality of JNE services 6. I feel comfortable using JNE 7. I feel that the JNE logo is unique 8. I feel that there is a special feature of JNE that I consider

different
 9. I feel that the distinctive JNE courier uniform makes it easy to recognize and different

Delivery Punctuality (X2)	Delivery Punctuality can be achieved when the service provider takes note of the customer's wishes and can deliver the goods to the customer on time. (Utomo & Putra, 2024)	<ol style="list-style-type: none"> 1. Accuracy in the delivery of goods 2. Accuracy in determining the price 3. accuracy in determining the time 	<ol style="list-style-type: none"> 1. I feel that deliveries by JNE always arrive on time at the destination address 2. I think JNE is reliable in delivering packages on schedule 3. I feel that packages sent by JNE rarely experience delays in delivery 4. I feel the shipping costs given are by the initial estimate 5. I feel that JNE is always transparent in determining shipping costs 6. I feel that JNE prices are commensurate with the quality of service provided 7. I feel that the estimated delivery time given by JNE is always accurate 8. I am sure that JNE always sets the delivery time correctly and according to the schedule that has been determined 9. I am sure that the delivery made by JNE is by the arrival time specified by the customer
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Customer Satisfaction (Z)	Customer satisfaction is the level of satisfaction of a person after comparing the benefits, performance, or results received with his expectations of a product. The difference between perceived performance and desired expectations influences this level of satisfaction. (Solon, 2019)	<ol style="list-style-type: none"> 1. Performance 2. Expectations 	<ol style="list-style-type: none"> 1. I am satisfied with the response and assistance provided by JNE. 2. I feel that JNE employees always act professionally when dealing with customer complaints 3. I feel that there is a match between the performance produced by JNE and customer expectations 4. I feel that JNE's delivery of goods always meets my expectations. 5. I am sure JNE always provides on-time service 6. I feel that the service provided by JNE exceeds customer expectations.
Customer Loyalty (Y)	Customer Loyalty is the key to business success. It is recalled in consumer loyalty and trust to continue to be a customer. This loyalty is shown through repeat purchases, recommendations to others, and the inability to switch to a similar business. (Kristanto, 2022).	<ol style="list-style-type: none"> 1. Repeat purchase 2. Retention 3. Referrals 	<ol style="list-style-type: none"> 1. I will use JNE in the future 2. I will always be loyal to JNE 3. I am interested in using new products offered by JNE 4. I will not be affected by other delivery services 5. I will refuse to use any other shipping service other than JNE 6. I am sure that JNE's delivery service is superior to other delivery services. 7. I would recommend JNE to others 8. I will spread positive information about JNE 9. I try to tell other people about JNE's

advantages.

(Source: processed by the author)

4. Result and Discussion

From the results of the calculations that have been done with SmartPLS 4.0 obtained the following results:

Table 2. Construct validity and reliability table

	Cronbach's alpha	(rho_A)	Composite reliability	Average variance extracted (AVE)
Brand Image	0.708	0.727	0.820	0.535
Customer Loyalty	0.889	0.891	0.913	0.601
Customer Satisfaction	0.779	0.797	0.857	0.602
Delivery Punctuality	0.859	0.863	0.893	0.546

Source: Processed Data (Smart PLS 4.0).

Based on the above table, the AVE value must be equal to or greater than 0.5. It shows whether the structure can explain the variance of the item by 50% or more (Wong K.K., 2013, Sarstedt et al., 2017). and the composite reliability of the indicator used to evaluate the construction for further testing. A structure is considered a composite feasibility of more than 0.06, and such construction is deemed reliable. When the Cronbach alpha value exceeds 0.7, it is considered reliable.

Validity Testing

In this study, validity testing is carried out using two criteria: convergent validity and discriminatory validity. Validity convergence is an indicator that is assessed based on the correlation between the item or component score and the construction of the score. It can be seen the standard load factor is indicated by the measurement of the correlation between each measuring item (indicator) and the construction. According to Wiyono (2011:403) validity can be determined by convergent validity (external model) with a load factor value of 0.50 to 0.60 considered sufficient. Based on the validity test results in the figure above, show whether the load factor value of each dimension has a load factor $\geq 0,50$ so that it can be concluded that it meets the convergence validity criteria.

Once again, there were 33 statements to measure valid and reliable data, and then it was decided to separate data that did not enter the criteria below 0.50. There were 22 valid statements.

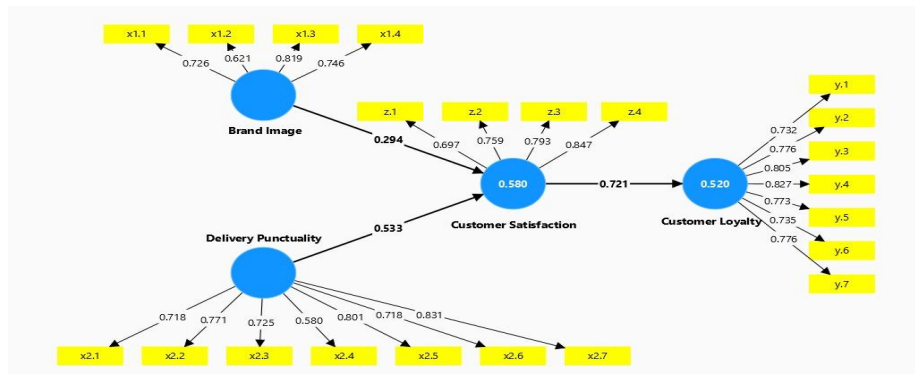


Fig. 4. Outer loading
 Source: Processed Data (Smart PLS 4.0)

To determine the influence between the variable Brand Image (X1), the delivery punctuality (X2), and the customer satisfaction variable (Z) on customer loyalty (Y), the authors used quantitative analysis using statistical calculations with the analysis model of Path Analysis. This analysis model determines the magnitude of the direct and indirect influence on the variables we are looking at. The data used came from the questionnaires distributed to JNE Bekasi customers.

Table 3. Outer Loading Table

	Brand Image	Customer Loyalty	Customer Satisfaction	Delivery Punctuality
x1.2	0.726			
x1.6	0.621			
x1.7	0.819			
x1.8	0.746			
x2.1				0.718
x2.2				0.771
x2.3				0.725
x2.6				0.580
x2.7				0.801
x2.8				0.718
x2.9				0.831
y.2		0.732		
y.3		0.776		
y.4		0.805		
y.5		0.827		
y.6		0.773		
y.7		0.735		
y.9		0.776		
z.1			0.697	
z.2			0.759	
z.5			0.793	
z.6			0.847	

Source: Processed Data (Smart PLS 4.0).

Based on the data in the table above, most indicators of the study variables have outer loading values > 0.7 , but there are still some indicators with outer load values < 0.7 . A value for outer Loading at 0.5-0.6 is sufficient to meet the convergence validity criteria. (Imam Ghazali:2006). The above data indicates that no variable indicator has an outer loading value below 0.5. Therefore, all indicators are considered appropriate and valid for use in research and can be further analyzed.

Validity Discrimination

Validity discrimination can be seen in the cross-loading method. The cross-loading value must indicate that the construction indicator value is higher than other constructions. The table below shows the cross-loading value for the larger structure indicator and other constructions. This can be concluded if all construction indicators have good discrimination values.

Table 4. Cross Loading

	Brand Image	Customer Loyalty	Customer Satisfaction	Delivery Punctuality
x1.1	0.726	0.433	0.439	0.367
x1.2	0.621	0.369	0.418	0.496
x1.3	0.819	0.738	0.581	0.599
x1.4	0.746	0.646	0.436	0.461
x2.1	0.488	0.520	0.604	0.718
x2.2	0.432	0.446	0.506	0.771
x2.3	0.412	0.481	0.445	0.725
x2.4	0.426	0.419	0.521	0.580
x2.5	0.587	0.607	0.548	0.801
x2.6	0.537	0.532	0.493	0.718
x2.7	0.530	0.570	0.607	0.831
y.1	0.583	0.732	0.496	0.548
y.2	0.598	0.776	0.610	0.496
y.3	0.622	0.805	0.582	0.497
y.4	0.648	0.827	0.508	0.477
y.5	0.606	0.773	0.503	0.465
y.6	0.533	0.735	0.588	0.616
y.7	0.566	0.776	0.599	0.659
z.1	0.417	0.437	0.697	0.511
z.2	0.439	0.500	0.759	0.534
z.3	0.543	0.567	0.793	0.581
z.4	0.590	0.698	0.847	0.628

Source: Processed Data (Smart PLS 4.0)

Table 5. Path Coefficients table

Path	Original Sample (O)	T Statistics	P Values	F Square	Result
Brand Image→ Customer Satisfaction	0.294	3.064	0.002	0.115	Accepted

Delivery Punctuality → Customer Satisfaction	0,533	4.794	0.000	0.377	Accepted
Customer Satisfaction → Customer Loyalty	0.721	7.854	0.000	1.085	Accepted

Source: Processed Data (Smart PLS 4.0)

Nada Shafwatun (2020) stated that direct effects can be used to test the hypothesis of the direct influence of independent variables on dependent variables. A positive path coefficient indicates that the influence of the independent variable on the dependent variable is directional. In contrast, a negative path coefficient shows that the effect of independent variables on dependent variables has the opposite direction.

Based on the test of the hypothesis in this study using statistical T values and T tables, if the statistical t value obtained is greater than the Table, then the assumption is (accepted):

- The brand image has a positive and significant influence on customer satisfaction, as can be seen from the Statistics value $> 1,98$, from 3.064 and p-value < 0.05 , and the result p- values value 0.002
- delivery punctuality has a significant positive impact on customer fulfillment, as seen from statistical values $T > 1.98$, from 4.794 and p-value < 0.05 and p-value 0,000
- Consumer satisfaction has a negative and significant effect on customer loyalty, as demonstrated by the evaluation of Stats > 1.988 , from 7.854 and the value of $p < 0.05$.

The direct impact of brand image on customer satisfaction

The above test results showed that brand image directly impacted customer satisfaction of 0.294, T Statistics 3.064 greater than Table 1.98. Thus, the results support the hypothesis about the impact of brand image on customer satisfaction. This is supported by research by Arman & Shabbir (2020) which shows that brand image positively and significantly influences customer satisfaction (middle).

The direct impact of delivery punctuality on customer satisfaction.

The above test results showed a direct influence of 0.533, T Statistics 4.794 greater than Table 1.98. Such results support the hypothesis of the impact of punctuality on customer satisfaction. This is supported by research that has been previously conducted by Hafizha & Nuryani (2019), Jaya Sakti & Mahfudz (2018), A. R. Nasution (2020), Pangudi & Yuniati (2018). In Fsquare testing, delivery punctuality in improving customer satisfaction influences 0.377 (strong).

The direct impact of customer satisfaction on customer loyalty.

The above test results showed that customer satisfaction directly influenced customer loyalty, with a 0.721, T Statistics 7.854 greater than Table 1.98. Such results support the hypothesis of the impact of customer satisfaction on customer loyalty. This is supported by research that has been conducted on Saneva & Chortoseva (2019) In Fsquare testing, delivery punctuality in improving customer satisfaction influences 1,085 (strong).

Indirect Effect

Table 6. Indirect Effect

Effect	Original Sample (O)	T Statistic	P Values	Upsilon V	Result
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Brand Image → Customer Satisfaction → Customer Loyalty	0.212	2.862	0.004	0.044	Accepted
Delivery Punctuality → Customer Satisfaction → Customer Loyalty	0.385	3.696	0.000	0.147	Accepted

Source: Processed Data (Smart PLS 4.0)

Haryono (2016) in Darwin (2020) state that indirect effects are intended to analyze how strong the influence of one variable on another variable is between its exogenous and endogenous.

Based on the above table, it can be concluded as follows:

- Brand image through customer satisfaction has a positive and significant influence on customer loyalty, as can be seen from the T statistics value > 1.98 , of 2.862 and p-values < 0.05 , and the p-values result of 0.004
- delivery punctuality through customer content has a significant and positive influence on customer loyalty, as seen from TStatistics values $> 1,98$, of 3.696 and p - values < 0.05 and the result of p -values of 0.000.

The indirect impact of brand image through customer satisfaction on customer loyalty

This is supported by the presence of previous research by Mondal et al., (2023). In effect, size testing the presence of the brand image in improving customer loyalty through customer satisfaction influences 0.049 (weak).

The indirect impact of delivery punctuality through customer satisfaction on customer loyalty

The test results show an indirect effect of delivery punctuality on customer loyalty and customer satisfaction of 0.385, with a 3.696 statistic greater than in Table 1.98. The hypothesis of the impact of delivery punctuality on customer loyalty through customer satisfaction is supported by such results. This is supported by research that has been previously researched on Adianti & Adrianto (2023). In effect, size testing and delivery punctuality in increasing customer loyalty through customer satisfaction influence 0.152 (middle).

Rsquare

Table 7. Rsquare

Variables	R- Square	R-Square adjusted
Customer Satisfaction	0,580	0.571
Customer Loyalalty	0,520	0.515

Source: Processed Data (Smart PLS 4.0)

The R-square value in the strong category is 0.75, the middle category is 0.5, and the weak category is 0,25 (Hair et al., 2011). Based on brand image and delivery punctuality data with a 0.580 or 58% value, it is in the middle category. In comparison, the remaining 42% comes from other variables not included in this study. Then, customer loyalty variables are affected by brand image variables 52% are in the medium category and the remaining 48% come from any other variable that is not involved in this research.

Model Fit Table

Table 8. Model Fit

	Saturated model	Estimated model
SUMMER	0.087	0.111
d_ULS	1.905	3.107
d_G	0.793	0.890
Chi-Square	382.794	413.920
NFI	0.704	0.680

Source: Processed Data (Smart PLS 4.0)

Saerang et al., (2023) described a fit model as a measure to determine whether a model matches the data. In (Hair et al., 2011) SRMR values below 0.08 indicate a fit model. However, Karin Schmelleh et al. in Andria et al., (2023) mention that SRMRI values between 0.08-0.10 indicate an acceptable fit. The model estimate result is 0.087, meaning the model has an acceptable fit match. Empirical data can explain the influence between variables in the model. The NFI value is 0.704 (nearly 1), so it can be concluded that the data describes the model as a whole or as a fit model.

Based on all the statistical tests that have been carried out, the hypothesis developed in this study proves that brand image, delivery punctuality, and customer satisfaction each positively and indirectly influence customer loyalty.

This study also explains if customer loyalty occurs because the customer feels satisfied with the delivery punctuality and the excellent brand image of JNE. In addition, it also reinforces the results of research conducted by Darma et al. (2018)). A positive brand image of a company creates customer confidence in using the company's services. The delivery punctuality can make customers loyal because they feel satisfied with the services provided by the Company. Customers will pay attention to the service provided and the brand's image before reusing the service. (Agsa et al. 2022).

5. Conclusion

Based on research data on the influence of brand image, the delivery punctuality through customer satisfaction to customer loyalty of JNE Bekasi, both directly and indirectly. It can be concluded that there is a positive and significant relationship between the brand image on customer satisfaction, delivery punctuality on customer satisfaction, customer satisfaction on customer loyalty, the brand image through customer satisfaction towards customer loyalty, and delivery punctuality through customer satisfaction to customer service.

6. Implication

This research proves that brand image and delivery punctuality play an essential role in shaping customer satisfaction for existing e-commerce in Indonesia, which ultimately significantly impacts customer loyalty to shipping like JNE. Shipping or shipping services should focus on improving brand image and ensuring delivery punctuality to increase customer content, which is the key to increasing customer loyalty. Customer satisfaction serves as a link between these two factors and customer loyalty. Therefore, an effective strategy should include improving brand image and delivery efficiency and emphasizing increased customer satisfaction as the key to strengthening loyalty. Implementing this strategy will help JNE engage and attract customers in a competitive e-commerce market.

7. Research Limitation

In this study, some limitations can be the basis for further research to obtain better results. Here are the limitations to be observed:

- 1) This research is limited to a specific time, which is where what happens to the brand image and the delivery punctuality can change over time.
- 2) In this study, only 96 respondents were users of JNE Bekasi.
- 3) This study used only four variables, including two free variables, brand image and delivery punctuality, one mediation variable, customer satisfaction, and a bound variable, customer loyalty.

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