

BRAND IMAGE AND PROMOTION ON LOYALTY THROUGH CUSTOMER SATISFACTION AT FLEX GYM & CAFE

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ABSTRAK

In the current era, many gyms strive to build brand image and implement effective promotion strategies to attract customer attention and establish long-term relationships, ultimately creating customer loyalty. This study aims to analyze the influence of brand image and promotion on gym member customer loyalty mediated by customer satisfaction at Flex Gym and Cafe using the Service Dominant Logic Theory. The novelty of this research lies in the selection of variables tailored to the research needs, as well as the specific location and sample size. This study employs a quantitative research method with a casual research design and a survey approach. The population is Flex Gym members, with a purposive sampling technique based on the following criteria: male/female, has been a member for at least 3 months, minimum age of 18 years. Primary data are collected from 100 respondents. The analysis used Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that: (1) Brand image positively and significantly affects customer loyalty; (2) Brand image has a positive but not significant effect on customer satisfaction; (3) Promotion positively and significantly affects customer loyalty; (4) Promotion positively and significantly affects customer satisfaction; (5) Customer satisfaction positively and significantly affects customer loyalty; (6) Customer satisfaction positively but not significantly mediates the relationship between brand image and customer loyalty; and (7) Customer satisfaction positively but not significantly mediates the relationship between promotion and customer loyalty.

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Keywords:

brand image;
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INTRODUCTION

Awareness of the importance of health needs to be continuously improved because physical fitness allows a person to carry out activities efficiently without getting tired easily. However, busyness often causes people to neglect their health. In fact, exercise has many benefits, both physical and mental, such as preventing heart disease, obesity, stress, and increasing self-confidence (Pranata & Kumaat, 2022).

Susenas 2023 data shows that 26 out of 100 Indonesians experienced health problems in the last month. Although the number has decreased since 2021, the province with the highest number of cases is West Nusa Tenggara (39.40%), while the lowest is Papua (12.64%) (BPSI, 2024). Health is key to productivity, and exercise is the simplest way to maintain it. Physical fitness is influenced by nutrition, age, gender, weight, as well as rest patterns and physical activity (Juniarto et al., 2022). Nowadays, various exercise alternatives can be done at home, such as cardio, gymnastics, push-ups, or jogging (Nugroho, 2021).

Technological advances have also given rise to modern fitness equipment, but the cost is high and therefore not affordable for everyone. This condition is an opportunity for investors to open fitness centers (Cindy et al., 2021). In Yogyakarta, one of them is Flex Gym and Cafe in Bantul, which provides complete facilities and various exercise classes such as muaythai, yoga, and zumba.

Currently, competition in the world of sports is becoming increasingly fierce. Many companies are doing various things to maintain customer loyalty. In Yogyakarta, especially Bantul, many gyms have been established to provide facilities for people who want to have a healthy body. Various gyms are trying to build a positive brand image and implement promotional strategies to attract customers (Effendy et al., 2021). However, the desired results are often inconsistent. Some studies suggest that brand image and promotion have a negative impact on customer loyalty, while other studies find a positive impact. This raises questions about the effectiveness of the strategies implemented by each company.

The brand image and promotional strategies implemented by Flex Gym and Cafe are important factors in attracting interest and building customer satisfaction. However, despite an increase in membership, there are still customers who do not renew their membership and switch to other places. This condition highlights the importance of researching the influence of brand image and promotion on customer loyalty, with customer satisfaction as a mediating variable. The company has strived to build a positive brand image, conduct promotions, and provide good service to create customer loyalty. However, the results have not been as expected,

as there are still customers who do not renew their membership. Therefore, it is important for the company to identify the factors that influence customers in choosing Flex Gym and the aspects that need to be evaluated in order to increase customer appeal and loyalty. Some of the main factors that influence consumer decisions include brand image, promotion, satisfaction, and customer loyalty. Loyalty describes the faithfulness of customers in repeatedly using a product or service (Rosita et al., 2021). Brand image is consumers' perception of a company based on their experiences and the information they receive; the more positive the brand image, the higher the likelihood of loyalty (Apriliani et al., 2020).

Promotion also plays an important role in introducing products, increasing sales, and building relationships with consumers through various digital media (Rosita et al., 2021). Several studies show that promotion has a positive effect on loyalty (Kuswandi & Nuryanto, 2021) but other results show a negative effect due to service factors and limited exposure time to promotions (Effendy et al., 2021). Additionally, customer satisfaction is an important mediating variable that plays a role in shaping loyalty. Customer satisfaction acts as a mediator in the relationship between experience value and user loyalty to digital applications (Rather, 2020). However, previous research results related to promotion, brand image, and loyalty still show inconsistencies, so they need to be re-examined in the context of Flex Gym and Cafe in Yogyakarta.

This section discusses previous theories and research findings related to the variables of brand image, promotion, customer satisfaction, and customer loyalty. This literature review aims to provide a theoretical basis and strengthen the research argument regarding the influence of brand image and promotion on customer loyalty mediated by customer satisfaction, particularly in the fitness industry such as Flex Gym and Cafe in Bantul.

METHODOLOGY

This study uses a quantitative approach with a descriptive survey method to analyze the effect of brand image and promotion on customer loyalty with customer satisfaction as a mediating variable. Data collection was carried out using a survey technique by distributing questionnaires containing questions compiled based on indicators for each variable so that they could be measured and analyzed statistically. The questionnaire used a 1–5 Likert scale, where a score of 5 indicated strongly agree, 4 agreed, 3 neutral, 2 disagreed, and 1 strongly disagreed. Respondents were selected using purposive sampling with the following criteria: male or female, minimum age of 18 years, and having been a Flex Gym member for at least 3 months. The research

was conducted on Flex Gym members in Bantul, DIY, specifically in the Tamantirto area, from January to March 2025 online and offline. The research population consisted of approximately 200 members, and the sample size was determined using a formula to obtain 100 respondents.

RESULT AND DISCUSSION

Outer Model Analysis has several assessment aspects, namely Reliability Test and Validity Test. Validity Test is conducted through factor loading analysis and convergent validity (AVE) Average Variance Extracted and Discriminant Validity Test conducted through Cross Loading and Fornell Lacker analysis. Meanwhile, Reliability Test is conducted through Cronbach's Alpha and Composite Reliability analysis. The following are the results of the analysis test

1. Convergen validity

Convergent validity is a form of validity that measures the extent to which an instrument or measuring tool can demonstrate a strong relationship with other instruments that have the same relationship. The metric applied to assess the convergent validity of a construct is the average variance extracted (AVE) for all indicators in each construct. The minimum acceptable AVE value is 0.50. If the AVE value reaches 0.50 or more, it indicates that the construct is able to explain 50 percent or more of the variation in the indicators that make up the construct.

Table 1. Factor Loading Analysis

	BI	P	CL	CS
BI1	0.832			
BI2	0.736			
BI3	0.835			
BI4	0.865			
BI5	0.777			
P1		0.712		
P11		0.729		
P12		0.707		
P2		0.633		
P3		0.738		
P4		0.720		
P5		0.685		
P6		0.721		
P7		0.732		
P8		0.660		
P9		0.752		
CL1			0.770	
CL2			0.684	
CL3			0.785	
CL4			0.811	
CL5			0.704	
CS1				0.796
CS2				0.902
CS3				0.779
CS4				0.790

Data Analysis (Source, 2025)

This test aims to determine the extent to which each indicator used in measuring a construct (latent variable) is highly correlated with other constructs. Based on the opinion of (Hair et al., 2021), the assessment of convergent validity has its own criteria, namely for confirmatory assessment, a factor loading value of > 0.6 can be considered feasible or valid. From **Table 1**, it can be seen that the overall factor loading value is > 0.60 , meaning that the factor loading value can be concluded to be convergent valid. The greater the factor loading value, the higher the level of measurement representation of other related variables.

Table 2. Average Variance Extracted (AVE)

Variabel	AVE
Brand Image	0.656
Promotion	0.503
Customer Satisfaction	0.669
Customer Loyalty	0.566

Data Analysis (Source, 2025)

Average Variance Extracted (AVE) is considered valid if > 0.5 ; if < 0.5 , it is not considered valid. In **Table 2**, it can be seen that the AVE value is > 0.50 , meaning that each variable has a good level of convergent validity.

2. Discriminant Validity

This discriminant validity test shows the extent to which a variable differs significantly from other variables and has been proven through statistical testing. A cross loading value can be considered strong if it is > 0.70 .

Table 3. Cross Loading Analysis

	Brand Image	Promotion	Customer Loyalty	Customer Satisfaction
X1.1	0.832	0.601	0.617	0.459
X1.2	0.736	0.484	0.442	0.410
X1.3	0.835	0.569	0.508	0.536
X1.4	0.865	0.613	0.629	0.495
X1.5	0.777	0.435	0.610	0.470
X2.1	0.486	0.712	0.397	0.345
X2.2	0.418	0.633	0.495	0.363
X2.3	0.464	0.738	0.499	0.524
X2.4	0.481	0.720	0.433	0.525
X2.5	0.424	0.685	0.328	0.339
X2.6	0.421	0.721	0.467	0.429
X2.7	0.490	0.732	0.506	0.338
X2.8	0.472	0.660	0.467	0.348
X2.9	0.520	0.752	0.478	0.446
X2.11	0.514	0.729	0.503	0.507
X2.12	0.514	0.707	0.533	0.421
Y1	0.444	0.443	0.770	0.369
Y2	0.581	0.452	0.684	0.310
Y3	0.528	0.507	0.785	0.423
Y4	0.528	0.475	0.811	0.520
Y5	0.529	0.584	0.704	0.569
Z1	0.395	0.455	0.525	0.796
Z2	0.566	0.554	0.526	0.902
Z3	0.443	0.546	0.470	0.779
Z4	0.511	0.385	0.412	0.790

Data Analysis (Source, 2025)

Discriminant validity must also consider cross-loading values. Regarding the correlation values between constructs and measurement items, the values must be higher than those of other constructs. In this study, **Table 3** shows that the cross-loading values of the correlation between the Brand Image variable and the brand image measurement items are higher than the correlations of other variables. The correlation value of the Customer Satisfaction variable with the customer satisfaction measurement item is higher than the correlation of other variables, the correlation value of Customer Loyalty with the customer loyalty measurement item is higher than other variables, and the correlation value of Promotion with the promotion measurement item is higher than other variables.

3. Reliability

Reliability testing using Cronbach's Alpha was used to show the extent of consistency in the statement items. This test also used Composite Reliability (ρ_c) to measure the consistency of internal reliability of a latent construct.

Table 4. Reliability Test

	<i>Cronbach's alpha</i>	<i>Composite reliability (ρ_a)</i>	<i>Composite reliability (ρ_c)</i>
<i>Brand Image</i>	0.868	0.875	0.905
<i>Promotion</i>	0.901	0.903	0.917
<i>Customer Loyalty</i>	0.807	0.808	0.867
<i>Customer Satisfaction</i>	0.834	0.843	0.890

Data Analysis (Source, 2025)

From **Table 4** it can be seen that the Cronbach's Alpha, Composite Reliability (ρ_a), and Composite Reliability (ρ_c) values are > 0.70 , and it can also be seen that the Composite Reliability (ρ_c) value is $>$ the Cronbach's Alpha value. Therefore, this shows that all data is reliable.

4. Inner Model

This Inner Model analysis uses R-Square analysis or coefficient of determination, where the results show that each construct has a direct and indirect effect, and customer satisfaction is a mediator of this indirect effect.

Table 5. R-Square Analysis Inner Model

<i>Variabel</i>	<i>R-square</i>
<i>Customer Satisfaction</i>	0.420
<i>Customer Loyalty</i>	0.577

Data Analysis (Source, 2025)

Table 5 shows that the R-Square for the Customer Satisfaction variable as a mediating variable is 0.420, meaning that the Customer Satisfaction variable can be explained by the Brand Image and Promotion variables, which have an influence of 42%, while the remaining 58% is influenced by other variables not explained in this study. Then, the R-Square value

for the Customer Loyalty variable is 0.577, meaning that the Customer Loyalty variable can be explained by the Brand Image, Promotion, and Customer Satisfaction variables by 57.7%, and the remaining 42.3% is influenced by other variables not explained in this study.

5. Hypothesis

Hypothesis testing is used to compare the t-count with the t-table so that the author can determine whether there is an influence between variables. This hypothesis test uses the bootstrapping method with Smart PLS, where the t-count and t-table values are part of the research model analysis. For assessment, if the significance level $p\text{-value} < 0.05$, H_a is accepted and H_o is rejected (Ibrahim Khalil et al., 2023). In this test, if the T statistic value > 1.96 , it can be said to be significant, whereas if the T statistic < 1.96 , it can be said to be insignificant (Purwanto et al., 2021).

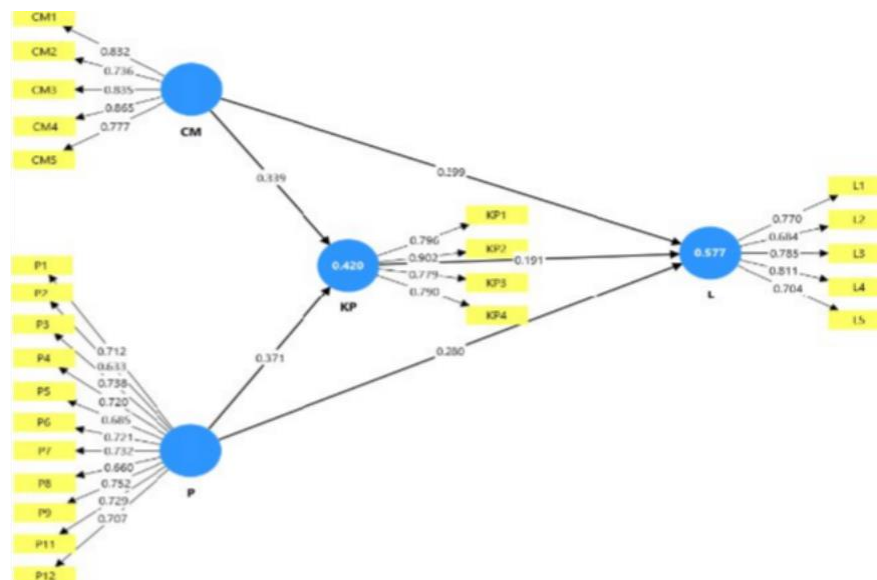


Figure 1. Research Framework (Source, 2025)

Based on the results of structural model testing (**Figure 1**), the variables of Brand Image (BI) and Promotion (P) were found to have an effect on Customer Satisfaction (CS). Brand image showed a positive effect on customer satisfaction with a path coefficient value of 0.339, while promotion had a stronger positive effect on customer satisfaction with a path coefficient value of 0.371. The R-square value of customer satisfaction is 0.420, indicating that 42% of the variation in customer satisfaction can be explained by brand image and promotion.

Furthermore, the test results show that Brand Image (BI), Promotion (P), and Customer Satisfaction (CS) have a positive effect on Customer Loyalty (CL). The effect of brand image on customer loyalty has a path coefficient of 0.399, the effect of promotion on customer loyalty is 0.280, while customer satisfaction has an effect of 0.191. The R-square value for customer loyalty is 0.577, which means that 57.7% of the variation in customer loyalty can be explained by brand image,

promotion, and customer satisfaction.

These results indicate that customer satisfaction acts as a mediating variable in the relationship between brand image and promotion on customer loyalty. With an increase in brand image and promotion effectiveness, customer satisfaction will increase, which in turn encourages the formation of customer loyalty.

6. Path Coefficient

Path Coefficient tests are used to examine results so that researchers can determine the magnitude of the influence between independent variables and dependent variables. Path coefficients generally range from -1 to +1, where coefficients close to -1 indicate a negative influence, while coefficients close to +1 indicate a positive influence.

Table 6. Path Coefficient

<i>Variabel</i>	<i>Customer Satisfaction</i>	<i>Customer Loyalty</i>
<i>Brand Image</i>	0.339	0.399
<i>Promotion</i>	0.371	0.280
<i>Customer Loyalty</i>		
<i>Customer Satisfaction</i>		0.191

Data Analysis (Source, 2025)

Table 6 shows that the Path Coefficient value of Brand Image on Customer Satisfaction is 0.339 (positive), Promotion on Customer Satisfaction is 0.371 (positive), Brand Image on Customer Loyalty is 0.399 (positive), then Customer Satisfaction on Customer Loyalty is 0.191 (positive), and finally Promotion on Customer Loyalty is 0.280 (positive).

Table 7. Output Coefficient and Significance Between Variables

Variabel	T statistics (O/STDEV)	P values
<i>BI -> CL</i>	2.608	0.009
<i>BI -> CS</i>	1.583	0.113
<i>P -> CL</i>	2.136	0.033
<i>P -> CS</i>	1.990	0.047
<i>CS -> CL</i>	1.973	0.049

Data Analysis (Source, 2025)

In **Table 7** we can see the results of the P-values of Brand Image on Customer Loyalty < 0.05, which is 0.009, and T statistics > 1.96, which is 2.608. We can conclude that H_0 is rejected, meaning that Brand Image has a significant effect on Customer Loyalty.

For P-values from Brand Image to Customer Satisfaction > 0.05, namely 0.113 and T statistics < 1.96, namely 1.583, it can be concluded that H_a is rejected and H_0 is accepted, meaning that Brand Image does not significantly affect Customer Satisfaction. The P-values for Promotion on Customer Loyalty are < 0.05, namely 0.033, and the T statistics are > 1.96,

namely 2.136. It can be concluded that H_a is accepted and H_0 is rejected, meaning that Promotion has a significant effect on Customer Loyalty. The P-value for Promotion on Customer Satisfaction is < 0.05 , namely 0.047, and the T-statistic is > 1.96 , namely 1.990. It can be concluded that H_a is accepted and H_0 is rejected, meaning that Promotion has a significant effect on Customer Satisfaction. Finally, the P-value for Customer Satisfaction on Customer Loyalty is < 0.05 , specifically 0.049, and the T-statistic is > 1.96 , specifically 1.973. Therefore, it can be concluded that H_a is accepted and H_0 is rejected, meaning that Customer Satisfaction has a significant effect on Customer Loyalty.

Table 8. Specific Indirect

<i>Variabel</i>	<i>Specific indirect effects</i>
<i>BI -> CS -> CL</i>	0.065
<i>P -> CS -> CL</i>	0.071

Data Analysis (Source, 2025)

This study is used by researchers to see how the correlation between the Customer Satisfaction variable (mediation) relates to other variables. **Table 8** shows the Path Coefficient value of Brand Image indirectly affecting Loyalty mediated by Customer Satisfaction of 0.065 (positive), and the Path Coefficient value of Promotion indirectly affecting Customer Loyalty mediated by Customer Satisfaction of 0.071 (positive).

Table 9. Specific Indirect Effect

	T statistics (O/STDEV)	P values
<i>BI -> CS -> CL</i>	1.041	0.298
<i>P -> CS -> CL</i>	1.441	0.150

Data Analysis (Source, 2025)

In **Table 9** it can be seen that the P-values of Brand Image indirectly through Customer Satisfaction on Customer Loyalty > 0.05 , namely 0.298, and the T statistics value < 1.96 , namely 1.041, it can be concluded that H_a is rejected and H_0 is accepted, meaning that the indirect effect of Brand Image on Customer Loyalty through Customer Satisfaction is not significant. For the P-values of Promotion indirectly through Customer Satisfaction on Customer Loyalty > 0.05 , which is 0.150, and the T statistics value < 1.96 , which is 1.441, it can be concluded that H_a is rejected and H_0 is accepted, meaning that the indirect effect of Promotion on Customer Loyalty through Customer Satisfaction is insignificant. The following are the results of the discussion from all the tables above.

1. The effect of brand image on customer loyalty

The analysis results show that Brand Image has a positive and significant effect on Customer Loyalty, with a path coefficient value of 0.399, p-values of 0.009, and t-statistics of 2.608. This means that Hypothesis 1 is accepted. This finding is consistent

with Service- Dominant Logic, which emphasizes that value is created through customer experience and perception, including brand image as an intangible asset. A positive brand image builds trust, encourages customer engagement, and increases loyalty. These results are also in line with previous studies (Apriliani et al., 2020) which similarly state that brand image influences customer loyalty.

2. The effect of brand image on customer satisfaction

The analysis results show that Brand Image has a positive but insignificant effect on Customer Satisfaction, with a path coefficient value of 0.339, p-values of 0.113, and t- statistics of 1.583. Because the effect is insignificant, Hypothesis 2 is rejected. This means that even though the brand image is well established, it does not necessarily make customers feel satisfied. In Service-Dominant Logic, satisfaction is more influenced by service experience, ease of access, consistency between promises and reality, and the company's ability to handle complaints. These results are supported by previous studies, such as (Budiono, 2020; M. Kurniawan & Hildayanti, 2019), which also found that brand image does not have a significant effect on customer satisfaction.

3. The effect of promotion on customer loyalty

The analysis results show that Promotion has a positive and significant effect on Customer Loyalty, with a path coefficient of 0.280, p-values of 0.033, and t-statistics of 2.136. Thus, Hypothesis 3 is accepted. In accordance with Service-Dominant Logic, promotion not only serves to persuade customers, but also becomes a means of communication and interaction of value between companies and consumers. Relevant and effective promotions can build long-term relationships. These findings are consistent with previous studies (Kuswandi & Nuryanto, 2021; Nyoman et al., 2019; Rosalina et al., 2019), which also show that promotions have a positive and significant effect on customer loyalty.

4. The effect of promotion on customer satisfaction

The results show that Promotion has a positive and significant effect on Customer Satisfaction, with a path coefficient of 0.371, p-values of 0.047, and t-statistics of 1.990. Therefore, Hypothesis 4 is accepted. Promotions that are intense, relevant, and in line with consumer expectations can increase satisfaction because customers feel that the company's promises are actually being realized. This is in line with Service-Dominant Logic, which emphasizes that promotion is not just a transactional activity, but a process of creating value and positive perceptions for customers. These findings are also

reinforced by previous studies (Meitiana & Tuwuh Sembhodo, 2022), which state that promotion has a positive and significant effect on customer satisfaction.

5. The influence of customer satisfaction on customer loyalty

The results show that Customer Satisfaction has a positive and significant effect on Customer Loyalty, with a path coefficient of 0.191, p-values of 0.049, and t-statistics of 1.973. Thus, Hypothesis 5 is accepted. Customers who are satisfied with products, promotions, or services tend to show higher loyalty. This is in line with Service-Dominant Logic, which emphasizes that satisfaction is a key element in building loyalty. When customers feel that the value meets or exceeds their expectations, they will make repeat purchases and give recommendations to others. These results are consistent with previous studies (Rafiah, 2019; Romadhan et al., 2019), which also show that customer satisfaction has a positive and significant effect on loyalty.

6. The influence of brand image on customer loyalty through customer satisfaction as a mediator

The analysis results show that Customer Satisfaction mediates the influence of Brand Image on Customer Loyalty positively but not significantly, with a path coefficient of 0.065, p-values of 0.298, and t-statistics of 1.041. Because the influence is not significant, Hypothesis 6 is rejected. This means that although a strong brand image can increase customer loyalty, this relationship does not depend on customer satisfaction. Consumers may remain loyal due to other factors, such as emotional attachment, trust in brand value and quality, or the cost of switching to another brand. These findings are in line with previous studies (Renatha Indraswari et al., 2023), which also show that a strong brand image can directly shape loyalty without having to go through customer satisfaction.

7. The influence of promotion on customer loyalty through customer satisfaction as a mediator

The results show that Customer Satisfaction mediates the effect of Promotion on Customer Loyalty positively but not significantly, with a path coefficient of 0.071, p-values of 0.150, and t-statistics of 1.441. Therefore, Hypothesis 7 is rejected. Consumers can become loyal because of attractive promotions without having to feel satisfied first. This finding is supported by previous studies (Cindy et al., 2021; Tambunan & Prabowo, 2023).

CONCLUSION AND RECOMMENDATION

This study aims to determine the effect of Brand Image and Promotion on Member Gym Customer Loyalty and the mediating role of Customer Satisfaction at Flex Gym and Cafee Bantul, Yogyakarta. The results show that Brand Image has a positive and significant effect on Customer Loyalty, but does not significantly affect Customer Satisfaction. Promotion has been proven to have a positive and significant effect on both Loyalty and Customer Satisfaction. Additionally, Customer Satisfaction has a positive and significant effect on Customer Loyalty. However, Customer Satisfaction was unable to mediate the effect of Brand Image on Customer Loyalty or the effect of Promotion on Customer Loyalty because the resulting mediating effect was positive but not significant. Based on these findings, it is recommended that the company continue to strengthen its brand image and design more effective promotional strategies that engage consumers so that loyalty increases. Even though satisfaction was not proven to be a mediator, companies still need to improve product quality, service, and customer experience so that loyalty remains strong. Further research is expected to add other variables such as price, product quality, or location, which also have the potential to influence customer loyalty.

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