



The Influence of Marketing Strategy and Brand Image on Customer Loyalty with Customer Satisfaction as a Mediating Variable among Customers of BSI Bank, Kedaton Branch

Sulfan Basten¹, Any Eliza², Anas Malik³

^{1,2,3}Raden Intan State Islamic University Lampung
sulfanbasten179@gmail.com

Abstract

Purpose - This study aims to analyze the influence of marketing strategies and brand image on customer loyalty, with customer satisfaction as a mediating variable at BSI Bank Kedaton Branch.

Method - The research uses a quantitative approach with a survey method. Data were collected through questionnaires distributed to 100 respondents selected using purposive sampling. The respondents are customers of conventional services and active users of the BSI Mobile application.

Result - The results of the study showed that marketing strategies and brand image affect BSI bank customer loyalty. Marketing strategies and brand image are able to influence BSI bank customer satisfaction, and customer satisfaction as a mediating variable is able to mediate marketing strategies and brand image on BSI bank loyalty.

Implication - This study provides practical insights for Islamic banking institutions to increase customer loyalty by improving their marketing strategies and strengthening brand image through customer satisfaction.

Originality - The novelty of this research lies in its integrated analysis of customer satisfaction as a mediating variable between marketing strategies and brand image toward customer loyalty in the context of a newly merged Islamic bank, BSI.

Keywords: Marketing strategy, brand image, customer loyalty, customer satisfaction.



Introduction

The economy in Indonesia, through Islamic banking, holds promising potential, supported by the large Muslim population in the country, which eliminates concerns regarding the compliance of financial transactions (Rohmah et al., 2023). Islamic banking demonstrates significant growth potential in the current era, driven in part by the increasing public interest in services and products based on sharia principles. The adoption of a fully integrated digital strategy has become a critical requirement to support the acceleration of this sector. The presence of Islamic banks enables the expansion of financing access for communities that have not been reached by the formal banking system. Customer loyalty plays a strategic role in sustaining the long-term operational success of Islamic banks. Many other banks have made high-quality service delivery their primary focus to maintain customer loyalty (Mumtaz & Jaharuddin, 2025). Loyal customers tend to build long-term relationships and contribute to the stability of a company's revenue. Research by Rini & Absah (2015) emphasizes that loyalty is a multidimensional construct encompassing behavioral intentions, attitudinal commitment, and affective attachment shaped by customers' overall experiences. In enhancing customer loyalty, marketing strategy plays a crucial role.

In the case of Bank Syariah Indonesia (BSI), despite experiencing remarkable growth following its merger in 2021, customer loyalty remains a critical challenge. By the end of December 2023, the number of BSI customers had reached approximately 19.65 million, reflecting a 10.5% year-on-year increase. However, the rapid expansion in customer base has not entirely eliminated service-related concerns. In May 2023, many customers reported disruptions in digital services such as BSI Mobile and ATMs that lasted for several days, raising doubts about the reliability of the bank's digital infrastructure. Public discussions even highlighted the possibility of a cyberattack, which further amplified concerns about system security and service continuity. These incidents indicate that while BSI has succeeded in massively expanding its customer base, the level of customer satisfaction and trust in its digital services remains less than optimal. If unresolved, such



challenges may lead customers to shift toward competitors, underscoring that loyalty cannot be taken for granted.

Customer loyalty has always been a central issue in the development of Islamic banks. Although Islamic banks in Indonesia, including Bank Syariah Indonesia (BSI), continue to experience rapid growth in terms of customer acquisition, loyalty remains not yet optimal. Many customers are still highly sensitive to service disruptions, lack of innovation, or more attractive offers from competitors, which indicates that their commitment to stay with Islamic banks is relatively fragile. In the case of BSI, loyalty cannot be simply inferred from the increase in the number of customers, as the true measure lies in whether these customers consistently use BSI's products and services over the long term. Reports of service interruptions, combined with growing customer expectations in the era of digital banking, highlight the urgency of studying customer loyalty more deeply. This situation underlines the importance of examining how marketing strategy and brand image mediated by customer satisfaction can influence loyalty among BSI customers.

The brand image created by Bank BSI, through consistent communication, service quality, and emotional connection, can enhance customer trust and preference toward the brand. Studies show that customers with a positive perception of a brand are more likely to feel satisfied and trust the brand. A well-developed brand image can strengthen customer loyalty. When a brand is associated with positive attributes such as credibility, prestige, or innovation, customers are more willing to remain loyal even when faced with competing offers. The linkage between customer loyalty, marketing strategy, and brand image illustrates a complementary relationship. The right marketing strategy serves as an operational vehicle to deliver brand value, while the brand image reinforces the emotional and cognitive bonds customers have with a product or service.

Collaboration between an effective marketing strategy and a positive brand image creates a superior value proposition, strengthening customer trust and engagement. However, the influence of these two factors on loyalty does not always occur directly. Customer satisfaction plays an important role as a mediating mechanism in the relationship between marketing strategy,



brand image, and customer loyalty. In the context of Bank BSI, satisfaction reflects the extent to which customers' expectations of sharia-based services can be met through various marketing strategies and perceptions of brand image. Satisfied customers tend to exhibit higher levels of loyalty because they experience consistent benefits, comfort, and trust in their interactions with the bank.

Findings from prior studies within the banking industry suggest that a strong brand image combined with high service quality plays a crucial role in improving customer satisfaction (Awalia & Setiawan, 2022). In turn, customer satisfaction significantly influences customer loyalty (Sandjaya et al., 2020). However, findings regarding the direct impact of brand image on loyalty have been mixed. Some studies found a positive but insignificant influence (Arini, 2020), while others found a significant effect (Laela & Sadiq, 2019). Customer satisfaction has been identified as a partial mediator between brand image, service quality, and customer loyalty (Sandjaya et al., 2020). Interestingly, one study found that customer satisfaction could not mediate the influence of brand image, service quality, and experience-based marketing on loyalty (Awalia & Setiawan, 2022). Therefore, positioning satisfaction as a mediating variable offers a more comprehensive understanding of the dynamics of loyalty formation, particularly in the Islamic banking industry.

Literature Review

Marketing Strategy

Marketing strategy is a structured effort designed and implemented by a company to achieve the predetermined objectives in its marketing activities (Darsana et al., 2023). It encompasses the decision-making process related to the marketing budget, the composition of the marketing mix elements, and the allocation of marketing resources adjusted to the projected environmental conditions and the competitive situation faced (Yulianti et al., 2019). An effective marketing strategy plays a crucial role in shaping brand image, enhancing customer satisfaction, and ultimately fostering customer loyalty. According to P. Kotler & Keller, (2015) a well-directed marketing strategy can



create added value for customers, which in turn generates positive perceptions toward the brand. According to Hooley et al. (2012), marketing strategy can be understood through several key indicators. The first is market attractiveness and competitive strength, which reflects the ability of a company to identify opportunities in the market while assessing its own strengths relative to competitors. The second is positioning strategies, referring to how a company places its products or services in the minds of consumers in order to differentiate them from competing offerings. The third is strategic marketing planning, which involves designing a systematic plan that aligns marketing activities with the overall goals of the organization. Finally, competitive positioning analysis is essential for evaluating the company's current position in the market and developing strategies to enhance its competitiveness. Together, these indicators provide a comprehensive framework for understanding how marketing strategy contributes to building sustainable competitive advantage.

Brand Image

According to Coaker (2021), brand image is the result of a reinterpretation of the overall perception of a brand, formed through information and past experiences of consumers or customers. Espíndola (2020), states that brand image is closely related to consumer attitudes, which are reflected in their preferences for a particular brand. Keller & Swaminathan (2019) emphasize that a brand is not merely a name or symbol, but rather a key component in building the relationship between a company and its customers. A strong brand image builds customers' confidence and trust in financial institutions, as explained by Abbas et al., (2021). Mcpheron (2021) adds that when customers hold a positive view of a brand, they are more likely to make repeat purchases. A product can give rise to a brand when it is perceived to possess functional superiority (functional brand), create associations and an image aligned with consumer expectations (image brand), and generate specific experiences when consumers interact with it (experiential brand). Kotler dan Keller (2009) identify three main factors influencing the formation of brand image through brand associations: the favorability of brand associations, the



strength/familiarity of brand associations, and the uniqueness of brand associations. According to Kotler et al. (2019), brand image is shaped through several important dimensions. Brand identity becomes the foundation, as it enables consumers to recognize a product and distinguish it from competitors' offerings. Beyond recognition, a brand also develops a brand personality, which represents the unique characteristics or traits attached to the brand, such as warmth, friendliness, creativity, or independence, that make it stand out in the marketplace. In addition, brand association plays a vital role, as it encompasses various elements related to the brand, including product uniqueness, sponsorship activities, corporate social responsibility initiatives, or symbols and meanings that strengthen customer perceptions. Finally, brand attitude and behavior reflect how a brand communicates and interacts with customers, particularly in demonstrating the values and benefits of its products. Collectively, these dimensions contribute to forming a strong and positive brand image that influences customer perceptions and loyalty.

Customer Loyalty

Maintaining customer loyalty is an important responsibility for companies, as it can be leveraged as a strategy to improve overall performance. Highly loyal customers tend to voluntarily spread positive information (word of mouth), reduce promotional costs, attract new customers, and contribute to increased company profits. Loyalty plays a crucial role in the field of marketing, as the success of marketing strategies is often determined by the support of loyal customers, which ultimately shapes loyal consumers. Efforts to enhance customer loyalty can be carried out by increasing satisfaction with the products offered (Sundari, 2021). Kotler (2008) states that customer loyalty is not only measured by the volume of purchases but also by the frequency of repeat purchases and the willingness to recommend the product to others. According to Jill Griffin in Hurriyati (2010), customer loyalty can be identified through several key indicators. One of the most important is the tendency of customers to make regular repeat purchases, which reflects their consistent preference for a particular product or service. Loyalty is also demonstrated when customers purchase across product and service lines, showing their



willingness to explore and consume a variety of offerings from the same provider. In addition, loyal customers often refer the product or service to others, acting as advocates who voluntarily promote the brand through positive word of mouth. Finally, customer loyalty is reflected in their immunity to the appeal of competing products, where they remain committed to the chosen brand despite attractive alternatives in the market. Together, these indicators highlight the multidimensional nature of loyalty, encompassing both behavioral consistency and attitudinal commitment.

Customer Satisfaction

The level of satisfaction is determined by the gap between customer expectations and perceived performance. Satisfaction itself is an emotional reaction experienced by consumers after making a purchase or using a service, arising from an evaluation of the alignment between expectations and actual performance, as well as the overall experience of consuming the product or service (Hermanto, 2019). According to P. Kotler & Armstrong, (2018), customer satisfaction is the feeling of pleasure or disappointment that emerges after comparing perceived performance with prior expectations. If performance falls below expectations, customers will experience dissatisfaction. Conversely, when performance exceeds expectations, customers will feel highly satisfied and pleased. Furthermore, customer satisfaction serves as an important mediating variable in strengthening the relationship between marketing strategy and customer loyalty (Agyei et al., 2021). Amin et al., (2013) emphasize that the integration of brand image, satisfaction, and marketing strategy significantly determines the level of customer loyalty in the banking sector. Customers feel disappointed when performance does not meet expectations, satisfied when performance meets expectations, and highly satisfied when performance surpasses expectations. According to Budaharini et al. (2022), customer satisfaction can be assessed through several important indicators. Customers who are satisfied will generally feel happy when making a purchase, as the transaction itself provides a positive experience. Beyond that, the overall shopping experience creates a sense of satisfaction, reinforcing their confidence in the brand. Satisfaction is



also reflected when the product received meets customer expectations, both in terms of quality and performance. Moreover, customers tend to believe that the product will not be disappointing, which strengthens their trust and reduces perceived risks. Finally, a high level of satisfaction is evident when customers do not file complaints regarding the product consumed, showing that their needs and preferences have been adequately fulfilled. Collectively, these indicators illustrate that satisfaction is not only about meeting expectations but also about creating positive emotional responses and long-term trust.

Methods

This study employed a quantitative research method. The research population consisted of customers using conventional services at branch offices as well as active users of the BSI Mobile application. The sample was selected using a purposive sampling technique, which involves choosing respondents based on specific criteria relevant to the study. From this population, the researcher obtained a sample of 100 respondents using purposive sampling (Sugiyono, 2022). Data collection was conducted through a questionnaire using a 5-point Likert scale. To test the research model, the data were analyzed using path analysis with Structural Equation Modeling (SEM). This analytical technique was chosen because it allows the examination of both direct and indirect effects between variables, particularly the mediating role of customer satisfaction in the relationship between marketing strategy, brand image, and customer loyalty. Prior to conducting SEM analysis, the research instrument was tested through validity and reliability tests to ensure the accuracy and consistency of the measurement items. Below is the instrument testing for this research. Conceptual Framework of the Research



Figure 1. Framework of Thought

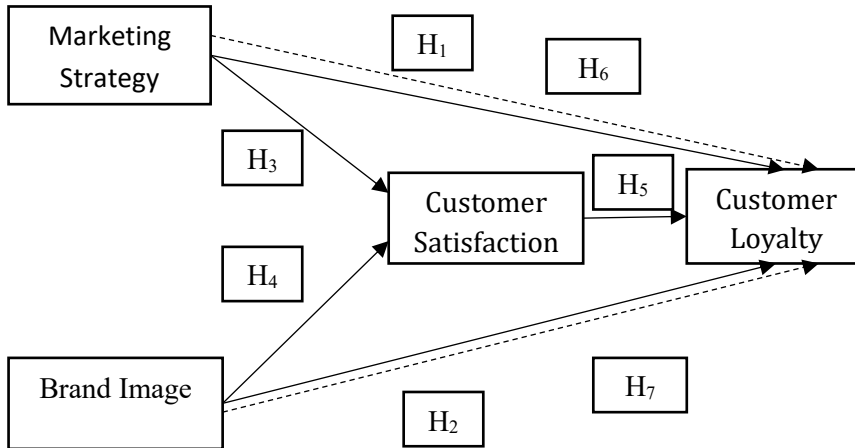


Table 1. Indicators

Variables	Indicator	Source
Marketing Strategy	a. Market attractiveness and competitive strength	Hooley et al. (2012)
	b. Positioning strategies	
	c. Strategic marketing planning	
	d. Competitive positioning analysis	
Brand Image	a. Brand identity	Kotler et al. (2019)
	b. Brand personality	
	c. Brand association	
	d. Brand attitude and behavior	



Customer Satisfaction	a.	Happiness when making a purchase	Budaharini et al. (2022)
	b.	Satisfaction with the shopping/transaction experience	
	c.	Meeting expectations	
	d.	Confidence in the product/service	
	e.	Absence of complaints	
Customer Loyalty	a.	Repeat purchases	Griffin in Hurriyati (2010)
	b.	Cross-purchasing across services	
	c.	Referrals	
	d.	Resistance to competitors	

Based on the research objectives and problem formulation, the author proposes the following hypotheses, which are also grounded on the instrument testing (Figure 1):

- H1 : Marketing Strategy has an effect on Customer Loyalty
- H2 : Brand Image has an effect on Customer Loyalty
- H3 : Marketing Strategy has an effect on Customer Satisfaction
- H4 : Brand Image has an effect on Customer Satisfaction
- H5 : Customer Satisfaction has an effect on Customer Loyalty
- H6 : Customer Satisfaction significantly mediates the relationship between Brand Image and Customer Loyalty
- H7 : Customer Satisfaction significantly mediates the relationship between Marketing Strategy and Customer Loyalty



Results and Discussion

Method of data analysis

The analysis in this study applies the structural equation modeling–partial least squares (SEM-PLS) method, conducted using SmartPLS software. SEM can be classified into two key approaches: covariance-based SEM (CB-SEM) and variance-based SEM or SEM-PLS. CB-SEM originated in the 1970s with Karl Joreskog through the creation of the Lisrel software, whereas SEM-PLS was subsequently developed by Herman Wold, who had previously supervised Joreskog's academic work.

The SEM-PLS method offers advantages in analytical efficiency, particularly for models with complex structures and relatively small sample sizes. Another strength lies in its flexibility regarding data distribution assumptions, which are more relaxed compared to the CB-SEM approach. Estimation using CB-SEM requires the fulfillment of various statistical assumptions, such as multivariate normality, minimum sample size, homoscedasticity, and several other requirements. Nevertheless, the differences in estimation results between SEM-PLS and CB-SEM tend to be insignificant, making SEM-PLS a viable alternative to CB-SEM. Even in cases where the assumptions of multivariate normality are violated or the sample size is limited, SEM-PLS can still produce reliable estimations.

Outer Model Evaluation (Measurement Model): Validity and Reliability Testing

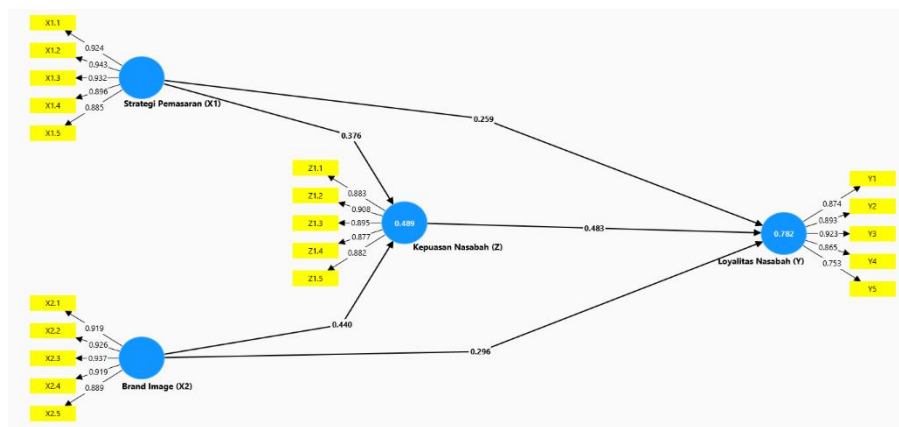
Convergent validity plays a central role in testing measurement models. It is assessed through the outer model in SEM-PLS and through confirmatory factor analysis (CFA) in covariance-based SEM. To ensure that reflective constructs meet convergent validity, there are two main criteria that must be fulfilled: (1) the indicator loading value should ideally be greater than 0.7, and (2) the significance value (p-value) must be below 0.05. However, in certain conditions, such as when the instrument is still in the early stages of development, not all indicators may reach that loading value. Therefore,



indicators with loading values ranging from 0.40 to 0.70 may still be accepted and considered for further analysis.

Indicators with loadings below 0.40 should be removed from the model. However, for indicators with loadings between 0.40 and 0.70, further analysis is needed regarding their impact on the average variance extracted (AVE) and composite reliability values. Removal of indicators within this range may be carried out if it is proven to improve the AVE and composite reliability values beyond the predetermined thresholds. The minimum threshold for AVE is 0.50, while for composite reliability it is 0.70. Additionally, the decision to remove an indicator should also take into account its effect on the content validity of the construct being measured. Some indicators, even if they have low loading values, may still be retained because they contribute significantly to the construct's content validity. Table 2. presents the loading values of each indicator used in this study.

Figure 2. Validity Testing Based on Outer Loading



The validity testing results based on the outer loading values presented in Table 2. and Figure 2. show that all indicators have outer loading values above 0.7. This condition indicates that the validity criteria based on outer loading



have been met. The next stage involves testing validity using the average variance extracted (AVE) values.

Table 2. Validity Testing Based on Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)
Brand Image (X2)	0.843
Customer Satisfaction (Z)	0.790
Customer Loyalty (Y)	0.746
Marketing Strategy (X1)	0.840

The recommended threshold for the average variance extracted (AVE) value is above 0.5. All constructs in this study have AVE values exceeding this threshold, indicating that the validity criteria based on AVE have been met table 2. The next step in the analysis focuses on testing reliability through the composite reliability (CR) values.

Table 3. Reliability Testing Based on Composite Reliability (CR)

Variable	Composite reliability (rho_c)
Brand Image (X2)	0.964
Customer Satisfaction (Z)	0.950
Customer Loyalty (Y)	0.936
Marketing Strategy (X1)	0.963

The recommended value for composite reliability (CR) is above 0.7. All constructs in Table 3. show CR values exceeding this threshold, indicating that the reliability criteria based on CR have been met. The analysis stage then proceeds to test reliability using Cronbach's Alpha (CA) values.

Table 4. Reliability Testing Based on Cronbach's Alpha (CA)

Variable	Cronbach's alpha
Brand Image (X2)	0.953
Customer Satisfaction (Z)	0.934
Customer Loyalty (Y)	0.914
Marketing Strategy (X1)	0.952



The recommended minimum threshold for Cronbach’s Alpha (CA) is 0.7. All constructs in Table 4. show CA values exceeding this threshold, indicating that the reliability requirements based on Cronbach’s Alpha have been met. The subsequent analysis proceeds to testing discriminant validity using the Fornell–Larcker approach. Table 5. presents the results of this discriminant validity testing.

Table 5. Discriminant Validity Testing: Fornell & Larcker

Variable	Brand Image (X2)	Customer Satisfaction (Z)	Customer Loyalty (Y)	Marketing Strategy (X1)
Brand Image (X2)	(0.918)			
Customer Satisfaction (Z)	0.615	(0.889)		
Customer Loyalty (Y)	0.714	0.816	(0.864)	
Marketing Strategy (X1)	0.465	0.580	0.678	(0.916)

In discriminant validity testing, the square root of the AVE for each latent construct is compared with the correlation values between that construct and other latent constructs. The analysis results show that the square root of the AVE for each construct is higher than its correlation values with other constructs, indicating that the discriminant validity criteria have been met Table 5.

Table 6. Discriminant Validity Testing: HTMT

Variable	Brand Image (X2)	Customer Satisfaction (Z)	Cusomer Loyalty (Y)
Cusomer Satisfaction (Z)	0.650		
Customer Loyalty (Y)	0.763	0.881	



Marketing Strategy (X1)	0.488	0.613	0.721
----------------------------	-------	-------	-------

Based on the results of discriminant validity testing Table 6. using the HTMT approach, all values are < 0.9, which indicates that the discriminant validity criteria have been met according to the HTMT approach.

Significance Testing of Effects (Bootstrapping) (Hypothesis Testing) (Inner Model)

Table 7. presents the results of the significance testing of effects.

Tabel 7. Path Coefficient & Significance Testing

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Brand Image (X2) -> Customer Satisfaction (Z)	0.440	0.446	0.118	3.720	0.000
Brand Image (X2) -> Customer Loyalty (Y)	0.296	0.291	0.136	2.174	0.030
Customer Satisfaction (Z) -> Costumer Loyalty (Y)	0.483	0.490	0.157	3.088	0.002
Marketing strategy (X1) - > Customer Satisfaction (Z)	0.376	0.372	0.107	3.521	0.000
Marketing Strategy (X1) - > Customer Loyalty (Y)	0.259	0.248	0.110	2.349	0.019



Based on the results in Table 7., the findings are as follows:

1. Brand Image (X2) demonstrates a positive and significant influence on Customer Satisfaction (Z), with an Original Sample coefficient of 0.440, T-Statistics of 3.720 (> 1.96), and P-Values of 0.000 (< 0.05), thereby confirming the hypothesis.
2. Brand Image (X2) also exerts a positive and significant impact on Customer Loyalty (Y), reflected by an Original Sample coefficient of 0.296, T-Statistics of 2.174 (> 1.96), and P-Values of 0.030 (< 0.05), supporting the hypothesis.
3. Customer Satisfaction (Z) positively affects Customer Loyalty (Y), with an Original Sample coefficient of 0.483, T-Statistics of 3.088 (> 1.96), and P-Values of 0.002 (< 0.05), leading to hypothesis acceptance.
4. Marketing Strategy (X1) significantly and positively influences Customer Satisfaction (Z), as indicated by an Original Sample coefficient of 0.376, T-Statistics of 3.521 (> 1.96), and P-Values of 0.000 (< 0.05), thus validating the hypothesis.
5. Marketing Strategy (X1) also shows a positive and significant effect on Customer Loyalty (Y), with an Original Sample coefficient of 0.259, T-Statistics of 2.349 (> 1.96), and P-Values of 0.019 (< 0.05), confirming the hypothesis.

Table 8. R-Square

Variable	R-square
Customer Satisfaction (Z)	0.489
Customer Loyalty (Y)	0.782

The R-Square value in Table 8. shows that the Customer Satisfaction (Z) variable has a value of 0.498. This means that the Marketing Strategy (X1) and Brand Image (X2) variables can explain or influence Customer Satisfaction by 48.9%, while the remaining 51.1% is explained by other variables outside the model. Meanwhile, the R-Square value for the



Customer Loyalty (Y) variable is recorded at 0.782, indicating that the combination of Marketing Strategy (X1), Brand Image (X2), and Customer Satisfaction (Z) can explain the influence on Customer Loyalty by 78.2%, with the remaining 21.8% influenced by other factors not included in this research model (Table 8.).

Table 9. Q-Square

Variable	Q ² (=1-SSE/SSO)
Kepuasan Nasabah (Z)	0.381
Loyalitas Nasabah (Y)	0.571

It is known that the Q-Square value listed in Table 9 shows that from Customer Satisfaction (Z) is 0.381 > 0, which means that Marketing Strategy (X1), Brand Image (X2) have predictive relevance to Customer Satisfaction (Z). It is known that the Q-Square value of Loyalty (Y) is 0.571 > 0, which means that Marketing Strategy (X1), Brand Image (X2), Customer Satisfaction (Z) have predictive relevance to Customer Loyalty (Y).

Table 10. Model Goodness of Fit Testing

	Estimated model
SRMR	0.048

Based on the goodness of fit testing results for SRMR (Table 10.), the SRMR value is 0.048 < 0.1, thus it can be concluded that the model is FIT.

Table 11. Pengujian Mediasi

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Brand Image (X2) -> Customer Satisfaction (Z) ->	0.213	0.223	0.103	2.070	0.039



Customer Loyalty (Y)					
Marketing strategy (X1)					
-> Customer Satisfaction (Z) -> Customer Loyalty (Y)	0.182	0.188	0.089	2.037	0.042

Based on the mediation testing results in Table 4.10, the findings are as follows:

- 1. Customer Satisfaction (Z) acts as a significant mediator in the relationship between Brand Image (X2) and Customer Loyalty (Y), as indicated by T-Statistics = 2.070 (> 1.96) and P-Values = 0.039 (< 0.05), thereby supporting the mediation hypothesis.
- 2. Customer Satisfaction (Z) also significantly mediates the relationship between Marketing Strategy (X1) and Customer Loyalty (Y), with T-Statistics = 2.037 (> 1.96) and P-Values = 0.042 (< 0.05), confirming the mediation hypothesis.

Discussion

The Influence of Marketing Strategy on Customer Loyalty and Customer Satisfaction

The results indicate that Marketing Strategy (X1) has a positive and significant influence on Customer Satisfaction (Z), with a coefficient value of 0.376, T-Statistics = 3.521 > 1.96, and P-Values = 0.000 < 0.05, meaning H3 is accepted. In addition, Marketing Strategy (X1) also positively and significantly affects Customer Loyalty (Y), with a coefficient value of 0.259, T-Statistics = 2.349 > 1.96, and P-Values = 0.019 < 0.05, thereby supporting H1. These findings indicate that the more effective the marketing strategy implemented by BSI, the higher the satisfaction and loyalty of its customers. Moreover, Customer Satisfaction (Z) is proven to significantly mediate the relationship



between Marketing Strategy (X1) and Customer Loyalty (Y), thus confirming H7. This shows that marketing strategy not only has a direct influence on loyalty but also strengthens it indirectly through the creation of customer satisfaction, which in turn fosters stronger loyalty to BSI. This finding is consistent with the research conducted by Panjaitan & Retno (2020) which found that marketing strategy significantly affects customer loyalty through customer satisfaction as an intervening variable. Another study by Sumadi et al., (2021) also found that marketing strategy has a positive and significant influence on customer loyalty. An effective marketing strategy not only involves promoting products or services but also includes brand management, product innovation, customer service, and consistent communication. In the context of BSI, marketing strategies based on Islamic values and an emotional approach that emphasizes social benefits, trust, and service convenience play an important role in creating a positive perception among customers. Such positive perceptions will, in turn, impact customer loyalty. Customer loyalty is not merely formed by short-term satisfaction but is built through the accumulation of positive experiences, trust in the institution, and alignment of values between the bank and its customers.

In recent years, BSI has sought to strengthen its marketing strategies through service digitalization, brand image enhancement, and data-based market segmentation approaches. Innovations in digital services such as BSI Mobile, social media-based marketing campaigns, and the provision of products tailored to the needs of millennials and Gen Z are concrete steps toward expanding loyalty within the young market segment. On the other hand, personalized approaches based on customer preferences and behaviors have also strengthened the emotional bonds that form the foundation of long-term loyalty.

Thus, leveraging technology and a customer-centric approach directly supports the bank's strategic objectives in building sustainable customer relationships. When a marketing strategy can address both the functional and emotional dimensions of customers, the resulting relationship becomes not only transactional but also transformational. High satisfaction often arises



from the combination of positive service experiences and the perception that the bank's communication strategies and product positioning reflect the values customers hold. Consistent, value-oriented messaging through social media, coupled with strategic collaborations with Muslim communities, helps create a sustainable positive customer experience, which directly impacts customer satisfaction.

The findings regarding the influence of marketing strategy on customer loyalty and satisfaction at BSI have important implications. These results can serve as a basis for BSI's management in formulating a more integrated marketing strategy aligned with Sharia values and the preferences of modern consumers. To strengthen loyalty, BSI is advised to continue innovating in brand communication, improving service interaction quality, and aligning marketing strategies with technological developments and evolving market needs.

Brand Image on Customer Loyalty and Customer Satisfaction

The results indicate that Brand Image (X2) has a positive and significant effect on Customer Satisfaction (Z), with a coefficient value of 0.440, T-Statistics = 3.720 > 1.96, and P-Values = 0.000 < 0.05, thus supporting H4. Furthermore, Brand Image (X2) also has a positive and significant influence on Customer Loyalty (Y), with a coefficient value of 0.296, T-Statistics = 2.174 > 1.96, and P-Values = 0.030 < 0.05, thereby confirming H2. These findings demonstrate that the stronger and more positive the brand image of BSI, the greater the satisfaction and loyalty of its customers. In addition, Customer Satisfaction (Z) significantly mediates the relationship between Brand Image (X2) and Customer Loyalty (Y), which supports H6. This suggests that a strong brand image not only directly enhances loyalty but also indirectly strengthens it through improved satisfaction, ultimately fostering long-term commitment to BSI. These findings are consistent with research by Prasetyo et al. (2023), which found that brand image positively and significantly affects both customer satisfaction and loyalty at Bank BCA Syariah. In addition, Yusuf et al., (2023), found that brand image positively and significantly influences customer



loyalty through customer satisfaction as an intervening variable at PT Bank Syariah Indonesia, Pekalongan Pemuda Branch. Brand image encompasses reliability, service quality, social responsibility, and value relevance to customers. When customers perceive that BSI's image reflects integrity, professionalism, and consistent Islamic values, they tend to develop a greater sense of emotional attachment and trust. Customer loyalty is shaped not only by momentary satisfaction but also by the alignment between the bank's image and the customer's personal identity and expectations.

BSI has adopted strategies to strengthen its brand image, including the integration of modern digital services, branding campaigns that highlight progressive Islamic values, and active engagement in community social and economic activities. These efforts aim to shape prospective customers' perception of BSI as a trustworthy financial partner relevant to contemporary dynamics. Furthermore, consistent brand communication through social media, digital services, and direct customer interactions contributes to a deeper positive perception.

A comprehensively and consistently developed brand image has been proven to enhance customer loyalty, especially among younger segments who are more sensitive to brand values and identity. This image is supported by professional service, digital innovation, and a commitment to sustainability and social responsibility, making brand image not merely an external symbol but also a tangible experience for customers. The relationship indicates that the stronger the positive perception of BSI's brand, the higher the customer satisfaction level. A strong brand image provides intangible added value that can influence customers' decisions both rationally and emotionally. The results of this study encourage BSI's management to continuously evaluate and strengthen brand strategies by considering public perceptions, service quality, and the values internalized by customers. Given the strategic role of loyalty in driving long-term growth, brand image must be a key pillar in customer relationship management and service innovation at BSI.



The Mediating Effect of Customer Satisfaction on the Relationship Between Marketing Strategy, Brand Image, and Customer Loyalty

The results show that Customer Satisfaction (Z) has a positive and significant effect on Customer Loyalty (Y), with a coefficient value of 0.483, T-Statistics = 3.088 > 1.96, and P-Values = 0.002 < 0.05, indicating that the hypothesis is accepted. This finding confirms H5, which states that Customer Satisfaction influences Customer Loyalty. In other words, the higher the level of satisfaction experienced by customers, the greater their tendency to remain loyal to Bank Syariah Indonesia's services. The findings of this study are supported by Anjelisa et al., (2023), who demonstrated that Islamic service quality has a positive and significant effect on both customer satisfaction and loyalty, with satisfaction exerting a strong influence on loyalty. Similarly, Putri & Junaidi (2022), found that customer commitment and satisfaction have a positive and significant impact on customer loyalty in the context of Islamic banking. These studies reinforce the conclusion that customer satisfaction plays an essential role in shaping loyalty, thereby supporting the acceptance of hypothesis H5 in this research.

The mediation test results show that customer satisfaction significantly mediates the effect of marketing strategy on customer loyalty (T-statistic = 2.037; $p < 0.05$) and mediates the effect of brand image on customer loyalty (T-statistic = 2.070; $p < 0.05$). This finding supports H6 and H7, indicating that customer satisfaction plays a crucial role as a mediating variable. In other words, effective marketing strategies and a strong brand image do not only directly strengthen customer loyalty but also indirectly enhance it by improving satisfaction levels. Thus, when customers perceive a positive marketing approach and favorable brand image, their satisfaction increases, which in turn fosters stronger loyalty toward BSI. This finding aligns with research by Septiano et al., (2025) which stated that customer satisfaction serves as a mediating variable in the relationship between brand image and customer loyalty. In the context of Islamic banking in Indonesia, Bank Syariah Indonesia (BSI) serves as a provider of financial services grounded in Islamic values. To maintain a competitive position and enhance customer loyalty, BSI



must design effective marketing strategies and establish a strong, consistent brand image. BSI's marketing strategy goes beyond product promotion by emphasizing fairness, blessings, and transparency, in line with Sharia principles. The bank's religious yet modern brand image is a key identity that sets it apart from conventional banks. However, customer loyalty is not solely influenced directly by strategy and brand image—it is also shaped indirectly through customers' satisfaction with the services they receive.

Customer satisfaction at BSI reflects the perception of alignment between expectations and actual service delivery. Marketing strategies that are consistent with Sharia values, combined with a positive brand image, will be more effective if they result in high customer satisfaction. Customers who are satisfied—whether from teller services, digital banking, or transaction convenience—tend to develop stronger emotional bonds and commitment to BSI. Therefore, customer satisfaction plays a crucial mediating role linking marketing strategy and brand image to long-term loyalty.

Research also shows that loyalty in Islamic banking is strongly tied to perceptions of service quality, religious value alignment, and brand trust. At BSI, the implementation of Sharia-based digital services, such as BSI Mobile, demonstrates how modern marketing strategies can be integrated with Islamic values. However, if such strategies fail to increase customer satisfaction, loyalty will be difficult to sustain over time. In the era of digital transformation and rising customer expectations, BSI must be more adaptive in enhancing user-friendly digital interactions. Its brand image—as not only religious but also professional and innovative—needs to be consistently delivered across every customer touchpoint. Customer satisfaction will increase when customers feel that both their spiritual values and financial needs are being met. Customer satisfaction has been proven to be a mediating variable that bridges the influence of marketing strategy and brand image on customer loyalty. Building loyalty must address emotional, spiritual, and functional dimensions—all of which are reflected in satisfaction levels. Therefore, BSI should continuously review its marketing strategies and



strengthen its brand image by ensuring that all services provided meet customer expectations.

Conclusion

This study investigates Bank Syariah Indonesia (BSI) customers to analyze the effects of marketing strategy and brand image on loyalty, with customer satisfaction serving as a mediator. The results demonstrate that both marketing strategy and brand image significantly contribute to loyalty, suggesting that well-implemented strategies and positive brand perceptions strengthen customers' attachment to the bank. Furthermore, these factors also enhance satisfaction by reinforcing favorable views of service quality. Satisfaction mediates the connection between brand image and loyalty, where a strong brand image encourages satisfaction, which subsequently drives loyalty. A comparable mediation process is evident between marketing strategy and loyalty, as effective strategies raise satisfaction levels, ultimately leading to stronger loyalty to BSI. This study implies that BSI should enhance marketing strategies and maintain a strong brand image to improve customer satisfaction and loyalty. Practically, service reliability, digital innovation, and consistent brand communication are crucial. Theoretically, the findings confirm the mediating role of satisfaction in strengthening loyalty. Future research may expand the sample or compare Islamic and conventional banks for broader insights.

References

- Abbas, U., Islam, K. M. A., Candidate, Hussain, S., Baqir, M., & Muhammad, N. (2021). Impact Of Brand Image On Customer Loyalty With The Mediating Role Of Customer Satisfaction And Brand Awareness. *International Journal of Marketing Research Innovation*, 5(1).
- Agyei, J., Sun, S., Penney, E. K., Abrokwah, E., & Ofori-Boafo, R. (2021). Linking CSR and Customer Engagement: The Role of Customer-Brand Identification and Customer Satisfaction. *Sage Journals*. <https://doi.org/https://doi.org/10.1177/21582440211040113>



- Amin, M., Isa, Z., & Fontaine. (2013). Contrasting the drivers of customer satisfaction on image, trust and loyalty of Muslim and non-Muslim customers in Malaysia. *International Journal of Bank Marketing*, 31(2), 79–97.
- Anjelisa, A., Fatmawati, I., & Nuryakin, N. (2023). The Effect of Islamic Service Quality on Customer Satisfaction and Loyalty in Islamic Banks in Indonesia. *International Journal of Management Science and Information Technology*, 3(1), 70–74. <https://doi.org/10.35870/ijmsit.v3i1.1041>
- Arini, L. N. (2020). Brand Image, Kepuasan Dan Loyalitas Nasabah Tabungan Britama PT. Bri (Persero), TBK. KCP Seririt Kabupaten Buleleng. *Widya Amerta Jurnal Manajemen Fak. Ekonomi*, 7(2).
- Awalia, S. N., & Setiawan, A. (2022). Kepuasan sebagai mediasi pengaruh brand image, service quality dan experiential marketing terhadap loyalitas nasabah. *Journal of Management and Digital Business*, 2(3), 176–191.
- Budaharini, I. A. P., Kusuma, I. G. A. T., Widyani, A. A. D., Sujana, I. W., & Villaceran, I. (2022). The effect of service quality and customer satisfaction on customer loyalty with customer trust as intervening variables in cv power hearing Bali. *International Journal of Sustainability, Education, and Global Creative Economic (Ijsegce)*, 5(2), 107–124.
- Coaker, W. (2021). *Branding With Images: The Ultimate Guide to Grow Your Business with Images: How to Build a Strong Brand Image*. Independently published.
- Darsana, M., Rahmadani, S., Salijah, E., Akbar, A. Y., Bahri, K. N., Amir, N. H., Jamil, S. H., Nainggolan, H. L., Anantadjaya, S. P., & Nugroho, A. (2023). *Strategi Pemasaran*. Intelektual Manifes Media.
- Espíndola, J. I. (2020). *ountry Image and Brand Image: The Effects “Country Image” and “Brand image” on Luxury Products*. Scienica Scripts.
- Hermanto. (2019). *Faktor Pelayanan, Kepuasan dan Loyalitas Pelanggan*. CV. Jakad Publishing.



- Hooley, G., Piercy, N., & Nicoulaud, B. (2012). *Marketing Strategy and Competitive Positioning* (5th ed.). Bintish Library.
- Hurriyati, R. (2010). *Bauran Pemasaran dan Loyalitas Konsumen*. Alfabeta.
- Keller, K. L., & Swaminathan, V. (2019). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Pearson.
- Kotler, P., & Armstrong, G. (2018). *Principles of Marketing* (7 (ed.)). Pearson Education Limited.
- Kotler, P., & Keller, K. L. (2015). *Marketing Mangement*. Pearson Edition Limited.
- Laela, S., & Sadiq, H. (2019). Pengaruh Kualitas Pelayanan Dan Brand Image Terhadap Loyalitas Nasabah Bank Negara Indonesia. *Jurnal Manajemen Kewirausahaan*, 16(1).
- Mcpheron, A. (2021). *Growing Your Business: Brand Image and The Secrets to Success: How to Use Images to Grow Influence*. Independently published.
- Mumtaz, A. H., & Jaharuddin. (2025). Strategi Meningkatkan Loyalitas Nasabah Bank Syariah: Perspektif Kualitas, Kepercayaan, dan Religiusitas. *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan*, 19(2). <https://doi.org/10.35931/aq.v19i2.4886>
- Panjaitan, D., & Retno, S. (2020). Pengaruh Strategi Pemasaran Terhadap Loyalitas Pelanggan Melalui Kepuasan Pelanggan Sebagai Variabel Intervening: Case Study On OVO Digital Payment In Bandung City. *JURISMA: Jurnal Riset Bisnis Dan Manajemen*, 10(1), 53–62.
- Prasetyo, D. E., Udayana, I. B. N., & Cahyani, P. D. (2023). Pengaruh Kualitas Layanan dan Citra Merek Terhadap Loyalitas Nasabah BCA Syariah dengan Kepuasan Nasabah sebagai Variabel. *JURNAL HUKUM EKONOMI SYARIAH*, 6(1), 55. <https://doi.org/10.30595/jhes.v6i1.16738>
- Putri, P., & Junaidi, J. (2022). The Influence Of Service Quality, Commitment And Customer Satisfaction On Customer Loyalty In Choosing A Islamic Banks. *Jurnal Syarikah : Jurnal Ekonomi Islam*,



- 8(2). <https://doi.org/https://doi.org/10.30997/jsei.v8i2.6983>
- Rini, E. S., & Absah, Y. (2015). Analisis Penciptaan Loyalitas Melalui Pengaruh Penerapan Strategi Pemasaran Rasional, Emosional, dan Spiritual Terhadap Kepuasan Nasabah PT. Bank Sumut Syariah Cabang Utama Medan. *Jurnal Studi Manajemen Dan Bisnis*, 5(1). <https://doi.org/https://doi.org/10.21107/jsmb.v2i1.1504>
- Rohmah, L., Indrasari, D. M., & Sujianto, A. E. (2023). Pentingnya Bank Syariah Dalam Mengelola Keuangan Masyarakat Indonesia. *Jurnal Akuntan Publik*, 70-80. <https://doi.org/https://doi.org/10.59581/jap-widyakarya.v1i2.359>
- Sandjaya, H. C., Padmalia, M., & Alessandro, J. (2020). Pengaruh Brand Image Dan Kualitas Layanan Terhadap Loyalitas Nasabah Melalui Kepuasan Nasabah Sebagai Variabel Intervening. *Jurnal Performa: Jurnal Manajemen Dan Start-up Bisnis*, 5(3). <https://doi.org/https://doi.org/10.37715/jp.v5i3.1777>
- Septiano, R., Defit, S., & Limakrisna, N. (2025). The Mediating Effect of Customer Satisfaction in Enhancing Customer Loyalty. *Pakistan Journal of Life & Social Sciences*, 23(2). <https://doi.org/10.57239/PJLSS-2025-23.1.00252>
- Sugiyono, S. (2022). *Metode Penelitian Sumber Daya Manusia (Kuantitatif, Kualitatif, Dan Studi Kasus)* (M. Dr. Apri Nuryanto, S.Pd, ST (ed.)). ALFABETA.
- Sumadi, S., Tho'in, M., Efendi, T. F., & Permatasari, D. (2021). Pengaruh Strategi Pemasaran Syariah, Kepuasan Konsumen, dan Kepercayaan Konsumen Terhadap Loyalitas Konsumen (Studi Kasus Pada Naughti Hijab Store). *Jurnal Ilmiah Ekonomi Islam*, 7(2). <https://doi.org/10.29040/jiei.v7i2.2562>
- Sundari, E. (2021). *Dinamika Citra Dan Pelayanan Bank Terhadap Loyalitas Nasabah Dalam Tinjauan Islam*. CV. Adanu Abimata.
- Yulianti, F., Lamsah, & Periyadi. (2019). *Manajemen Pemasaran*. Deepublish.
- Yusuf, M., Aris, S. M., & Tamamudin. (2023). Pengaruh Citra Merek,

Sulfan Basten, Any Eliza, Anas Malik



Kualitas Layanan, dan Digital Banking Terhadap Loyalitas Nasabah Melalui Kepuasan Nasabah Sebagai Variabel Intervening Pada PT Bank Syariah Indonesia Cabang Pekalongan Pemuda. *Islamic Business and Finance*, 4(1), 68–91.

AL-ARBAH | 334