

The Influence of Rebranding, Service Quality, and Brand Image on Customer Satisfaction: A Case Study

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Abstract

The hospitality industry is becoming more competitive, requiring hotels to strengthen their market position through effective strategies such as rebranding, improving service quality, and developing their brand image. Previous studies have often examined these factors separately, but limited research has combined them into a comprehensive framework, especially in the Indonesian hotel industry. This study aims to fill that gap by analyzing how rebranding and service quality influence customer satisfaction, with brand image acting as a mediating variable. The research was conducted at Harris Hotel Pontianak, which adopted a rebranding strategy in response to declining performance in 2020. Using a quantitative approach, data were collected through questionnaires administered to 338 hotel guests selected by simple random sampling. The data were analyzed using Structural Equation Modeling (SEM) with AMOS 26, supported by validity, reliability, and model-fit tests. The analysis included Confirmatory Factor Analysis (CFA), hypothesis testing, and bootstrapping to verify mediation effects. The results show that rebranding and service quality significantly improve brand image, and that this improvement fully mediates their impact on customer satisfaction. This finding highlights that customer satisfaction is achieved not only through service improvements or brand renewal, but mainly through the creation of a strong, positive brand image. The novelty of this study lies in combining rebranding, service quality, and brand image into a single model within the Indonesian hospitality sector. Practical recommendations suggest that hotel managers focus on consistent service and effective brand communication alongside rebranding efforts.

Keywords: Brand Image, Customer Satisfaction, Hospitality Industry, Rebranding, Service Quality

1. Introduction

The hospitality industry has become one of the most dynamic service sectors in the global economy, especially in countries where tourism significantly boosts national income and regional development. In Indonesia, the rapid growth of tourism has led to the expansion of hotels in major cities and provinces, including Pontianak, West Kalimantan, where hospitality services are crucial in supporting both leisure and business travel. Socially, hotels have evolved beyond mere providers of accommodation; they serve as cultural symbols, lifestyle markers, and status symbols for guests seeking comfort, personalized experiences, and high service standards. Simultaneously, customer expectations have grown more sophisticated, demanding not only tangible amenities like modern rooms, restaurants, and event spaces, but also intangible qualities such as professional hospitality, responsiveness, and personalized service. The COVID-19 pandemic, however, dealt a severe blow to this industry, causing occupancy rates to plummet and resulting in revenue losses and reputational challenges for many hotels. The recovery process has compelled hotel managers to rethink their strategies, focusing on rebranding, improving service quality, and strengthening brand image to rebuild consumer trust and ensure long-term competitiveness. These social and economic realities highlight the importance of studying how strategic initiatives like rebranding and service quality enhancement can influence customer satisfaction in Indonesia's hotel industry (Hermanto & Fachri, 2024).

From a theoretical perspective, prior studies consistently demonstrate that service quality and brand image are critical determinants of customer satisfaction and loyalty. Research by Adi & Basuki (2019) and Chandra & Putra (2021) highlights that in the service sector, particularly banking and hospitality, improvements in service quality directly enhance satisfaction and loyalty, with brand image reinforcing this effect. Similarly, Abbas et al. (2021) and Altangerel & Munkhnasan (2019) emphasize that a positive brand image significantly contributes to trust and loyalty, primarily when mediated by customer satisfaction. In addition, several studies have examined the role of rebranding, showing that it extends beyond visual changes to include strategic repositioning and reputation management. Ahmad & Worlu (2019) and Batara & Susilo (2022) found that rebranding initiatives can increase customer loyalty when accompanied by a strengthened brand image, while Nova (2022) underlined their effectiveness in improving consumer perceptions in the Indonesian context. Despite these insights, existing literature remains fragmented, with limited attention to how rebranding interacts with service quality to influence satisfaction, particularly in developing markets such as Indonesia. This gap suggests a need for more integrated research examining how these constructs collectively shape consumer experiences and outcomes in the hospitality industry.

Evaluating prior studies shows the importance of adopting an integrated analytical perspective. Adi & Basuki (2019) demonstrated that service quality and brand image simultaneously influence customer satisfaction and loyalty in the banking sector, highlighting the interplay between operational excellence and brand perception. Similarly, Titi & Anang (2018) found that brand image, when mediated by customer satisfaction, plays a crucial role in strengthening loyalty, thereby underscoring the significance of brand perceptions in shaping long-term consumer behavior. Meanwhile, Prayoga & Suseno (2020), through a study on Gojek's rebranding, revealed that strategic brand renewal can enhance customer loyalty by revitalizing consumer perceptions of the company. However, these studies have primarily focused on banking, online platforms, or general service contexts, and have not fully explored the combined effects of rebranding, service quality, and brand image in the hospitality industry. The case of Harris Hotel Pontianak is thus particularly relevant, as the hotel responded to declining occupancy and brand reputation in 2020 by launching a rebranding campaign in 2022 under the slogan "Harris Hotel is Back," supported by service innovations and digital promotions. The subsequent growth in occupancy to nearly 90% in 2023 illustrates the potential synergy of these variables, though empirical studies validating such interactions within Indonesian hotels remain limited.

Building on these arguments, the present study seeks to address the following research problem: how do rebranding strategies and service quality improvements affect brand image, and how does brand image subsequently influence customer satisfaction in the context of Harris Hotel Pontianak? The study hypothesizes that rebranding and service quality exert their effects on satisfaction indirectly, through the mediating role of brand image, in line with the mediation theory articulated by Widiandita & Ketut (2020). By employing a quantitative approach with Structural Equation Modeling (SEM) as the analytical tool, this research aims to contribute both theoretically and practically. Theoretically, it provides new insights by integrating rebranding, service quality, and brand image into a single empirical framework within the Indonesian hospitality industry (Widiandita & Ketut, 2020). Practically, it offers hotel managers evidence-based guidance for designing effective strategies that prioritize service consistency, brand reinforcement, and innovative rebranding initiatives to sustain customer satisfaction in competitive markets. Thus, the study not only addresses existing gaps in the literature but also provides actionable recommendations for the continuous improvement of hospitality services in Indonesia.

Unlike previous studies that have mainly examined these constructs separately or in non-hospitality contexts, this research provides novelty in three main aspects. First, it is conducted in the post-pandemic Indonesian hotel industry, which remains underexplored despite the severe impacts of COVID-19 on

hotel performance and branding strategies. Second, this study demonstrates that brand image fully mediates the effects of rebranding and service quality on customer satisfaction, offering a new empirical contribution compared to prior studies that typically found direct or partial effects. Third, it extends the practical understanding of hospitality management by showing that rebranding and service quality only enhance satisfaction when they are effectively translated into a stronger brand image. These contributions highlight the unique positioning of this research within both academic literature and practical hotel recovery strategies in Indonesia.

2. Literature Review

A. Rebranding

Rebranding is the process of modifying or refreshing an existing brand to achieve better market positioning and stronger relevance to changing consumer demands. According to Pramaswari et al. (2021), rebranding is not merely a matter of altering visual elements such as names, logos, or slogans; it involves comprehensive efforts to reposition the company in consumers' minds. It encompasses dimensions such as brand renaming, brand redesign, brand repositioning, and relaunching, all of which aim to create a refreshed identity that can capture new segments or revitalize declining consumer perceptions. Rebranding strategies are increasingly important in industries exposed to high competition and rapidly changing market environments, such as hospitality. By reshaping their brand identity, companies aim to enhance appeal, build differentiation, and ensure sustainability in consumer preferences. In the case of hotels, rebranding may involve redesigning interior concepts, refreshing service culture, or communicating new values to align with consumer expectations in a post-pandemic era where quality and safety are emphasized.

Empirically, the outcomes of rebranding have shown both opportunities and risks depending on how consistently the strategy is executed. Studies by Nova (2022) on Gojek and Surapto (2020) in hospitality contexts suggest that rebranding can significantly strengthen brand image and increase loyalty when combined with service improvements and effective marketing. However, other research highlights potential risks when rebranding is poorly communicated, as it may confuse loyal consumers or fail to elicit the expected market response. In hotels, where service experiences dominate consumer perceptions, rebranding alone may not directly enhance satisfaction unless supported by operational improvements. Thus, rebranding should be viewed as a long-term strategic effort rather than a cosmetic change. Categorically, it can be divided into evolutionary rebranding (minor adjustments) and revolutionary rebranding (major shifts in positioning) (Hermanto & Fachri, 2024). Harris Hotel Pontianak's relaunch strategy, with the tagline "Harris Hotel is Back," combines visual refreshment and experiential innovation to recover declining occupancy.

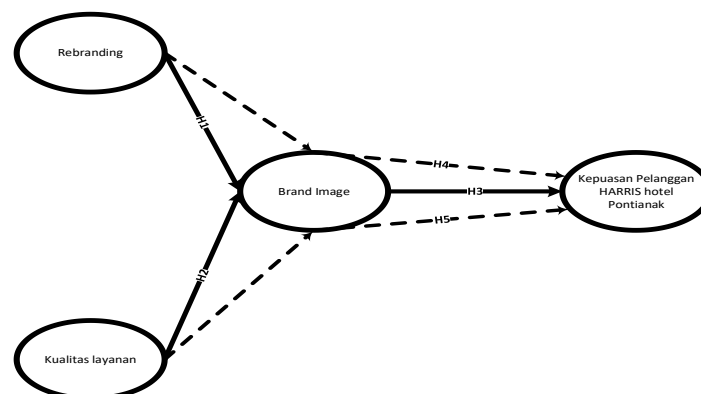


Figure 1. Research Model

Recent scholarship has further expanded the understanding of rebranding in dynamic service sectors. Sangroya et al. (2025) conducted a structured literature review highlighting that rebranding has evolved from being seen as a cosmetic change to becoming a strategic tool for long-term competitiveness, requiring integration with service quality and customer experience. In the hospitality context, Ernawati et al. (2022) emphasized that hotel recovery in the post-pandemic era often requires rebranding as part of broader revitalization strategies to regain customer trust and reposition brands in highly uncertain markets. These insights strengthen the relevance of examining rebranding in Indonesian hotels, where the interplay between service renewal and brand repositioning becomes critical for sustainable recovery (Ernawati et al., 2022).

H1: Rebranding has a significant positive effect on brand image

B. Service Quality

Service quality refers to the extent to which a service meets or exceeds customer expectations, thereby shaping perceptions of value and satisfaction. Aspizain (2016) developed the SERVQUAL model, which identifies five key dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. Tangibility relates to the physical facilities, equipment, and appearance of personnel; reliability concerns the ability to deliver promised services consistently; responsiveness involves the willingness to help customers and provide prompt service; assurance encompasses employee competence, courtesy, and trustworthiness; while empathy relates to providing individualized attention. In the hospitality industry, service quality is central because guests perceive value not only from physical infrastructure but also from intangible interactions and emotional experiences created by hotel staff. The concept highlights that service is co-created with customers, where satisfaction depends on the alignment between expectations and actual delivery.

Evaluations of service quality in hotels consistently demonstrate its direct impact on satisfaction, loyalty, and even financial performance. Research by Franscies & Kusumawati (2022) shows that high service quality enhances perceptions of brand value and strengthens customer trust. Other studies indicate that responsiveness and assurance are often weaker points in hospitality service delivery, requiring continuous training and employee empowerment. Service quality has also been categorized into technical quality (what is delivered) and functional quality (how it is delivered), both of which jointly influence brand image. The SERVQUAL approach remains widely used in empirical studies because it provides measurable dimensions, though it has also been critiqued for being too generic across industries. In Harris Hotel Pontianak, improvements in service speed, staff hospitality, and food innovation were critical in strengthening the rebranded identity. This shows that service quality functions not only as an operational benchmark but also as a marketing tool to reinforce positive consumer perceptions.

Beyond the hospitality sector, the importance of service quality in shaping satisfaction has been consistently confirmed across industries, including mobile communication services. Service quality dimensions significantly influence customer satisfaction, highlighting its universal applicability as a construct. Similarly, Hidayat (2015) demonstrated that internet banking service quality strongly affects customer trust, commitment, and satisfaction, underlining that consistent and reliable service delivery is crucial in building long-term customer relationships. These findings reinforce the role of service quality, which extends beyond tangible facilities, making it a fundamental driver of customer satisfaction and brand image across diverse service contexts, including the hotel industry.

H2: Service quality has a significant positive effect on brand image

C. Brand Image

Brand image is broadly understood as the perception or set of associations customers hold toward a brand, reflecting their experiences, beliefs, and emotional connections. Safitri et al. (2023) defined brand image as a multidimensional construct involving attributes, benefits, and attitudes that shape consumer responses to brand stimuli. In hospitality, brand image encompasses perceptions of physical facilities, service experiences, staff professionalism, and the hotel's overall reputation. A strong brand image creates differentiation in a saturated market, influences purchasing decisions, and enhances customer loyalty. Brand image can be categorized into product image (quality of offerings), user image (profile of typical consumers), and corporate image (company reputation). Each of these components plays a role in how consumers evaluate their experiences and whether they are likely to return or recommend the brand. As an intangible asset, brand image is often more enduring than short-term promotional campaigns, acting as a psychological driver of trust and preference.

In empirical studies, brand image is consistently found to mediate the relationship between corporate strategies and customer satisfaction (Shabbir, 2020) highlighted that a positive image not only drives satisfaction but also repeat patronage in the hotel industry. Altangerel & Munkhnasan (2019) further demonstrated that brand image enhances customer loyalty through perceived value and emotional attachment. From an evaluative perspective, brand image integrates cognitive evaluations (e.g., quality and reliability) with affective responses (e.g., pride and attachment). The mediating role of brand image is particularly relevant in hospitality because customer experiences are highly intangible and subjective. At Harris Hotel Pontianak, rebranding and service improvements first reshaped customer perceptions of the brand, thereby increasing satisfaction levels. This demonstrates that brand image is not simply a consequence but a strategic mediator that explains how organizational actions translate into customer outcomes.

Beyond direct service experiences, brand image is also shaped by external factors such as customer involvement and electronic word of mouth (eWOM). Gunawan et al. (2016) showed that greater consumer involvement and exposure to positive eWOM significantly enhance brand image, thereby reducing the likelihood of brand switching. This finding highlights that brand image development is not only the result of organizational strategies but also of customer-driven interactions in digital platforms. In the hospitality industry, this underscores the importance of managing online reviews, customer engagement, and social media communication, as these factors can significantly shape the hotel brand's overall perception.

H3: Brand image has a significant positive effect on customer satisfaction

H4: Brand image mediates the relationship between rebranding, service quality, and customer satisfaction

3. Method

This study adopted a quantitative explanatory design to examine the relationships between rebranding, service quality, brand image, and customer satisfaction, with Harris Hotel Pontianak as the research object. The case was selected due to the hotel's sharp decline in occupancy rates during the COVID-19 pandemic and its subsequent rebranding initiatives, which provided a relevant context for evaluating strategic brand management in the Indonesian hospitality industry.

The study population consisted of guests who had stayed at the Harris Hotel Pontianak during the research period. Because the exact population size was unknown, accidental sampling was employed. This method involved selecting respondents who were available and willing to participate during their stay at the hotel. A total of 338 valid responses were collected from distributed questionnaires, representing a sufficiently large sample to meet the requirements for Structural Equation Modeling

(SEM). While accidental sampling is practical for recruiting respondents, it has limitations in terms of representativeness, which are addressed by ensuring demographic diversity among participants. A total of 338 valid responses were collected, meeting the minimum sample size requirements suggested by Nugraha et al. (2024), who recommend 5–10 respondents per indicator. This sampling technique was considered suitable to represent diverse guest experiences while still ensuring feasibility within the research timeline.

The research employed a structured questionnaire adapted from validated instruments used in prior studies. All items were measured on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to indicate the extent of their agreement with each statement. The instrument encompassed several key constructs relevant to the study. The rebranding construct captured dimensions such as brand repositioning, brand redesign, brand renaming, and brand relaunching. Service quality was assessed using the SERVQUAL framework, which includes indicators of tangibility, reliability, responsiveness, assurance, and empathy. Brand image measurement incorporated product, user, and corporate images to reflect both functional and symbolic aspects of the brand. Customer satisfaction was evaluated based on respondents' overall experience and the degree to which the service met or exceeded their expectations. Together, these indicators provided a comprehensive basis for empirically examining the relationships among rebranding, service quality, brand image, and customer satisfaction.

Primary data were collected from guest responses, while secondary data were obtained from hotel records, reports, and related literature. Data analysis employed Structural Equation Modeling (SEM) using AMOS 26. The analysis consisted of three stages: (1) validity and reliability testing of the instrument, (2) measurement model evaluation, and (3) hypothesis testing, including the mediating role of brand image. This approach ensured that the proposed conceptual framework was rigorously tested and produced findings relevant to both theory and practice (Altangerel & Munkhnasan, 2019).

4. Result and Discussion

A. Discriminant and Convergent Validity

The validity of the measurement instrument was tested through factor analyses to ensure that it accurately captured the intended constructs. The Kaiser-Meyer-Olkin (KMO) value was 0.759, which indicates sampling adequacy, while Bartlett's Test of Sphericity was significant at $p < 0.001$, confirming sufficient correlations among variables to proceed with factor analysis. All factor loadings exceeded 0.50, meeting the minimum requirement for construct validity. Convergent validity was also confirmed, as the Average Variance Extracted (AVE) values ranged from 0.551 to 0.925, surpassing the recommended threshold of 0.50 (see Tables 1 and 2).

These results provide strong evidence that the indicators were both reliable and conceptually valid. The constructs of rebranding, service quality, brand image, and customer satisfaction were measured consistently and without redundancy, ensuring robustness for further structural analysis. In particular, the rebranding construct demonstrated one of the highest AVE scores, suggesting that its indicators strongly represented the underlying dimension. At the same time, service quality and brand image also performed well above the threshold. Thus, the measurement model was confirmed to be statistically sound and theoretically meaningful, providing a solid foundation for hypothesis testing in this study.

Table 1. KMO Value and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.759
Bartlett's Test of Sphericity	Approx. Chi-Square	19893.381
	df	1596
	Sig.	.000

Table 2. Results of Average Variance Extracted (AVE) Calculation for Each Construct

Construct	Average Variance Extracted (AVE)
<i>Tangible</i>	0,617
Reliability	0,860
Responsiveness	0,616
Emphaty	0,674
Assurance	0,562
Brand Repositioning	0,811
Brand Renaming	0,727
Brand Redesign	0,800
Brand Relaunching	0,763
Product image	0,551
User image	0,565
Corporate image	0,628
Costumer Satisfaction	0,925

Table 3. Results of Cronbach's Alpha Calculation for Each Construct

Construct	Cronbach Alpha
Tangible	0,846
Reliability	0,956
Responsiveness	0,813
Emphaty	0,849
Assurance	0,743
Brand Repositioning	0,942
Brand Renaming	0,970
Brand Redesign	0,963
Brand Relaunching	0,857
Product image	0,851
User image	0,965
Corporate image	0,912
Costumer Satisfaction	0,991

B. Instrument Reliability

Reliability testing was conducted using Cronbach's Alpha to ensure stability and internal consistency of the constructs. All values ranged from 0.743 to 0.991, well above the acceptable threshold of 0.70 (see Table 3). This indicates that the items consistently measured their intended variables, with minimal ambiguity and strong interpretability across respondents. The narrow range of reliability scores indicates that consistency was maintained across indicators per construct. These results confirm that the questionnaire was highly reliable and suitable for analyzing the relationships among rebranding, service quality, brand image, and customer satisfaction.

Of the 400 distributed questionnaires, 338 were returned and deemed valid, yielding an effective response rate of 84.5%. The demographic composition shows that 61.83% of respondents were female, while the largest age group was 36–45 years (59.17%). A majority were married (74.26%) and employed as civil servants (60.06%), indicating a stable socioeconomic profile. In terms of education, 34.32% of respondents held Master's degrees, and 29.59% held Doctoral degrees, highlighting that highly educated consumers dominated the sample. Regarding consumption patterns, 63.02% reported staying in hotels between 6–10 times per year, and 67.75% indicated monthly expenditures exceeding Rp10,000,000, suggesting that the participants represented a segment with strong purchasing power and frequent engagement with hospitality services. These characteristics provide important insights into

Harris Hotel Pontianak's customer base. The predominance of well-educated, middle-aged, and financially capable customers suggests a segment that has both the ability and the expectation to demand high-quality and consistent services. Their frequent hotel stays indicate they are experienced consumers who can critically evaluate performance, making their feedback highly valuable for assessing rebranding and service quality strategies. The strong representation of civil servants and professionals further underscores the hotel's appeal to a loyal, stable market. However, it also highlights the need to maintain standards that meet the expectations of a discerning clientele less tolerant of service inconsistencies.

The gender distribution, with women constituting nearly two-thirds of respondents, suggests that female customers may play a central role in hospitality decision-making, whether for family travel, business arrangements, or social gatherings. This demographic dominance carries strategic implications, as hotel management could benefit from tailoring services and promotions to female preferences—such as wellness facilities, family-friendly amenities, or personalized customer care—to enhance satisfaction and loyalty. The age profile of respondents, concentrated in the 36–45-year range, reinforces the importance of aligning services with the lifestyle of middle-aged professionals. This group is typically career-focused, values efficiency, reliability, and comfort, and often seeks a balance between work and leisure during hotel stays. Harris Hotel can leverage this insight by emphasizing professional service delivery, time efficiency, and premium experiences. However, the hotel may also consider diversifying its strategies to attract younger customers, who could represent long-term growth potential and contribute to brand sustainability. Finally, the high levels of education and income reported across the sample point to a sophisticated consumer segment. Such customers are not easily influenced by superficial marketing and instead prioritize consistent service delivery, brand credibility, and innovation. Their strong purchasing power signals opportunities for Harris Hotel to develop premium packages, loyalty programs, and exclusive offerings that align with their financial capacity and lifestyle expectations. By aligning branding and service quality strategies with this customer profile, Harris Hotel Pontianak can strengthen its competitive advantage and ensure that its rebranding efforts resonate effectively with its most valuable clientele.

C. *Descriptive Analysis of Variables*

The descriptive findings indicate that customers generally evaluated the studied constructs positively. Among rebranding indicators, *brand redesign* received the highest score (mean = 4.21), indicating that respondents valued visible updates to the hotel's identity. Conversely, *responsiveness* scored the lowest (mean = 3.51), highlighting service delays as a continuing weakness. Overall, all variables remained within the “good” category, confirming that Harris Hotel's recovery efforts were broadly practical but uneven across dimensions. These results align with previous research emphasizing the importance of brand image in strengthening customer perceptions. Abbas et al. (2021) showed that a strong brand image significantly enhances satisfaction and loyalty, which supports the finding that rebranding elements resonated positively with respondents. However, the lower responsiveness scores reflect challenges noted by Adi and Basuki (2019) and Sangwan and Bhakar (2018), who also found that service quality dimensions, particularly responsiveness and assurance, often determine satisfaction but are difficult to maintain consistently. The results suggest that branding efforts alone cannot fully guarantee customer satisfaction unless matched by reliable service delivery. This imbalance is consistent with Ahmad and Worlu (2019), who argued that rebranding is most effective when accompanied by improvements in operational performance. In the post-pandemic Indonesian hotel context, this means that symbolic identity changes must be reinforced by tangible improvements in staff training and service systems to deliver a coherent, trustworthy customer experience.

D. Rebranding Variable

The analysis of rebranding dimensions indicated overall favorable responses. *The brand redesign achieved the highest mean score (4.21), suggesting that customers strongly appreciated the visual and experiential updates to the hotel's identity.* *Brand relaunching (3.88)* and *brand repositioning (3.91)* also received positive evaluations, reflecting the effectiveness of strategic repositioning and renewed market communication. In contrast, *brand renaming* scored relatively lower (3.57), indicating that this dimension was less recognized or less impactful for customers. These findings are consistent with Nova (2022) and Prayoga and Suseno (2020), who found that rebranding initiatives are most effective when they emphasize visible changes and an enhanced customer experience, while identity changes, such as renaming, may require more time and communication to gain acceptance. Similarly, Ahmad and Worlu (2019) showed that name changes in rebranding carry risks of customer confusion if not reinforced with strong messaging. The results, therefore, suggest that while rebranding has successfully improved Harris Hotel's market presence, its long-term impact depends on consistent communication and integration with service quality improvements. From a managerial perspective, the relatively weaker response to renaming highlights the need for more straightforward branding campaigns that link new identity elements to customer values. Sustained messaging efforts, combined with reliable service delivery, can help customers internalize brand changes and strengthen trust. Overall, the favorable evaluations confirm that rebranding remains an effective recovery strategy in the post-pandemic hospitality industry, provided that operational and experiential improvements consistently support symbolic updates.

E. Brand Image Variable

Brand image was evaluated through product, user, and corporate dimensions. *The product image obtained the highest mean score (4.17), indicating that customers perceived the hotel's offerings as high quality.* *User image (3.71)* and *corporate image (3.69)* scored lower, indicating that, while guests acknowledged positive experiences and a solid reputation, these perceptions were less well developed than the tangible aspects of the hotel. These findings are consistent with those of Abbas et al. (2021) and Altangerel and Munkhnasan (2019), who emphasized that product-related perceptions often dominate brand image evaluations. In contrast, user and corporate associations require stronger engagement strategies. Similarly, Shabbir (2020) noted that brand image plays a mediating role in driving satisfaction and loyalty, but its strength depends on both functional delivery and reputational credibility. In this case, Harris Hotel has established positive product perceptions but still needs to enhance emotional connections and strengthen its corporate reputation. From a managerial perspective, improving corporate communication, leveraging digital engagement, and ensuring consistent customer experiences are essential for balancing all dimensions of brand image. By reinforcing both the functional and emotional aspects of the brand, Harris Hotel can create a more comprehensive, sustainable image that supports long-term customer satisfaction and loyalty.

F. Service Quality Variable

Service quality was assessed using the SERVQUAL framework. *Tangibility* received the highest score (4.19), showing strong approval of the hotel's facilities, while *empathy* was also rated positively (3.95), reflecting staff attentiveness. In contrast, *reliability (3.78)*, *assurance (3.47)*, and *responsiveness (3.51)* scored lower, indicating that operational speed and customer confidence remain weaknesses. These results align with findings by Adi and Basuki (2019) and Sangwan and Bhakar (2018), who noted that responsiveness and assurance are often the weakest SERVQUAL dimensions in hospitality. Although visible facilities and staff hospitality were appreciated, customers judged their experiences holistically, meaning delays or inconsistencies in service delivery reduced overall satisfaction. This supports Shabbir (2020), who argued that service quality influences loyalty not only through functional

delivery but also through perceived trust. From a managerial perspective, Harris Hotel should strengthen staff training, streamline service workflows, and adopt digital solutions, such as mobile check-in, to improve responsiveness and customer confidence. Addressing these service gaps would ensure that customer evaluations extend beyond caring interactions to include efficiency and reliability, reinforcing trust in the brand.

G. Customer Satisfaction

Customer satisfaction obtained an overall mean of 3.83, placing it in the “satisfied” category. Respondents generally reported positive experiences, though lower scores in responsiveness and assurance indicate areas for improvement. These findings suggest that while rebranding and service quality initiatives have enhanced perceptions, satisfaction remains moderate and dependent on more consistent service performance. This is consistent with Abbas et al. (2021), who found that customer satisfaction mediates the impact of service quality and brand image on loyalty. Similarly, Chandra and Putra (2021) showed that branding efforts improve satisfaction only when supported by reliable service delivery. In the context of Harris Hotel, the moderate scores indicate that the rebranding has been effective at attracting attention, but long-term satisfaction and loyalty depend on closing operational gaps. For hotel management, sustaining satisfaction requires balancing symbolic branding initiatives with continuous improvements in service consistency. Practical strategies include expanding loyalty programs, strengthening digital engagement, and ensuring that branding messages are reflected in day-to-day guest experiences. By aligning rebranding with reliable service delivery, Harris Hotel can transform moderate satisfaction into stronger loyalty and long-term competitiveness.

H. Data Normality and Outliers

The assessment of data distribution indicated that the variables used in this research, such as rebranding, service quality, brand image, and customer satisfaction, met the assumptions of both univariate and multivariate normality. According to (Altangerel & Munkhnasan, 2019), skewness, and kurtosis values within ± 2.58 indicate a distribution that can be regarded as usual, and the results of this study fall within that acceptable range. Meeting this prerequisite is vital, as Structural Equation Modeling (SEM) usually requires distributed data to produce valid estimations and ensure the interpretability of findings. Although some multivariate outliers were identified using Mahalanobis distance, they were not excluded from the analysis. Following the argument of (Oktavanny & Sulistiadi, 2022), outliers may reflect natural population heterogeneity rather than errors. Retaining them preserves representativeness, prevents sample bias, and increases the generalizability of the results.

The statistical assessment confirmed that the variables used in this study—namely, rebranding, service quality, brand image, and customer satisfaction—met both univariate and multivariate normality assumptions. Skewness and kurtosis values were within the ± 2.58 range, consistent with Hair et al. (2014), thereby validating the dataset's suitability for SEM analysis. Normality is critical because it ensures that model estimation results are unbiased and interpretable. Without meeting this requirement, parameter estimates may become distorted, leading to misleading conclusions about causal relationships among variables. Thus, the dataset's conformity to the normal distribution provides a robust foundation for subsequent hypothesis testing.

Although the Mahalanobis distance test identified several potential multivariate outliers, the decision to retain them aligns with the recommendations of Tabachnick and Fidell (2013), who argue that outliers do not necessarily represent data errors but can reflect genuine population diversity. Removing these cases could reduce representativeness and limit the ability to generalize findings to the broader customer base. By preserving outliers, the study embraces variability among respondents, which is particularly relevant in hospitality research where customer backgrounds, expectations, and

experiences may naturally differ. Consequently, the decision enhances both the validity and generalizability of the study's conclusions.

These findings are consistent with those of Abbas et al. (2021), who found that brand image significantly strengthens satisfaction and loyalty. However, this study extends the discussion by demonstrating a full mediation effect in the Indonesian hotel sector. Unlike previous research in banking and telecommunications (Adi & Basuki, 2019; Altangerel & Munkhnasan, 2019), the results indicate that, in post-pandemic hospitality, rebranding and service quality contribute to satisfaction only when they reinforce the hotel's brand image. This suggests that symbolic strategies, such as brand redesign, must be accompanied by consistent service improvements to restore customer trust in a highly competitive, uncertain recovery context.

I. Structural Model Fit

The evaluation of the structural model produced mixed results across fit indices. As expected with large samples, the chi-square test was significant, suggesting a lack of fit. However, more robust measures indicated acceptable performance. The CMIN/DF ratio was 4.442, within the recommended range for complex models, and the RMSEA value of 0.080 fell at the upper limit of tolerance. Meanwhile, GFI, CFI, and AGFI were moderate but acceptable, showing that while the model was not a perfect fit, it was sufficiently robust for hypothesis testing. Table 4 presents the goodness-of-fit indices used to evaluate the model.

Overall, these results confirm that the proposed framework adequately represents the relationships among rebranding, service quality, brand image, and customer satisfaction. This is consistent with methodological recommendations that multiple indices, rather than chi-square alone, should guide SEM evaluation. Accordingly, the model was considered reliable enough to proceed with testing the hypothesized causal paths.

The evaluation of the structural model produced mixed results across fit indices. As expected with large samples, the chi-square test was significant, but other indicators suggested an acceptable model fit. The CMIN/DF ratio of 4.442 met the recommended threshold for complex frameworks, while the RMSEA value of 0.080 fell within the upper limit of tolerance. In addition, GFI, CFI, and AGFI values were moderate yet still within acceptable levels, reflecting the realistic challenges of modeling multidimensional constructs in social science research. Taken together, these results indicate that the proposed framework provides an adequate representation of the relationships among rebranding, service quality, brand image, and customer satisfaction. Although the fit indices did not fully meet ideal benchmarks, the model was considered sufficiently robust to justify hypothesis testing and the interpretation of causal paths.

Table 4. Goodness-of-Fit Indicators of the Model

Goodness of Fit Index	Information	Cut Off Value
χ^2 <i>chi-square</i>	Tests whether the estimated population covariance is the same as the sample covariance (i.e., whether the model fits the data). Highly sensitive to large samples.	Expected small
<i>Probability</i>	Significance test of the difference between the data covariance matrix and the estimated covariance matrix.	$\geq 0,05$
RMSEA	Compensates for chi-square's weakness in large samples.	$\leq 0,08$
GFI	Calculates the weighted proportion of variance in the sample matrix explained by the estimated population covariance matrix.	$\geq 0,90$
AGFI	GFI adjusted for the degrees of Freedom (DF).	$\geq 0,90$
CMIN/DF	Measures the fit between the data and the model.	$1 \leq \text{normed } \chi^2 \leq 5$
CFI	Model fit index that is not sensitive to sample size or model complexity.	$\geq 0,94$

J. The Effect of Rebranding on Brand Image

The analysis confirmed that rebranding had a significant positive effect on the hotel's brand image, consistent with prior studies highlighting that renewed visual identity, repositioning, and communication strategies can strengthen consumer perceptions (Durmaz et al., 2018; Sangwan & Bhakar, 2018). For Harris Hotel Pontianak, initiatives such as updated marketing campaigns, redesigned visual identity, and refined service presentation successfully enhanced guest perceptions of the brand. However, not all elements were equally effective. While redesign and relaunch were well received, brand renaming was less impactful, suggesting the need for stronger communication to reinforce the identity changes. Notably, the direct effect of rebranding on customer satisfaction was not significant, as shown in Figure 2. This demonstrates that rebranding alone is insufficient to meaningfully enhance customer experiences. Instead, its impact becomes substantial only when mediated by brand image, which transforms symbolic changes into tangible perceptions of value and trust. Thus, brand image serves as a critical bridge, ensuring that rebranding strategies translate into customer satisfaction, underscoring the need for coherent execution and sustained communication.

K. The Effect of Service Quality on Brand Image

Service quality was also found to strengthen brand image, supporting prior studies by significantly (Altangerel & Munkhnasan, 2019; Nugraha et al., 2024; Pramaswari et al., 2021). The results confirmed that service quality significantly strengthened brand image, in line with prior studies emphasizing that consistent service encounters build customer trust and brand credibility (Altangerel & Munkhnasan, 2019; Nugraha et al., 2024; Pramaswari et al., 2021). In this study, empathy and reliability emerged as the most influential dimensions, demonstrating that personal attention and dependable service delivery were central to how guests perceived Harris Hotel Pontianak. Tangibility, such as modern facilities and physical comfort, also contributed positively, reinforcing the role of service quality as a driver of favorable brand associations.

However, responsiveness and assurance were rated less favorably, suggesting areas that require managerial attention. Guests perceived delays in service and limited confidence in staff competence as weaknesses that could undermine the brand if not addressed. Figure 3 illustrates that service quality also had a significant direct effect on customer satisfaction, although the magnitude was relatively moderate compared to other variables. This reinforces that while service quality contributes to satisfaction, its strategic value lies in how it enhances brand image, which then acts as a more potent mediator in translating service encounters into lasting customer trust and loyalty.

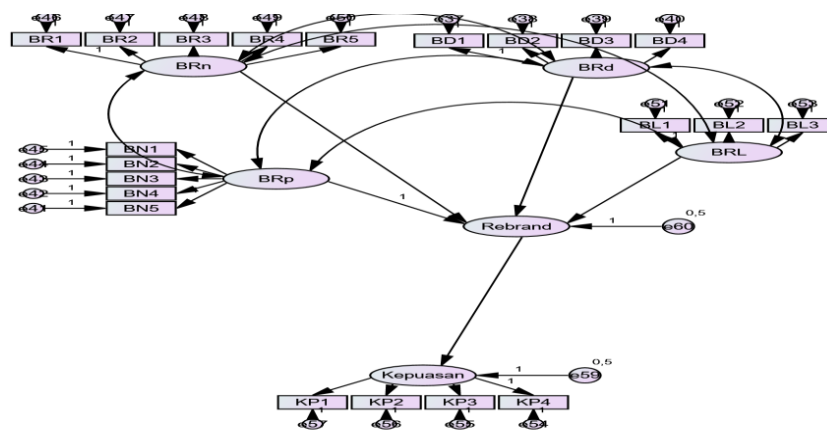


Figure 2. Direct Effect Test Diagram of Rebranding on Customer Satisfaction

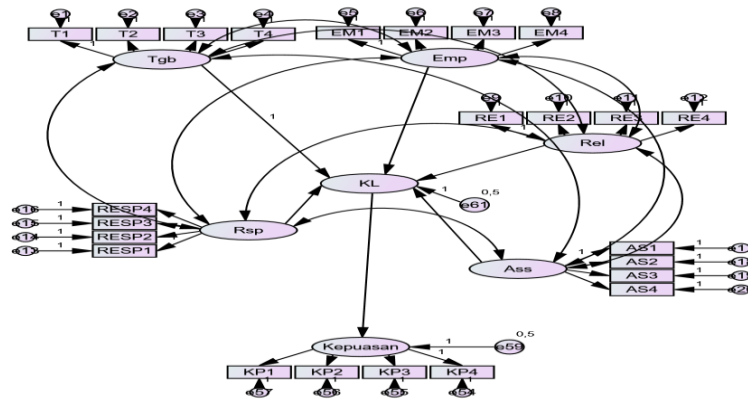


Figure 3. Direct Effect Test Diagram of Service Quality on Customer Satisfaction

L. The Effect of Brand Image on Customer Satisfaction

The findings further validated the positive association between brand image and customer satisfaction. Guests who perceived Harris Hotel’s brand image more positively also reported higher satisfaction levels. This supports the conclusions of Shabbir (2020); Francies & Kusumawati (2022); Safitri et al. (2023) and Altangerel & Munkhnasan (2019), who emphasized that a strong brand image enhances perceived value, confidence, and emotional bonds with customers. The findings confirmed that brand image had a significant positive effect on customer satisfaction. Guests who perceived Harris Hotel Pontianak’s brand image more favorably also reported higher satisfaction levels. This aligns with prior studies showing that a strong brand image enhances perceived value, confidence, and emotional bonds between customers and service providers (Shabbir, 2020; Francies & Kusumawati, 2022; Safitri et al., 2023; Altangerel & Munkhnasan, 2019). In this study, improvements in rebranding and service delivery effectively reshaped consumer perceptions, thereby increasing satisfaction.

Importantly, these results highlight brand image as a central mechanism that transforms operational and marketing strategies into positive customer outcomes. Figure 4 illustrates the mediating role of brand image, demonstrating that rebranding alone does not significantly impact satisfaction unless it first strengthens customer perceptions of the brand. This underscores the novelty of the study: unlike previous research that often treated service quality and rebranding as direct predictors, the findings here reveal that brand image serves as the decisive bridge linking those strategies to satisfaction and loyalty. For hotel managers, this means that sustained investments in brand image—through consistent service delivery, coherent marketing, and customer engagement—are critical for achieving long-term competitive advantage.

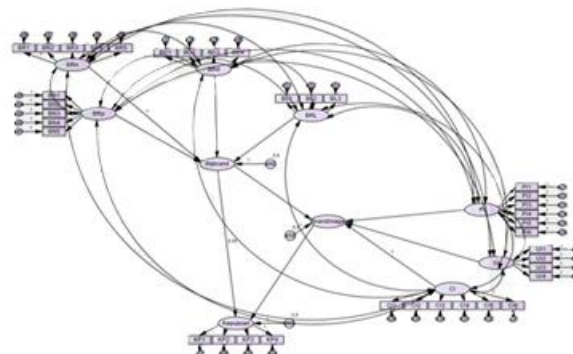


Figure 4. Indirect Effect Test Diagram of Rebranding, Brand Image, and Customer Satisfaction

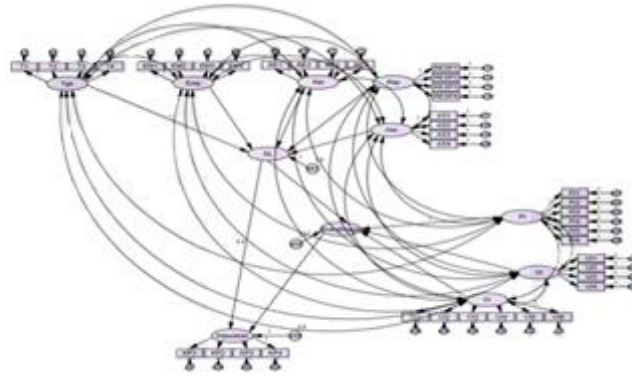


Figure 5. Indirect Effect Test Diagram of Service Quality, Brand Image, and Customer Satisfaction

M. *The Mediating Role of Brand Image*

A key contribution of this study is its demonstration that brand image fully mediates the relationships among rebranding, service quality, and customer satisfaction. This means that improvements in rebranding or service quality do not directly elevate satisfaction levels but must first shape customer perceptions of the brand before satisfaction can be realized. This mechanism is consistent with the mediation framework introduced by Minar & Safitri (2017) and expanded by Oktavanny & Sulistiadi (2022). In practical terms, the results suggest that brand image operates as a cognitive and affective bridge between organizational strategies and customer experiences, serving as the decisive factor in determining overall satisfaction outcomes.

One of the central contributions of this study is the finding that brand image fully mediates the effects of rebranding and service quality on customer satisfaction. In other words, improvements in branding initiatives or service delivery do not directly enhance satisfaction; they must first be translated into favorable perceptions of the brand. This result is consistent with earlier research on mediation mechanisms (Minar & Safitri, 2017; Oktavanny & Sulistiadi, 2022), but extends the discussion to the post-pandemic hospitality context. Figure 5 illustrates this indirect pathway, confirming that brand image acts as both a cognitive and emotional filter through which customers interpret organizational strategies.

This mediating role highlights the novelty of the study, as previous works often examined these relationships separately or assumed direct effects. By showing that brand image is the decisive bridge, the study emphasizes that successful rebranding and service improvements must be accompanied by coherent efforts to build and sustain a strong brand perception. For hotel managers, the implication is clear: investments in service quality or rebranding will yield long-term satisfaction and loyalty only if they are strategically aligned with brand image development. This reinforces the importance of consistency across marketing communication, customer engagement, and service delivery as part of an integrated approach to brand management.

5. Conclusion

This study confirmed that rebranding and service quality influence customer satisfaction indirectly through brand image, which acts as a full mediator. Among service quality dimensions, empathy and tangibility emerged as the strongest contributors, while responsiveness and assurance require improvement. The findings emphasize that building a strong and consistent brand image is essential for translating operational and marketing strategies into customer satisfaction in the Indonesian hotel industry.

From a theoretical perspective, this study contributes to the literature by demonstrating that brand image functions both as an outcome of strategic initiatives and as a full mediator linking rebranding and service quality to customer satisfaction. This integrated framework addresses a gap in previous research, particularly in the Indonesian hospitality sector after the COVID-19 pandemic, where empirical evidence remains scarce. By positioning brand image as the central mechanism, the study enriches existing theories of consumer behavior and branding within service industries.

From a practical standpoint, the findings highlight the need for hotel managers to prioritize brand image development as the cornerstone of business strategy. Rebranding efforts and service quality improvements must be reinforced through consistent communication, both online and offline, to ensure a cohesive customer experience. In practice, this implies investing in staff training to strengthen responsiveness and assurance, leveraging digital platforms to communicate new brand values, and introducing loyalty programs that build long-term trust. The case of Harris Hotel shows that aligning branding, service delivery, and communication strategies can revitalize market presence, enhance occupancy rates, and foster sustainable customer loyalty.

This study has several limitations. The use of accidental sampling may restrict generalizability, and focusing on a single hotel chain limits the scope of application. Future research could involve multiple hotels across different regions, employ probability sampling, or conduct longitudinal studies to track changes over time. Incorporating qualitative methods such as interviews and exploring additional variables—such as digital service quality or customer engagement—would also provide deeper insights and broader perspectives.

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