



THE STRATEGIC ROLE OF BRAND IMAGE IN MODERATING THE INFLUENCE OF SERVICE QUALITY AND PRODUCT QUALITY ON CONSUMER SATISFACTION AT KIMKA HIJAB STORE

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ABSTRACT

In the era of globalization, where business competition is very tight, customer satisfaction is an important component in the success of a business, because it directly affects the loyalty, reputation, and sustainability of the company. This study aims to analyze several factors that influence customer satisfaction, namely service quality, product quality, and brand image. The study was conducted at the Kimka Hijab Sidoarjo Store, data was obtained through distributing questionnaires to 108 consumers and analyzed using statistical techniques Structural Equation Modeling (SEM) by utilizing SmartPLS. The results of the analysis prove that: 1) Service quality has a positive and significant effect on customer satisfaction, 2) Product quality has a positive and significant effect on customer satisfaction, 3) Brand image successfully moderates the relationship between service quality and customer satisfaction, 4) Brand image does not succeed in moderating the relationship between product quality and customer satisfaction, 5) Brand image has a positive and significant effect on customer satisfaction. In practical terms, the results of the study are useful for the Kimka Hijab Sidoarjo Store, as well as being input for similar business units to build customer satisfaction. While in theoretical terms, the results of the study strengthen the theory of customer satisfaction by presenting appropriate empirical evidence.

1. INTRODUCTION

The hijab business trend in East Java is showing very dynamic development as public awareness of fashionable, practical, and sharia-compliant Muslim fashion grows. The growth of the Muslim middle class, the widespread use of social media platforms like Instagram and TikTok for promotion, and the emergence of hijab influencers have all driven increased demand for hijab products with varied designs that follow global trends. Cities like Surabaya, Malang, and Kediri have become centers for the development of Muslim fashion MSMEs, offering products ranging from instant hijabs and premium pashminas to sharia-compliant Muslim clothing at competitive prices. Furthermore, the development of digital marketplaces has opened up broader market opportunities for local businesses to reach national and even international consumers. Competition in the hijab business in East Java now relies not only on product quality but also on design innovation, branding strategies, customer service, and the ability to leverage digital marketing to build consumer satisfaction (Khim et al., 2026).

The research was conducted at Kimka Hijab Store, a local clothing provider in Sidoarjo that continues to grow in the fashion industry. Amidst increasingly fierce competition in the fashion industry, the company faces challenges in maintaining and improving customer satisfaction. By prioritizing quality materials, modern designs, and good service to its customers, Kimka Hijab Store has succeeded in attracting the attention of middle-class consumers who prioritize comfort and style in clothing. As a brand that continues to innovate, Kimka Hijab also pays attention to detailed production elements to ensure that each product item not only looks good, but is also functional and meets the needs of today's consumers. Furthermore, Kimka Hijab Store has a customer base of various professions and ages, so the company needs to have service standards that can satisfy all parties.

Customer satisfaction is a crucial component of business success, as it directly impacts a company's loyalty, reputation, and sustainability. Customer satisfaction can be defined as the feeling of satisfaction or dissatisfaction experienced by consumers after using a product or service that meets or even exceeds their

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expectations. Strategies to achieve optimal customer satisfaction are a significant challenge for many businesses, as numerous factors must be considered and aligned with consumer needs and expectations (Georgia, 2026).

A major issue that frequently arises regarding customer satisfaction is a business's inability to consistently meet customer expectations. Factors that frequently contribute to customer dissatisfaction include inconsistent product quality, unsatisfactory service, and ineffective communication. In a competitive industry, when companies fail to maintain service and product quality standards, consumers tend to turn to competitors offering a better experience. Furthermore, complaints or issues that are not handled properly can lead to a drastic decline in customer satisfaction, which can then impact customer retention and brand reputation (Kyla, 2026).

The primary goal of improving customer satisfaction is to build loyalty, which ultimately provides long-term benefits for the company. Repeat purchases also result from the tendency of satisfied customers to provide positive word-of-mouth, and become unintentional brand ambassadors for the company (Ching, 2025; Mega & Saptaria, 2023). Loyal customers are also often more tolerant of price changes or minor deficiencies in products or services, as long as they have a positive relationship with the brand. Therefore, it is crucial for businesses to understand what drives customer satisfaction and how to achieve it (Shilpa, 2025).

Several factors influence customer satisfaction, including service quality and product quality. Service quality encompasses the overall expectations that companies strive to meet and meet consumer needs, while product quality is the product's capability to meet consumer expectations (Dieu, 2025). Friendly, responsive service, and the ability to effectively handle customer complaints can create a positive shopping experience. A positive experience during interactions with sales staff or customer service can make consumers feel valued and cared for, ultimately increasing their satisfaction (Alviani et al., 2024). Furthermore, product quality significantly impacts the success of a business. Consumers are more likely to be satisfied if the product they purchase matches the advertised description. High-quality products tend to have longer durability, better functionality, and attractive aesthetics, all of which contribute to customer satisfaction (Bilal, 2024).

To maximize consumer satisfaction, brand image plays a crucial role in shaping consumer satisfaction. Brand image is a deeply embedded perception or impression held by consumers regarding a brand based on experience or information received. Brands with a positive image are often associated with better quality and more reliable service, so consumers tend to be more satisfied when they interact with the brand (Jose, 2026). A strong brand image can also serve as a guarantee of quality for consumers, even before they experience the product or service from the brand. In some cases, brand image can moderate the relationship between product quality and service quality on consumer satisfaction. This explains that when consumers have a positive view of a brand, they tend to be more tolerant of minor shortcomings in the service or product because their trust in the brand is already well-established (Shilpa, 2025).

Several leadership strategies can be implemented by companies to achieve customer satisfaction. First, understanding customer needs and expectations through satisfaction surveys or customer feedback is a fundamental component in identifying areas or areas that need improvement. Second, improving service and product quality should be a top priority, as these are key factors that directly impact customer experience. Third, building and maintaining a positive brand image through consistent communication, whether through social media, advertising, or public relations, will help build trust among consumers (Khasanah, 2021). With the right strategy, customer satisfaction can not only be maintained but also continuously improved, ultimately having a positive impact on overall business performance (Chala, 2025).

With the increasing number of brands emerging in various fashion stores and diverse offerings, consumers have many choices when deciding on a product purchase. Although Kimka Hijab Store has strived to improve the quality of service and product quality to meet consumer expectations, there is still the potential to lose out to other companies. To understand this, the company needs to have service quality standards including reliability, responsiveness, and empathy, while product quality standards include durability, design, and functionality. To evaluate whether service quality and product quality affect consumer satisfaction, this study was conducted.

A strong brand image is expected to strengthen the relationship between service quality and product quality with consumer satisfaction. This reality is important because brand image can shape consumer expectations, which in turn can influence how they assess the quality of the service and product received. This study aims to analyze the influence of service quality and product quality on consumer satisfaction and explore the role of brand image as a moderating variable in this relationship. The author attempts to present a more comprehensive correlation between the three variables, including their interactions and contributions to consumer experience. Managing a positive brand image can strengthen the influence of service quality and product quality on consumer satisfaction. Based on the background described above, the formulation of the research problem is:

1. Does service quality affect customer satisfaction?
2. Does product quality affect customer satisfaction?
3. Does brand image enhance the relationship between service quality and customer satisfaction?
4. Does brand image enhance the relationship between product quality and customer satisfaction?
5. Does brand image influence customer satisfaction?

2. LITERATURE REVIEW

Consumer Satisfaction

Consumer satisfaction is an important concept in consumer thinking and research, where consumer perceptions are the deciding factor in whether to repurchase a product or move on to another provider. Consumer satisfaction is an assessment of the characteristics or features of a product or service, or the product itself, that provide a level of consumer satisfaction related to meeting consumer consumption needs. Consumer satisfaction is a consumer's overall assessment of a product's benefits based on what they receive and their response or response to the fulfillment of their needs (Dilushi, 2026). It occurs when a customer's needs or desires are optimally met. Khotim & Pratiwi (2021) explain that customer satisfaction can be measured based on: 1) product quality, 2) service quality, 3) product price, 4) ease of product access, and 5) product advertising methods. Methods for measuring customer satisfaction include: complaint and suggestion systems, mystery shopping, lost customer analysis, and customer satisfaction surveys.

Service Quality

Service quality is a key factor for companies because it influences customer satisfaction, and customer satisfaction will arise if the service quality is good. Service quality is a method or strategy implemented by companies to further increase trust in the services provided, which can also be interpreted as an effort to meet customer needs (Xiangzhou, 2024). Service quality is a crucial component that companies must consider to convince consumers and thus gain their trust. Yoyok, et al., (2020) put forward indicators of service quality, namely 1) Reliability, which is the company's ability to provide services as promised, reliably, accurately and consistently, 2) Responsiveness, which is the ability to provide services to customers quickly and listen to and resolve customer complaints, 3) Assurance, which is the ability and politeness of employees and the trustworthy nature of employees, 4) Empathy, which is the ability to provide sincere and individual or personal attention and try to understand consumer desires, 5) Tangibles, which is the appearance of physical facilities or equipment used to provide services to consumers.

Product Quality

Product quality is the totality of features and characteristics of a product or service that have the ability to satisfy stated or implicit needs (Ismail, 2021), and is an inherent characteristic or distinguishes the degree or level of excellence of a product (Rio, 2021). According to (Nicola, 2026) product quality is a set of characteristic features of goods and services that have the ability to meet needs which is a definition of a combination of durability, reliability, accuracy, ease of maintenance and other attributes of a product. Thus, it can be defined that product quality is the totality of the characteristics, characteristics and specifications of a product or service.

Agustina et.al., (2024) explains product quality indicators, namely 1) Performance, which is the main operating characteristic of the core product purchased, 2) Features, which are additional characteristics designed to increase consumer interest in the product, 3) Conformance to specifications, which are characteristics of a design that has been previously determined according to specifications to meet consumer needs, 4) Durability, which is related to how long the product can be used, and 5) Aesthetic, which is the product's appeal to the five senses.

Brand Image

Tran (2026) defines brand image as a consumer's perception of a brand as reflected by the brand associations held in the consumer's memory. Meanwhile, according to Jose (2026), brand image represents the overall perception of a brand and is formed from information and past experiences with that brand. Brand image is related to attitudes in the form of beliefs and preferences toward a brand. Consumers who have a positive image of a brand are more likely to make a purchase. Tran (2026) defines brand image as a consumer's perception of a brand as reflected by the brand associations held in the consumer's memory. Meanwhile, according to Jose (2026), brand image represents the overall perception of a brand and is formed from information and past experiences with that brand. Brand image is related to attitudes in the form of beliefs and preferences toward a brand. Consumers who have a positive image of a brand are more likely to make a purchase.

3. METHODS

This research is a quantitative explanatory research that aims to test the theory and explain it in the causal relationship between variables, namely service quality, product quality, consumer satisfaction, and brand image. The research population is consumers of Kimka Hijab Shop and the sample is set at 108 according to (Ferdinant, 2014), where the sample can be determined as many as the result of multiplying the number of indicators by a constant number of 5 to 10. This study has 18 indicators, so the number of samples is set at $18 \times 6 = 108$. Data were obtained through distributing questionnaires to samples (respondents) randomly based on incidental sampling techniques. Respondents' answers were classified based on the results of Likert scale measurements and analyzed using Structural Equation Modeling (SEM) statistical techniques with SmartPLS software.

4. RESULTS AND DISCUSSIONS

Results

Measurement Models (Outer Model)

The measurement model, also known as the outer model, is intended to test the validity and reliability of processed data. Validity testing includes convergent validity, which examines factor loadings and the Average Variance Extracted (AVE), and discriminant validity, which examines cross-loadings and the Fornell-Larcker criterion. Reliability testing includes composite reliability and Cronbach's alpha. The following figure illustrates the findings of the measurement model (outer model).

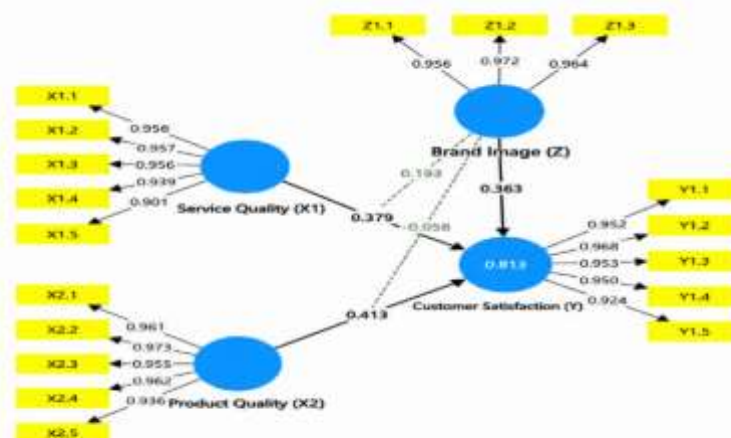


Figure 1. Outer Model PLS Path Diagram
Source: Processed Data from SmartPLS 2024

Convergent Validity Test

The assessment at this testing stage is based on the loading factor and Average Variance Extracted (AVE) figures, with an acceptable loading factor limit of >0.7 . Meanwhile, the Average Variance Extracted (AVE) figure is only considered valid if its value is >0.5 . The table below maps the test output:

Table 1: Loading Factor and AVE Value

Variables and Indicators	Loading Factor	AVE	Information
Service Quality (X₁)		0.888	Valid
X1.1	0.956		Valid
X1.2	0.957		Valid
X1.3	0.956		Valid
X1.4	0.939		Valid
X1.5	0.901		Valid
Product Quality (X₂)		0.917	Valid
X2.1	0.961		Valid
X2.2	0.973		Valid
X2.3	0.955		Valid
X2.4	0.962		Valid
X2.5	0.936		Valid
Consumer Satisfaction (Y)		0.902	Valid
Y1.1	0.952		Valid
Y1.2	0.968		Valid
Y1.3	0.953		Valid
Y1.4	0.950		Valid
Y1.5	0.924		Valid
Brand Image (Z)		0.929	Valid
Z1.1	0.956		Valid
Z1.2	0.972		Valid
Z1.3	0.964		Valid

Source: Data processed by SmartPLS2024

Referring to the table, it was found that the loading factor figures for each variable, namely service quality (X₁) with 5 indicators were said to be valid, because the loading factor value > 0.7 in each number was 0.956; 0.957; 0.956; 0.939 and 0.901. The next finding of the loading factor for product quality (X₂) with 5 indicators was considered valid, seeing the loading factor value > 0.7 in each number was 0.961; 0.973; 0.955; 0.962; 0.936. Furthermore, the loading factor figures for the consumer satisfaction variable (Y) with 5 indicators were said to be valid, because the loading factor value > 0.7 in each number was 0.952; 0.968; 0.953; 0.950; 0.924. Finally, the validity test of the loading factor for brand image (Z) with 3 indicators is said to be valid, because the loading factor value is > 0.7 for each number with a value of 0.956; 0.972; and 0.964.

The Average Variance Extracted (AVE) figure for the service quality variable is 0.888, product quality is 0.917, consumer satisfaction is 0.902, and brand image is 0.929, which are declared valid considering the value exceeds > 0.5 . This means that all indicators are determined to meet validity because the loading factor is > 0.7 and the Average Variance Extracted (AVE) is > 0.5 . This means that the output of the validity test with a loading factor value of > 0.7 and an Average Variance Extracted (AVE) value of > 0.5 is declared valid.

Discriminant Validity Test

Discriminant validity is related to the activity of measuring construct correlation. Cross loading and the Fornell-Larcker criteria can be used to evaluate discriminant validity testing. While the cross loading test requires the value of each construct indicator to be higher when compared with the indicators of other constructs, the Fornell-Larcker test criteria assess the level of accuracy of discriminant validity, namely if the AVE root of the construct is greater than the correlation of other latent variable constructs. The cross loading value of each variable and the Fornell-Larcker criteria must be greater than 0.7. The values of the Fornell-Larcker criteria are as follows:

Table 2: Fornell-Larcker Criterion

	Z	Y	X₁	X₂
<i>Brand Image (Z)</i>	0.964			
Consumer Satisfaction (Y)	0.676	0.950		
Service Quality (X ₁)	0.462	0.694	0.942	
Product Quality (X ₂)	0.544	0.791	0.549	0.957

Source: Data processed by SmartPLS2024

Based on the table above, the correlation of each construct has a value above the correlation of the other constructs, so that the results of the Fornell-Larcker criterion have met the criteria.

Table3: Discriminant validity Result

Indicators	Latent Variables				Information
	X₁	X₂	Y	Z	
X1.1	0.956	0.526	0.675	0.455	Valid
X1.2	0.957	0.575	0.680	0.447	Valid
X1.3	0.956	0.512	0.655	0.476	Valid
X1.4	0.939	0.481	0.637	0.409	Valid
X1.5	0.901	0.491	0.621	0.384	Valid
X2.1	0.510	0.961	0.746	0.491	Valid
X2.2	0.543	0.973	0.746	0.509	Valid
X2.3	0.507	0.955	0.749	0.505	Valid
X2.4	0.561	0.962	0.778	0.539	Valid
X2.5	0.507	0.936	0.766	0.558	Valid
Y1.1	0.695	0.747	0.952	0.673	Valid
Y1.2	0.625	0.811	0.968	0.660	Valid
Y1.3	0.642	0.731	0.953	0.644	Valid
Y1.4	0.665	0.768	0.950	0.628	Valid
Y1.5	0.670	0.695	0.924	0.602	Valid
Z1.1	0.450	0.563	0.666	0.956	Valid
Z1.2	0.427	0.502	0.641	0.972	Valid
Z1.3	0.458	0.508	0.647	0.964	Valid

Source: Data processed by SmartPLS2024

The table shows that the cross-loading value meets the required value, which is > 0.7. All latent variables have passed the validity test. according to the results of factor loading. Average Variance Extracted (AVE). Fornell-Larcker criteria. and cross-loading.

Reliability Test

This testing phase was conducted using two methods: composite reliability and Cronbach's alpha. The measurement results in this test were determined by achieving a value >0.7, indicating that the construct was considered reliable. The reliability test findings are explained in the following figure:

Table 4: Cronbach Alpha & Composite Reliability Value

Variabels	Cronbach's Alpha	Composite Reliability	Information
Service Quality (X ₁)	0.968	0.975	Reliable
Product Quality (X ₂)	0.977	0.982	Reliable
Consumer Satisfaction (Y)	0.973	0.979	Reliable
Brand Image (Z)	0.962	0.975	Reliable

Source: Data processed by SmartPLS2024

The table above illustrates the findings of the composite reliability output and Cronbach's alpha, which demonstrates that each construct variable has a value greater than 0.70. This indicates that each construct in the estimated model has a good level of reliability.

Structural Model (Inner Model)

The structural model, also known as the inner model, is applied to test hypotheses through the R-square determination test on the dependent variable construct.

R-Square Determination Test

The structural test is performed by examining the R-squared value. The magnitude of the relationship between the independent (exogenous) variable and the dependent (endogenous) variable is described through the R-squared value. The R-square value is only found in the dependent (endogenous) variable construct. An R-square value of 0.75 is considered strong, an R-square value of 0.50 is considered moderate, and an R-square value of 0.25 is considered weak. The table below maps the output of the R-square determination test:

Table 5: Result of R-Square Determination Test

Variable	R-square	R-square adjusted
Consumer Satisfaction (Y)	0.813	0.804

Source: Data processed by SmartPLS2024

The table describes the test output where the findings obtained were that the independent variables in the research model contributed to the influence, namely 81.3%. This result is explained by the R-square coefficient figure = 0.813.

Hypothesis Testing

The hypothesis testing stage is carried out by observing the coefficient values, which are obtained through bootstrapping. If the t-statistic has a value >1.96 and a p-value >0.5, it means the research hypothesis is accepted. The results of the hypothesis test are plotted in the following table:

Table 6: Path Coefficient Value (Hypothesis Testing)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Information
Serv Qual -> Cons Satisfaction	0.379	0.379	0.127	2.997	0.003	Significant

Prod Qual -> Cons Satisfaction	0.413	0.408	0.140	2.944	0.003	Significant
Brand Image x Serv Qual-> Cons Satisf	0.193	0.190	0.088	2.178	0.029	Significant
Brand Image x Prod Qual -> Cons Satisf	-0.058	-0.069	0.075	0.777	0.437	Significant
Brand Image -> Cons Satisfaction	0.363	0.358	0.096	3.797	0.000	Significant

Source: Data processed by SmartPLS2024

From the findings of the table, the output of the bootstrapping test was obtained to determine the results of the hypothesis test value, which can be interpreted as follows:

- The first hypothesis, stating that service quality influences customer satisfaction, obtained a coefficient of 0.379, a t-statistic of 2.997 > 1.96, and a p-value of 0.003 < 0.05. Based on these figures, it can be concluded that the first hypothesis regarding service quality has a positive and significant influence on customer satisfaction, meaning it is accepted.
- The second hypothesis, stating that product quality influences customer satisfaction, obtained a coefficient of 0.413, a t-statistic of 2.944 > 1.96, and a p-value of 0.003 < 0.05. Based on these figures, it can be concluded that the second hypothesis regarding product quality has a positive and significant influence on customer satisfaction, meaning it is accepted.
- The third hypothesis, stating that brand image moderates the relationship between service quality and customer satisfaction, obtained a coefficient of 0.193, a t-statistic of 2.178 > 1.96, and a p-value of 0.029 < 0.05. Based on these figures, it can be concluded that the fourth hypothesis, regarding service quality moderated by brand image, has a positive and significant effect on consumer satisfaction, meaning it is accepted.
- The fourth hypothesis, regarding brand image moderating the relationship between product quality and consumer satisfaction, has a coefficient of -0.058, a t-statistic of 0.777 > 1.96, and a p-value of 0.437 > 0.05. Based on these figures, it can be concluded that the fifth hypothesis, regarding product quality moderated by brand image, does not have a positive and significant effect on consumer satisfaction, meaning it is rejected.
- The fifth hypothesis, regarding brand image influencing consumer satisfaction, has a coefficient of 0.363, a t-statistic of 3.797 > 1.96, and a p-value of 0.000 < 0.05. Based on these figures, it can be concluded that the third hypothesis, regarding brand image having a positive and significant effect on consumer satisfaction, meaning it is accepted.

Discussion of Research Results

The influence of service quality on customer satisfaction

The results of the hypothesis testing show that the service quality variable has a coefficient value of 0.379, which indicates a positive direction. The t-statistic value is 2.997 > 1.96 and p-values are 0.003 < 0.05. This indicates that service quality has a positive and significant effect on customer satisfaction, meaning that with good and satisfying service, customers feel more appreciated and satisfied with their experience, which can increase loyalty and the possibility of repeat purchases. This study is in line with previous research which states that the service quality variable has a positive and significant effect on customer satisfaction. This shows that the better the quality of service provided, the higher customer satisfaction.

The Influence of Product Quality on Consumer Satisfaction

The results of the hypothesis test indicate that the product quality variable has a coefficient value of 0.413, indicating a positive trend. The t-statistic value of 2.944 is > 1.96, and the p-value is 0.003 < 0.05. This indicates that product quality has a positive and significant effect on consumer satisfaction. This means that consumers are satisfied with the quality of the products they purchase, which can increase their level

of satisfaction and encourage them to recommend Kimka Hijab Shop to others. This study aligns with previous research that found that product quality has a positive and significant effect on consumer satisfaction. This suggests that the better the quality provided, the higher the level of consumer satisfaction with the product. Conversely, if the product quality provided decreases, consumers will be dissatisfied with the product.

Brand Image Moderates the Relationship between Service Quality and Consumer Satisfaction

The results of the hypothesis testing show that brand image moderates the relationship between service quality with a coefficient value of 0.193, indicating a positive direction. The t-statistic value of $2.178 > 1.96$ and p-values of $0.029 < 0.05$. This indicates that service quality moderated by brand image has a significant influence on consumer satisfaction. When brand image is considered positive, the influence of service quality on consumer satisfaction will be stronger, because consumers feel more connected and trust the brand. In this case, good service quality can increase consumer satisfaction and make consumers more satisfied with good service. This study is in line with previous studies that state that brand image can significantly moderate the relationship between service quality and price on consumer satisfaction.

Brand Image Moderates the Relationship between Product Quality and Consumer Satisfaction

The results of the hypothesis testing show that brand image moderates the relationship between product quality with a coefficient of -0.058, indicating a negative trend. The t-statistic value is $0.777 > 1.96$ and p-values are $0.437 > 0.05$. This indicates that product quality, moderated by brand image, has an insignificant effect on consumer satisfaction. This means that brand image is unable to strengthen or weaken the effect of product quality on consumer satisfaction. Although product quality has a positive impact on consumers, this effect is not seen as strong in brands with negative images. A negative brand image can weaken consumer perceptions of product quality, thus causing the relationship between product quality and consumer satisfaction to be insignificant. In this case, it was found that even though the product has high quality, consumers who have been affected by a bad brand image tend to feel less satisfied. Conversely, brands with positive brand image cannot always significantly increase consumer satisfaction if the product quality does not match the brand image.

The influence of brand image on consumer satisfaction

The results of the hypothesis testing show that the brand image variable has a coefficient value of 0.363 which indicates a positive direction. The t-statistic value is $3.787 > 1.96$ and the p-value is $0.000 < 0.05$. This shows that the quality of brand image has a positive and significant effect on consumer satisfaction, which means that when consumers have a good view of the brand image of Toko Kimka Hijab, consumers tend to feel more satisfied with the products and services received. Brand image plays an important role in shaping consumer experience and satisfaction. This study is in line with previous studies which state that the brand image variable has a positive and significant effect on consumer satisfaction, the better the brand image given to consumers, the more it can increase consumer satisfaction who use the product.

5. CONCLUSION

From the presentation of the findings and discussion of the research, it can be concluded that:

Service quality has a significant positive influence on customer satisfaction at the Kimka Hijab store. This finding is demonstrated by the test output of the service quality variable, which has a coefficient of 0.379, indicating a positive trend. The t-statistic is $2.997 > 1.96$ and the p-value is $0.003 > 0.05$, indicating that better service quality and greater customer satisfaction will maximize customer satisfaction. Product quality has a significant positive influence on customer satisfaction at the Kimka Hijab store. This is demonstrated by the test output of the product quality variable, which has a coefficient of 0.413, indicating a positive trend. The t-statistic is $2.944 > 1.96$ and the p-value is $0.003 < 0.05$, indicating a significant effect. These findings indicate that optimizing customer satisfaction is also influenced by improving product quality. Brand image successfully moderates the significant relationship between service quality and customer satisfaction at the Kimka Hijab store. The findings indicate that brand image moderates the relationship between service quality and service quality, with a coefficient of 0.193, indicating a positive

trend. The t-statistic of 2.178. with a value of >1.96 and a p-value of 0.029. indicating a p-value of <0.05 . indicates that optimal service quality drives increased customer satisfaction and makes customers more satisfied with the service provided. Brand image failed to significantly moderate the relationship between product quality and customer satisfaction at the Kimka Hijab store. This is indicated by the moderating effect of brand image on product quality. with a coefficient of -0.058. indicating a negative trend. The t-statistic of 0.777. with a value of >1.96 and a p-value of 0.437. indicating an insignificant effect. This indicates that brand image neither strengthens nor weakens the influence of product quality on customer satisfaction. Brand image has a significant positive effect on customer satisfaction at the Kimka Hijab store. This is indicated by the results of the brand image variable. which has a coefficient value of 0.363. indicating a positive trend. The t-statistic value is $3.787 > 1.96$ and the p-value is $0.000 < 0.05$. indicating that improving brand image will encourage optimal consumer satisfaction.

Customer satisfaction as a determinant of business sustainability is crucial for all business units. whether engaged in trade. services. or manufacturing. This research was conducted in business units with inventory. allowing for analysis of the quality of goods ready for sale. Other problems would arise if the research were conducted in service companies. as they lack inventory. Therefore. the research results cannot be generalized to all types of companies. Therefore. it is necessary to consider other variables that are thought to influence customer satisfaction in addition to service and product quality.

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