

EXPLORING THE ROLE OF REBRANDING, SERVICE QUALITY, AND BRAND IMAGE IN HOTEL CUSTOMER SATISFACTION AT HARRIS HOTEL PONTIANAK

Florentina Ika Yuniarti ¹⁾, Shine Pintor Siolemba Patiro ²⁾, Faizul Mubarak ³⁾

^{1,2,3)} Universitas Terbuka

Corresponding author: ikaflorentina@yahoo.com

Abstract

This study aims to analyze the influence of rebranding, service quality, and brand image on customer satisfaction at Harris Hotel Pontianak. The research background arises from the increasingly intense competition in the hospitality industry, where marketing strategies based on rebranding and service quality play a crucial role in maintaining customer loyalty. This study employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to 130 respondents, consisting of guests of Harris Hotel Pontianak. The analytical technique applied was multiple linear regression to examine the effect of independent variables on the dependent variable. The results reveal that rebranding, service quality, and brand image simultaneously have a significant effect on customer satisfaction. Partially, service quality exerts the most dominant influence, followed by brand image, while rebranding shows a weaker effect compared to the other two variables. These findings indicate that although rebranding is important in shaping new consumer perceptions, customer satisfaction is more strongly determined by the quality of services provided and the strength of the established brand image. The study concludes that hotel management should prioritize consistent improvements in service quality, strengthen brand image through effective marketing communication, and carry out continuous rebranding efforts to remain relevant to market needs. This research is expected to serve as a reference for hospitality practitioners in formulating customer satisfaction-oriented marketing strategies.

Keywords: Rebranding, Service Quality, Brand Image

Introduction

The hospitality industry has become a rapidly growing service sector in Indonesia. Increasing competition requires hotels not only to rely on strategic locations and physical facilities but also on service quality and brand image in attracting and retaining customers (Choi & Chu, 2001). In the global context, brand image has been proven to be an important factor influencing customer satisfaction, loyalty, and corporate competitiveness. Therefore, marketing strategies and brand management in the hospitality industry must be designed adaptively to respond to changes in consumer needs and expectations.

One of the strategies widely used by companies to strengthen brand positioning in the market is rebranding. According to Cooper et al. (2021), rebranding is not merely a matter of changing a logo or visual identity, but rather involves repositioning the brand to become more relevant to market conditions (Miller et al., 2014). Several studies have confirmed the effectiveness of rebranding in improving brand image and customer loyalty, such as Nova's (2022) study on Gojek and the research of Poluan and Kurniawati (2019) in the hospitality industry. However, the results are not always consistent, raising questions about the extent to which rebranding can have a sustainable impact on customer satisfaction (Mohanty et al., 2020).

In addition to rebranding, service quality also plays a central role in creating customer satisfaction. According to Shafira (2021), high-quality services not only create a positive experience for customers but also reinforce their perception of brand value (Shafira, 2021). In service industries such as hospitality, the dimensions of service include tangibility, empathy, reliability, responsiveness, and assurance, which simultaneously shape customer perceptions of the hotel's brand image (Parasuraman et al., 1988). A number of studies have shown that service quality significantly affects both brand image and customer satisfaction (Sari, 2019; Fajarani & Susilowati, 2022). However, research that combines rebranding and service quality within a single conceptual framework remains relatively limited, particularly in the context of hotels in Indonesia (Fidell, 2014).

HARRIS Hotel Pontianak provides an interesting case study as it experienced a decline in occupancy and revenue in 2020, along with a weakened brand image due to decreasing service quality. In 2022, hotel management implemented a rebranding strategy by launching the tagline "HARRIS Hotel Pontianak is Back", accompanied by efforts to improve service quality, innovate food menus, and promote through media and influencers. This strategy proved successful, as occupancy rates increased to 89.7% in 2023, demonstrating that effective rebranding and strong service quality can complement each other in enhancing brand image while simultaneously driving customer satisfaction.

Nevertheless, a research gap remains in examining the relationship between rebranding, service quality, and brand image, and how these three factors affect customer satisfaction in the Indonesian hospitality context. Most previous studies have focused on partial relationships, such as between rebranding and brand

image, or between service quality and customer satisfaction, without integrating these variables into a comprehensive model. Yet, such integration is essential to provide a more holistic understanding of brand management strategies in the competitive hotel industry.

Based on this explanation, the main focus of this study is to examine in depth how rebranding strategies and service quality improvements influence the formation of brand image, and how brand image ultimately affects customer satisfaction at HARRIS Hotel Pontianak. This study is not only intended to fill the existing gaps in the related literature but also aims to contribute meaningfully to the development of theory in brand management and service marketing, particularly within the hospitality industry context. Furthermore, the findings are expected to provide practical input for hotel managers, enabling them to formulate more effective and sustainable strategies in building a positive brand image while simultaneously enhancing customer satisfaction to an optimal level.

Methods

Type of Research

The type of research in this study is a quantitative method systematically designed to address the research objectives. This study seeks to examine how changes in brand and service quality affect customer satisfaction not only directly but also through the formation of brand perception in consumers’ minds (Sugiyono, 2019). The quantitative approach was used because it is expected to generate objective, measurable data that can be systematically analyzed. Through this method, the researcher can test hypotheses using statistical analysis techniques, so that the results obtained are not only descriptive but also inferential. This approach enables the generalization of research findings to a broader population with an adequate level of confidence. Thus, the quantitative method is considered the most relevant for providing both an in-depth and accurate understanding of the relationships among the variables studied in this research (Sugiyono, 2019).

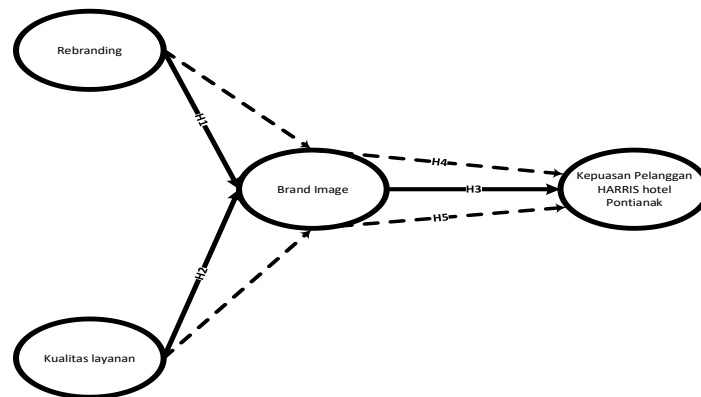


Figure 1. Research Model

Research Location and Period

The research was conducted at HARRIS Hotel Pontianak, West Kalimantan. The location was selected based on the consideration that the hotel was undertaking rebranding efforts to strengthen its brand image and enhance customer satisfaction. Field research was carried out from November to December 2024, preceded by a preliminary study conducted in July 2024. This period was chosen to capture hotel guests’ perceptions within a sufficiently representative timeframe.

Population and Sample

The population in this study consists of all guests staying at HARRIS Hotel Pontianak during the research period. Since the actual number of the population cannot be determined with certainty, this study applied an accidental sampling technique. This technique allows the selection of respondents based on the willingness of guests who happened to be present at the location. The sample size was set at 130 respondents, following the recommendation of Hair et al. (2018), who suggested a minimum of 5–10 respondents for each research parameter. The research instrument consisted of 13 indicators, thus requiring a minimum of 130 respondents. This number was deemed sufficient to represent the population and produce reliable analysis results.

Data Sources

The data sources used in this study consist of two main categories: primary data and secondary data, both of which complement each other to provide a more comprehensive understanding of the research object. Primary data were collected directly from respondents using questionnaires distributed to hotel guests. This approach was chosen because it provides up-to-date information aligned with the actual experiences of customers during their interactions with the hotel’s services. In addition to primary data, this study also utilized secondary data to complement and reinforce the findings. Secondary data were obtained from various relevant and reliable sources, such as official documents issued by hotel management, internal reports, scholarly publications, and legal or regulatory provisions related to the hospitality industry. The presence of

secondary data is essential as it provides additional context, allows comparison of field findings with theories or previous data, and enhances the validity of the research results. The combined use of both types of data enabled the researcher to obtain a more comprehensive and measurable picture of the phenomenon under study. In this way, primary data provide practical, firsthand information, while secondary data offer theoretical grounding and support the interpretation of findings. This combination ensures that the analysis conducted is not only accurate but also relevant and scientifically accountable.

Research Instrument

The instrument used in this study was a questionnaire. The development of the questionnaire aimed to ensure that each aspect to be measured was clearly and systematically represented, so that the data obtained would be valid and reliable. For the rebranding variable, the assessment was conducted by considering four main dimensions that reflect the process of brand transformation: brand repositioning, brand renaming, brand redesign, and brand relaunching (Muzellec & Lambkin, 2006). The service quality variable was measured using the five SERVQUAL dimensions: tangibility, reliability, responsiveness, assurance, and empathy (Parasuraman, 2008). Each of these dimensions was selected because they reflect the company's efforts to update its brand identity in order to remain competitive and relevant to market needs. Meanwhile, the service quality variable was assessed using the SERVQUAL model, which has been widely employed in previous studies and has proven effective in capturing consumer perceptions of service quality, including tangible (physical appearance), reliability, responsiveness, assurance, and empathy. By combining these two instruments, the researcher aimed to collect comprehensive data to analyze the relationship between rebranding, service quality, and customer satisfaction in depth.

Data Collection Procedures

The data collection process in this study was carried out using three complementary techniques. The first method was direct observation in the field. At this stage, the researcher systematically observed various aspects of the hotel, including the physical conditions and available facilities, the interactions between hotel staff and guests, and the overall quality of services provided. The observation notes served to provide a real picture of the research site and formed the basis for understanding the hotel's operational context. The second technique was the distribution of closed-ended questionnaires designed using a Likert scale of 1–5 to measure respondents' opinions. These questionnaires were distributed to hotel guests selected through accidental sampling, meaning respondents were chosen based on their availability and willingness to participate. Before filling out the questionnaires, the researcher provided a brief explanation of the research objectives and benefits to ensure that respondents understood the purpose of each question and gave relevant answers. The third technique was document analysis, which aimed to complement the information obtained from observations and questionnaires. At this stage, the researcher reviewed various secondary data available, including the hotel's annual reports, occupancy data, and other documents related to rebranding strategies and service quality improvements. This document analysis provided additional perspectives that reinforced the primary data findings and contributed to a more comprehensive interpretation.

Data Analysis

The data obtained in this study were analyzed using the Structural Equation Modeling (SEM) method with the assistance of AMOS version 26 software. SEM was chosen because it allows for the mapping and testing of causal relationships among latent variables, both direct and indirect, simultaneously within a single model. The analysis process began with validity and reliability testing of the instrument. Validity testing was conducted to ensure the suitability of the instrument in measuring constructs using the Kaiser-Meyer-Olkin (KMO) test for sample adequacy and Bartlett's Test of Sphericity to assess data suitability. Meanwhile, reliability was evaluated using Cronbach's Alpha to measure the internal consistency of each item.

The next stage was Confirmatory Factor Analysis (CFA) to assess the suitability of the measurement model and to ensure that the indicators used accurately represented the latent variables. The CFA results were then interpreted using several model fit indices, including Chi-Square/df, RMSEA, GFI, CFI, and TLI. These indices were used to determine whether the measurement model was adequate or required further modification. In the final stage, structural model testing was conducted to assess the influence and relationships among latent variables according to the research hypotheses. Evaluation was carried out by examining the Critical Ratio (CR) and p-value, with a significance level of <0.05 set as the threshold for hypothesis acceptance. In addition, to analyze the role of mediating or intervening variables such as brand image, the bootstrapping technique was employed, which enabled the researcher to test mediation effects with higher accuracy.

Statistical Analysis

Statistical analysis in this study was conducted in stages using the covariance-based Structural Equation Modeling (SEM) method. The analysis process was carried out with the help of AMOS version 26 software, while the initial data processing was assisted by SPSS version 21.0. SEM was chosen because it is capable of testing causal relationships among latent variables, both directly and indirectly, simultaneously within a single model. This approach also enables a comprehensive examination of validity, reliability, model fit, and hypothesis testing.

The initial stage of data analysis began with construct validity testing to ensure that each indicator truly represented the variable being measured. In this stage, convergent validity was assessed using the Average Variance Extracted (AVE), with the applied criterion being a value greater than 0.50. The results indicated that all constructs met this requirement, with AVE values ranging between 0.551 and 0.925. This implies that each indicator used in the study adequately explained its respective latent variable. Furthermore, discriminant validity was tested by analyzing the factor loading values displayed in the Rotated Component Matrix. All research indicators showed values above the minimum threshold of 0.50, indicating that each indicator was able to differentiate itself from other constructs and was valid for measurement. In addition, the Kaiser-Meyer-Olkin (KMO) test was conducted to assess sampling adequacy, along with Bartlett's Test of Sphericity to examine the suitability of the correlation matrix. The KMO value of 0.759 indicated that the sample size was adequate for analysis, while the significant Bartlett's Test result ($p = 0.000$) reinforced the conclusion that the data were suitable for further testing (de Jonge, 2006).

Once validity had been tested, the next step was reliability testing to assess the internal consistency of the measurement instruments used. Reliability was measured using Cronbach's Alpha, with the results showing that all constructs had values above 0.70. In fact, several variables exceeded 0.90, indicating very high reliability. These results confirmed that the instruments were capable of producing consistent results in repeated measurements and could be trusted to measure the intended variables. Subsequently, descriptive statistical analysis was performed to provide a detailed profile of the research respondents. This analysis included demographic distributions such as gender, age, marital status, education level, employment status, frequency of hotel stays, and level of expenditure during the use of hotel services. In addition to illustrating the sample characteristics, descriptive analysis was also used to identify respondent tendencies in their responses to each of the studied variables (Nova, 2022).

Before moving to the structural model testing stage, a series of assumption tests required in SEM were conducted. Normality testing was performed by examining skewness and kurtosis values, with the applied criterion being a critical ratio (CR) of less than ± 2.58 at a significance level of 0.001. The results indicated that the data were within the normal range. Next, multicollinearity testing was conducted to ensure that there was no excessively high correlation among the independent variables. This was tested using the Variance Inflation Factor (VIF), with all values obtained being below 10, suggesting no significant multicollinearity issues. Multivariate outlier detection was also conducted using Mahalanobis Distance analysis, with data categorized as outliers if $p < 0.001$. The results showed that most of the data fell within acceptable tolerance limits, making them suitable for further analysis (Fornell, 1982).

To assess the measurement model's goodness-of-fit, this study employed Confirmatory Factor Analysis (CFA). Several goodness-of-fit indicators were used, including Chi-Square/df, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Tucker Lewis Index (TLI), and CMIN/DF. A model was considered fit if it met the recommended criteria, such as Chi-Square/df < 3 , RMSEA < 0.08 , GFI and AGFI > 0.90 , and CFI and TLI > 0.94 and 0.95 , respectively. Based on the CFA results, the measurement model in this study fulfilled most of these criteria, thus it could be categorized as fit and ready for further testing (Ryu & Han, 2010).

In the next stage, hypothesis testing was conducted using path analysis within the structural model. Parameter estimation was performed using the Maximum Likelihood Estimation (MLE) method. A hypothesis was considered significant if the CR value exceeded 1.96 or if the p-value was less than 0.05. The results revealed that several independent variables had a significant effect on the dependent variable, both directly and through the mediation role of other variables. To test the mediation effect, particularly the role of brand image, bootstrapping was applied with 5,000 resampling iterations. The mediation effect was deemed significant if the 95% confidence interval did not include zero. The results indicated that brand image indeed acted as a mediating variable linking rebranding strategy and service quality with customer satisfaction (Latif, 2024). With this series of comprehensive statistical analyses, the study provides an in-depth understanding of the quality of research instruments, the appropriateness of the developed model, and the strength of relationships among the examined variables. SEM not only allows simultaneous hypothesis testing but also offers deeper insights into the causal mechanisms influencing brand image and customer satisfaction, particularly in the hospitality industry (Dunuwille, 2024; Rebranding, 2025).

Results and Discussion

Discriminant and Convergent Validity

The validity testing process in this study was carried out comprehensively through a series of factor analyses aimed at ensuring that the instrument used was truly capable of measuring the intended construct. The first stage was to evaluate the adequacy of the sample using the Kaiser-Meyer-Olkin (KMO) value. From the data analysis results, a KMO score of 0.759 was obtained, which is considered adequate to proceed with factor analysis. According to research methodology literature, a KMO value above 0.50 is already considered to meet the minimum requirement, while the range of 0.70–0.80 indicates a fairly good category. Thus, the results show that the research sample has sufficient data adequacy so that factor analysis can be conducted with a high level of confidence (Bakotić, 2016).

Next, Bartlett's Test of Sphericity was conducted to identify whether the correlations among variables in the data matrix were significant enough and suitable for further analysis. The test results indicated a significance level of $p < 0.001$, suggesting that there are meaningful relationships among the indicators in the model. In other words, the data are not an identity matrix (not random), and there is adequate correlation among the variables, allowing factor analysis to proceed. This also provides preliminary evidence that the research variables are indeed interrelated and can form constructs consistent with the hypothesis or the proposed model (Cusworth et al., 2022).

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

Source : Output SPSS (2023)

After ensuring data adequacy, the next step was to analyze the rotated component matrix to examine the extent to which each indicator loads onto the relevant factor. The rotation results showed that all indicators had factor loadings above 0.50, meaning that each indicator was able to sufficiently explain the latent variable. In quantitative research, a loading value of 0.50 is often used as the minimum threshold indicating an indicator's contribution to the measured factor. Achieving this value confirms that each questionnaire item or statement can appropriately measure the intended construct, and that there is no overlap among indicators that could obscure the results. Accordingly, the criterion of discriminant validity can be considered fulfilled, as each indicator can clearly distinguish between different constructs.

In addition to examining discriminant validity, this study also assessed convergent validity, which focuses on the extent to which indicators within a construct are interrelated and consistently represent that construct. This test was performed by calculating the Average Variance Extracted (AVE) for each construct. The results showed that all constructs had AVE values above the recommended minimum threshold of 0.50, ranging from 0.551 to 0.925. These values indicate that more than 50% of the variance observed in the indicators can be explained by the corresponding construct. In other words, the indicators demonstrate good internal consistency and are relevant to the concept being measured (Fauzia, 2021).

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

Konstruk	Average Variance Extracted (AVE)
Tangible	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

Instrument Reliability

This study conducted a reliability test to ensure that the measurement instrument used had adequate internal consistency in assessing the established constructs. Reliability refers to the ability of an instrument to produce stable and repeatable data under similar conditions. The higher the level of reliability, the lower the potential for random measurement error. In this study, reliability was evaluated using Cronbach's Alpha, which is widely applied to assess the internal consistency of questionnaires or research instruments. The analysis results showed that all constructs had Cronbach's Alpha values exceeding 0.70, ranging from 0.743 to 0.991. Generally, values of 0.60–0.70 are considered the lower acceptable limit, values above 0.70 indicate adequate reliability, and values above 0.80 reflect a very high level. Based on this range, the results obtained indicate a highly satisfactory level of reliability. These findings reinforce the confidence that each item in the questionnaire consistently measures the intended construct. Moreover, the high range of values suggests that differences in the number of indicators within each construct did not affect the overall strength of the items in forming the studied variables. This also indicates the minimal presence of ambiguous or irrelevant items to the measured construct (Fornell & Larcker, 1994). Thus, the indicators used were consistent in measuring the research variables (Çelikkol, 2020).

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

Konstruk	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

Respondent Characteristics

Out of 400 distributed questionnaires, 338 were returned and deemed usable for analysis, resulting in a response rate of 84.5%. The majority of respondents were female (61.83%) and aged between 36–45 years (59.17%). Most respondents were married (74.26%) and worked as civil servants (60.06%). In terms of education, most respondents had higher education degrees, with a predominance of Master's (34.32%) and Doctoral (29.59%) graduates. Regarding lodging frequency, the majority stayed at hotels 6–10 times per year (63.02%). Meanwhile, most respondents reported a monthly expenditure above Rp10.000.000 (67.75%), indicating that the study's respondents came from consumer groups with high purchasing power.

Descriptive Analysis of Variables

The results of the descriptive analysis indicated that the average responses of respondents to the research variable indicators were in the good category. The Brand Redesign variable obtained the highest mean score of 4.21, showing that respondents positively evaluated the hotel's efforts in updating its visual identity. Meanwhile, the Responsiveness variable obtained the lowest mean score of 3.51, suggesting that respondents felt there was still room for improvement in the hotel's service promptness.

Rebranding Variable

The four tested dimensions of rebranding—Brand Repositioning, Brand Renaming, Brand Redesign, and Brand Relaunching—were all positively evaluated by respondents. Brand Repositioning obtained a mean score of 3.91, while Brand Renaming scored 3.57, indicating that the name change was considered relevant but still needed reinforcement. Brand Relaunching received a mean score of 3.88, reflecting that the brand's relaunch was deemed appropriate in responding to market needs (Goh et al., 2012).

Brand Image Variable

The findings showed that the three dimensions of brand image received positive responses. Product Image achieved a mean score of 4.17, indicating that consumers perceived the offered products as high quality (Haque et al., 2015). User Image received a mean score of 3.71, showing that consumers rated the user experience as fairly positive. Meanwhile, Corporate Image obtained a score of 3.69, reflecting that the company's image was viewed as good, although relatively lower compared to the other dimensions (Fornell, 1982).

Service Quality Variable

The five service quality dimensions were also analyzed. Tangible obtained the highest mean score of 4.19, indicating that the hotel's physical facilities were considered very good by respondents. Empathy scored 3.95, suggesting that the hotel staff were perceived as capable of providing personal attention (Holt, 2004). Reliability received a mean score of 3.78, meaning that services were consistent but could still be improved. Assurance obtained a mean score of 3.47, and Responsiveness scored 3.51, indicating that aspects of service security and staff promptness remain areas that need improvement (Hale & Ojeda, 2018).

Customer Satisfaction

The Customer Satisfaction variable obtained a mean score of 3.83, indicating that overall, consumers were satisfied with the services and experiences provided by HARRIS Hotel. However, there remains an opportunity to enhance satisfaction further by strengthening the responsiveness and assurance aspects (Hu et al., 2020).

Discussion

Data Normality and Outliers

The results of the normality test indicate that most variables in this study, including challenge stressors, social support, self-efficacy, and creativity, were normally distributed both univariately and multivariately.

This finding is consistent with the guidelines of Hair et al. (2014), which state that data with skewness and kurtosis values within the ± 2.58 range can be considered normally distributed (Kim, 2022). This condition is important because the assumption of normality is a primary prerequisite in Structural Equation Modeling (SEM) analysis, ensuring that the model estimation results can be validly interpreted (Latif, 2024).

Although several outliers were identified based on Mahalanobis distance, the decision not to remove them was appropriate (31). As emphasized by Tabachnick & Fidell (2013), outliers do not always indicate errors but may reflect natural variation within the population (Fidell, 2014). By retaining these data, this study ensures sample representativeness and enhances the generalizability of the findings. This approach also avoids potential bias that may arise from excessive data cleaning (Fidell, 2014).

Structural Model Fit

The evaluation of goodness of fit produced mixed results. The Chi-square index was significant and suggested poor fit, but this can be explained by the test's sensitivity to large sample sizes (more than 200), as noted by Hair et al. (2014). Conversely, the CMIN/DF value was in a good category (4.442), indicating that the model still adequately fits the data (Ryu & Han, 2010).

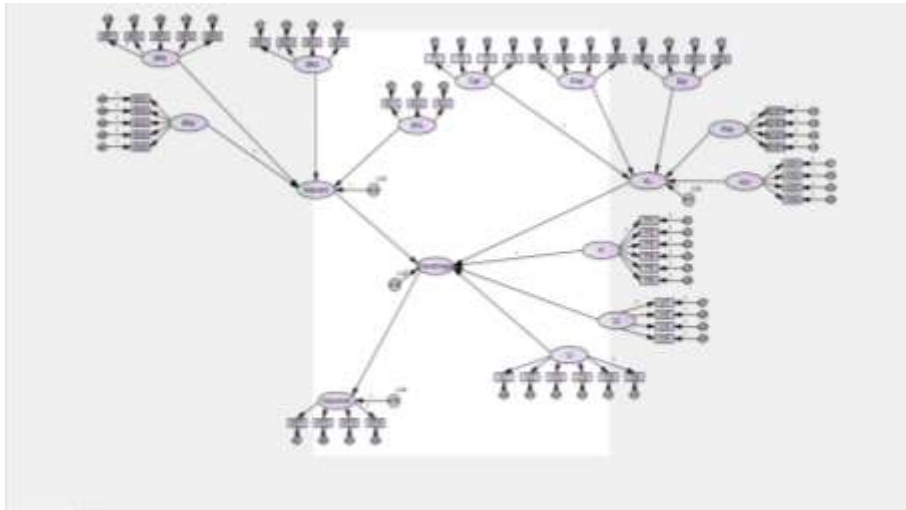


Figure 2. Structural Model Test

The RMSEA index of 0.080 also supports model acceptance at a tolerable level, although it lies at the upper threshold. Meanwhile, the GFI, CFI, and AGFI values fell into moderate categories, which is common in complex models (Miller et al., 2014). Thus, despite limitations in several indices, the structural model in this study can still be considered acceptable for hypothesis testing.

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

<i>Goodness of Fit Index</i>	Description	<i>Cut Off Value</i>
χ^2 chi-square	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 to be small
Probability	Significance test of the difference between the data covariance matrix and the estimated covariance matrix.	$\geq 0,05$
RMSEA	Compensates for the weakness of chi-square 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 Degree 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	$\geq 0,94$

Source: Marsh dan Hocevar (1985); Bentler (1990); Chin *et al.* (1995); Amoli dan Farhoomand (1996); Bélanger & Carter (2008); Hair *et al.* (2014)

The Effect of Rebranding on Brand Image

The findings reveal that rebranding activities have a significant positive effect on the brand image of HARRIS Hotel Pontianak. This is consistent with previous studies (Pereira & Silva, 2015; Bigné et al.,

2001), which argued that rebranding can strengthen brand image through updates in visual identity, marketing strategies, and market repositioning (Bigné et al., 2001; Fornell, 1982). Properly executed rebranding not only improves customer perceptions of brand identity but also enables the hotel to attract new consumer segments. However, the literature also cautions that this strategy may be risky if not carefully planned (Muzellec & Lambkin, 2006). Accordingly, these findings reinforce the importance of consistent rebranding that aligns with consumer trends to ensure its positive impact on brand image.

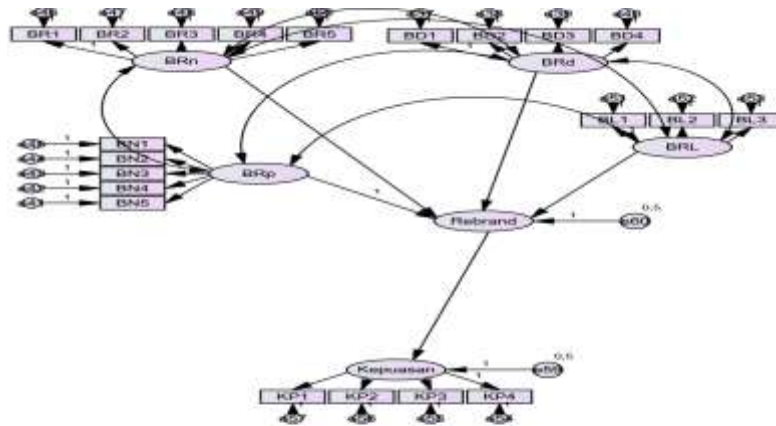


Figure 3. Direct Effect Test Diagram of Rebranding on Customer Satisfaction

The Effect of Service Quality on Brand Image

Service quality was found to have a significant positive effect on brand image. This aligns with the findings of Hernández & Jiménez (2014) and Fornell & Bookstein (1995), who emphasized that consistent service experiences build positive customer perceptions of a brand (de Jonge, 2006).

In the context of HARRIS Hotel Pontianak, the dimensions of empathy and reliability made major contributions to a positive brand image. Conversely, the relatively weaker dimensions of responsiveness and assurance highlight areas requiring improvement. By enhancing these aspects, the hotel has the potential to strengthen its overall brand image more comprehensively.

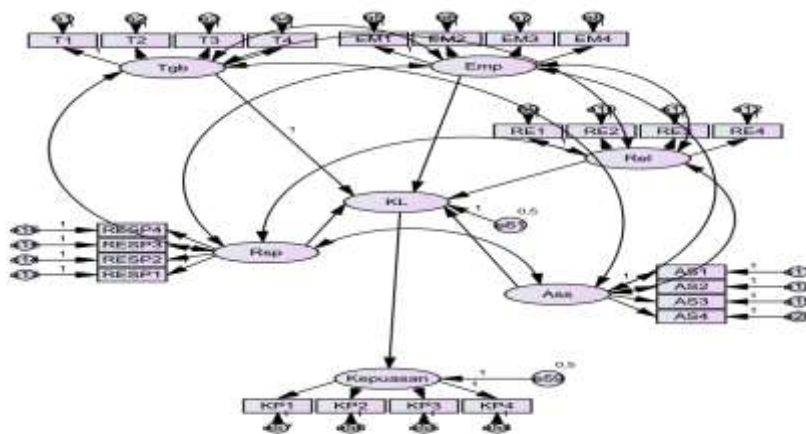


Figure 1. Direct Effect Test Diagram of Service Quality on Customer Satisfaction

The Effect of Brand Image on Customer Satisfaction

This study also confirms that brand image has a positive effect on customer satisfaction. This is consistent with the findings of Choi & Chu (2001), Kim & Kim (2013), and Ryu & Han (2010), which assert that a positive brand image enhances customers’ perceived value, trust, and emotional attachment to a hotel (Choi & Chu, 2001; Ryu & Han, 2010; Mohanty et al., 2020). For HARRIS Hotel, this implies that investing in building a strong brand image through branding and service quality improvements directly contributes to increased customer satisfaction.

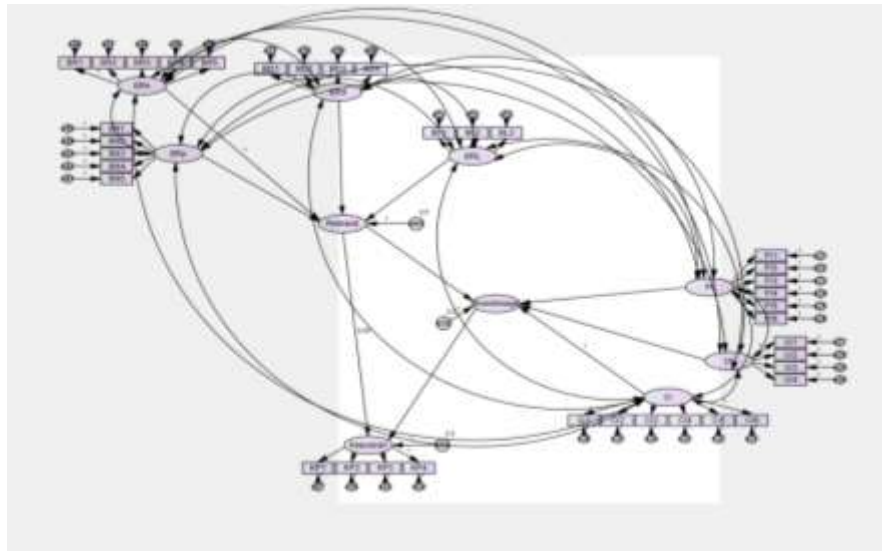


Figure 5. Indirect Effect Test Diagram of Rebranding, Brand Image, and Customer Satisfaction

The Mediating Role of Brand Image

The study revealed that brand image plays a full mediating role in two key relationships: between rebranding strategy and customer satisfaction, and between service quality and customer satisfaction (Morgan, 2000).

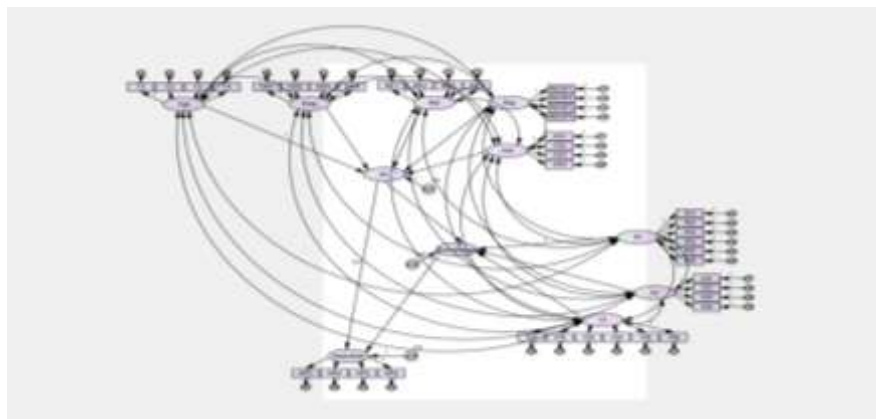


Figure 2. Indirect Effect Test Diagram of Service Quality, Brand Image, and Customer Satisfaction

This means that neither brand renewal efforts nor service quality improvements directly increase customer satisfaction. Instead, both strategies first influence the formation of a positive brand image, which then becomes the determining factor in achieving customer satisfaction (Mohanty et al., 2020). These findings illustrate that brand image is the key element that must be reinforced before organizations can maximize the outcomes of their marketing and operational strategies.

This result supports the conceptual framework long described by Baron and Kenny (1986) and later developed by Preacher and Hayes (2004), which emphasizes that mediating variables serve to explain the mechanism linking independent and dependent variables. In this research context, brand image can be understood as the cognitive and emotional mechanism connecting customers' perceptions and experiences of a company's strategies with their perceived satisfaction levels (Hale & Ojeda, 2018).

Theoretical and Practical Implications

This study contributes to the development of insights regarding the importance of brand image in the hospitality industry, particularly in domestic markets such as Indonesia (Pangestu et al., 2022). The findings show that brand image not only functions as a consequential variable but also plays a significant mediating role in linking organizational strategies to the level of customer satisfaction achieved (Shafira, 2021). In other words, brand image is a crucial element that influences how corporate strategies impact customer perceptions and experiences (Nova, 2022).

From a practical perspective, hotel management is advised to place greater emphasis on strengthening their brand image (Miller, 2014). Actions such as rebranding and improving service quality should not stand alone but must be integrated with an effective brand communication strategy (Çelikkol, 2020). This ensures that every message conveyed to customers remains consistent, shaping stronger positive perceptions that support improvements in customer satisfaction and loyalty (Latif, 2024).

Research Limitations

The limitations of this study need to be acknowledged so that readers can clearly understand the scope and coverage of the findings obtained. One major limitation is that the study was conducted on a single research object, namely a specific hotel. This condition makes the results not fully representative of the hospitality industry in other regions or on a broader scale, so the application or generalization of the findings to different contexts must be carried out with great caution and careful consideration (de Jonge, 2006). In addition, although the structural model used in this study demonstrated a reasonably adequate fit, several measurement indicators still fell into the moderate category (Leijerholt, 2022). This indicates that there is still room to improve the analytical model in future research, either by adding more complex variables or by using more advanced analytical techniques to increase the overall model fit. Another limitation lies in the cross-sectional design of this research (Shafira, 2021). With this approach, the data collected represent only a single period of time, and thus are unable to capture the dynamics or changes in customer perceptions over time. Therefore, follow-up studies using a longitudinal design are strongly recommended in order to provide a more comprehensive picture of changes in consumer attitudes and behaviors over time (Mohanty, 2020).

Directions for Future Research

Future research should be directed toward expanding the scope of the study by involving more research objects, such as hotels of different categories and located in various regions. This approach will enable researchers to obtain a more comprehensive understanding and test whether the findings of this study can be generalized to the wider hospitality industry (Sari, 2019). In addition to broadening the research objects, involving a more diverse segment of customers is also important to observe how perceptions and experiences from different customer groups may influence brand image formation and their satisfaction with the services provided (Leijerholt et al., 2022). Furthermore, future research can employ a longitudinal design to monitor dynamic changes occurring over a certain period (Urde, 2013). With this method, researchers can observe the development of brand image and customer satisfaction continuously, thereby capturing trends and shifts in perceptions that may not be identified in cross-sectional studies. A longitudinal approach also provides an opportunity to gain deeper insights into causal relationships. Subsequent research can also be enriched by including other relevant variables, such as customer loyalty or customer engagement. Integrating these additional variables will provide a more comprehensive understanding of how various factors interact in shaping customer experience and satisfaction (Çelikkol, 2020).

Conclusion

Based on the discussion above, this study shows that rebranding strategies and service quality improvements positively influence the brand image of HARRIS Hotel Pontianak, which in turn drives an increase in customer satisfaction. A key finding of this study is that brand image acts as a full mediator in the relationship between rebranding and service quality with customer satisfaction. Thus, the success of hotel marketing strategies does not rely solely on visual changes and service quality, but more importantly on the ability to build a strong and positive brand perception in the eyes of consumers. Although this study successfully confirms the strategic role of brand image in the hospitality industry, the limitations namely the focus on a single research location and the cross-sectional approach should be taken into account when interpreting the findings. Therefore, further studies with a broader sample scope and a longitudinal approach are highly recommended to test the consistency of these findings in more diverse contexts.

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