



# Integrating Brand Gestalt and Customer Loyalty in Telecommunication Sector: The Mediating Role of Customer Satisfaction

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## ABSTRACT

This study examines how the four dimensions of brand gestalt—storyscape, sensescape, servicescape, and stakeholderscape—influence customer satisfaction and loyalty within a telecommunication company context. The research employed a descriptive quantitative design, collecting primary data through a survey of 232 respondents who use Telkomsel Indonesia's products and services. Data analysis was performed using Structural Equation Modeling (SEM) with the support of the SmartPLS statistical application. The findings reveal that the sensescape, servicescape, and stakeholder dimensions are crucial in determining customer satisfaction. Notably, only the sensescape dimension has a significant and positive impact on customer loyalty. These results suggest that Telkomsel should prioritize enhancing the sensescape, servicescape, and stakeholder components to improve customer satisfaction, with particular focus on sensescape to effectively boost customer loyalty.

**Keywords:** Brand Gestalt, Customer Loyalty, Customer Satisfaction

**JEL Classifications:** M31, M37; L96

## 1. INTRODUCTION

In today's rapidly evolving market, branding plays a crucial role as consumer preferences become more diverse and fragmented. Effective branding is essential for companies to differentiate themselves and connect with a wide range of audiences (Keller, 2021). By establishing a unique identity for products and services, branding not only sets them apart from competitors but also helps consumers recognize and choose brands that align with their values, ultimately enhancing their overall experience (Keller, 2020). In crowded markets, strong branding creates a clear, distinctive presence that allows brands to engage meaningfully with their target audience despite intense competition (Mandagi and Centeno, 2024). Additionally, it ensures a consistent narrative across multiple touchpoints and platforms (Kozinets, 2022). Beyond driving market impact and profitability, branding strategically communicates the company's image and quality,

effectively conveying its message to customers and the public (Kurdi et al., 2022; Kushwaha et al., 2020).

The concept of brand gestalt has gained increasing attention from researchers in consumer behavior and marketing. It provides a holistic view of how various brand elements—such as its story, sensescape, servicescape, and stakeholders—collectively shape consumer perceptions (Mandagi et al., 2021; Walean et al., 2023). Rooted in gestalt theory, brand gestalt emphasizes the importance of organizing individual elements into a unified and harmonious experience (Mungan, 2023). The idea is that the total power of a brand emerges when the combined value of its components exceeds the sum of its parts (Kılıç and Parsıl, 2024). Rantung et al. (2023) highlights that brand gestalt refers to a set of interconnected brand elements perceived as a unified whole rather than as isolated components. Achieving a successful brand gestalt requires balancing and integrating these dimensions harmoniously

(Mandagi et al., 2023). This perspective underscores that a brand is not a singular entity but rather a complex amalgamation of various dimensions, which shapes how customers perceive and value it (Walean et al., 2023).

Understanding the relationship between brand gestalt and brand loyalty is essential for effective brand management. Customer loyalty, a key aspect of consumer behavior, reflects a customer's consistent preference for a brand, leading to repeat purchases and positive word-of-mouth recommendations. Loyalty, defined as a degree of commitment to a brand, is evidenced by repeat transactions and favorable attitudes, often resulting in brand advocacy (Parris and Guzman, 2023). This emotional attachment and trust are vital to a brand's long-term success, providing a competitive advantage by ensuring stable revenue streams and reducing the likelihood of customer defection (Parris and Guzman, 2023). Customer loyalty is typically measured through repeat purchases, brand usage, and advocacy, highlighting the importance of a strong brand identity, which includes key elements such as the brand name, logo, and overall style (Cheng et al., 2020; Ngoc and Tien, 2021). Positive brand experiences, perceived quality, and trust drive brand loyalty, fostering sustained consumer preference (Akoglu and Özbek, 2022). Exploring the link between brand gestalt and brand loyalty sheds light on how a cohesive brand can optimize the customer journey and build lasting relationships. Aligning brand elements to enhance perception and loyalty allows businesses to guide strategic brand management and ensure long-term success (Mandagi and Aseng, 2021; Cui et al., 2023).

Equally important is understanding how brand gestalt influences customer satisfaction, as investigating this relationship provides valuable insights into how a cohesive brand experience can enhance satisfaction and loyalty. Customer satisfaction is a key metric that measures how well a company meets or exceeds customer expectations (Rondonuwu and Mandagi, 2023; Sabir, 2020). A strong positive relationship exists between customer satisfaction and various aspects of firm performance, such as financial outcomes (Otto et al., 2020). Satisfied customers not only improve short-term performance but also contribute to long-term success through increased customer retention, loyalty, and word-of-mouth promotion (Ilyas et al., 2021; Akil et al., 2022; Da Silva, 2020; Dam and Dam, 2021; Mandagi et al., 2024; Reitsamer et al., 2024).

While empirical evidence on the link between customer satisfaction and loyalty is well-established (e.g., Ilyas et al., 2021; Akil et al., 2022; Da Silva, 2020; Dam and Dam, 2021; Mandagi et al., 2024; Kataria and Saini, 2020; Khairawati, 2020), there is limited research on how brand gestalt interacts with these variables, particularly in the telecommunications industry. Specifically, there is a gap in understanding how the four dimensions of brand gestalt—story, sensescape, servicescape, and stakeholders—simultaneously impact both customer satisfaction and loyalty, and how satisfaction may mediate this relationship. This study addresses this gap by examining these dimensions within the context of Telkomsel, a leading telecommunications company in Indonesia.

The study aims to investigate how the four components of brand gestalt (story, sensescape, servicescape, and stakeholders)

influence customer satisfaction and loyalty toward Telkomsel products. Additionally, it seeks to assess the role of customer satisfaction as a mediator in the relationship between brand gestalt and loyalty. The study also examines the overall impact of brand gestalt on purchasing decisions made by Telkomsel customers. Specifically, the research aims to answer four key questions:

RQ1: Does the brand gestalt dimension (story, sensescape, servicescape, and stakeholder) significantly affect customer satisfaction?

RQ2: Does the brand gestalt (story, sensescape, servicescape, and stakeholder) have a significant influence on customer loyalty?

RQ3: Does customer satisfaction influence customer loyalty?

RQ4: Does customer satisfaction mediate the relationship between brand gestalt and customer loyalty?

This study highlights the importance of brand gestalt in enhancing customer satisfaction and loyalty, offering telecommunications companies actionable strategies. First, by crafting a compelling brand story, companies can emotionally connect with customers, emphasizing core values, real-life narratives, and consistent messaging across platforms. Second, enhancing the sensory experience through appealing visual design, sound, and customer touchpoints can make interactions more memorable and engaging. By focusing on both the emotional and sensory dimensions, telecom companies can build stronger customer relationships, leading to increased loyalty and long-term success.

## 2. LITERATURE REVIEW

### 2.1. Brand Gestalt

The term gestalt, derived from the German word meaning “form” or “shape,” refers to a “whole” or “pattern” that is perceived as greater than the sum of its parts (Lambie, 2020). Gestalt theory describes how the human mind views objects as unified systems rather than collections of separate parts (Koffka, 1922). This approach emphasizes that individuals instinctively organize sensory input into meaningful wholes, even when elements are fragmented or incomplete. The theory includes principles such as proximity, similarity, continuity, closure, and figure-ground, which explain how people group elements together to form cohesive and understandable experiences (Holman and Svejdarova, 2023).

Despite its roots in psychology, brand gestalt has recently gained attention in marketing for its role in shaping consumer perceptions and influencing purchasing behavior. Diamond et al. (2009) introduced the concept of brand gestalt to the field of branding, proposing that consumers perceive a brand as a multifaceted entity that integrates core components with its external environment. Brand gestalt underscores the idea that consumers perceive brands as cohesive wholes rather than as a collection of isolated components (Lambie, 2020; Koffka, 1922). Brand gestalt refers to the holistic and unified perception of a brand that arises from the integration of its various elements, including its narrative, visual identity, and customer interactions. This holistic perspective emphasizes the importance of a unified brand experience in creating a strong and memorable brand identity.

This concept is crucial in branding because it highlights how a brand's overall impact is shaped by the harmonious interaction of its individual elements. For instance, the consistency of a brand's story, logo, and customer experience collectively influences how consumers perceive and relate to the brand (Holman and Svejdarova, 2023). The significance of brand gestalt is particularly evident in its ability to differentiate a brand in a competitive market and ensure a consistent presence across various touchpoints. By delivering a unified brand experience, companies can effectively position themselves in the minds of consumers, build trust, and foster deeper engagement. This approach supports strategic brand management by ensuring that all brand elements—such as marketing communications, customer service, and product design—are aligned and reinforce the brand's core identity (Mandagi and Aseng, 2021; Wulyatiningsih and Mandagi, 2023). A well-executed brand gestalt not only enhances recognition and fosters emotional connections with consumers but also drives customer loyalty and advocacy, contributing to long-term brand success.

Mandagi et al. (2021) identified four key dimensions of brand gestalt, collectively known as the 4S: Story, sensescape, servicescape, and stakeholder (Figure 1), each playing a crucial role in shaping a brand's overall perception and effectiveness in the market. Understanding the dimensions of brand gestalt—such as the brand's story, sensescape (sensory experiences), servicescape (service environment), and stakeholder interactions—can lead to improved consumer-brand relationships and a competitive edge (Mandagi et al., 2021; Rantung et al., 2023; Walean et al., 2023). By focusing on these dimensions, companies can enhance their branding strategies to build stronger connections with their target audiences, drive customer loyalty, and ultimately achieve sustained market success.

The “story” dimension refers to the narrative or storyline that a brand communicates to its audience, including its history, mission, values, and messages conveyed through various channels (Aimé, 2023; Mandagi and Sondakh, 2022; Zimand-Sheiner, 2024). A compelling brand story helps establish an emotional connection with consumers by presenting a relatable and engaging narrative, providing context and meaning that makes the brand more memorable and resonant (Mandagi and Sondakh, 2022). It can significantly influence consumer perceptions and loyalty by creating a sense of authenticity and purpose, thus differentiating the brand from its competitors by highlighting unique attributes and fostering deeper engagement with the audience (Huang and Guo, 2021; Burgess and Jones, 2023).

The “sensescape” dimension encompasses the sensory experiences associated with a brand, including visual, auditory, tactile, olfactory, and gustatory elements (Saribaş and Demir, 2024; Imamović et al., 2022; Rodrigues et al., 2020; Buzova et al., 2021). These sensory inputs are pivotal in shaping consumer perceptions and interactions with brands by creating memorable and immersive experiences that enhance brand recognition and establish a distinct sensory profile (Saribaş and Demir, 2024). In the hospitality industry, for example, sensory elements such as ambiance, music, and scent significantly influence customer satisfaction, decision-making, and revisit intentions (Saribaş and Demir, 2024).

The “servicescape” dimension includes the physical and environmental aspects of a brand's service delivery, such as

the design, layout, lighting, and overall ambiance of spaces, covering tangible elements like layout, design, and cleanliness (Rosenbaum and Massiah, 2011; Siguaw et al., 2019; Johnstone, 2012). A well-designed servicescape improves the customer experience by creating a comfortable, efficient, and aesthetically pleasing environment, which is especially crucial in service-oriented industries where the physical environment directly affects customer satisfaction and perceptions of service quality. This enhancement significantly impacts how consumers view the quality and professionalism of the brand's service, resulting in increased satisfaction, trust, willingness to return, and positive word-of-mouth (Al Halbusi et al., 2020; Väisänen et al., 2023; Siguaw et al., 2019; Rashid et al., 2015).

Lastly, the “stakeholder” dimension pertains to the interactions and relationships a brand maintains with its various stakeholders, including organizations, employees, customers, suppliers, and partners (Mandagi et al., 2024; Sarkar and Banerjee, 2021; Pfajfar et al., 2022). These stakeholders play a crucial role in shaping the brand's identity and success through active participation and collaboration. Sarkar and Banerjee (2021) emphasize that involving stakeholders in brand co-creation enables a more responsive and innovative brand strategy by integrating diverse perspectives. Effective stakeholder management is vital for sustaining positive and productive relationships within the brand's ecosystem (Mandagi et al., 2024). Engaging stakeholders through transparent communication, supportive practices, and collaborative efforts aligns their interests with the brand's goals and values (Pfajfar et al., 2022). This approach contributes to a cohesive and positive brand gestalt by ensuring that all interactions support and reinforce the brand's identity and message (Mandagi et al., 2021; Mandagi et al., 2024).

By focusing on these four dimensions—story, sensescape, servicescape, and stakeholder—brands can create a comprehensive and unified brand experience that resonates with consumers and differentiates them in the market. Each dimension contributes to the overall gestalt of the brand, influencing how it is perceived and valued by its target audience.

## 2.2. Customer Satisfaction

The concept of customer satisfaction has been explored from various angles within the field of consumer evaluation. Factors influencing satisfaction include customer evaluation processes (Fornell et al., 1996; Hult et al., 2019), personal assessments (Halstead et al., 1994), and overall consumer evaluations (Fornell, 1992; Ghasemy et al., 2021). Additionally, psychological states and individual reactions play a significant role in shaping satisfaction (Duffer and Moulins, 1989). Holbrook's and Schindler (1996) integration of consumer value into marketing reformulated and expanded the concept of customer satisfaction, emphasizing that it encompasses a blend of conative, affective, and cognitive responses. Consumers often assess satisfaction based on personal benchmarks, previous experiences, and interactions with products or services (Huang et al., 2023). Satisfaction can arise from both transactional interactions, such as choosing a product before or after consumption, and relational experiences with specific providers (Ledikwe et al., 2019; Setiawan and Sayuti, 2017).

Customer satisfaction is a critical determinant of how well a company's offerings meet or exceed customer expectations (Packard and Berger, 2021). It is closely linked to customer retention, influencing loyalty and repeat purchases, which are vital for brand success (Ngoc and Tien, 2021; Dam and Dam, 2021). Satisfied customers contribute significantly to business growth by driving future purchases and generating positive reviews that enhance brand reputation (Keller and Kotler, 2015). High levels of satisfaction also lead to valuable word-of-mouth referrals, helping to attract new customers and providing a competitive advantage in crowded markets.

Prioritizing customer satisfaction is crucial for fostering long-term relationships and reducing acquisition costs. Satisfied customers are more likely to engage in upselling and cross-selling, contributing to increased revenue and allowing companies to command higher prices. They also provide constructive feedback, which aids in product and service improvement, further enhancing quality (Pei et al., 2020). Additionally, satisfied customers are less likely to switch to competitors, thereby reducing churn rates. Factors such as quality, price, features, and customer service all contribute to overall satisfaction (Naini et al., 2022). Ultimately, focusing on customer satisfaction helps build strong customer relationships, achieve sustainable growth, and maintain a positive brand image, leading to an expanded customer base and increased market share (Fornell et al., 1996).

### 2.3. Customer Loyalty

Customer loyalty, as defined by Oliver (1999), is a profound commitment to consistently purchasing or recommending a preferred product or service, regardless of external influences or marketing tactics. It reflects a consumer's enduring devotion to a brand, store, or supplier, which is grounded in positive experiences and repeat purchases over time. This highlights that genuine customer loyalty is not easily swayed by situational factors, emphasizing its role in fostering a stable and dedicated customer base (Ilyas et al., 2021; Parris and Guzman, 2023). According to Akoglu and Özbek (2022) consumer's loyalty is not merely a result of repeated purchases but is significantly. Parris and Guzman (2023) further underscores that brand loyalty has grown beyond simple repeat transactions to include deeper, multifaceted aspects suggesting that a holistic approach to brand management can enhance customer loyalty.

The importance of customer loyalty is underscored by its significant impact on business success. Research consistently shows customer loyalty provides benefits such as repeat purchases, reduced acquisition costs, and enhanced profitability through positive word-of-mouth (Arslan, 2020). Loyal customers contribute to a steady revenue stream, offer stability during market fluctuations, and provide valuable feedback for continuous improvement. Investing in exceptional customer service, high-quality products, and proactive feedback mechanisms is thus essential for cultivating and sustaining customer loyalty, which is crucial for achieving long-term growth and competitive advantage (Rane et al., 2023; Khan et al., 2022).

Recent studies have highlighted the role of experiential elements on brand loyalty which extends beyond mere repeat transactions to include emotional and psychological connections consumers develop with a brand (Mandagi et al., 2021; Kainde and Mandagi, 2023; Tumber et al., 2024; Akoglu and Özbek, 2022). This concept emphasizes that positive, engaging brand experiences can foster deep, enduring loyalty by creating meaningful interactions and personal connections. Complementing this view, Mostafa and Kasamani (2021) focus on the emotional aspects of brand loyalty, arguing that brand experiences that evoke positive emotions are crucial in shaping consumer loyalty. Their research highlights that emotional engagement is integral to developing long-term loyalty, showing that brand loyalty is deeply rooted in the emotional resonance and satisfaction derived from brand interactions. This evolving perspective illustrates that brand loyalty is not solely transactional but also profoundly connected to emotional experiences and engagement (Mostafa and Kasamani, 2021).

### 2.4. The Relationship between Brand Gestalt and Customer Satisfaction

The story dimension of brand gestalt involves the narrative and emotional elements that a brand communicates to its customers. According to Norman (1999), service quality and perceived value significantly contribute to customer satisfaction. A compelling brand story can enhance customers' emotional engagement and perceived value, which, in turn, improves their satisfaction. This is supported by recent studies (Lebo and Mandagi, 2023; Mandagi et al., 2024a) which highlight that a well-crafted brand story enhances the overall customer experience and satisfaction by creating a strong emotional connection with the brand. Mandagi et al. (2024b) and Wantah and Mandagi (2024) demonstrate that a strong brand narrative contributes positively to customer satisfaction. Customers who resonate with the brand's story are more likely to experience higher satisfaction due to a deeper emotional connection and engagement with the brand. Based on this analysis, the following hypotheses are proposed:

H1a: The story dimension of brand gestalt has a significant impact on customer satisfaction.

The sensescape dimension involves the sensory experiences associated with a brand, including visual, auditory, and tactile elements. This aligns with Norman's (1999) emphasis on how sensory experiences affect perceived service quality and value, which are crucial for customer satisfaction. Tumber et al. (2024) and Kou et al. (2024) suggest that a positive sensory experience enhances customer satisfaction by creating a memorable and enjoyable brand interaction. Research by Mandagi et al. (2022) and Kou et al. (2024) supports the idea that sensory experiences significantly impact customer satisfaction. The sensescape dimension's influence is particularly noted in how it affects customers' perceptions and overall satisfaction with the brand. Therefore, the following hypothesis was formulated:

H1b: The sensescape dimension of brand gestalt significantly influences customer satisfaction.

The servicescape dimension refers to the physical environment in which the service is delivered, including layout, design, and atmosphere. This dimension directly impacts customers'

perceptions of service quality and their satisfaction, as noted by Norman (1999). A well-designed servicescape enhances the service experience, contributing to higher satisfaction. Rantung et al. (2023) and Mandagi et al. (2022) highlight the significance of the servicescape in shaping customer satisfaction. Positive experiences in the servicescape, such as a clean and aesthetically pleasing environment, are linked to higher levels of satisfaction. Consequently, the following hypothesis was introduced:

H1c: The servicescape dimension of brand gestalt significantly influences customer satisfaction

The stakeholder dimension involves the relationships and interactions a brand maintains with various stakeholders, including customers, employees, and partners. Effective management of these stakeholder relationships enhances trust and perceived value, which are essential for customer satisfaction (Walean et al., 2023). Norman's (1999) framework supports this view, indicating that stakeholder interactions significantly influence perceptions of service quality and overall satisfaction. Empirical evidence from Mandagi et al. (2024b) and Wantah and Mandagi (2024) further confirms that positive relationships with stakeholders contribute to higher customer satisfaction. Thus, it is reasonable to hypothesize that:

H1d: The stakeholder dimension of brand gestalt significantly influences customer satisfaction

## 2.5. The Relationship between Brand Gestalt and Customer Loyalty

The story dimension of brand gestalt refers to the narrative that a brand constructs and communicates about itself. According to Mandagi et al. (2021), a compelling brand story creates a deeper connection with consumers by providing a meaningful context for the brand's existence and values. This narrative helps in establishing an emotional connection, which is a key component of customer loyalty. Oliver (1999) describes customer loyalty as a profound commitment influenced by positive experiences. A well-crafted brand story can enhance these positive experiences by resonating emotionally with customers, thereby fostering a sense of attachment and commitment. Empirical studies also provide support for the influence of brand storytelling on customer loyalty. Research by Mostafa and Kasamani (2021) indicates that emotional engagement through brand narratives significantly impacts consumer loyalty. By integrating a brand's story into its identity, companies can enhance customer loyalty through meaningful engagement and emotional resonance (Kainde et al., 2023). This is aligned with the findings of Akoglu and Özbek (2022), which emphasize the role of emotional connections in developing deeper brand loyalty. Therefore, the following hypothesis is proposed:

H2a: The story dimension of brand gestalt has significant influence on customer loyalty.

The sensescape dimension involves the sensory experiences a brand provides, including visual, auditory, olfactory, tactile, and gustatory stimuli. Mandagi et al. (2021) argue that these sensory experiences play a crucial role in shaping overall brand perception and emotional engagement. Sensory stimuli create memorable experiences that not only enhance customer satisfaction but also foster loyalty by establishing positive emotional connections with the brand. This perspective aligns

with the holistic view of customer loyalty, which encompasses both emotional and psychological factors (Parris and Guzman, 2023). Empirical studies further support the impact of sensory experiences on customer loyalty. For example, research by Tumber et al. (2023) demonstrates that sensory elements can influence customer perceptions and heighten emotional engagement, which in turn affects loyalty. Sensory experiences that resonate with the brand's identity can strengthen customer attachment and increase the likelihood of repeat purchases (Rane et al., 2023). This highlights the importance of sensory elements in crafting positive brand experiences that drive loyalty, leading to the following hypothesis:

H2b: The sensescape dimension of brand gestalt has a significant influence on customer loyalty.

The servicescape dimension refers to the physical environment where a service is delivered, encompassing elements such as design, layout, and ambiance. Holman and Svejdarova (2023) emphasize that the servicescape is crucial in shaping customer perceptions and experiences. A well-designed servicescape can enhance customer satisfaction and evoke positive emotional responses, which are essential for cultivating long-term loyalty. This perspective aligns with the notion that customer loyalty is deeply rooted in positive and satisfying experiences (Ilyas et al., 2021). Empirical research further supports the significant impact of the servicescape on customer loyalty. Walean et al. (2023) found that a favorable servicescape contributes to increased customer satisfaction and loyalty by creating an environment conducive to positive experiences. The servicescape affects customers' perceptions of service quality and their overall satisfaction, which directly influences their loyalty (Khan et al., 2022). Consequently, the following hypothesis is proposed:

H2c: The servicescape dimension of brand gestalt has a significant influence on customer loyalty.

The stakeholder dimension encompasses the interactions and relationships between a brand and its various stakeholders, including employees, suppliers, and customers. Mandagi et al. (2021) emphasize that effective stakeholder management is essential for maintaining positive relationships and fostering trust. This trust and positive interaction contribute to customer loyalty by creating a supportive and reliable brand environment. This view aligns with the holistic approach to brand management, which highlights the importance of stakeholder relationships in enhancing brand loyalty (Parris and Guzman, 2023). Empirical studies further support this perspective, showing that positive relationships with stakeholders boost brand trust and customer satisfaction, leading to increased loyalty (Akoglu and Özbek, 2022; Rantung et al., 2023). Effective stakeholder engagement not only contributes to a positive brand image but also reinforces customer commitment. This underscores the significance of the stakeholder dimension in influencing customer loyalty, leading to the formulation of the hypothesis:

H2d: The stakeholder dimension of brand gestalt has a significant influence on customer loyalty.

### 2.6. The Relationship between Customer Satisfaction and Customer Loyalty

Customer satisfaction is a crucial factor influencing customer loyalty, as it reflects how well a product or service meets or exceeds customer expectations. According to Fornell et al. (1996), customer satisfaction is the degree to which products and services meet or surpass client expectations, which aligns with Keller and Kotler (2015) view that satisfaction results from a product’s performance meeting or exceeding expectations. Satisfaction is shaped by multiple exchanges during the service process (Akil and Urgan, 2022), and if customer needs are consistently met, their level of satisfaction increases. This positive experience fosters a stronger commitment to the brand, enhancing the likelihood of continued patronage and loyalty (Puspasari et al., 2022; Rane et al., 2023).

Empirical evidence supports the significant positive impact of customer satisfaction on loyalty. Naini et al. (2022) demonstrate that customer loyalty is closely linked to a product’s ability to fulfill customer needs. Studies by Dam and Dam (2021) and Khan et al. (2022) show that positive customer experiences lead to increased loyalty behaviors, such as repeat purchases and positive word-of-mouth. This is further corroborated by Ismail (2022) and Rane et al. (2023), who find that satisfied customers are more likely to return and engage with the brand, reinforcing the importance of satisfaction in fostering customer loyalty, thus warranting the formulation of the following hypothesis:

H3: Customer satisfaction has a significant and positive impact on customer loyalty.

### 2.7. Mediating Role of Customer Satisfaction

Studies have consistently shown that brand gestalt is a significant predictor of customer satisfaction (e.g., Lebo and Mandagi, 2023; Mandagi et al., 2024a; Wantah and Mandagi, 2024; Tumber et al., 2024; Kou et al., 2024; Mandagi et al., 2022; Rantung et al., 2023; Walean et al., 2023). Additionally, there is well-established theoretical and empirical evidence supporting the direct effect of brand gestalt on brand loyalty (e.g., Ilyas et al., 2021; Parris and Guzman, 2023; Akoglu and Özbek, 2022; Arslan, 2020; Rane et al., 2023; Khan et al., 2022; Mandagi et al., 2021; Kainde et al., 2023; Tumber et al., 2023; Mostafa and Kasamani, 2021).

Simultaneously, previous research has documented that customer satisfaction is a strong predictor of customer loyalty. Satisfied customers are more likely to engage in repeat purchase behavior and positive word-of-mouth (Rantung et al., 2023; Mandagi and Aseng, 2021). When a brand effectively meets or exceeds customer expectations, it leads to higher satisfaction, which in turn fosters stronger loyalty. This underscores the mediating role of customer satisfaction in enhancing the relationship between brand gestalt and customer loyalty. Therefore, the following hypotheses was proposed:

- H4a: Customer satisfaction mediates the relationship between story and customer loyalty.
- H4b: Customer satisfaction mediates the relationship between sensescape and customer loyalty.
- H4c: Customer satisfaction mediates the relationship between servicescape and customer loyalty.
- H4d: Customer satisfaction mediates the relationship between stakeholder and customer loyalty.

Figure 2 presents the proposed conceptual model in this study, which summarizes the relationships among variables.

## 3. RESEARCH METHODS

### 3.1. Research Design

This study employs a descriptive explanatory quantitative research design to investigate how brand gestalt dimensions influence customer satisfaction and loyalty. This choice of methodology aligns with the study’s objectives and problem statement, allowing for a thorough examination of the relationships between these variables. The descriptive explanatory research approach is well-suited for this study as it systematically observes phenomena and focuses on the objective aspects and qualities of the research subjects (Rashid et al., 2021; Hair et al., 2017). By describing and explaining the patterns and relationships within the data, this approach helps to clarify how different dimensions of brand gestalt impact customer satisfaction and loyalty.

Data collection is carried out through a quantitative survey, which facilitates the gathering of precise and measurable information from a large sample. For data analysis, structural equation modeling

Figure 1: 4S dimensions of brand gestalt (Mandagi et al., 2021)

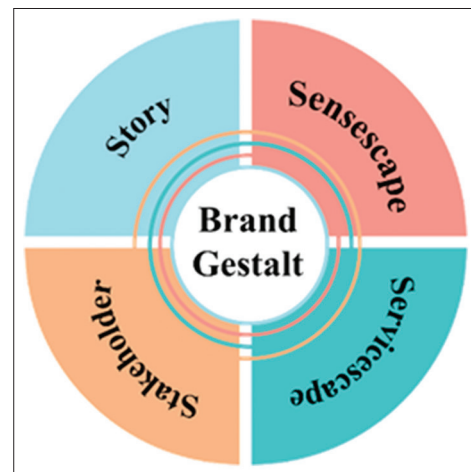
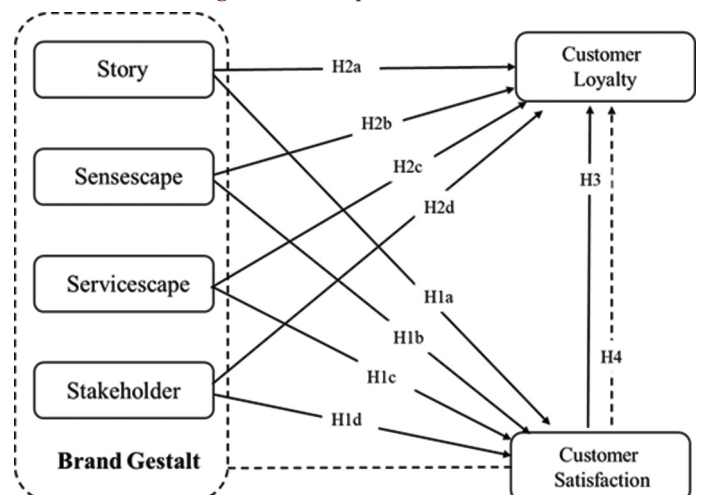


Figure 2: Conceptual framework



(SEM) is employed to ensure accuracy and a comprehensive analysis (Tabarroki et al., 2024). The statistical tool SmartPLS is utilized for this analysis, enabling a detailed examination of the relationships between brand gestalt, customer satisfaction, and customer loyalty. The use of SEM provides valuable insights into these relationships, offering a clear understanding of how brand gestalt dimensions affect customer satisfaction and loyalty. This approach ensures that the study's findings are both accurate and well-organized, supporting robust conclusions about the influence of brand gestalt on customer outcomes.

### 3.2. Sampling

The purposive sampling method was employed for selecting research samples, as it allows researchers to choose participants based on specific criteria that are directly relevant to the research objectives (Andrade, 2021; Cash et al., 2022). This method ensures that the selected sample can provide the most pertinent information for addressing the research questions. The criteria for sample selection were as follows: respondents needed to be users of Telkomsel products or services, be over the age of 17, and be willing to complete the research questionnaire without receiving any compensation. These criteria were chosen to ensure that the sample accurately represents the target population and is capable of providing relevant insights into the research objectives. A total of 232 individuals participated in the survey. Among them, 128 were female, representing 55% of the sample. Most participants were between the ages of 43 and 59 years. A detailed breakdown of the demographics is provided in Table 1.

### 3.3. Data Collection

To collect primary data, a self-developed questionnaire was used as the research instrument. The questionnaire was distributed online via Google Forms, which facilitated efficient data collection without the need for manual distribution. Responses were automatically recorded as soon as participants completed the questionnaire, streamlining the process and reducing the potential for errors.

The questionnaire was divided into two sections. The first section gathered demographic information, such as gender, age, and residency, along with other relevant details. The second section consisted of measurement items that used a 7-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (7), to assess various constructs in the study. All variables were measured using multiple items adopted from established studies. Brand gestalt was assessed using 19 items from Mandagi et al. (2021).

**Table 1:** Respondent profile

Characteristic	Category	Sample	
		n	Percentage
Gender	Male	104	45%
	Female	128	55%
Ages	17-23 (Gen. Z)	39	17%
	24-42 (Gen Y/ Millennials)	70	30%
	43-59 (Gen X)	109	47%
	Above 59 (Baby Boomers)	14	6%

Customer satisfaction was measured using six indicators adopted from previous research (Ilyas et al., 2021; Otto et al., 2020; Zhao et al., 2021), while customer loyalty was evaluated with seven items based on studies by Akoglu and Özbek (2022), Parris and Guzman (2023), and Obiegbu et al. (2020).

To ensure eligibility, the link to the online questionnaire was sent to the target respondents after they answered filter questions and provided consent to participate in the study. Once the survey was completed, responses were reviewed for completeness, and only fully completed questionnaires were included in the final analysis.

### 3.4. Data Analysis

The data analysis process was conducted systematically using the advanced statistical software SmartPLS. Before hypothesis testing, the validity of the measurement models was assessed, including both convergent and discriminant validity, to ensure the indicators accurately reflect the intended constructs.

The measurement model, also known as the outer model, was evaluated to verify its validity and reliability (Albahri et al., 2021). This involved assessing convergent validity through factor loading analysis, the Fornell-Larcker criterion, and cross-loading. Factor loadings are deemed satisfactory if they exceed 0.7 (Hair et al., 2017). The Fornell-Larcker criterion is met when each indicator's coefficient with its construct is higher than with other constructs (Hilkenmeier et al., 2020).

Reliability was assessed using Composite Reliability (CR) and Cronbach's Alpha (CA). CR measures how well the indicators represent the underlying construct, with higher values indicating greater reliability (Cheung et al., 2023). CA assesses the internal consistency of survey questions, indicating whether they measure the same concept (Kennedy, 2022). Values above 0.70 for both CR and CA indicate acceptable reliability (Sürücü and Maslakçı, 2020).

The structural model evaluation involved hypothesis testing based on the significance of path coefficients and assessing the model's goodness-of-fit by comparing empirical data with the theoretical model. This approach ensured a comprehensive assessment of variable relationships and overall model fit (Hair et al., 2017).

## 4. RESULTS AND DISCUSSION

### 4.1. Measurement Model Evaluation (Outer Model)

The convergent validity analysis indicates that all variables demonstrate strong convergent validity, with high factor loadings (above 0.70) for all indicators and average variance extracted (AVE) values ranging from 0.77 to 0.88. These results confirm that the indicators effectively measure their respective constructs, providing reliable and valid data for further research. Each variable's AVE exceeds the acceptable threshold of 0.50, reinforcing the robustness of the measurement model.

Furthermore, the validity indicator based on Fornell-Larcker Criterion as shown in Table 3 demonstrates that all constructs

**Table 2: Convergent validity**

Variable	Indicator	Factor loading	AVE	Description
Story			0.77	Valid
	ST1	0.834		Valid
	ST2	0.912		Valid
	ST3	0.893		Valid
	ST4	0.879		Valid
Sensescape			0.79	Valid
	SE1	0.88		Valid
	SE2	0.912		Valid
	SE3	0.936		Valid
	SE4	0.861		Valid
Servicescape			0.85	Valid
	SS1	0.906		Valid
	SS2	0.949		Valid
	SS3	0.866		Valid
	SS4	0.933		Valid
Stakeholder			0.81	Valid
	SH1	0.902		Valid
	SH2	0.923		Valid
	SH3	0.938		Valid
	SH4	0.914		Valid
Customer satisfaction (CS)			0.88	Valid
	SH5	0.818		Valid
	CS1	0.932		Valid
	CS2	0.936		Valid
	CS3	0.943		Valid
	CS4	0.949		Valid
Customer loyalty (CL)			0.8	Valid
	CS5	0.954		Valid
	CS6	0.915		Valid
	CL1	0.914		Valid
	CL2	0.921		Valid
	CL3	0.906		Valid
	CL4	0.907		Valid
CL5	0.915		Valid	
CL6	0.767		Valid	
CL7	0.923		Valid	

satisfy the discriminant validity requirements. The square roots of the AVE for each variable are greater than the correlations with other variables, indicating that each construct is distinct and measures a unique aspect of the model. This ensures that the constructs are not too closely related and validates the discriminant properties of the model.

The next indicator of discriminant validity is cross-loading, as shown in Table 4. This table illustrates the relationship between each indicator and its corresponding latent variable, as well as other variables. Cross-loading is used to assess discriminant validity by examining whether each indicator is more strongly associated with its intended latent variable than with other constructs. For example, CL1 shows a higher loading on Customer Loyalty (0.914) than on any other variable, which indicates strong discriminant validity. These results confirm that the indicators in the model are appropriate and distinct, ensuring that each variable accurately measures a unique aspect of the study.

Table 5 presents the construct reliability, assessed using Cronbach’s Alpha and Composite Reliability (CR) values. Both measures are used to evaluate the internal consistency of the constructs, ensuring the reliability of the scales used in the study. Cronbach’s Alpha values for all constructs (ranging from 0.926 to 0.973) exceed the commonly accepted threshold of 0.7, indicating strong internal consistency. Similarly, Composite Reliability (CR) values, ranging from 0.944 to 0.978, are also above the recommended minimum of 0.7, further confirming the constructs’ reliability. These results suggest that the items used to measure each construct are consistently reliable and the data is suitable for further analysis.

**4.2. Structural Model Evaluation (Inner Model)**

Table 6 provides a detailed examination of the R<sup>2</sup> (R-squared) values, which measure the proportion of variance in the dependent variables explained by the independent variables in the model. The analysis reveals that the Customer Loyalty variable is significantly influenced by the model, with an R<sup>2</sup> value of 0.846, indicating that 84.6% of the variance in Customer Loyalty is explained by the independent variables. The adjusted R<sup>2</sup> value of 0.843 further refines this measure, accounting for the number of predictors in the model. Similarly, Customer Satisfaction shows a substantial impact with an R<sup>2</sup> value of 0.828, meaning that 82.8% of the variance in Customer Satisfaction explained by the model. The adjusted R<sup>2</sup> value of 0.825 confirms the robustness of this finding, indicating a strong explanatory power while accounting for the number of predictors. These results demonstrate that the model effectively captures a significant portion of the variability in both Customer Loyalty and Customer Satisfaction.

According to the findings in Table 7, the effect sizes indicate varying levels of influence among the constructs. Specifically, the effect sizes are moderate to large for Sensescape (SE) on Customer Loyalty (CL) and Customer Satisfaction (CS), with values of 0.325 and 0.279, respectively. This suggests that Sensescape has a substantial impact on both Customer Loyalty and Customer Satisfaction. In contrast, Servicescape (SS) has a small effect on Customer Loyalty (0.021) and a moderate effect on Customer Satisfaction (0.131). Stakeholder (SH) and Story (ST) show minimal effects on both Customer Loyalty and Customer Satisfaction, with effect sizes close to zero. Overall, these results highlight that Sensescape has the most significant influence on the outcomes measured, while the other constructs have relatively minor impacts.

The evaluation of the measurement model’s goodness-of-fit utilized several indicators: SRMR, d\_ULS, d\_G, Chi-Square, and NFI, with ideal thresholds of SRMR < 0.08, d\_ULS > 2.00, d\_G > 0.90, Chi-square < 5, and NFI < 0.9 (Fornell and Larcker, 1981; Sarstedt et al., 2021). According to Table 8, the SRMR, d\_G, Chi-square, and NFI values meet or exceed the recommended thresholds, indicating good fit. Specifically, SRMR is 0.046 for both the saturated and estimated models, well below the 0.08 threshold. d\_ULS and d\_G are reported as 1.168 and 1.469 respectively, with d\_ULS falling short of the ideal threshold of 2.00, but d\_G exceeding the required 0.90. The Chi-square value



**Table 3: Fornell-Larcker criterion**

Variable	CL	CS	Sensescape	Servicescape	Stakeholder	Story
CL	0.895					
CS	0.875	0.938				
Sensescape	0.896	0.864	0.891			
Servicescape	0.795	0.844	0.785	0.922		
Stakeholder	0.739	0.814	0.759	0.836	0.900	
Story	0.791	0.796	0.853	0.763	0.777	0.878

**Table 4: Cross loading**

Indicator	CL	CS	Sensescape	Stakeholder	Servicescape	Story
CL1	0.914	0.839	0.832	0.734	0.765	0.754
CL2	0.921	0.808	0.827	0.679	0.715	0.725
CL3	0.906	0.814	0.803	0.648	0.726	0.715
CL4	0.907	0.729	0.787	0.580	0.691	0.681
CL5	0.915	0.847	0.839	0.722	0.765	0.756
CL6	0.767	0.621	0.678	0.538	0.578	0.586
CL7	0.923	0.797	0.829	0.707	0.718	0.720
CS1	0.816	0.932	0.835	0.753	0.778	0.748
CS2	0.826	0.936	0.829	0.750	0.741	0.753
CS3	0.793	0.943	0.779	0.774	0.783	0.728
CS4	0.826	0.949	0.816	0.737	0.797	0.732
CS5	0.861	0.954	0.830	0.763	0.814	0.772
CS6	0.803	0.915	0.771	0.809	0.836	0.748
SE1	0.779	0.798	0.880	0.735	0.747	0.813
SE2	0.800	0.745	0.912	0.635	0.676	0.770
SE3	0.846	0.825	0.936	0.693	0.709	0.790
SE4	0.770	0.708	0.861	0.599	0.618	0.693
SE5	0.791	0.765	0.864	0.714	0.745	0.728
SH1	0.665	0.736	0.691	0.902	0.767	0.668
SH2	0.717	0.773	0.699	0.923	0.779	0.704
SH3	0.690	0.756	0.699	0.938	0.783	0.719
SH4	0.652	0.747	0.679	0.914	0.766	0.718
SH5	0.597	0.647	0.645	0.818	0.660	0.695
SS1	0.663	0.734	0.694	0.756	0.906	0.671
SS2	0.733	0.780	0.735	0.791	0.949	0.744
SS3	0.656	0.699	0.653	0.720	0.866	0.610
SS4	0.791	0.834	0.753	0.773	0.933	0.739
SS5	0.804	0.829	0.776	0.812	0.955	0.741
ST1	0.642	0.659	0.675	0.733	0.660	0.834
ST2	0.714	0.723	0.780	0.683	0.684	0.912
ST3	0.737	0.732	0.783	0.761	0.705	0.893
ST4	0.649	0.650	0.732	0.590	0.597	0.879
ST5	0.725	0.725	0.766	0.644	0.696	0.873

**Table 5: Construct reliability**

Variable	Cronbach's alpha	Composite reliability	Description
CL	0.958	0.965	Reliable
CS	0.973	0.978	Reliable
Sensescape	0.935	0.951	Reliable
Servicescape	0.956	0.966	Reliable
Stakeholder	0.941	0.955	Reliable
Story	0.926	0.944	Reliable

**Table 6: Coefficient of determination**

Variable	R square	R square adjusted
Customer loyalty	0.846	0.843
Customer satisfaction	0.828	0.825

**Table 7: Effect size (F<sup>2</sup>)**

Variable	Customer loyalty	Customer satisfaction
Customer satisfaction	0.145	
Sensescape	0.325	0.279
Servicescape	0.021	0.131
Stakeholder	0.007	0.058
Story	0.000	0.001

**Table 8: Goodness of fit model**

Indicator	Saturated model	Estimated model
SRMR	0.046	0.046
d_ ULS	1.168	1.168
d_ G	1.469	1.469
Chi-Square	1769.64	1769.64
NFI	0.841	0.841

stands at 1769.64, which does not meet the suggested limit of <5, and NFI is 0.841, also below the ideal threshold of 0.9. Overall,

despite the d\_ ULS and Chi-square values not fully meeting the thresholds, the other indicators are within the recommended

ranges, suggesting that the model’s goodness-of-fit is generally acceptable.

The predictive relevance of the model was assessed using the Q<sup>2</sup> values, as presented in Table 9. A Q<sup>2</sup> value greater than zero indicates significant predictive capability, while a value below zero suggests limited predictive relevance. According to the data, the Q<sup>2</sup> values for the endogenous variables are as follows: Customer Loyalty (CL) has a Q<sup>2</sup> value of 0.669, and Customer Satisfaction (CS) has a Q<sup>2</sup> value of 0.721. Both values exceed zero, demonstrating that these variables possess substantial predictive relevance within the model. This indicates that the model is effective in forecasting outcomes related to Customer Loyalty and Customer Satisfaction.

The findings from the structural model testing, as shown in Table 10, offer a detailed analysis of the relationships between the studied variables. The results reveal that the sensescape dimension significantly positively influences both customer satisfaction and customer loyalty. Additionally, servicescape has a notable positive impact on customer satisfaction. In contrast, the story and stakeholder variables do not show a significant effect on either customer satisfaction or loyalty.

Specifically, the first hypothesis test (H1a) indicates that the story variable does not have a statistically significant impact on customer satisfaction ( $\beta = 0.264, P > 0.01$ ). Conversely, the second hypothesis test (H1b) confirms that sensescape has a substantial effect on customer satisfaction ( $\beta = 6.452, P < 0.001$ ). Similarly, the third hypothesis test (H1c) highlights the significant impact of servicescape on customer satisfaction ( $\beta = 3.895, P > 0.01$ ). Similarly, the fourth hypothesis test (H1d) concludes that the stakeholder variable significantly influence customer satisfaction ( $\beta = 2.551, P > 0.05$ ).

Regarding customer loyalty, the fifth hypothesis test (H2a) shows that the story variable does not significantly affect customer loyalty

( $\beta = 0.176, P > 0.01$ ). In contrast, the sixth hypothesis test (H2b) reveals that sensescape has a substantial impact on customer loyalty ( $\beta = 5.929, P < 0.001$ ). The seventh hypothesis test (H2c) finds no significant effect of servicescape on customer loyalty ( $\beta = 1.786, P > 0.01$ ), and the eighth hypothesis test (H2d) shows no significant impact of the stakeholder variable on customer loyalty ( $\beta = 0.922, P > 0.01$ ). Finally, the last hypothesis test (H3) demonstrates that customer satisfaction significantly affects customer loyalty ( $\beta = 4.005, P < 0.001$ ).

The results of hypothesis testing reveal five significant findings. First, the sensescape dimension has a significant and positive effect on customer satisfaction. This finding underscores the importance of sensory experiences in shaping consumer perceptions and enhancing their interactions with a brand. The sensescape dimension, which includes sensory experiences such as visual, auditory, tactile, olfactory, and gustatory elements, plays a crucial role in forming customer satisfaction. This finding aligns with Norman’s (1999) emphasis on how sensory experiences affect perceived service quality and value. Research by Saribaş and Demir (2024), Imamović et al. (2022), and Rodrigues et al. (2020) supports this notion, indicating that sensory inputs are pivotal in shaping consumer perceptions and interactions with brands. In particular, sensory experiences contribute to memorable and immersive interactions that enhance brand recognition and establish a distinct sensory profile.

In the hospitality industry, for instance, sensory elements such as ambiance, music, and scent have been shown to significantly influence customer satisfaction, decision-making, and revisit intentions (Saribaş and Demir, 2024). This finding is consistent with Tumber et al. (2024) and Kou et al. (2024), who suggest that positive sensory experiences enhance customer satisfaction by creating enjoyable and memorable brand interactions. The significance of the sensescape dimension in the current study reinforces the idea that sensory experiences are vital in influencing customer satisfaction, aligning with Mandagi et al. (2022) and Kou et al. (2024) who noted the impact of sensory experiences on customer satisfaction.

Second, results of this study underscore the significant impact of the servicescape on customer satisfaction, which aligns with the broader literature on the subject. The servicescape, encompassing the physical environment where a service is delivered-including layout, design, and atmosphere-plays a crucial role in shaping customers’ perceptions of service quality and their overall

**Table 9: Predictive relevance Q<sup>2</sup>**

Variable	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
CL	1624.000	537.289	0.669
CS	1392.000	387.736	0.721
Sensescape	1160.000	1160.000	
Servicescape	1160.000	1160.000	
Stakeholder	1160.000	1160.000	
Story	1160.000	1160.000	

**Table 10: Structural model testing results**

Path relationship	STDEV	T Statistics ( O/STDEV )	P-values	Significant?
CS -> CL	0.090	4.005	0.000***	Yes
Sensescape -> CL	0.089	5.929	0.000***	Yes
Sensescape -> CS	0.071	6.452	0.000***	Yes
Servicescape -> CL	0.068	1.786	0.074	No
Servicescape -> CS	0.078	3.895	0.000***	Yes
Stakeholder -> CL	0.073	0.922	0.357	No
Stakeholder -> CS	0.077	2.551	0.011**	Yes
Story -> CL	0.069	0.176	0.861	No
Story -> CS	0.081	0.264	0.792	No

\*<0.001, \*\*0.05

satisfaction. This finding corroborates the perspectives presented by Norman (1999), who emphasized the importance of a well-designed servicescape in enhancing the service experience. A thoughtfully designed servicescape not only meets functional requirements but also contributes to a positive emotional experience for customers. This result is consistent with the findings of Rantung et al. (2023) and Mandagi et al. (2022), who have similarly highlighted the pivotal role of the servicescape in shaping customer satisfaction. Their research suggests that attributes of the servicescape, such as cleanliness, aesthetic appeal, and overall design, are instrumental in creating a favorable service experience. Positive experiences within the servicescape are closely associated with heightened customer satisfaction levels, further emphasizing the importance of this dimension.

Third, results confirms that the stakeholder dimension has a significant impact on customer satisfaction, reinforcing the critical role of stakeholder relationships in shaping customer perceptions and brand loyalty. The stakeholder dimension, which includes interactions and relationships between a brand and its stake holders has been highlighted in the literature as crucial for maintaining trust and fostering positive brand interactions. Mandagi et al. (2021) underscore the importance of effective stakeholder management in cultivating these positive relationships and building trust, which in turn enhances customer satisfaction and loyalty. This finding aligns with the holistic approach to brand management that emphasizes stakeholder relationships' role in enhancing brand loyalty (Parris and Guzman, 2023). Empirical studies also support this perspective, demonstrating that positive stakeholder interactions contribute to increased brand trust and customer satisfaction (Akoglu and Özbek, 2022; Rantung et al., 2023). By reinforcing these positive relationships, brands can create a supportive and reliable environment, thereby boosting customer commitment and satisfaction. This underscores the significance of the stakeholder dimension in brand management and its direct influence on customer satisfaction. Future research could explore the specific aspects of stakeholder interactions that most effectively enhance customer satisfaction and loyalty.

Fourth, the results of this study reveal that sensescape has a significant impact on customer loyalty, highlighting the importance of sensory experiences in influencing customer behaviors. Sensescape refers to the sensory elements of the service environment, such as sight, sound, smell, and touch, which contribute to the overall atmosphere and emotional impact of a service experience. Our findings are consistent with existing literature, which underscores the critical role of sensory experiences in shaping customer loyalty. For instance, Gentile et al. (2007) emphasize that engaging sensory environments can create memorable experiences that enhance emotional connections and loyalty. Similarly, Krishna (2012) discusses how sensory stimuli can affect customer perceptions and behaviors, reinforcing the idea that a well-crafted sensory environment can foster deeper customer engagement.

Fifth and last, the significant positive effect of customer satisfaction on customer loyalty, as demonstrated by our study, underscores the critical role satisfaction plays in influencing customers'

long-term commitment to a brand. This finding aligns with Akil and Ungan's (2022) assertion that satisfaction is shaped by multiple interactions throughout the service process, reinforcing the idea that consistently meeting customer needs enhances satisfaction and fosters loyalty. Empirical evidence robustly supports this linkage between satisfaction and loyalty. Studies by Naini et al. (2022) demonstrate that a product's ability to meet customer needs is closely tied to loyalty, while Dam and Dam (2021) and Khan et al. (2022) show that positive customer experiences lead to repeat purchases and favorable word-of-mouth. Additionally, research by Ismail (2022) and Rane et al. (2023) reinforces that satisfied customers are more likely to return and engage with the brand, highlighting the necessity of prioritizing customer satisfaction to build and maintain customer loyalty.

### 4.3. Indirect Effect Analysis

To analyze the impact of the four dimensions of brand gestalt on customer loyalty, we conducted a mediating effect analysis using the bootstrapping method with 1,000 bootstrap samples and 95% bias-corrected confidence intervals, as outlined by Hayes and Preacher (2010). The results, presented in Table 11, provide insights into the specific indirect effects of these dimensions on customer loyalty through customer satisfaction.

The direct effect of sensescape on customer loyalty is not statistically significant ( $P > 0.05$ ), with a T Statistic of 1.786 and a  $P = 0.074$ , indicating that sensescape alone does not significantly impact customer loyalty. However, its indirect effect through customer satisfaction is significant ( $P < 0.01$ ) with a T Statistic of 3.46, suggesting that customer satisfaction mediates this relationship. Conversely, the direct effect of servicescape on customer loyalty is highly significant ( $P < 0.01$ ), with a T Statistic of 5.929 and a  $P = 0.000$ , confirming a strong direct influence, while the indirect effect through customer satisfaction is also significant ( $P < 0.01$ ), with a T Statistic of 3.114. For the stakeholder dimension, the direct effect on customer loyalty is not significant ( $P > 0.05$ ), with a T Statistic of 0.922 and a  $P = 0.357$ , but the indirect effect through customer satisfaction is significant ( $P < 0.05$ ) with a T Statistic of 2.083. In contrast, the story dimension shows no significant direct effect on customer loyalty ( $P > 0.05$ ) with a T Statistic of 0.176 and a  $P = 0.861$ , and its indirect effect through customer satisfaction is also not significant ( $P > 0.05$ ) with a T Statistic of 0.249. Thus, customer satisfaction significantly mediates the relationship between sensescape, servicescape, and stakeholder dimensions and customer loyalty, but not the story dimension.

**Table 11: Specific indirect effect analysis**

Path relationship	Standard deviation	T-statistics	P-values
SE→CL	0.068	1.786	0.074
SE→CS→CL	0.048	3.46	0.001
SS→CL	0.089	5.929	0.000
SS→CS→CL	0.035	3.114	0.002
SH→CL	0.073	0.922	0.357
SH→CS→CL	0.034	2.083	0.037
ST→CL	0.069	0.176	0.861
ST→CS→CL	0.031	0.249	0.803

ST: Story, SE: Sensescape, SS: Servicescape, SH: Stakeholder, CS: Customer, satisfaction, CL: Customer loyalty

This results the critical role of customer satisfaction in enhancing loyalty across these dimensions. The significant mediation effect of customer satisfaction on the sensescape and servicescape dimensions aligns with findings from Rantung et al. (2023) and Mandagi et al. (2022), which highlight how a well-designed sensory and physical environment boosts satisfaction and loyalty. Similarly, the stakeholder dimension's indirect effect on loyalty through satisfaction supports the views of Fornell et al. (1996) and Keller and Kotler (2015), emphasizing that positive interactions with stakeholders enhance satisfaction and, consequently, loyalty. Overall, the findings reinforce the importance of customer satisfaction in fostering loyalty, consistent with prior research that shows satisfied customers are more likely to remain loyal to a brand.

## 5. CONCLUSION

This study highlights several key findings regarding the dimensions of brand gestalt and their impact on customer satisfaction and loyalty. Firstly, the sensescape dimension significantly enhances customer satisfaction by engaging sensory experiences such as visual and auditory elements. This result underscores the role of sensory experiences in shaping consumer perceptions and brand interactions. Secondly, the servicescape dimension also plays a crucial role in customer satisfaction, reflecting its importance in service delivery environments.

The study further confirms the significant effect of the stakeholder dimension on customer satisfaction, reinforcing the importance of positive stakeholder relationships in enhancing brand trust and loyalty. Additionally, the study reveals that sensescape significantly impacts customer loyalty, emphasizing the importance of sensory environments in influencing customer behaviors.

Finally, the study confirms that customer satisfaction plays a critical role in fostering customer loyalty. Satisfied customers are more likely to exhibit loyalty behaviors such as repeat purchases and positive word-of-mouth. Overall, the results underscore the pivotal role of customer satisfaction in mediating the relationships between the sensescape, servicescape, and stakeholder dimensions and customer loyalty, reinforcing the need for brands to prioritize sensory and physical experiences, as well as stakeholder interactions, to build and maintain customer loyalty.

Telecommunications practitioners should focus on enhancing sensory experiences by optimizing digital interfaces and physical service environments to create memorable interactions. Investing in an appealing servicescape, both online and offline, can significantly improve customer satisfaction. Strengthening stakeholder relationships through effective communication and responsive support is crucial for fostering trust and satisfaction. Leveraging customer feedback to drive continuous improvements and integrating these enhancements into marketing strategies can attract new customers and build brand loyalty. By addressing these areas, practitioners can enhance customer satisfaction, boost loyalty, and gain a competitive advantage in the industry.

Future studies could explore several areas to build on current findings. First, research could investigate how specific sensory

elements in digital and physical service environments impact customer satisfaction and loyalty. Examining different sensory stimuli and their effectiveness in various contexts can provide deeper insights into optimizing customer experiences. Second, studies should evaluate the role of emerging technologies, such as augmented reality or artificial intelligence, in enhancing the servicescape and its influence on customer perceptions. Third, exploring the dynamics of stakeholder relationships in more detail could reveal specific strategies for managing these interactions to boost customer satisfaction and loyalty. Additionally, longitudinal studies could assess the long-term effects of improved sensory experiences and stakeholder management on customer retention. Finally, comparing these impacts across different regions or market segments could help tailor strategies to diverse customer needs and preferences, ensuring more effective and targeted approaches.

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