

RE-BRANDING AND SERVICE QUALITY EFFECTS ON REPURCHASE DECISIONS THROUGH CUSTOMER SATISFACTION

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Abstract

This study aims to analyze the effects of rebranding and service quality on the repurchase decision for POS IND services at the Madiun Branch, with customer satisfaction as an intervening variable. The study was motivated by the transformation of PT Pos Indonesia into POS IND, which is expected to enhance the company's competitiveness through brand identity renewal and service quality improvement, thereby increasing customer satisfaction and encouraging repurchase decisions. This study employed a quantitative approach. The population consisted of consumers who had previously used the services of the POS IND Madiun Branch. The sample was selected using purposive sampling, with data collected through a Likert-scale questionnaire. The data were analyzed using path analysis with the assistance of IBM SPSS to examine both the direct and indirect effects among the variables. The results show that rebranding has a positive and significant effect on repurchase decisions. Service quality also has a positive and significant effect on repurchase decisions. Furthermore, rebranding and service quality have positive and significant effects on customer satisfaction. Customer satisfaction has a positive and significant effect on repurchase decisions. The mediation analysis indicates that customer satisfaction partially mediates the effects of rebranding and service quality on repurchase decisions. Therefore, enhancing the effectiveness of rebranding, supported by good service quality, can increase customer satisfaction and encourage consumers to repurchase POS IND services at the Madiun Branch.

Keywords: Rebranding, Service Quality, Customer Satisfaction, Repurchase Decision, POS IND

A. INTRODUCTION

PT Pos Indonesia has a long history as a national postal and logistics service provider. However, rapid digital transformation, changes in consumer behavior, the growth of e-commerce, and increasingly intense competition from private courier companies have changed the basis on which consumers evaluate logistics services. Consumers increasingly expect speed, convenience, reliable tracking, transparent information, and responsive service. These conditions require established logistics companies to strengthen not only operational performance but also brand relevance.

PT Pos Indonesia responded to these changes by transforming its business orientation and introducing the POS IND identity on 16 November 2023. The transformation involved a new name, visual identity, the tagline “Together to Accelerate,” stronger omnichannel services, and improvements in real-time shipment tracking through digital services. The transformation is intended to reposition the company as a modern and integrated national distribution provider. At the Madiun Branch, the new identity is experienced directly by consumers through the physical service environment, employee interactions, shipment processes, and digital service features.

Rebranding can influence consumer evaluations because a new identity provides signals about the direction, positioning, and values of a company. Keller (2013) explains that brand renewal can be used to strengthen competitive positioning and brand equity, while rebranding literature emphasizes changes in name, design, positioning, relaunching, and organizational orientation. In service businesses, however, visual changes alone are insufficient. The new identity must be supported by service experiences that are consistent with the promise communicated by the brand. Service quality is therefore another critical determinant of consumer responses. The SERVQUAL perspective emphasizes tangibles, reliability, responsiveness, assurance, and empathy as dimensions through which customers evaluate service performance. In logistics services, reliability and responsiveness are particularly relevant because customers directly experience delivery timeliness, tracking accuracy, staff assistance, and the handling of complaints. Prior research on PT Pos Indonesia and other logistics providers has consistently indicated that better service quality is associated with higher customer satisfaction.

Customer satisfaction is important because it connects consumers’ evaluations of the brand and service experience with subsequent behavior. Kotler and Keller (2016) describe satisfaction as the consumer’s evaluation after comparing perceived performance with expectations. A satisfactory experience reduces perceived risk and strengthens the tendency to choose the same provider again. Thus, satisfaction can function as an intervening mechanism through which rebranding and service quality influence repurchase decisions. Previous studies provide useful evidence but also reveal a research gap. Research on PT Pos Indonesia has examined rebranding, service quality, satisfaction, or repurchase-related outcomes separately. Handoyo et al. (2025), for example, examined service quality and price perceptions in relation to customer satisfaction and repurchase intention, while Khoirunnisa

et al. (2025) focused on rebranding and public interest in using PT Pos Indonesia's expedition services. Hilary and Parsono (2024) discussed the company's rebranding strategy but did not test its effect on repurchase decisions through satisfaction. The present study integrates rebranding, service quality, customer satisfaction, and repurchase decision in one model and tests it in the context of the POS IND Madiun Branch.

The study aims to examine the effect of rebranding and service quality on repurchase decisions, their effects on customer satisfaction, the effect of satisfaction on repurchase decisions, and the mediating role of satisfaction in the relationships between the two independent variables and repurchase decision. The study is expected to contribute empirical evidence for service marketing research and practical input for POS IND in strengthening brand transformation and customer retention. The conceptual model assumes that positive perceptions of rebranding and service quality increase customer satisfaction and directly strengthen the decision to reuse POS IND services. Customer satisfaction is also expected to provide an indirect pathway from both independent variables to repurchase decisions. These relationships are consistent with the Theory of Planned Behavior, in which favorable attitudes and perceived control formed through prior experiences can strengthen behavioral intentions and subsequent behavior (Ajzen, 1991).

B. METHOD

This study used a quantitative explanatory design. The research was conducted at the POS IND Madiun Branch, Jalan Pahlawan No. 24, Madiun Lor, Manguharjo District, Madiun City, East Java. Data collection was carried out during 2026, with questionnaire distribution conducted during the field data-collection period. The population consisted of consumers who had used POS IND Madiun Branch services. Because the exact population size based on the required usage criteria was not available, the minimum sample size was determined using the Lemeshow formula for an unknown population. The calculation resulted in a minimum of 384.16 respondents and was rounded to 385 respondents. Respondents were selected through purposive sampling based on the research criteria, including having used POS IND services and being able to provide an informed evaluation of the service experience.

Primary data were collected using a structured questionnaire measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The study examined four variables:

rebranding (X1), service quality (X2), customer satisfaction (Z) as the intervening variable, and repurchase decision (Y) as the dependent variable. Rebranding was represented by renaming, redesign, repositioning, relaunch, and reorientation. Service quality was measured through indicators reflecting physical evidence, reliability, responsiveness, assurance, and empathy. Customer satisfaction was assessed through expectation fulfillment, satisfaction with service, satisfaction with the service itself, overall satisfaction, and willingness to recommend. Repurchase decision was measured through intention to reuse, making POS IND a primary choice, confidence in the decision, willingness to continue using the service, and the influence of positive previous experience.

Data analysis was performed using IBM SPSS. Instrument quality was evaluated through Pearson product-moment validity testing and Cronbach's alpha reliability testing. Classical assumption tests included normality, multicollinearity, heteroscedasticity, and autocorrelation. Path analysis was then applied in two regression structures. The first model estimated the effects of rebranding and service quality on customer satisfaction: $Z = \alpha + \beta_1 X_1 + \beta_2 X_2 + e_1$. The second model estimated the effects of rebranding, service quality, and customer satisfaction on repurchase decision: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Z + e_2$. The significance of direct effects was assessed using the t-test at $\alpha = 0.05$. Indirect effects were examined using the Sobel test.

C. RESULTS AND DISCUSSIONS

Descriptive Results

The descriptive results indicate generally positive consumer evaluations of all four constructs. The strongest perception of rebranding was associated with the new visual identity, while service quality was strongest in the perceived assurance of timely delivery. Customer satisfaction was reflected most strongly in willingness to recommend POS IND, and repurchase decision was strongest in the influence of positive previous experience.

Table 1. Descriptive Results

Variable	Highest Mean	Lowest Mean	General Interpretation
Rebranding	4.49 (modern logo/visual identity)	4.21 (modern and trusted positioning)	Very high
Service Quality	4.38 (timely delivery assurance)	4.00 (employee attention to needs)	High–very high

Customer Satisfaction	4.22 (willingness to recommend)	4.05 (satisfaction with delivery service)	High–very high
Repurchase Decision	4.32 (positive experience encourages reuse)	4.01 (continued use in the future)	High–very high

Source: Primary data processed from the study (2026).

Instrument and Classical Assumption Tests

All 20 questionnaire items were valid. The item correlations for the four constructs exceeded the critical value of 0.100 at the 5% level, with significance values of 0.000. Reliability testing also showed satisfactory internal consistency, with Cronbach’s alpha values of 0.801 for rebranding, 0.828 for service quality, 0.813 for customer satisfaction, and 0.840 for repurchase decision. The residuals were normally distributed, with a Kolmogorov–Smirnov significance value of 0.200. Tolerance of 0.974 and VIF of 1.027 indicated no multicollinearity. The Glejser test showed significance values above 0.05, indicating no heteroscedasticity. Durbin–Watson statistics were close to 2, supporting the absence of meaningful autocorrelation.

Path Analysis and Hypothesis Testing

Table 2. Path Analysis and Hypothesis Testing

Relationship	B	Beta	T	Sig.	Decision
Rebranding → Customer Satisfaction	0.658	0.592	21.376	<0.001	Supported
Service Quality → Customer Satisfaction	0.525	0.515	18.580	<0.001	Supported
Rebranding → Repurchase Decision	0.364	0.343	7.082	<0.001	Supported
Service Quality → Repurchase Decision	0.240	0.247	5.481	<0.001	Supported
Customer Satisfaction → Repurchase Decision	0.339	0.355	5.894	<0.001	Supported

Source: SPSS 25 output as reported in the study (2026).

The first regression model produced an R^2 of 0.714, indicating that rebranding and service quality jointly explained 71.4% of the variance in customer satisfaction. The standardized coefficient for rebranding ($\beta = 0.592$) was slightly higher than that for service quality ($\beta = 0.515$), suggesting that consumers’ perceptions of the brand transformation were a particularly strong contributor to

satisfaction in this setting.

The second regression model produced an R^2 of 0.604, indicating that rebranding, service quality, and customer satisfaction jointly explained 60.4% of the variance in repurchase decision. Customer satisfaction had the largest standardized coefficient ($\beta = 0.355$), followed by rebranding ($\beta = 0.343$) and service quality ($\beta = 0.247$). This pattern indicates that although brand transformation and service performance directly influence repurchase decisions, satisfaction is the strongest predictor within the complete model.

Effect of Rebranding on Repurchase Decision

Rebranding had a positive and significant effect on repurchase decision ($B = 0.364$; $t = 7.082$; $p < 0.001$). The finding indicates that consumers who perceived the POS IND transformation more positively were more likely to decide to reuse its services. The descriptive results support this interpretation: the new logo and visual identity received the highest rebranding mean of 4.49. The new identity appears to have strengthened perceptions of modernity and relevance, helping POS IND move beyond its traditional postal image toward a broader logistics positioning. This result is consistent with the strategic view of rebranding in which changes in name, visual identity, positioning, relaunch, and organizational orientation are intended to reshape stakeholder perceptions. It also supports previous evidence that rebranding can improve public perceptions and subsequent behavioral responses. Importantly, the result suggests that rebranding is not merely a visual communication exercise; when consumers perceive the transformation as credible and relevant, it can contribute directly to a post-use decision to return to the same provider.

Effect of Service Quality on Repurchase Decision

Service quality had a positive and significant direct effect on repurchase decision ($B = 0.240$; $t = 5.481$; $p < 0.001$). The result indicates that better service experiences increase consumers' tendency to reuse POS IND. The descriptive findings show that the strongest service-quality indicator concerned assurance of timely delivery (mean = 4.38), whereas attention to individual customer needs received the lowest mean (4.00). Thus, operational reliability is a strength, while more personalized interaction remains an area for improvement. The finding is aligned with prior logistics-service research showing that reliable delivery, transparent tracking, responsiveness, and customer support are central to retention. For POS IND, a modern brand identity must be accompanied by

consistent service execution.

Effect of Rebranding on Customer Satisfaction

Rebranding had a positive and significant effect on customer satisfaction ($B = 0.658$; $t = 21.376$; $p < 0.001$). The relatively large standardized coefficient ($\beta = 0.592$) indicates that rebranding was a major contributor to satisfaction in the first model. Consumers' positive responses to the new visual identity, positioning, and launch suggest that the transformation has generated a more favorable evaluation of the company. This result supports the argument that a successful brand transformation can alter brand associations and create more positive expectations of the company. Nevertheless, the effect should be maintained through substantive service improvements so that the new brand promise remains consistent with consumers' actual experiences.

Effect of Service Quality on Customer Satisfaction

Service quality also had a positive and significant effect on customer satisfaction ($B = 0.525$; $t = 18.580$; $p < 0.001$). This finding confirms that satisfaction is not generated by brand identity alone but is strongly connected to customers' actual encounters with the service. Timely delivery, employee responsiveness, adequate facilities, and reliable service processes help customers perceive that the company meets or exceeds their expectations. The result is consistent with the SERVQUAL perspective and prior studies of PT Pos Indonesia. The practical implication is that the visual success of rebranding should not be separated from operational performance. The lowest service-quality mean was associated with employees' attention to individual needs, suggesting that strengthening empathy and personalized assistance may further improve satisfaction.

Effect of Customer Satisfaction on Repurchase Decision

Customer satisfaction had a positive and significant effect on repurchase decision ($B = 0.339$; $t = 5.894$; $p < 0.001$). Satisfaction also had the highest standardized coefficient in the second model ($\beta = 0.355$). This finding indicates that positive post-use evaluation is an important mechanism through which customers convert prior experience into future behavior. The descriptive result that positive experience encouraged reuse received a mean of 4.32, reinforcing the behavioral relevance of satisfaction. The finding supports post-purchase behavior theory: consumers who perceive that service performance meets their expectations are more willing to return to the same provider. In the context

of POS IND, satisfaction therefore represents more than an evaluative outcome; it is a strategic asset for retention.

Mediating Role of Customer Satisfaction

Customer satisfaction significantly mediated the relationship between rebranding and repurchase decision. The Sobel statistic was 5.635 with a two-tailed probability below 0.05. Because the direct effect of rebranding on repurchase decision remained significant after customer satisfaction was included, the mediation was partial. Thus, rebranding influences repurchase decisions through two pathways: directly through consumers' perceptions of the new brand identity and indirectly through the satisfaction generated by that perception. Customer satisfaction also significantly mediated the relationship between service quality and repurchase decision. The Sobel statistic was 5.580 with a probability below 0.05, while the direct service-quality effect remained significant. This also indicates partial mediation. Service quality therefore encourages reuse both directly and indirectly by creating a satisfactory experience. Taken together, the mediation findings provide the main contribution of the study. The effectiveness of the POS IND transformation depends on a chain in which brand renewal shapes customer evaluations, service quality confirms the credibility of the new positioning, satisfaction consolidates the experience, and the resulting evaluation strengthens the decision to reuse. The partial nature of both mediation relationships also indicates that satisfaction is important but does not fully account for the behavioral effect of rebranding and service quality.

D. CONCLUSIONS

The study concludes that rebranding and service quality are important determinants of customer responses to POS IND services at the Madiun Branch. Consumers generally evaluate the new POS IND identity positively, particularly its modern visual presentation, while service quality is perceived as strong in terms of delivery assurance. Both rebranding and service quality contribute positively to customer satisfaction, and customer satisfaction in turn strengthens the decision to reuse POS IND services. The findings further show that customer satisfaction plays a partial mediating role in both relationships. This means that the effects of rebranding and service quality on repurchase decisions are transmitted partly through customer satisfaction while also operating

through direct pathways. The study is limited to consumers of the POS IND Madiun Branch and to the variables included in the proposed model. Other factors such as price, promotions, switching costs, digital engagement, and competitor perceptions were not tested separately. Future research may broaden the object to other branches or compare POS IND with private logistics providers to improve generalizability.

E. SUGGESTIONS

For POS IND management, the results suggest that rebranding should be maintained as a substantive transformation rather than only a visual change. Communication of the new positioning should be consistent across physical and digital touchpoints, while the service experience should continuously validate the promise of a modern and integrated logistics provider. Particular attention should be given to personalized employee assistance because this indicator received the lowest service-quality mean. Consistency in delivery reliability, tracking information, and customer response should also remain priorities. For future researchers, the model can be extended by including perceived value, trust, digital service quality, price fairness, switching costs, or brand image. Comparative studies across branches and between state-owned and private logistics providers would also help determine whether the relationships identified in this study are specific to the Madiun context or represent broader patterns in the Indonesian logistics industry.

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