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Competitor Crisis: Determinants of Shell Customer Loyalty Through Satisfaction

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Abstract: *This study examines the effects of Perceived Quality, Perceived Value, Brand Image, Brand Identification, and Brand Trust on Customer Satisfaction and Brand Loyalty among Shell fuel consumers in the aftermath of the Pertamina fuel adulteration crisis. A quantitative approach was employed using data collected through an online survey of 400 respondents, which were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The measurement model demonstrated satisfactory reliability and validity, indicating that all constructs met the recommended criteria for indicator reliability, convergent validity, discriminant validity, and internal consistency. The structural model showed that Perceived Quality, Perceived Value, Brand Identification, Brand Trust, and Brand Image each had positive and significant effects on both Customer Satisfaction and Brand Loyalty. Furthermore, Customer Satisfaction was found to positively and significantly influence Brand Loyalty, confirming its mediating role in strengthening customer loyalty. The model exhibited moderate explanatory power, with R^2 values of 0.624 for Customer Satisfaction and 0.582 for Brand Loyalty. These findings highlight that both functional and psychological brand-related factors contribute to customer satisfaction and long-term loyalty, while extending the brand loyalty literature by demonstrating how a competitor crisis can create opportunities for strengthening customer relationships through enhanced perceptions of quality, value, trust, identification, and brand image*

Keywords: *Shell, Brand Loyalty, Customer Satisfaction, Perceived Quality, Fuel Adulteration Crisis*

Abstrak: Penelitian ini bertujuan menganalisis pengaruh Perceived Quality, Perceived Value, Brand Image, Brand Identification, dan Brand Trust terhadap Customer Satisfaction dan Brand Loyalty pada konsumen bahan bakar Shell pasca krisis dugaan pengoplosan BBM Pertamina. Penelitian menggunakan pendekatan kuantitatif dengan data yang dikumpulkan melalui survei daring terhadap 400 responden dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil evaluasi model pengukuran menunjukkan bahwa seluruh konstruk memenuhi kriteria reliabilitas dan validitas, meliputi reliabilitas indikator, validitas konvergen, validitas diskriminan, dan konsistensi internal. Hasil model struktural menunjukkan bahwa Perceived Quality, Perceived Value, Brand Identification, Brand Trust, dan Brand Image berpengaruh positif dan signifikan terhadap Customer Satisfaction maupun Brand Loyalty. Selain itu, Customer Satisfaction juga berpengaruh positif dan signifikan terhadap Brand Loyalty, sehingga berperan dalam memperkuat loyalitas pelanggan. Model memiliki kemampuan penjelasan yang moderat dengan nilai R^2 sebesar 0,624 untuk Customer Satisfaction dan 0,582 untuk Brand Loyalty. Temuan ini menunjukkan bahwa faktor-faktor fungsional dan psikologis merek berperan penting dalam membentuk kepuasan dan loyalitas pelanggan, sekaligus memperluas literatur loyalitas merek melalui konsep competitor crisis spillover, yaitu bagaimana krisis pada pesaing dapat menjadi peluang bagi perusahaan lain untuk membangun hubungan pelanggan yang lebih kuat.

Keywords: Shell, Loyalitas Merek, Kepuasan Pelanggan, Kualitas yang Dirasakan, Krisis Pemalsuan Bahan Bakar

INTRODUCTION

Brand loyalty is widely recognized as a key source of sustainable competitive advantage because it encourages repeat purchases, positive word-of-mouth and long-term profitability (Prentice & Loureiro, 2017). Nevertheless maintaining customer loyalty has become increasingly difficult in today's competitive markets where consumers are more willing to switch brands when they perceive superior quality, greater value, stronger trust or more innovative offerings (He et al., 2012; Pappu & Quester, 2016; Kuchinka et al., 2018). This challenge is even more pronounced in emerging markets where consumer preferences tend to be more dynamic and are strongly influenced by market uncertainty and external events (Nguyen et al., 2011). Consequently understanding how customer loyalty is formed and sustained has become a central concern in contemporary marketing research.

The Indonesian fuel retail industry recently experienced an unprecedented market disruption following the Pertamina fuel adulteration crisis which substantially weakened consumer confidence and prompted many motorists to switch to alternative fuel providers particularly Shell (Pitaloka, 2025; Regar & Farisa, 2025). This behavioral shift was reflected in long queues at Shell service stations across several regions suggesting that the crisis created a temporary competitive advantage for private fuel retailers (Anjelina & Pratiwi, 2025). However such switching behavior does not necessarily indicate genuine brand loyalty. Consumers may simply be avoiding perceived risk associated with the incumbent brand rather than developing a long-term commitment to the competing brand. As consumer confidence in the market leader recovers, these customers may return to their previous purchasing behavior, raising questions about whether crisis-induced switching can be transformed into sustainable customer loyalty.

This phenomenon represents a competitor crisis spillover in which the failure of one firm creates opportunities for competing brands to attract new customers (Cheung et al., 2015). For Shell explain that the Pertamina crisis provided an opportunity to strengthen its market position by leveraging perceptions of superior quality, value, trust and brand image. However whether these perceptions are sufficient to generate customer satisfaction and long-term loyalty remains uncertain, making this context particularly relevant for further investigationPrevious studies have consistently demonstrated that perceived quality, perceived value, brand image, brand identification and brand trust are important antecedents of customer satisfaction and brand loyalty (Konuk, 2018; Souki et al., 2018; Carranza et al., 2018; Khan et al., 2021). However these studies were primarily conducted under normal market conditions or focused on consumer responses following service failures and recovery efforts experienced by the focal brand itself (Hazée et al., 2017). Consequently little is known about whether these determinants remain effective in shaping customer satisfaction and loyalty when consumers switch to a competing brand due to a rival's crisis.

This gap is particularly relevant in the Indonesian fuel retail industry following the Pertamina fuel adulteration crisis which prompted many consumers to reconsider their fuel choices and switch to Shell. Unlike previous studies that emphasize crisis recovery strategies implemented by the affected company this study investigates loyalty formation from the perspective of an unaffected competitor that benefits from market disruption. Specifically it examines how perceived quality, perceived value, brand identification, brand trust and brand image contribute to customer loyalty through customer satisfaction in a competitor crisis context. By introducing the concept of competitor crisis spillover, this study extends the brand loyalty literature beyond conventional service failure and recovery settings while providing empirical evidence from an emerging market characterized by heightened consumer uncertainty.

This study investigates the effects of perceived quality, perceived value, brand image, brand identification and brand trust on Shell customer loyalty with customer satisfaction serving as a mediating variable. By focusing on Shell consumers in the aftermath of the Pertamina fuel adulteration crisis this study extends the literature on brand loyalty and customer satisfaction by introducing the concept of competitor crisis spillover. The findings are expected to enrich marketing theory regarding consumer behavior during market disruptions while providing practical insights for companies seeking to convert temporary customer switching into sustainable brand loyalty.

METHOD

This study employed a quantitative with descriptive-correlational design to investigate the relationships among perceived quality, perceived value, brand identification, brand trust, brand image, customer satisfaction and brand loyalty in the context of Shell fuel consumers following the Pertamina fuel adulteration crisis in Indonesia. Data were collected from 400 respondents residing in the Jabodetabek and Banten regions where Shell has a significant retail presence. Respondents were selected using purposive sampling and were required to be motorized vehicle users, reside in the study area, be aware of the Pertamina fuel adulteration crisis, and have used or considered using Shell fuel. The sample size was determined using Slovin's formula with a 5% margin of error.

Primary data were obtained through a self-administered online questionnaire employing a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The instrument measured perceived quality, perceived value, brand identification, brand trust, brand image, customer satisfaction, and brand loyalty. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0. The measurement model was first evaluated by examining indicator reliability, internal consistency, convergent validity and discriminant validity. Subsequently, the structural model was assessed using path coefficients, coefficients of determination (R^2), effect sizes (f^2), and bootstrapping to test the significance of both direct and indirect relationships at a 5% significance level.

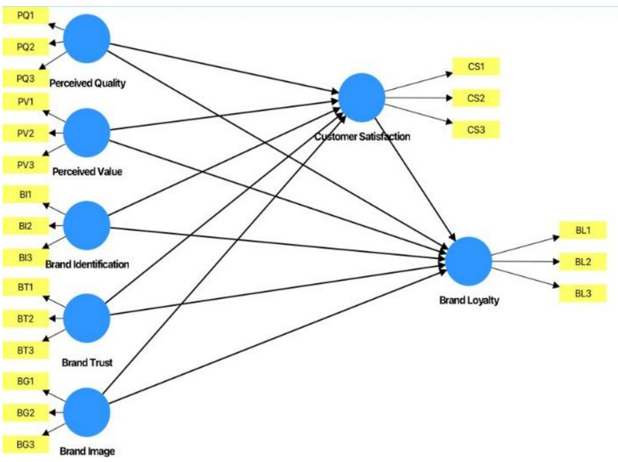

Figure 1. Hypothesized Research Model
Source: research data

RESULTS AND DISCUSSION

Measurement Model Evaluation (Outer Model)

The measurement model was evaluated to assess the reliability and validity of the constructs prior to testing the structural relationships. The assessment included indicator reliability, internal consistency reliability, convergent validity and discriminant validity.

Table 1. Measurement Model Evaluation (Outer Model)

Variable	Indicator	Outer Loadings	AVE	Cronbach's Alpha	Fornell-Larcker
Brand Image (BG)	BG1	0.968	0.936	0.966	0.967
	BG2	0.967			
	BG3	0.967			
Brand Identification (BI)	BI1	0.953	0.918	0.955	0.958
	BI2	0.958			
	BI3	0.963			
Brand Loyalty (BL)	BL1	0.951	0.895	0.941	0.946
	BL2	0.940			
	BL3	0.947			
Brand Trust (BT)	BT1	0.955	0.911	0.951	0.954
	BT2	0.947			
	BT3	0.961			
Customer Satisfaction (CS)	CS1	0.945	0.906	0.948	0.952
	CS2	0.955			
	CS3	0.955			
Perceived Quality (PQ)	PQ1	0.953	0.894	0.942	0.946
	PQ2	0.938			
	PQ3	0.946			
Perceived Value (PV)	PV1	0.970	0.936	0.966	0.474
	PV2	0.965			
	PV3	0.966			

Source: Research Result

The measurement model was evaluated by assessing indicator reliability, convergent validity, internal consistency reliability and discriminant validity. As presented in Table 1 all indicators exhibit outer loading values ranging from 0.938 to 0.970 exceeding the recommended threshold of 0.70. These results indicate that each indicator has a strong correlation with its respective latent construct and adequately represents the variables of Brand Image, Brand Identification, Brand Loyalty, Brand Trust, Customer Satisfaction, Perceived Quality and Perceived Value. Consequently all indicators were retained for subsequent analysis.

The results also demonstrate satisfactory construct reliability and convergent validity. All constructs achieve Average Variance Extracted (AVE) values between 0.894 and 0.936, exceeding the recommended criterion of 0.50, indicating that each construct explains more than half of the variance of its indicators. Likewise, Cronbach's Alpha values range from 0.941 to 0.966 confirming a high level of internal consistency reliability across all constructs. From the Fornell-Larcker criterion supports discriminant validity, indicating that each construct is empirically distinct from the others. Overall the findings confirm that the measurement model satisfies the recommended validity and reliability requirements, providing a robust foundation for evaluating the structural relationships among the constructs in the subsequent analysis.

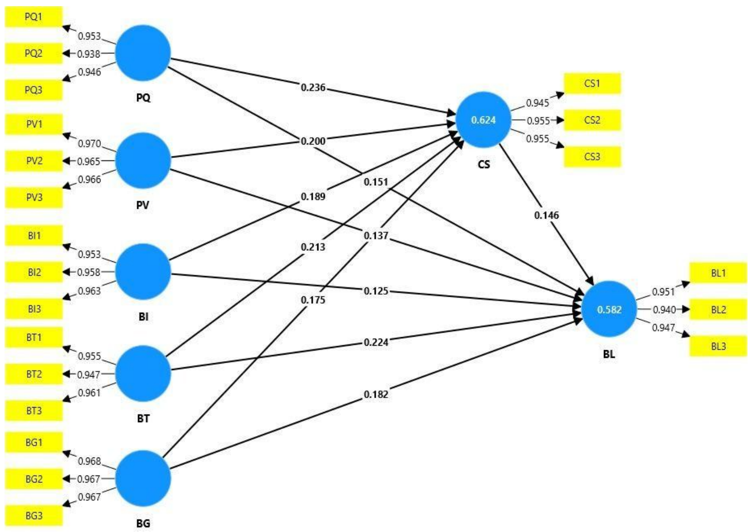

Figure 2. PLS SEM Algorithm Results
Source: research data

Structural Model Evaluation (Inner Model)

The evaluation of the structural model, also known as the inner model, assesses the hypothesized relationship among the latent constructs in the research framework. This stage aims to determine how well the proposed model explains and predicts the relationships between constructs. The evaluation includes an analysis of the path coefficients, which indicate the strength and direction of the relationships; the statistical significance of these paths, which determines whether the hypothesized relationships are supported; and the coefficient of determination (R^2) which reflects the model's explanatory power for each endogenous construct.

Table 2. Path Coefficient, T-Statistic, and P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/ STDEV |)	P Values
BG – BL	0.182	0.182	0.041	4.440	0.000
BG – CS	0.175	0.175	0.040	4.374	0.000
BI – BL	0.125	0.126	0.044	2.816	0.005
BI – CS	0.189	0.190	0.040	4.787	0.000
BT – BL	0.224	0.224	0.043	5.185	0.000
BT - CS	0.213	0.214	0.040	5.358	0.000
CS – BL	0.146	0.147	0.057	2.542	0.011
PQ – BL	0.151	0.151	0.042	3.563	0.000
PQ – CS	0.236	0.235	0.041	5.813	0.000
PV – BL	0.137	0.137	0.044	3.089	0.002
PV - CS	0.200	0.199	0.043	4.703	0.000

Source: Research Result

Perceived Quality Positively Influences Customer Satisfaction

The findings indicate that Perceived Quality has a positive and significant effect on Customer Satisfaction, supporting H1. This result suggests that consumers who perceive Shell fuel as having superior quality are more likely to experience higher levels of satisfaction. In the context of the Pertamina fuel adulteration crisis, consumers became increasingly concerned about fuel quality and engine performance. Their evaluation of Shell's fuel quality played an important role in shaping overall satisfaction. The positive relationship demonstrates that customers tend to associate superior product quality with a more satisfactory consumption experience.

These findings are consistent with expectancy-disconfirmation theory which proposes that customer satisfaction arises when product performance meets or exceeds consumer expectations. When consumers perceive Shell fuel as cleaner, more reliable and capable of providing better engine performance, their expectations are fulfilled, leading to greater satisfaction. This confirms that perceived quality remains one of the fundamental determinants of satisfaction, particularly in industries where product reliability directly influences consumer confidence.

The results are also in line with previous empirical studies. Souki et al. (2018) found that perceived quality significantly influences consumers' evaluations and behavioral intentions in the automotive industry. Similarly Othman et al. (2017) demonstrated that perceived quality positively affects customer satisfaction by strengthening consumers' perceptions of product excellence. Hapsari et al. (2016) further argued that high service and product quality improve customers' perceived value, ultimately enhancing satisfaction. The consistency between the present findings and previous studies suggests that perceived quality continues to be an essential driver of customer satisfaction across different industries.

This findings imply that maintaining high fuel quality is essential for retaining the customers acquired during the Pertamina crisis. Consumers who initially switched because of concerns about fuel quality may continue to patronize Shell only if their actual consumption experience confirms their positive expectations. Therefore continuous quality assurance, transparent product standards, and consistent service delivery are necessary to transform temporary switching behavior into lasting customer satisfaction and strengthen Shell's competitive position.

Perceived Value Positively Influences Customer Satisfaction

The results reveal that Perceived Value has a positive and significant effect on Customer Satisfaction, thereby supporting H2. This finding indicates that consumers are more satisfied when they perceive that the benefits received from using Shell fuel outweigh the monetary and non-monetary costs incurred. In other words customer satisfaction is influenced not only by fuel quality but also by consumers' overall assessment of whether the price paid is justified by the performance, reliability and benefits obtained.

This finding can be explained through perceived value theory which argues that consumers evaluate products by comparing the benefits they receive with the sacrifices they make. During the Pertamina fuel adulteration crisis, consumers were willing to pay a relatively higher price for Shell fuel because they perceived greater functional value, including better fuel quality, improved engine protection, and increased confidence in the product. As a result higher perceived value translated into greater customer satisfaction.

The present findings corroborate previous studies demonstrating the critical role of perceived value in shaping customer satisfaction. Konuk (2018) reported that perceived value significantly enhances customer satisfaction and purchase intention by improving consumers' overall evaluations of products. Likewise Lin et al. (2020) emphasized that perceived value is a key determinant of consumers' behavioral responses because it reflects the balance between perceived benefits and costs. Hapsari et al. (2016) also confirmed that perceived value mediates the relationship between service quality and customer satisfaction indicating that customers derive satisfaction when they believe that the value received exceeds their expectations.

Perceived value appears to be particularly important because consumers' purchasing decisions were influenced not only by product quality but also by the reassurance and confidence associated with choosing a trusted alternative. Customers who believed that Shell offered greater value despite its relatively higher price reported higher levels of satisfaction. These findings suggest that Shell should continue emphasizing value creation through consistent product performance, transparent communication and superior customer experience enabling consumers to perceive that the additional cost of purchasing Shell fuel is justified by the benefits received.

Brand Identification Positively Impacts Customer Satisfaction

The findings indicate that Brand Identification has a positive and significant effect on Customer Satisfaction, thereby supporting H3. This result suggests that consumers who perceive a stronger psychological connection with the Shell brand are more likely to experience higher levels of satisfaction. Brand identification enables consumers to associate the brand with their personal values and self-concept resulting in more favorable evaluations of their consumption experiences. In the context of the Pertamina fuel adulteration crisis explain that consumers who identified with Shell as a reliable and trustworthy alternative were more likely to report greater satisfaction after switching brands.

Brand identification is grounded in Social Identity Theory, which proposes that individuals tend to identify with organizations or brands that reflect their desired self-image and social identity (He et al., 2012). When consumers perceive congruence between a brand's image and their own values, they develop stronger emotional attachment and a greater sense of belonging. Such psychological attachment enhances positive evaluations of brand experiences, ultimately increasing customer satisfaction.

The present findings are consistent with previous empirical studies. Elbedweihy et al. (2016) reported that consumer-brand identification strengthens customer relationships by enhancing emotional attachment and favorable brand evaluations. Likewise, He et al. (2012) found that stronger brand identification positively influences consumers' attitudes and behavioral responses, including satisfaction and loyalty. These studies support the notion that customer satisfaction is shaped not only by functional product attributes but also by consumers' psychological identification with the brand.

Customer satisfaction is influenced not only by fuel quality but also by consumers' emotional connection with the brand. During the Pertamina crisis, many consumers viewed Shell as a symbol of reliability, transparency and international quality standards. Strengthening this psychological bond through consistent brand communication, corporate reputation and customer engagement may therefore enhance customer satisfaction and encourage longer-term relationships beyond the immediate effects of the competitor's crisis.

Brand Trust Positively Influences Customer Satisfaction

The results demonstrate that Brand Trust has a positive and significant effect on Customer Satisfaction, supporting H4. This finding indicates that consumers who have greater confidence in Shell's ability to consistently deliver reliable products and fulfill its promises tend to experience higher levels of satisfaction. In the aftermath of the Pertamina fuel adulteration crisis, trust became a particularly important consideration because consumers were increasingly concerned about product reliability and fuel safety when selecting an alternative provider.

The relationship between brand trust and customer satisfaction can be explained by relationship marketing theory, which emphasizes trust as a fundamental element in establishing long-term customer relationships. Trust reduces consumers' perceived uncertainty and purchasing risk, allowing them to evaluate products more positively. When customers believe that a brand is honest, dependable and capable of consistently delivering expected performance, they are more likely to feel satisfied with their purchasing decisions.

These findings are consistent with previous studies highlighting the importance of brand trust in shaping customer satisfaction. Hegner and Jevons (2016) argued that brand trust strengthens consumers' confidence and enhances positive brand evaluations across different markets. Similarly Hosseini and Behboudi (2017) found that brand trust significantly improves customer satisfaction by reinforcing confidence in a brand's reliability and integrity. Wulur et al. (2020) also reported that brand trust positively influences customer satisfaction and customer loyalty emphasizing its strategic role in maintaining long-term customer relationships.

Espesially for Shell these findings imply that maintaining consumer trust is critical for sustaining the market opportunity created by the Pertamina crisis. Consumers who switched to

Shell primarily because of declining trust in the competing brand are more likely to remain satisfied if Shell consistently demonstrates product reliability, transparency, and service quality. Therefore, initiatives aimed at strengthening trust, such as transparent communication, consistent fuel quality and dependable customer service, can play an important role in reinforcing customer satisfaction and supporting long-term loyalty.

Brand Image Positively Influences Customer Satisfaction

The findings indicate that Brand Image has a positive and significant effect on Customer Satisfaction thereby supporting H5. This result suggests that consumers who hold favorable perceptions of the Shell brand are more likely to experience higher levels of satisfaction. A positive brand image enables consumers to form favorable expectations regarding product quality, reliability and service performance before purchase thereby enhancing their overall consumption experience. In the context of the Pertamina fuel adulteration crisis explain hat Shell's strong global reputation and positive public image appear to have reinforced consumers' confidence and satisfaction after switching from the incumbent brand.

Brand image represents the set of perceptions, associations, and impressions held by consumers regarding a brand. These associations influence consumers' expectations and evaluations throughout the consumption process. When a brand is consistently perceived as reputable, reliable and trustworthy, consumers are more likely to evaluate their experiences positively resulting in greater customer satisfaction. Therefore brand image functions as an important intangible asset that strengthens consumers' confidence and reduces uncertainty during purchase decisions.

The present findings are consistent with previous empirical studies. Hosseini and Behboudi (2017) found that a favorable brand image significantly enhances customer satisfaction by strengthening consumers' confidence in the brand. Similarly Wu et al. (2011) reported that brand image positively influences both customer satisfaction and loyalty by shaping consumers' perceptions of service quality and value. Alhaddad (2015) further emphasized that a strong brand image contributes to favorable consumer evaluations, ultimately reinforcing satisfaction and long-term relationships.

These findings suggest that the company's established reputation became an important competitive advantage during the Pertamina crisis. Consumers who perceived Shell as a reputable international fuel brand with superior quality standards were more likely to feel satisfied with their purchasing decisions. Therefore maintaining a consistent brand image through reliable product performance, transparent communication and positive customer experiences is essential for sustaining customer satisfaction beyond the temporary market opportunity created by the competitor's crisis.

Customer Satisfaction Positively Influences Brand Loyalty

The results demonstrate that Customer Satisfaction has a positive and significant effect on Brand Loyalty, supporting H6. This finding indicates that satisfied customers are more likely to continue purchasing Shell fuel, recommend the brand to others and maintain long-term relationships with the company. Customer satisfaction therefore serves as a critical mechanism through which positive consumption experiences are translated into enduring customer loyalty particularly in a competitive market where consumers have multiple alternatives.

This finding is supported by expectancy-disconfirmation theory which argues that satisfaction arises when a product's performance meets or exceeds customer expectations. Satisfied customers tend to develop positive attitudes toward the brand, resulting in stronger repurchase intentions and reduced switching behavior. Ccustomer satisfaction functions as an important psychological foundation for developing long-term brand loyalty especially in industries where product quality and service consistency strongly influence consumer decisions.

The present findings are consistent with previous research demonstrating the significant role of customer satisfaction in fostering brand loyalty. Nam et al. (2011) found that customer satisfaction is a fundamental determinant of brand loyalty because satisfied consumers are more likely to maintain long-term relationships with a brand. Likewise, Ghafoor Awan and Rehman (2014) reported that higher levels of customer satisfaction significantly increase customer loyalty across various product categories. Carranza et al. (2018) further highlighted that customer satisfaction strengthens customer loyalty by reinforcing consumers' trust and positive evaluations of the brand.

Customer satisfaction plays an important role in determining whether newly acquired customers remain loyal after the immediate effects of the crisis diminish. While many consumers initially switched to Shell because of declining confidence in Pertamina, sustained loyalty depends on whether their experiences with Shell meet or exceed their expectations. These findings suggest that Shell should focus not only on attracting new customers during periods of market disruption but also on consistently delivering superior products and services that maintain high levels of customer satisfaction and encourage long-term brand loyalty.

Perceived Quality Positively Influences Brand Loyalty

The findings reveal that Perceived Quality has a positive and significant effect on Brand Loyalty, thereby supporting H7. This result indicates that consumers who perceive Shell fuel as having superior quality are more likely to remain loyal to the brand. High perceived quality strengthens consumers' confidence in a brand's ability to consistently deliver satisfactory performance, encouraging repeat purchases and reducing the likelihood of switching to competing fuel providers. In the aftermath of the Pertamina fuel adulteration crisis, consumers' perceptions of fuel quality became an important factor influencing their long-term commitment to Shell.

Perceived quality represents consumers' overall evaluation of a product's excellence and reliability relative to competing alternatives. According to brand equity theory consistently high perceived quality enhances consumers' confidence in the brand and reinforces favorable behavioral intentions, including repeat purchasing and brand loyalty. When customers consistently experience reliable product performance, they become more willing to maintain long-term relationships with the brand despite the availability of competing alternatives.

The present findings are consistent with previous empirical studies. Souki et al. (2018) reported that perceived quality significantly influences consumers' behavioral intentions and strengthens loyalty in the automotive industry. Likewise Alhaddad (2015) found that perceived quality is a significant determinant of brand loyalty because it reinforces consumers' confidence in a brand's performance and reliability. Similarly Beneke et al. (2013) argued that superior product quality increases customer value and purchase intentions, ultimately contributing to stronger brand loyalty across competitive markets.

These findings suggest that maintaining consistently high fuel quality is essential for retaining customers acquired during the Pertamina crisis. While the crisis encouraged many consumers to switch to Shell, long-term loyalty depends on whether consumers continue to perceive Shell's fuel as superior in terms of quality, engine performance and reliability. Therefore, maintaining rigorous quality standards and consistently delivering product excellence are essential strategies for transforming temporary customer switching into sustainable brand loyalty.

Perceived Value Positively Influences Brand Loyalty

The results demonstrate that Perceived Value has a positive and significant effect on Brand Loyalty supporting H8. This finding indicates that consumers are more likely to remain loyal when they perceive that the overall benefits of using Shell fuel outweigh the costs incurred. Perceived value extends beyond product quality by incorporating consumers' evaluation of whether the price paid is justified by the functional, emotional and psychological benefits received. Consequently higher perceived value encourages stronger commitment and continued patronage toward the brand.

This finding is consistent with perceived value theory, which suggests that consumers make purchasing and repurchase decisions by comparing the benefits obtained with the sacrifices required. When customers perceive that a brand provides superior value relative to competing alternatives, they become more willing to maintain long-term relationships and less likely to switch to competitors. Thus, perceived value serves as a critical driver of customer loyalty by enhancing consumers' overall evaluation of the brand.

The findings corroborate previous empirical research. Konuk (2018) found that perceived value positively influences consumers' purchase intentions and loyalty by improving their overall evaluation of products. Similarly Lin et al. (2020) demonstrated that perceived value is one of the strongest determinants of consumers' behavioral intentions because it reflects the balance between perceived benefits and costs. Lim et al. (2014) also reported that consumers who perceive greater value are more likely to develop favorable attitudes and demonstrate stronger loyalty toward a brand.

For Shell these findings indicate that creating superior customer value is essential for sustaining loyalty after the Pertamina fuel adulteration crisis. Although Shell fuel is generally priced higher than its competitors, consumers may continue purchasing the brand if they perceive that the additional cost is justified by superior fuel quality, engine performance, service experience and peace of mind. Therefore Shell should continue emphasizing value creation through consistent product performance, transparent pricing, and a superior customer experience to strengthen long-term customer loyalty.

Brand Identification Positively Influences Brand Loyalty

The findings indicate that Brand Identification has a positive and significant effect on Brand Loyalty, thereby supporting H9. This result suggests that consumers who develop a stronger psychological connection with the Shell brand are more likely to remain loyal and continue purchasing its products. Brand identification encourages consumers to perceive the brand as part of their self-concept thereby strengthening emotional attachment and reducing the likelihood of switching to competing brands. In the aftermath of the Pertamina fuel adulteration crisis, consumers who identified with Shell's values and reputation were more inclined to maintain their relationship with the brand beyond their initial switching decision.

This finding can be explained through social identity theory which argues that individuals derive part of their identity from their membership in social groups or their association with brands that reflect their values and aspirations (He et al., 2012). When consumers perceive a strong alignment between their self-image and a brand's identity they become emotionally committed to the brand and are more willing to maintain long-term relationships. Such identification strengthens behavioral intentions, including repeat purchases and brand advocacy which are key dimensions of brand loyalty.

This present findings are consistent with previous empirical studies. He et al. (2012) demonstrated that brand identification positively influences brand loyalty by strengthening consumers' emotional attachment and commitment. Similarly Elbedweihy et al. (2016) found that stronger consumer-brand identification enhances long-term customer relationships by fostering favorable attitudes and behavioral loyalty. These findings suggest that brand loyalty is influenced not only by functional product attributes but also by consumers' psychological connection with the brand.

The result imply that strengthening consumers' identification with the brand is essential for sustaining loyalty after the Pertamina crisis. While many consumers initially switched to Shell because of concerns about fuel quality and trust, long-term loyalty is more likely to develop when consumers perceive that the brand reflects values such as reliability, transparency and environmental responsibility. Therefore reinforcing Shell's corporate identity and strengthening emotional engagement with customers can help transform temporary switching behavior into enduring brand loyalty.

Brand Trust Positively Influences Brand Loyalty

The findings reveal that Brand Trust has a positive and significant effect on Brand Loyalty, thereby supporting H10. This result indicates that consumers who have greater confidence in Shell's reliability and integrity are more likely to remain loyal to the brand. Trust reduces consumers' perceptions of uncertainty and risk, making them more willing to continue purchasing the same brand even when alternative products are available. In the context of the Pertamina fuel adulteration crisis explain trust became a particularly influential factor because consumers sought fuel providers that could consistently deliver safe and reliable products.

Relationship marketing emphasizes trust as one of the primary foundations of long-term customer relationships. Trust encourages commitment by assuring consumers that a brand will consistently fulfill its promises and deliver expected performance. As a result consumers who trust a brand are less likely to switch to competitors and are more likely to develop enduring loyalty despite changes in market conditions. These findings are consistent with previous empirical studies. Hegner and Jevons (2016) demonstrated that brand trust plays a significant role in strengthening customer loyalty across different national contexts. Likewise Alhaddad (2015) reported that brand trust positively influences brand loyalty because it reinforces consumers' confidence in a brand's credibility and reliability. Carranza et al. (2018) also highlighted trust as a critical mechanism linking positive customer evaluations to long-term loyalty, particularly in highly competitive service environments.

These findings indicate that maintaining consumer trust is essential for retaining customers acquired during the Pertamina crisis. Consumers who switched brands because of declining trust in the market leader are more likely to remain loyal if Shell consistently demonstrates product quality, operational transparency and reliable service. Therefore, initiatives aimed at strengthening trust through consistent product performance, transparent communication and dependable customer service should remain a strategic priority for sustaining long-term customer loyalty.

Brand Image Positively Influences Brand Loyalty

The results demonstrate that Brand Image has a positive and significant effect on Brand Loyalty, supporting H11. This finding indicates that consumers who perceive Shell as a reputable, reliable and high-quality fuel provider are more likely to remain loyal to the brand. A favorable brand image creates positive associations that influence consumers' attitudes and purchasing decisions, encouraging repeat patronage and long-term commitment. Following the Pertamina fuel adulteration crisis explain that Shell's established international reputation appears to have strengthened consumers' confidence and reinforced their intention to continue purchasing the brand.

According to brand equity theory explain that brand image represents the collection of perceptions and associations stored in consumers' memory that differentiate one brand from its competitors. Positive brand associations reduce perceived risk, strengthen confidence and encourage consumers to maintain long-term relationships with the brand. Consequently consumers who hold favorable perceptions of a brand are more likely to demonstrate both attitudinal and behavioral loyalty.

The findings are consistent with previous empirical research. Alhaddad (2015) found that brand image significantly influences brand loyalty by strengthening consumers' positive perceptions and emotional attachment to the brand. Likewise Loureiro et al. (2017) reported that a strong corporate brand reputation enhances brand attachment and ultimately increases customer loyalty. Bellezza and Keinan (2014) further emphasized that favorable brand perceptions contribute to consumers' pride in using a brand, reinforcing long-term loyalty and positive word-of-mouth.

These findings suggest that the company's strong global brand image served as a valuable competitive advantage during the Pertamina crisis. Consumers who viewed Shell as an international brand with superior quality standards and consistent performance were more likely to remain loyal after switching. Therefore maintaining a positive brand image through continuous product innovation, reliable service quality and effective brand communication is essential for sustaining customer loyalty in the increasingly competitive Indonesian fuel retail market.

Table 3. R-Square (R^2) Result for Endogenous Construct

	R-Square	R-Square Adjusted
Brand Loyalty	0.582	0.574
Customer Satisfaction	0.624	0.620

Source: Research Result

Table 3 presents the coefficient of determination (R^2) values for the endogenous constructs, namely Customer Satisfaction and Brand Loyalty. The results show that the R^2 value for Customer Satisfaction is 0.624, with an adjusted R^2 of 0.620 while Brand Loyalty records an R^2 value of 0.582 and an adjusted R^2 of 0.574. These findings indicate that the proposed structural model demonstrates a moderate level of explanatory power, suggesting that the independent variables included in the model adequately explain variations in the endogenous constructs.

The R^2 value of 0.624 indicates that 62.4% of the variance in Customer Satisfaction is explained jointly by Perceived Quality, Perceived Value, Brand Identification, Brand Trust, and Brand Image. The remaining 37.6% of the variance is attributable to other variables not incorporated into the present model. According to Hair et al. (2022), R^2 values of approximately 0.75, 0.50, and 0.25 can be interpreted as substantial, moderate and weak, respectively. Therefore the obtained R^2 suggests that the selected antecedent variables provide a meaningful explanation of customer satisfaction among Shell consumers following the Pertamina fuel adulteration crisis.

Similarly the R^2 value of 0.582 indicates that 58.2% of the variance in Brand Loyalty is explained by Perceived Quality, Perceived Value, Brand Identification, Brand Trust, Brand Image, and Customer Satisfaction. This result demonstrates that the model possesses satisfactory predictive capability in explaining customer loyalty. However 41.8% of the variance remains unexplained implying that additional factors beyond those examined in this study may also contribute to the development of brand loyalty.

The relatively high explanatory power of the Customer Satisfaction construct suggests that consumers' satisfaction with Shell is largely determined by their cognitive and affective evaluations of the brand. Product quality, perceived value, trust, identification and brand image collectively shape customers' post-purchase evaluations, particularly during periods of market uncertainty. Consumers were likely to reassess alternative fuel brands based on multiple brand-related attributes rather than relying solely on product performance. Consequently these constructs provide a comprehensive explanation of customer satisfaction in a competitor crisis environment.

Meanwhile the moderate explanatory power observed for Brand Loyalty indicates that although customer satisfaction and brand-related perceptions significantly contribute to loyalty formation, they do not fully explain consumers' long-term commitment to Shell. Brand loyalty is a multidimensional construct influenced by various psychological, behavioral, and situational factors. Variables such as switching costs, brand commitment, customer experience, perceived risk, service convenience, promotional activities and emotional attachment may also influence loyalty but were beyond the scope of the present study. Future research may therefore incorporate these variables to improve the model's predictive accuracy and provide a more comprehensive understanding of customer loyalty.

Overall the R^2 results confirm that the proposed structural model possesses moderate explanatory and predictive capability. The model successfully explains a substantial proportion of customer satisfaction and brand loyalty among Shell consumers following the Pertamina fuel adulteration crisis. These findings support the suitability of the proposed conceptual framework and indicate that the selected constructs represent important determinants of consumer responses within a competitor crisis context while also highlighting opportunities for future studies to incorporate additional explanatory variables to further enhance model performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This study concludes that perceived quality, perceived value, brand identification, brand trust and brand image positively and significantly contribute to customer satisfaction and brand loyalty among Shell consumers following the Pertamina fuel adulteration crisis with customer satisfaction also serving as a significant predictor of brand loyalty. These findings demonstrate that a competitor's crisis can create opportunities not only to attract new customers but also to strengthen long-term loyalty when consumers perceive superior quality, value, trust and a favorable brand image. By examining customer behavior from the perspective of an unaffected competitor this study extends the brand loyalty literature through the concept of competitor crisis spillover, providing empirical evidence that market disruptions may reshape consumer evaluations and loyalty formation. The findings contribute to marketing and consumer behavior research by offering a broader understanding of loyalty development under crisis-induced market conditions and provide practical insights for fuel retailers and other competitive industries seeking to transform temporary customer switching into sustainable customer relationships through value creation, trust building and consistent brand management.

Limitations

This study has several limitations. Firstly the research focused exclusively on Shell fuel consumers in the Jabodetabek and Banten regions following the Pertamina fuel adulteration crisis; therefore, the findings may not be generalizable to other fuel retailers, industries, geographic contexts, or periods beyond the crisis. Secondly although the model explains a substantial proportion of customer satisfaction and brand loyalty, it examined only perceived quality, perceived value, brand identification, brand trust, brand image and customer satisfaction, while other factors such as switching costs, customer experience, perceived risk, emotional attachment and service convenience may also influence brand loyalty. Thirdly the study employed a cross-sectional design which captures consumer perceptions at a single point in time and does not reflect how customer satisfaction and loyalty may evolve as market conditions and consumer trust change over time. Therefore the findings should be interpreted within the scope and context of this study.

Recommendations

Future research is encouraged to expand the scope of investigation by including consumers from different regions, fuel retailers or industries to enhance the generalizability of the findings. Increasing the sample size and adopting a longitudinal research design would provide a better understanding of how customer satisfaction and brand loyalty evolve beyond the immediate effects of a competitor's crisis. Furthermore future studies should incorporate additional variables, such as customer experience, switching costs, perceived risk, emotional attachment, brand commitment, or service convenience to develop a more comprehensive model of loyalty formation. Employing alternative analytical approaches such as covariance-based Structural Equation Modeling (CB-SEM), longitudinal SEM, artificial intelligence-based predictive analytics or system dynamics, may also provide deeper insights into consumer behavior and the long-term impact of competitor crisis spillover on brand loyalty.

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