

The Effect of Customer Experience and Perceived Product Quality on Repurchase Intention Through Shell's Brand Image in the Jabodetabek Area During the Fuel Quota Crisis

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Abstract

The Shell fuel quota crisis in Greater Jakarta has resulted in limited fuel availability at a number of gas stations and has affected consumers' experiences in accessing Shell products. This situation is important to examine because it may influence consumers' evaluations of customer experience, perceived product quality, brand image, and repurchase intention. This study aims to analyze the effects of Customer Experience and Perceived Product Quality on Repurchase Intention through Shell's Brand Image in Greater Jakarta during the fuel quota crisis. This study employed a quantitative research method with a marketing communication approach. Data were collected through an online questionnaire administered to 400 respondents who resided in or were active in Greater Jakarta, had purchased or used Shell fuel, and were aware of or had experienced limited Shell fuel availability during the 2025–2026 period. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results indicate that Customer Experience and Perceived Product Quality have positive and significant effects on both Brand Image and Repurchase Intention. Brand Image also has a positive and significant effect on Repurchase Intention and significantly mediates the relationships between Customer Experience and Repurchase Intention and between Perceived Product Quality and Repurchase Intention. These findings demonstrate that brand image plays an important role in strengthening Shell consumers' repurchase intentions during the fuel quota crisis.

INTRODUCTION

The development of globalization and digital transformation has driven changes in marketing communication practices, requiring companies to become more adaptive to dynamic market conditions. In an increasingly complex competitive environment, the success of marketing activities is determined not only by the quality of the products or services offered but also by a company's ability to communicate messages effectively to consumers. Marketing communication is a strategic instrument that enables companies to build consumers' understanding of products while generating the desired responses, generally through various promotional activities designed to attract attention, stimulate interest, and influence consumer decisions regarding the company's products (Parawati et al., 2025).

The development of digital technology has also expanded opportunities for interaction between companies and consumers through various internet-based communication channels, such as social media, digital applications, email, and other online platforms, enabling companies to reach consumers more quickly and establish two-way communication (Wardani, 2023). From the consumer perspective, marketing communication serves as a means of obtaining clearer information about product characteristics and benefits, while also providing companies with valuable information for understanding customer needs and expectations (Wardana et al., 2024). In the decision-making process, consumers consider not only the functional aspects of a product but also develop perceptions of brand image based on their experiences and perceptions of the values represented by the brand (Huriyah & Erdiana, 2025).

This phenomenon is particularly relevant in the fuel industry, where competition among companies is determined not only by product quality but also by their ability to create positive customer experiences and maintain a strong brand image amid rapidly evolving public information dynamics.

Fuel oil, commonly referred to in Indonesia as Bahan Bakar Minyak (BBM), plays an important role in the structure of the Indonesian economy as one of the primary commodities supporting activities across various economic sectors. Demand for fuel continues to increase in line with the growth of the industrial and transportation sectors and the rising number of motor vehicles. According to a report by Statistics Indonesia (BPS), the number of motor vehicles in 2025 reached 172.94 million units, representing an increase of 3.89% compared with the previous year (Ridwan, 2026). Data on the number of motor vehicles in Indonesia by vehicle type during the 2023–2025 period are presented in Table 1.

Table 1. Number of Motor Vehicles in Indonesia by Type (2023-2025)

Vehicle Type	2023	2024	2025
Motorcycles (million units)	133,05	139,45	145,25
Passenger Cars (million units)	19,71	20,44	20,91
Freight Cars (million units)	6,09	6,28	6,47
Bus (unit)	272.793	293.991	308.613

Source: Databoks, 2025 (processed from Ridwan, 2026)

The increase in the number of motor vehicles has contributed to rising national fuel demand, which exceeds domestic production capacity. During the 2021–2025 period, Indonesia’s fuel demand was approximately twice its domestic production capacity. A comparison of Indonesia’s fuel demand and production volumes during the 2021–2025 period is presented in Table 2.

Table 2. Volume of Indonesia’s Fuel Needs and Production (2021-2025)

Year	Fuel Needs (million KL)	Fuel production (million KL)	Production to Needs
2021	-	40,71	58,0%
2022	-	41,60	53,1%
2023	-	43,42	53,9%
2024	-	39,59	47,8%
2025	84,58	41,96	49,6%

Source: Databoks, 2025 (processed from Ridwan, 2026); The data on fuel needs for 2021-2024 is not detailed in the original manuscript.

Based on Table 2, national fuel demand continued to exceed domestic production capacity. In 2025, Indonesia’s fuel demand reached 84.58 million kiloliters (kL), while domestic production amounted to only 41.96 million kL, equivalent to 49.6% of total demand. A similar pattern was also observed during the 2021–2024 period (Ridwan, 2026). The 2025 Performance Report of the Directorate General of Oil and Gas stated that domestic oil and gas energy demand was still not fully met by domestic production; therefore, imports of crude oil,

fuel, and liquefied petroleum gas (LPG) remained necessary. To address these conditions, the government has sought to increase domestic refinery production capacity, including through the Refinery Development Master Plan (RDMP) project at the Balikpapan Refinery, which was inaugurated in January 2026 (Kusnandar, 2026).

Limited domestic production capacity has contributed to Indonesia's high dependence on energy imports, making the country vulnerable to global supply chain disruptions and fluctuations in global oil prices. This situation is further exacerbated by limited national energy reserves, while the conflict involving Iran in 2026 has also posed risks to major energy distribution routes (El Dora, 2026). Amid these conditions, in early 2025, allegations concerning the blending of RON 92 gasoline with RON 90 gasoline gained widespread attention on social media and in online news. This information triggered public concern and criticism regarding the quality of fuel products being marketed, thereby affecting public trust in Pertamina as the national energy provider (Aziz et al., 2025).

This phenomenon has contributed to changes in consumer behavior when selecting fuel providers. President Director of PT Pertamina (Persero), Simon Aloysius Mantiri (2025), stated that fuel shortages occurred at a number of private gas stations operated by companies such as Shell, BP-AKR, and Vivo Energy. These shortages were allegedly triggered by an increase in consumers switching from Pertamina gas stations to private gas stations, thereby accelerating the depletion of the import quotas allocated to private companies (Yanwardhana, 2025). In response to these conditions, Minister of Energy and Mineral Resources Bahlil Lahadalia (2025) stated that non-subsidized fuel retailers, including Shell, BP-AKR, and Vivo Energy, agreed to purchase fuel from Pertamina through a one-stop procurement scheme to maintain national supply stability, although this policy affected the availability of non-subsidized fuel at a number of gas stations (Widyatama, 2025).

In the context of marketing communication, these conditions demonstrate that customer experience is shaped not only by product usage but also by service interactions, information received, and consumers' perceptions of product quality and the company itself (Aziz et al., 2025). Therefore, customer experience represents an important element in building brand image and fostering repurchase intention. Consumer behavior in this study was analyzed using the Stimulus–Organism–Response (S–O–R) model, which explains that consumer responses are formed through the receipt and processing of stimuli originating from the external environment. In this study, customer experience and perceived product quality are positioned as stimuli, brand image as the organism representing consumers' internal evaluation processes, and repurchase intention as the behavioral response resulting from these processes.

The persistent gap between domestic production and consumption has fostered a heavy reliance on energy imports, rendering Indonesia vulnerable to global supply chain disruptions and fluctuations in global oil prices. This situation is compounded by limited national energy reserves and geopolitical risks, such as the conflict involving Iran in 2026, which poses potential threats to major energy distribution routes (El Dora, 2026). Amid these macroeconomic challenges, allegations concerning the blending of RON 92 gasoline with RON 90 gasoline gained widespread attention on social media and in online news in early 2025. This information triggered public concern and criticism regarding the quality of fuel products being marketed, consequently reducing public trust in Pertamina as the national energy provider (Aziz et al., 2025).

Based on this description, the research questions are formulated as follows: (1) Does customer experience affect brand image? (2) Does perceived product quality affect brand image? (3) Does customer experience affect repurchase intention? (4) Does perceived product quality affect repurchase intention? (5) Does brand image affect repurchase intention? (6) Does brand image mediate the effect of customer experience on repurchase intention? and (7) Does

brand image mediate the effect of perceived product quality on the repurchase intention of Shell consumers in Greater Jakarta during the fuel quota crisis?

In line with these research questions, this study aims to examine and explain the effects of customer experience and perceived product quality on brand image; the effects of customer experience and perceived product quality on repurchase intention; the effect of brand image on repurchase intention; and the mediating role of brand image in the relationships between customer experience and repurchase intention and between perceived product quality and repurchase intention among Shell consumers in Greater Jakarta during the fuel quota crisis. Theoretically, this study is expected to contribute to the development of marketing communication research, particularly by providing further insight into the role of brand image as a mediating variable in shaping consumers' repurchase intentions. Practically, the findings are expected to provide considerations for Shell management in formulating marketing communication strategies and improving service quality to strengthen brand image and increase consumers' repurchase intentions, particularly during periods of limited fuel availability.

METHODS

This study adopted a positivist paradigm and a quantitative approach to objectively examine the relationships among variables using empirical numerical data (Creswell & Creswell, 2023; Rusman, 2025; Sahir, 2021; Sugiyono, 2021). An explanatory research design with a causal-associative approach was employed to test the hypothesized relationships among the study variables (Sugiyono, 2021).

The study participants were Shell fuel consumers who resided in or were active in the Greater Jakarta area. The study examined the relationships among Customer Experience, Perceived Product Quality, Brand Image, and Repurchase Intention during the fuel quota crisis. Primary data were collected through an online questionnaire, while secondary data were obtained from methodological references, scientific journals, previous studies, and relevant news sources concerning the Shell fuel quota crisis.

The study population consisted of Shell fuel consumers who resided in or were active in Greater Jakarta, had purchased or used Shell fuel, and were aware of or had experienced limited Shell fuel availability during 2025–2026. Because the exact population size was unknown, the minimum sample size was determined using Cochran's formula (Adam, 2020), with a 95% confidence level, a population proportion of 0.5, and a 5% margin of error, resulting in a minimum requirement of 385 respondents. The study included 400 respondents to account for potentially incomplete or ineligible responses during data screening. Respondents were selected using non-probability purposive sampling based on the predetermined eligibility criteria (Sugiyono, 2021).

The independent variables were Customer Experience (X1) and Perceived Product Quality (X2), Brand Image (Z) served as the mediating variable, and Repurchase Intention (Y) was the dependent variable. Customer Experience was measured using service accessibility, employee competence, service personalization, and problem-solving ability. Perceived Product Quality was measured using performance, features, reliability, and product conformance. Brand Image was measured using product image, product features, user image, and brand differentiation. Repurchase Intention was measured using additional purchase intention, preferential intention, transactional intention, and exploratory intention. A summary of the variable operationalization is presented in Table 3.

Table 3. Operationalization of Research Variables

Variable	Brief Definition	Dimensions/Indicators	Number of Items
Customer Experience (X1)	The overall experience formed through customer interaction with products, companies, and organizational elements (Irfanudin et al., 2024)	Service accessibility; employee competence; personalization of services; problem-solving skills	12
Perceived Product Quality (X2)	Consumer assessment of the excellence or quality of Shell fuel products	Performance; features; reliability; Product Suitability	12
Brand Image (W)	Consumer perception and association of the Shell brand	Product image; product features; use image; Brand differentiation	12
Repurchase Intention (Y)	The tendency of consumers to buy back products that have been used (Prabawa et al., 2023)	Additional purchase intention; preferential intentions; transactional intentions; Exploratory Intentions	12

Source: Researcher's Processed Results, 2026

The study variables were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Mean scores were classified into low (1.00–2.33), moderate (2.34–3.67), and high (3.68–5.00) categories.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software (Hair et al., 2019). The measurement model was assessed for convergent validity using outer loadings (> 0.708) and average variance extracted (AVE > 0.50), discriminant validity using the heterotrait–monotrait ratio (HTMT < 0.90), the Fornell–Larcker criterion, and cross-loadings, and internal consistency reliability using Cronbach's alpha and composite reliability values of 0.70–0.90 (Hair et al., 2019). The structural model was evaluated using the variance inflation factor (VIF), coefficient of determination (R^2), effect size (f^2), standardized root mean square residual (SRMR), and normed fit index (NFI). Effect sizes of 0.02, 0.15, and 0.35 were interpreted as small, medium, and large, respectively, while SRMR values below 0.08 and NFI values approaching 1 indicated acceptable model fit (Hair et al., 2019, 2021, 2022).

Hypotheses were tested using a bootstrapping procedure based on path coefficients, t-statistics, and p-values. A relationship was considered statistically significant when the t-statistic exceeded 1.96 and the p-value was below 0.05 at the 5% significance level (Hair et al., 2021). Mediation was assessed using specific indirect effects to determine whether Brand Image mediated the effects of Customer Experience and Perceived Product Quality on Repurchase Intention. An indirect effect was considered statistically significant when its p-value was below 0.05 (Hair et al., 2021).

RESULTS AND DISCUSSION

Overview of Research Objects

Shell is a global energy and petrochemical company with operations in more than 70 countries, with approximately 93,000 employees in more than 70 countries. In Indonesia, Shell

is present through PT Shell Indonesia and is known as one of the non-subsidized fuel brands that provides fuel products such as Shell Super, Shell V-Power, Shell V-Power Diesel, and Shell V-Power Nitro+, as well as supporting services such as Shell Select, deli2go, Shell petrol station workshops, and Shell Recharge. In 2025, PT Shell Indonesia has agreed to transfer ownership of the petrol station business in Indonesia to a joint venture between Citadel Pacific Limited and Sefas Group, but the Shell brand will remain present in Indonesia through a brand licensing agreement and fuel products will continue to be supplied through Shell. Shell was chosen as the object of the research because it experienced fuel stock limitations in the 2025-2026 period which had an impact on customer experience, product quality perception, brand image, and consumer repurchase intention.

Characteristics of Respondents

The research questionnaire was filled out by 400 respondents who met the research criteria. Characteristics of respondents based on gender, age, domicile, and occupation are presented in Table 4.

Table 4. Respondent Characteristics

Characteristics	Categories	Quantity	Percentage
Gender	Women	221	55,25%
	Male	179	44,75%
Age	17-25 Years	147	36,75%
	26-35 Years	133	33,25%
	36-45 Years	66	16,50%
	> 45 Years	54	13,50%
Domicile	Jakarta	151	37,75%
	Bogor	57	14,25%
	Depok	91	22,75%
	Tangerang	56	14,00%
	Bekasi	45	11,25%
Jobs	Student/Student	72	18,00%
	Private Employees	151	37,75%
	Civil Servants/SOEs	84	21,00%
	Entrepreneurship	72	18,00%
	Others	21	5,25%

Source: Researcher's Processed Results, 2026

Based on Table 4, the majority of respondents are female (55.25%), aged 17-25 years (36.75%), domiciled in Jakarta (37.75%), and work as private employees (37.75%). Overall, the respondents' profiles show relevant characteristics as Shell fuel users in the Greater Jakarta area, which are dominated by young adult age groups who generally have mobility and fuel use needs in daily activities.

Descriptive Analysis of Variables

Descriptive analysis was used to see the tendency of respondents' assessment of each research variable based on the average value (mean) of all indicator items. The results of the descriptive analysis for the four research variables are presented in Table 5

Table 5. Summary of Descriptive Analysis of Research Variables

Variable	Number of Items	Total Mean	Categories	Highest Mean Item	Lowest Mean Item
Customer Experience (X1)	12	2,92	Medium	X1.3 (2.95)	X1.1 (2.87)
Perceived Product Quality (X2)	12	2,92	Medium	X2.5 (2.96)	X2.6 (2.89)
Brand Image (W)	12	2,89	Medium	Z7 (2.93)	Z1/Z9/Z12 (2.87)
Repurchase Intention (Y)	12	2,91	Medium	Y12 (2.94)	Y6 (2.88)

Source: Researcher's Processed Results, 2026

Based on Table 5, all research variables are in the medium category with a total mean between 2.89 and 2.92. The highest score on Customer Experience is found in item X1.3 which shows the ease of finding Shell petrol station information through the available channels, while the lowest score in item X1.1 shows that the ease of obtaining Shell petrol station service information is still rated moderate. In Perceived Product Quality, the highest score on item X2.5 indicates the respondent's assessment of the advantages of Shell fuel products that are attractive to consumers. In the Brand Image, the highest score on item Z7 shows that respondents simply view Shell fuel users as consumers who pay attention to fuel quality. In Repurchase Intention, the highest value on item Y12 indicates the tendency of respondents to look for information on the location of Shell petrol stations that have available stock. Overall, these results show that respondents have a fairly good, but not very strong, assessment of customer experience, product quality perception, brand image, and intention to repurchase Shell fuel during the fuel quota crisis.

Measurement Model Test Results (Outer Model)

The evaluation of the measurement model was carried out through tests of convergent validity, discriminant validity, and reliability of indicators on the variables Customer Experience (X1), Perceived Product Quality (X2), Brand Image (Z), and Repurchase Intention (Y).

Convergent Validity Test

The test results showed that all indicators had an outer loading value between 0.883 to 0.923, above the threshold of 0.70, so that all indicators in the four variables were declared to meet the convergent validity criteria (Hair et al., 2019). A summary of the outer loading range per variable is presented in Table 6.

Table 6. Summary of Convergent Validity Test Results (Outer Loading)

Variable	Number of Indicators	Outer Loading Range	Remarks
Customer Experience (X1)	12	0,887 – 0,910	Valid
Perceived Product Quality (X2)	12	0,883 – 0,907	Valid
Brand Image (W)	12	0,884 – 0,900	Valid

Variable	Number of Indicators	Outer Loading Range	Remarks
Repurchase Intention (Y)	12	0,911 – 0,923	Valid

Source: SmartPLS Processed Products, 2026

Discriminatory Validity Test

Discriminant validity was assessed through the Heterotrait-Monotrait Ratio (HTMT) and the Fornell-Larcker Criterion. The results of the HTMT test are presented in Table 7.

Table 7. Results of the Discriminant Validity Test Based on HTMT

Construct	BI	CE	PPQ	RI
BI	-			
CE	0,570	-		
PPQ	0,577	0,066	-	
RI	0,837	0,554	0,542	-

Source: SmartPLS Processed Products, 2026

Based on Table 7, all HTMT values are below 0.90, with the highest value in the relationship between Repurchase Intention and Brand Image of 0.837, so that the constructs in the research model have adequate differences. The results of the Fornell-Larcker Criterion test are presented in Table 8.

Table 8. Results of the Discriminant Validity Test Based on the Fornell-Larcker Criterion

Construct	BI	CE	PPQ	RI
BI	0,893			
CE	0,558	0,900		
PPQ	0,565	-0,062	0,896	
RI	0,821	0,545	0,532	0,918

Source: SmartPLS Processed Products, 2026

Based on Table 8, the square root value of AVE on each construct (CE = 0.900; PPQ = 0.896; RI = 0.918; BI = 0.893) is greater than the correlation with other constructs. This result is also supported by cross loading values, where all indicators have the highest loading value in the construct that they measure themselves compared to other constructs, so that the research model meets the criteria of discriminant validity.

Reliability Test

Construct reliability is assessed through Cronbach's Alpha, Composite Reliability (rho_a and rho_c), and Average Variance Extracted (AVE). The results of the reliability test are presented in Table 9.

Table 9. Reliability Test Results

Variable	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	AVE	Remarks
Customer Experience	0,979	0,979	0,981	0,810	Reliable

Variable	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	AVE	Remarks
Perceived Product Quality	0,978	0,978	0,980	0,802	Reliable
Brand Image	0,977	0,977	0,979	0,797	Reliable
Repurchase Intention	0,983	0,983	0,985	0,842	Reliable

Source: SmartPLS Processed Products, 2026

Based on Table 9, all constructs have Cronbach's Alpha and Composite Reliability values above 0.70, and AVE values above 0.50, so that all constructs in this study are declared reliable and meet the measurement criteria (Hair et al., 2019).

Structural Model Test Results (Inner Model)

Structural model evaluation was carried out through collinearity (VIF), R-Square, effect size (f^2), and Goodness of Fit tests after the measurement model met the criteria of validity and reliability.

Table 10. Variance Inflation Factor (VIF) Test Results

Variable Relationships	VIF Value	Remarks
CE -> BI	1,004	No collinearity
PPQ -> BI	1,004	No collinearity
CE -> RI	2,086	No collinearity
PPQ -> RI	2,110	No collinearity
BI -> RI	3,053	Still acceptable, please note

Source: SmartPLS Processed Products, 2026

Based on Table 10, most of the VIF values are below 3, while the VIF value in the relationship of Brand Image to Repurchase Intention of 3.053 is slightly above 3 but still below the limit of 5, so the structural model does not show a critical collinearity problem.

Table 11. R-Square Test Results

Endogenous Variable	R-Square	R-Square Adjusted	Categories
Brand Image (BI)	0,672	0,671	Medium
Repurchase Intention (RI)	0,713	0,711	Medium

Source: SmartPLS Processed Products, 2026

Based on Table 11, Customer Experience and Perceived Product Quality were able to explain Brand Image by 67.2%, while Customer Experience, Perceived Product Quality, and Brand Image were able to explain Repurchase Intention by 71.3%, with the rest explained by other factors outside the research model.

Table 12. Effect Size (f^2) Test Results

Variable Relationships	Value f^2	Categories
Customer Experience -> Brand Image	1,078	Large

Variable Relationships	Value f ²	Categories
Perceived Product Quality -> Brand Image	1,102	Large
Customer Experience -> Repurchase Intention	0,113	Small
Perceived Product Quality -> Repurchase Intention	0,099	Small
Brand Image -> Repurchase Intention	0,330	Medium

Source: SmartPLS Processed Products, 2026

Based on Table 12, the influence of Customer Experience and Perceived Product Quality on Brand Image is in the large category, the influence of Brand Image on Repurchase Intention is in the medium category, while the direct influence of Customer Experience and Perceived Product Quality on Repurchase Intention is in the small category, so that the influence of both becomes stronger through the formation of Brand Image.

Table 13. Goodness of Fit Model Test Results

Indicator	Saturated Model	Estimated Model	Remarks
SRMR	0,025	0,025	Good (< 0.08)
d_ ULS	0,723	0,723	Supporting indicators
d_ G	0,542	0,542	Supporting indicators
Chi-square	1166,449	1166,449	Supporting indicators
NFI	0,956	0,956	Good (> 0.90)

Source: SmartPLS Processed Products, 2026

Based on Table 13, the SRMR value of 0.025 is below the limit of 0.08 and the NFI value of 0.956 is above 0.90, so that the research model has adequate feasibility as a support for the SEM-PLS test.

Hypothesis Test Results

The hypothesis test was carried out through a bootstrapping procedure by looking at the original sample value, t-statistic, and p-value. The hypothesis is accepted if the t-statistic value is greater than 1.96 and the p-value is less than 0.05.

Table 14. Direct Impact Test Results

Hypothesis	Variable Relationships	Original Sample	T-Statistic	P-Value	Remarks
H1	Customer Experience -> Brand Image	0,595	19,612	0,000	Accepted
H2	Perceived Product Quality -> Brand Image	0,602	19,285	0,000	Accepted
H3	Customer Experience -> Repurchase Intention	0,260	6,119	0,000	Accepted
H4	Perceived Product Quality -> Repurchase Intention	0,244	6,122	0,000	Accepted

Hypothesis	Variable Relationships	Original Sample	T-Statistic	P-Value	Remarks
H5	Brand Image -> Repurchase Intention	0,538	11,418	0,000	Accepted

Source: SmartPLS Processed Products, 2026

Based on Table 14, all direct relationships have a t-statistic value greater than 1.96 and a p-value of 0.000, so that all direct influences are declared positive and significant and H1 to H5 are accepted.

Table 15. Indirect Influence Test Results (Mediation)

Hypothesis	Variable Relationships	Original Sample	T-Statistic	P-Value	Remarks
H6	Customer Experience -> Brand Image -> Repurchase Intention	0,320	9,620	0,000	Accepted
H7	Perceived Product Quality -> Brand Image -> Repurchase Intention	0,324	10,333	0,000	Accepted

Source: SmartPLS Processed Products, 2026

Based on Table 15, the indirect influence of Customer Experience on Repurchase Intention through Brand Image has an original sample value of 0.320 and the indirect effect of Perceived Product Quality on Repurchase Intention through Brand Image has an original sample value of 0.324, with t-statistic and p-value on both tracks showing significant results ($p < 0.05$), so that H6 and H7 are accepted. This result proves that Brand Image plays a mediator in the relationship between Customer Experience and Perceived Product Quality to Repurchase Intention.

The following discussion interprets the results of hypothesis testing by linking it to the Stimulus-Organism-Response (S-O-R) approach, marketing communication perspectives, and relevant previous research.

The Influence of Customer Experience on Brand Image

Customer Experience has a positive and significant effect on Brand Image (original sample 0.595; t-statistic 19.612; p-value 0.000). These results show that the better the customer experience in interacting with Shell's services, information and touchpoints, the more positive the brand image will become. During the fuel quota crisis, customers not only judge Shell by product availability, but also by the ease of obtaining stock information, the response of petrol station officers, the clarity of communication, and the company's ability to help customers when products are not available normally. In the S-O-R flow, Customer Experience acts as a stimulus that consumers process into a valuation of the brand. These results are in line with Aghivirwiati (2023) and Rita & Trimulyani (2022) who show that a positive customer experience can improve brand image.

The Influence of Perceived Product Quality on Brand Image

Perceived Product Quality had a positive and significant effect on Brand Image (original sample 0.602; t-statistic 19.285; p-value 0.000). The better the consumer perception of the quality of Shell fuel, the stronger the brand image will be formed. During the fuel quota crisis, limited stock can disrupt the purchasing process, but the perception of Shell fuel quality remains the reason why consumers maintain a positive assessment of the brand. In the S-O-R approach, Perceived Product Quality acts as a stimulus that customers receive through the experience of using the product and then forms an internal evaluation in the form of trust and association with the brand. These results are in line with Risdayanti et al. (2025) and Aqila et

al. (2023) who explain that product quality perception plays an important role in shaping brand image.

The Influence of Customer Experience on Repurchase Intention

Customer Experience had a positive and significant effect on Repurchase Intention (original sample 0.260; t-statistic 6.119; p-value 0.000), but the direct effect was not as large as the effect on Brand Image, and the effect size value on this relationship was in the small category. This shows that customer experience is important, but repurchase decisions are still influenced by other factors such as stock availability, mobility needs, gas station locations, and brand confidence. These findings are in line with Aditya & Indudewi (2022) and Aghivirwiati (2023) who explain that a good customer experience can increase the tendency to repeat purchases.

The Effect of Perceived Product Quality on Repurchase Intention

Perceived Product Quality had a positive and significant effect on Repurchase Intention (original sample 0.244; t-statistic 6.122; p-value 0.000). Consumers who consider Shell fuel to be of good quality, reliable, and as expected tend to have the desire to return to using the product. The value of effect size in this relationship is in the small category, so the influence becomes stronger if the perception of quality also forms a positive brand image. These results are in line with Anggriani et al. (2022), Grace et al. (2024), and Risdayanti et al. (2025) who show that the perception of product quality influences repurchase intentions.

The Influence of Brand Image on Repurchase Intention

Brand Image has a positive and significant effect on Repurchase Intention (original sample 0.538; t-statistic 11.418; p-value 0.000), and is the variable with the greatest direct influence on Repurchase Intention compared to Customer Experience and Perceived Product Quality. In a fuel quota crisis situation, consumers who still have a positive impression and trust in the Shell brand tend to still consider Shell as a repurchase option when products are available again. In the S-O-R flow, the Brand Image acts as an organism that bridges stimuli and responses. These results are in line with Aditya & Indudewi (2022) and Risdayanti et al. (2025) who stated that positive brand image can drive repurchase intent.

The Role of Brand Image Mediation

Brand Image was proven to mediate the influence of Customer Experience on Repurchase Intention (original sample 0.320; t-statistic 9.620; p-value 0.000) and the effect of Perceived Product Quality on Repurchase Intention (original sample 0.324; t-statistic 10.333; p-value 0.000). These results show that customer experience and product quality perception not only work directly in shaping repurchase intent, but also work through brand image. During the fuel quota crisis, if Shell is able to provide clear information, helpful service, and responsive communication, the experience and perception of quality can maintain the brand image and ultimately encourage consumers to buy again. This is in accordance with the S-O-R approach, namely Customer Experience and Perceived Product Quality as a stimulus, Brand Image as an internal evaluation, and Repurchase Intention as a response. These findings are in line with Hafizhah & Izaak (2026), Hisyam et al. (2026), Billyyando & Tyas (2025), Novianti & Tafiprios (2024), and Suhud et al. (2022) who show that Brand Image can mediate the relationship between customer experience and product quality perception and repurchase intention.

CONCLUSION

Based on the findings regarding the effects of Customer Experience and Perceived Product Quality on Repurchase Intention through Shell's Brand Image in Greater Jakarta during the fuel quota crisis, all relationships in the research model were found to be positive and significant. Customer Experience and Perceived Product Quality significantly influenced both Brand Image and Repurchase Intention. Brand Image also significantly influenced

Repurchase Intention and mediated the effects of Customer Experience and Perceived Product Quality on Repurchase Intention, with the strongest mediating effect observed in the relationship between Perceived Product Quality and Repurchase Intention through Brand Image. These findings indicate that consumers' intentions to repurchase Shell fuel were influenced not only directly by customer experience and perceived product quality but also indirectly through a stronger brand image. Based on these findings, Shell Indonesia is advised to strengthen communication regarding fuel availability through official channels that are easily accessible and regularly updated, maintain a positive customer experience at gas stations during periods of limited supply, ensure consistent product quality, enhance transparent and responsive crisis communication, and reinforce Brand Image across all customer touchpoints. Future studies are recommended to incorporate additional variables, such as customer satisfaction, brand trust, service quality, price perception, or customer loyalty; compare Shell with other fuel brands, such as Pertamina, BP, or Vivo; expand the geographical scope beyond Greater Jakarta; and further examine crisis conditions or changes in energy policy as relevant contextual factors.

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