

Research Article

The Effect of Team Brand Image Towards Fan Loyalty: Mediated by Satisfaction and Moderated by Team Performance

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Abstract: The loyalty practices of Liga 1 Indonesia football club followers are the main subject of this study. This study aims to investigate and evaluate the roles that team achievement and fulfilment play as moderators and mediators in the relationship between fan loyalty and team brand image. The population in this study were 4 supporters of football teams in East Java who had watched football matches at least 2 times. The number of samples in this study was 248 respondents using the purposive sampling method. Using the SmartPLS 3 application, Partial Least Squares (PLS) analysis is the method employed. The study's findings show that fan loyalty is significantly impacted by the direct relationship between team brand image and fan loyalty. Team brand image has a significant effect on satisfaction. Satisfaction affects fan loyalty. The indirect effect through satisfaction shows a partial mediating role between the relationship between team brand image and fan loyalty. The indirect effect through team performance shows no moderating role between the relationship between team brand image and satisfaction.

Keywords: Team Brand Image, Satisfaction, Team Performance, Fan Loyalty.

I. INTRODUCTION

Indonesia is a country that has potential in the field of sports, especially football. The football industry has grown rapidly in Indonesia in recent years. The development of the football industry in Indonesia is supported by the management of the League, which is getting more competitive from year to year. Indonesia has the opportunity to be able to develop the football industry. This is believed to be due to the existence of facilities and infrastructure in every region in Indonesia to support the growth of the sports industry.

The industrialization of football began in 2008 with the Indonesia Super League, which was a transition of football industrialization due to the ban on the use of government funds for football teams. After the release of government funds, the sources of income for clubs are sponsorship, apparel, merchandise, league subsidies, television rights and match tickets and merchandise purchased by supporters.

The sports industry, especially football, is not just a relationship between spectators, supporters, and fans who are likened to consumers in an industry[1]. An important factor affecting the development of the club is the number of supporters. An increase in the number of supporters indicates the development of a sports club. More supporters will attract sponsors to work with the sports club.

The Indonesian League continues to experience a decline in audience numbers from 2018 to 2022. The decline in the number of spectators in Indonesia began when, in 2019, the League 1 match was only watched by 2,874,651 people, and this number decreased compared to 2018, which was watched by 3,098,044 people[2]. One of the factors in the decline in the number of supporters is because many clubs were born without identity such as the results of mergers with other clubs, making it difficult for football teams to attract supporters.

The effect of the decline in the number of spectators will have an impact on a team's income. Revenue that will directly or indirectly affect the economic stability of the football team in navigating the upcoming competition. A financial crisis against a team has a negative impact on the team's operational costs during the League competition; one of the impacts when a club has a financial crisis is failing to pay salaries to players, staff and club management. Based on the background that has been explained, the problem formulation in this study is how the role of team brand image, team performance, and supporter satisfaction on supporter loyalty for soccer clubs in League 1 2023/2024.



Clubs must improve their performance and strive to maintain and increase the loyalty of their fans. One form of successful consumer behavior in marketing science is loyalty. Like business organizations, modern professional football teams are required to have a loyal audience because the audience will be the source of the team's income. Loyal spectators contribute to the team's revenue by purchasing match tickets and merchandise.

This research is an explanatory study, whose research uses a quantitative analysis approach. This study aims to test and further analyze the mediating role of satisfaction and the moderating role of team performance in the relationship between team brand image and fan loyalty. Primary data is entirely taken from the collected sample, and secondary data is obtained from empirical results.

II. LITERATURE REVIEW

A) Team Brand Image

Consumer perception of a brand, which is imprinted in their memory and represents the brand's significance, is known as brand image[3]. Sports marketers have a special chance to give their supporters and the general public a constant and stable club representation in the sports world thanks to brand image[1]. Sports teams are seen as a product, according to Richeliu et al. [4], having physical aspects like game outcomes and merchandising, as well as intangible benefits like the emotions felt at the stadiums and pride when connected to the team.

H₁: Team brand image has a significant effect on fan loyalty

H₂: Team brand image has a significant effect on satisfaction

B) Satisfaction

Customer satisfaction is defined as how the product/service meets or exceeds consumer expectations[5]. Meanwhile, in the context of sports marketing, consumer satisfaction with sports products can create long-term benefits for sports organizations, including promotion through positive word of mouth, repeat purchases, and consumer loyalty. According to Clemes et al. [6] formulated several items that can be used to measure supporter satisfaction after attending a club match, namely, attending the match of the team I support is a satisfying experience; overall, I am satisfied with my decision to attend the match of the team I support.

H₃: Satisfaction has a significant effect on fan loyalty

H₅: Satisfaction mediates the effect between team brand image and fan loyalty

C) Team Performance

In the context of sports, the results of matches in a sports team are directly related to the quality of a team's play on the field. Team performance is critical to fan satisfaction in professional sports. Watanabe (2017)[7] states that on-field performance is one of the main determinants of demand for sports products. The goal of any sports organization is to create an experience that satisfies its audience[8].

H₄: Team performance moderates the effect between team brand image and fan loyalty

D) Fan Loyalty

Customer loyalty can be defined as a process of preferential purchases, attitudes, and behaviors towards one or more brands expressed over a period of time[9]. In the context of sports marketing, someone who considers himself a supporter of a particular sports club will exhibit the following behaviors: the desire to attend every match of his favorite club at the stadium, the desire always to know the latest news about his favorite club, and the desire always to follow the development of his favorite club, and buy products of his favorite club attributes[10].

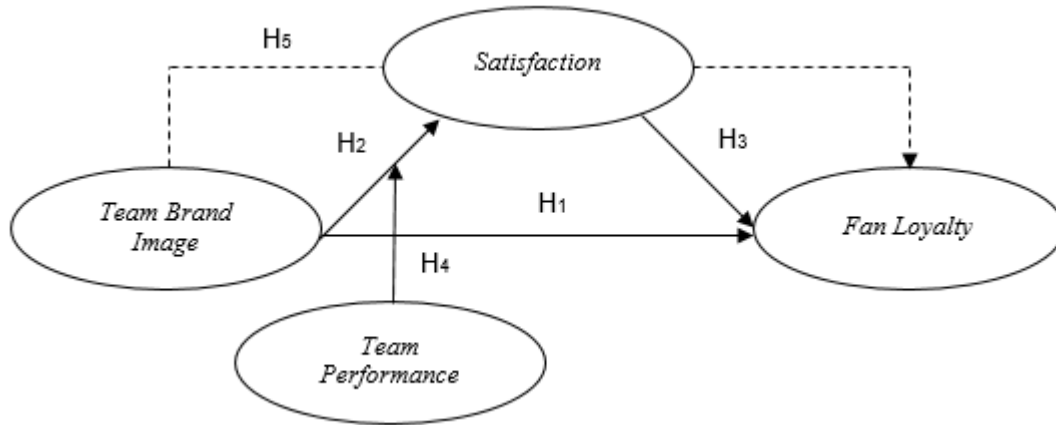


Figure 1: Conceptual Framework

This research uses a quantitative approach that aims to collect, describe, analyze, and prove hypotheses about the phenomena to be observed. The research was conducted using a Likert-type scale that ranged from 1 (strongly disagree) to 5 (strongly agree). The population in this study as a whole is supporters of 4 Indonesian League 1 2023/2024 teams in East Java consisting of Persebaya Surabaya, Arema Malang, Persik Kediri, and Madura United with a sample of 248 respondents measured using purposive sampling. The criteria needed to fill out the survey are spectators of the League 1 soccer team in the East Java region and individuals who have watched League 1 matches at least 2 times. The data obtained were analyzed using Structural Equation Modeling by Partial Least Square (SEM-PLS) because the variables in this study were all unobserved and measured using several indicators. Each variable in this study uses indicators adapted from Bauer et al. (2008)[1] for Team Brand Image, Yoshida (2010)[11] and Clemes (2011)[6] for Satisfaction, Yoshida (2010)[11] for Team Performance, Bauer et al. (2008)[1] for Fan Loyalty.

III. RESULTS AND DISCUSSION

A) Respondent Characteristics

Table 1 shows that the majority of football spectators in Indonesia, according to gender, were male at 92% and female at 8%. These results illustrate that the majority of football spectators in Indonesia are male. League 1 spectators in East Java involved in this study were dominated by respondents aged under 27 years 78% of respondents, while 19% of respondents were aged 28 years to 37 years, then 1% of respondents aged 38 years to 47 years, and 2% of respondents aged over 47 years. This shows that most of the League 1 supporters in East Java are under 27 years old, which is the age group of adolescents and adults. Based on the data in the table above, it is dominated by respondents from the Persebaya Surabaya club 38% of respondents and 29% of respondents are supporters of the Arema Malang team. At the same time, 23% of respondents are supporters of the Persik Kediri team, and 10% of respondents are supporters of Madura United. These results are also in line with the fact that the largest supporter bases in East Java are Persebaya Surabaya, Arema Malang, Persik Kediri and Madura United. Based on the table above, shows that the majority of respondents who came to watch at the stadium more than 5 times were 46% of respondents.

Meanwhile, 33% of respondents attended matches in the stadium 2-5 times. Then, as many as 21% of respondents attended the match 2 times. This shows that the loyalty possessed by respondents is in accordance with the conditions stated by Yun[12], which states that loyal fans will be more likely to attend matches.

Table 1: Demographic Respondents

	Category	Frequency	%
Age	<27	194	78
	28-37	48	19
	38-47	4	2
	>48	2	1
Gender	Male	229	92
	Female	19	8
Supported Team	Persebaya Surabaya	95	38
	Arema Malang	71	29
	Persik Kediri	56	23

	Madura United	26	10
Watching the game at the Stadium	2 Times	50	21
	2-5 Times	83	33
	More than 5 times	115	46

B) Measurement Model Analysis

The assessment of convergent validity can be seen based on scores from outer loadings and Average Variance Extracted (AVE) conducted by SmartPLS 3.0. The following result of convergent validity is shown below.

Table 2: Validity Analysis

Measurement Item(s)	Convergent Validity		Discriminant Validity	
	Outer Loading	Result	AVE	Result
Team Brand Image			0.950	
It is important to me that my favourite club achieves a good position in the competition	0.984	Valid		Valid
The team I support has star players I want to watch	0.972	Valid		Valid
The team I support has a qualified head coach	0.986	Valid		Valid
The team I support has good management	0.981	Valid		Valid
The logo of the team I support has a character	0.946	Valid		Valid
The team I support has a winning history	0.973	Valid		Valid
The stadium of the team I support can increase the enjoyment of watching the game	0.979	Valid		Valid
Satisfaction			0.667	
The stadium provides comfortable seating.	0.751	Valid		Valid
I am satisfied with the service provided by the officials at the stadium.	0.849	Valid		Valid
I am satisfied with the game of the team I support.	0.834	Valid		Valid
I am satisfied with the League 1 match that I watched at the stadium.	0.755	Valid		Valid
Attending a Liga 1 match is a satisfying experience.	0.862	Valid		Valid
Overall, I am satisfied with my decision to attend a Liga 1 match.	0.843	Valid		Valid
Team Performance			0.741	
The team I support has players with excellent skills.	0.877	Valid		Valid
The team I support always gives 100% in every match.	0.842	Valid		Valid
The team I support always tries to do their best.	0.863	Valid		Valid
Fan Loyalty			0.723	
I often attend my favorite team's matches at the stadium.	0.808	Valid		Valid
I follow developments about my favorite players, coaches, managers and teams in the media.	0.794	Valid		Valid
I buy a lot of club-related merchandise.	0.880	Valid		Valid
I wear my favorite team's colors and/or logo.	0.885	Valid		Valid
I participate in discussions about my favorite team.	0.879	Valid		Valid

Table 2 showed that the score of outer loadings from each item of team brand image, satisfaction, team performance, and fan loyalty scored more than 0.7. In contrast, the Average Variance Extracted (AVE) scored above 0.5, which was stated to be valid. Therefore, this result meets the requirement for the following analysis. Composite reliability is determined based on scores of composite reliability and Cronbach's alpha.

Table 3: Reliability Analysis

Variable	Cronbach's Alpha	Composite Reliability
Team Brand Image	0,991	0,993
Satisfaction	0,900	0,923
Team Performance	0,825	0,896
Fan Loyalty	0,904	0,904

Table 3 shows that the composite reliability scores for each variable are entirely above 0.7, as the entire Cronbach's alpha scores are above 0.6. Thus, it concluded that all items were stated to be reliable.

C) Structural Model Test

The inner model analysis predicts the cause-effect relationship between variables studied by three approaches: determinant coefficient (R^2) and predictive relevance (Q^2). The determinant coefficient on each variable was tested, and the R-squared value for the satisfaction variable was 0.552. The R-Square value shows that 55.2% of the satisfaction variable is

influenced by the team brand image variable, while the remaining 44.8% is influenced by other variables outside the study. While the R-Square value of the fan loyalty variable is 0.274, it shows that the fan loyalty variable is influenced by the team brand image variable by 27.4%, while the remaining 72.6% is influenced by other variables outside the study. The amount of predictive relevance in this study is 0.675, indicating a robust predictive relevance because its score is nearly approaching 1. That said, this research model is categorized as a good model.

D) Hypothesis Test

The direct influence can be seen through the t-statistic and p-value from one variable to another using the bootstrapping procedure by SmartPLS 3.0. Hypotheses could have been stated by significance if the score of the t-statistic was larger than 1.96 with a significance of 5% so that the p-value in each hypothesis was below 0.05.

Table 4: Direct Hypothesis Testing

Relationship	Path Coefficient	t-Statistic	p-Value	Result
Team Brand Image → Fan Loyalty	0.212	3.448	0.001	Accepted
Team Brand Image → Satisfaction	0.122	2.127	0.034	Accepted
Satisfaction → Fan Loyalty	0.394	6.548	0.000	Accepted

Based on Table 4 explains that team brand image has a significant effect on fan loyalty ($\beta = 0.212$; $t = 3.448$; $p > 0.05$). Team brand image has a significant effect on satisfaction ($\beta = 0.122$; $t = 2.127$; $p < 0.05$). Satisfaction has a significant effect on fan loyalty ($\beta = 0.394$; $t = 6.548$; $p < 0.05$). Hence, H1, H2, and H3 are supported. The indirect effect can also be seen through the score of the path coefficient or original sample after determining the amount of t-statistic and p-value.

Table 5: Indirect Hypothesis Testing

Relationship	Path Coefficient	t-Statistic	p-Value	Result
Team Brand Image → Satisfaction (Moderating Effect Team Performance)	-0.025	1.666	0.097	Rejected
Team Brand Image → Satisfaction → Fan Loyalty	0.048	2.127	0.034	Accepted

Based on Table 5 above, the result of the indirect effect between team brand image on satisfaction moderated by team performance ($\beta = -0.025$; $t = 1.666$; $p < 0.05$). The result of the indirect effect between team brand image on fan loyalty is mediated by satisfaction ($\beta = 0.048$; $t = 2.127$; $p < 0.05$). Team performance is rejected because it does not moderate between team brand image and satisfaction. Satisfaction is accepted as partial mediation between team brand image and fan loyalty. Hence, H5 is supported, but H4 is rejected.

E) Discussion

Building powerful, uplifting, and distinctive consumer ideas about the club—that is, developing a strong brand image—is one tactic a club can take to fuel sports fan preference and loyalty. Thus, brand perception plays a very important role in the loyalty of a football supporter in Indonesia. This is in line with the industrialization of the sports sector in football clubs, resulting in a team having to evolve into a commercial entity to get revenue from supporters who are formulated as consumers in the football industry. Therefore, a club not only competes in a competition but also competes to get supporters who become one of the sources of income besides brands that sponsor a football club. The results of this study are supported by the statement put forward by Subaebasni[13] that brand image can be used as a measure of customer loyalty. Meanwhile, strong customer loyalty can be understood as a direct impact on the success of the brand image branding process[14].

A football team that has a good image will have a positive impact on supporter satisfaction. This is reflected in several aspects, such as the team's good winning history and being known as a team that has achievements that can have a positive impact on the emotions of supporters, which leads to supporter satisfaction in consuming the products/services offered by a team. In addition, there are several factors, such as the quality of star players in a team, that will have a positive impact on supporter satisfaction. The results of this study support previous research conducted by Dam[5], Sharma[15], Ashraf[16], Taqi[17], Yazid[18], and Wang[19], which state that team brand image affects satisfaction.

Several factors that can affect supporters' satisfaction in consuming products/services offered by the football club are the service of officers at the stadium to supporters who come to watch the match. When supporters are satisfied with the service of officers in the stadium, this is able to influence supporters to commit to attending the next match again so that repeated consumption will occur. The decision of supporters to come and be present in the stadium is one of the things that can play an important role in providing satisfaction in watching football matches. In addition, the service of officers at the stadium to supporters when present in the stadium is one aspect that is considered to be able to provide a feeling of satisfaction when coming to the stadium. So, it can be concluded that the aspects that can provide satisfaction to supporters when coming to watch a football match are the services received when attending the stadium and the supporters' decision to attend and come to

the stadium. The findings of this investigation validate earlier studies carried out by Rohman[10], Woratschek[20], Dam[5], and Suchao[21], which state that satisfaction affects fan loyalty.

The results showed that team performance could not moderate the relationship between team brand image and satisfaction. Team performance cannot attenuate the association between contentment and team brand image. This happens because the demands of the football team supporters are too high so that when the results of the evaluation made by supporters after consuming the product/service cannot meet the expectations of football supporters, they are likely to feel a negative impact when they are not satisfied with the performance of the favourite football team they support. Dissatisfaction with match results, such as defeats or unwanted results from the favourite football team, has an impact on producing negative emotional effects on supporters, which have an impact on their dissatisfaction with the way the squad they support is performing.

IV. CONCLUSION

Based on the research findings which show that team brand image is among the elements that influence loyalty. Therefore, football teams in Indonesia must begin to realize that the brand image aspect is one of the important things to pay attention to. This reflects the gradual decrease in the number of League 1 viewers, which has an impact on the financial strength of the football team for operational costs for one year of competition. As is known, soccer teams have two sources of income: fans and brands. After fans pay to subscribe to the broadcast of the team's matches they support, funds from the brand flow to the media. The flow of funds from brands to the media can be in the form of advertisements in the media. One of the things that can be taken from this problem is that a team should pay more attention to brand image.

The benefit is to foster supporter loyalty and be able to retain supporters. For football clubs that already have a good brand image reputation, this should be maintained as a way of sustainability aimed at retaining supporters, which is part of the football club's revenue. However, for football teams that are new and do not have a large supporter base, one way to increase the number of supporters and supporter loyalty is to pay attention to brand image aspects.

Limitations in this study are that the research objects used by researchers are only 4 teams from East Java Province out of a total of 18 teams competing in League 1 Indonesia, thus limiting the generalization of the research results. In future studies, the number of respondents for sports marketing research in Indonesia needs to be enlarged, considering the large number of supporters in each club, and this serves to increase the consistency and accuracy of the research results obtained. Adding other variables, such as fan engagement, athlete brand image, service quality, and revisit intentions, can be considered for future sports marketing research.

V. REFERENCES

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