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The Influence of Product Quality on Customer Satisfaction and Loyalty at Laritta Bakery Shop Dharmahusada Surabaya

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Abstrak

This study aims to analyze the influence of product quality on customer satisfaction and loyalty at Laritta Bakery Shop Dharmahusada Surabaya. The study originates from a research gap that has not specifically explored the dimensions of product quality in shaping customer satisfaction and loyalty in the bakery industry. This research employs a quantitative method with a causal associative approach. The sample consists of 96 respondents selected using Simple Random Sampling. Data were analyzed using descriptive analysis and path analysis. The results show that product quality has a significant influence on customer satisfaction (β = 0.398; t-value = 5.538; p = 0.000) and customer loyalty (β = 0.661; t-value = 10.298; p = 0.000). Customer satisfaction also significantly affects customer loyalty (β = 0.317; t-value = 3.181; p = 0.001), although its impact is smaller compared to product quality. These findings highlight the importance of improving product quality, particularly in terms of reliability, aesthetics, and durability, to enhance customer satisfaction and loyalty. This study provides strategic contributions for Laritta Bakery in increasing competitiveness and retaining customers.

Keywords: Product Quality, Customer Satisfaction, Customer Loyalty

INTRODUCTION

Globally, the bakery industry has a market value of over $400 billion and continues to grow at an annual rate of approximately 4–5%. The primary factors driving this growth include urbanization, population growth, and the increasing demand for ready-to-eat food. In Indonesia, the bakery industry is experiencing rapid growth, with an annual growth rate of around 7–10%, driven by the rising consumption of bread as a practical food

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alternative. Major players such as BreadTalk, Holland Bakery, and Sari Roti continue to innovate and expand their networks, while local brands like Laritta Bakery are also expanding with various appealing bread and cake variants. Additionally, the demand for healthy and plant-based bread is increasing, aligning with consumers' growing awareness of healthier eating habits. However, this industry also faces challenges such as rising raw material costs, intensifying competition, and limited product shelf life. As a result, businesses must continuously innovate and develop efficient distribution strategies to remain competitive in the market.

In the highly competitive bakery industry, product quality plays a crucial role in attracting and retaining customers. Consumers are becoming increasingly selective, choosing products that not only fulfill basic needs but also ensure safety, great taste, and optimal satisfaction. Product quality is not just about meeting customer needs—it serves as a key strategy for businesses to enhance customer satisfaction and build long-term loyalty. Laritta Bakery Shop is known for its commitment to maintaining product quality by using fresh ingredients and hygienic production processes.

Quality can be defined as the overall characteristics and attributes of a product or service, determined by its ability to meet customer needs and expectations (Kotler & Keller, 2009) A product is considered high-quality when it meets or even exceeds customer expectations. Businesses committed to quality not only satisfy their customers but also establish strong and lasting relationships. These long-term relationships allow producers or service providers to understand customer needs more deeply, ultimately leading to business sustainability and profitability. Product quality reflects various characteristics that enable a product to fulfill customer needs and expectations. Based on this understanding, if a business can consistently offer food products with high-quality standards, it will contribute to customer satisfaction. Customer satisfaction generally arises from positive experiences in purchasing, consuming, or using a particular product. Product quality plays a crucial role in shaping customer satisfaction and fostering loyalty to a specific brand or product. Customer satisfaction is essentially a reflection of a consumer's perception after comparing initial expectations with the actual experience of consuming a product.

Customer loyalty is established when there is satisfaction with the quality of products provided by a business. It is reflected in repeat purchase behavior, which is essential for sustaining and growing a business by increasing sales volume. In the bakery industry, businesses can achieve significant profits by maintaining and improving

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customer satisfaction. Satisfied customers tend to develop a strong attachment to a product, increasing the likelihood of long-term brand loyalty.

Laritta Bakery has grown significantly since its establishment in 2002 in Surabaya. Initially known as Rita Cookies, the business was founded by Lim Rita Sari and focused on homemade cakes. As the business expanded, it was rebranded as Laritta Bakery in 2010 by Lim Rita Sari and her son, Albert, adopting a more modern and attractive concept to reach a broader customer base. Today, Laritta Bakery has over 26 outlets across Surabaya, Sidoarjo, and Gresik, operating daily from 06:00 to 21:00. To meet customer needs, Laritta Bakery offers more than 243 product varieties, including bread, cakes, donuts, and traditional pastries. New product variants are introduced every few months, ensuring continuous innovation and providing customers with more choices.

Freshness and quality are top priorities at Laritta Bakery. All products are made no more than 24 hours before pickup, ensuring customers receive fresh bread with a shelf life of 2–3 days after purchase. Since 2010, Laritta Bakery has also handled large orders, producing up to 35,000 items per day for various customer needs To enhance customer convenience, Laritta Bakery provides delivery services within Surabaya and Sidoarjo, as well as to other cities in East Java, including Malang, Batu, Gresik, Pasuruan, Mojokerto, Bangkalan, Sampang, and Pamekasan. Additionally, Laritta Bakery offers a free membership program, providing exclusive benefits to loyal customers. To maintain customer trust, Laritta Bakery upholds the highest quality standards in both products and services. The bakery even offers a 100% money-back guarantee if customers are dissatisfied with their products or services. With its commitment to innovation and customer satisfaction, Laritta Bakery continues to grow as a top choice for high-quality bread and pastries.

Previous research by Rahardjo et al. (2020) confirmed that product quality has a significant relationship with customer satisfaction and loyalty. However, existing studies have remained general and have not specifically explored how different dimensions of product quality—such as taste, appearance, reliability, and safety—contribute to customer satisfaction and loyalty, particularly in the bakery industry, which has unique characteristics. This research gap serves as the foundation for this study, which aims to examine in greater depth the influence of product quality on customer satisfaction and loyalty, with a specific focus on Laritta Bakery Shop. This study not only fills a theoretical gap in marketing literature but also provides strategic insights for the bakery industry to enhance competitiveness and retain customers. Based on this background, the objectives of this research are To analyze the influence of product quality on customer satisfaction.

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To analyze the influence of product quality on customer loyalty. To examine the influence of customer satisfaction on customer loyalty.

LITERATURE REVIEW

Product Quality

Kotler & Keller (2020) product quality as a product's ability to meet consumer needs and expectations. This approach emphasizes customer satisfaction as the primary indicator of quality. Garvin (2021) further developed this concept by identifying eight dimensions of quality, including performance, features, reliability, durability, and aesthetics, which play a crucial role in consumer perceptions of a product. Juran & Godfrey (2022) highlighted the importance of a product's conformity to specifications and customer expectations, as well as the need for quality control at every stage of production.

Customer Satisfaction

Oliver (2019) defines customer satisfaction as a positive or negative evaluation that arises after customers use a product or service. This evaluation is based on a comparison between pre-purchase expectations and actual experience. Khan & Rahman (2020) emphasize that customer satisfaction occurs when the experience meets or even exceeds the expectations customers had before purchasing the product or serviceYadav & Sharma (2020) stress that customer satisfaction reflects the extent to which a product or service meets customer needs and desires, which directly impacts their level of loyalty to a brand or company. According to the theories of Oliver (2019), Khan & Rahman (2020), dan Yadav & Sharma (2020), customer satisfaction can be evaluated through the following indicators : Expectation match, Overall satisfaction, Repurchase intention, Fulfillment of needs, Comparison with alternative products

Customer Loyalty

Chaudhuri & Holbrook (2020) developed a model revealing that customer loyalty is influenced not only by satisfaction but also by the emotional value customers perceive toward a brand. This emotional value creates a deep attachment, which plays a crucial role in fostering long-term loyalty. Bennett & Rundle-Thiele (2021) emphasize that customer experience plays a vital role in building loyalty. Positive and consistent interactions with a brand enhance customers' desire to remain loyal and committed to it. González-Benito (2022) identifies that customer loyalty is significantly influenced by trust and perceived product quality. These two factors serve as a strong foundation for building

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lasting relationships between customers and brands. Based on the theories of Oliver (2019), Khan & Rahman (2020), dan Yadav & Sharma (2020), the characteristics of loyal customers include : Brand trust, Commitment to the brand, Willingness to recommend, Emotional attachment, Repeat purchase frequency

Conceptual Framework

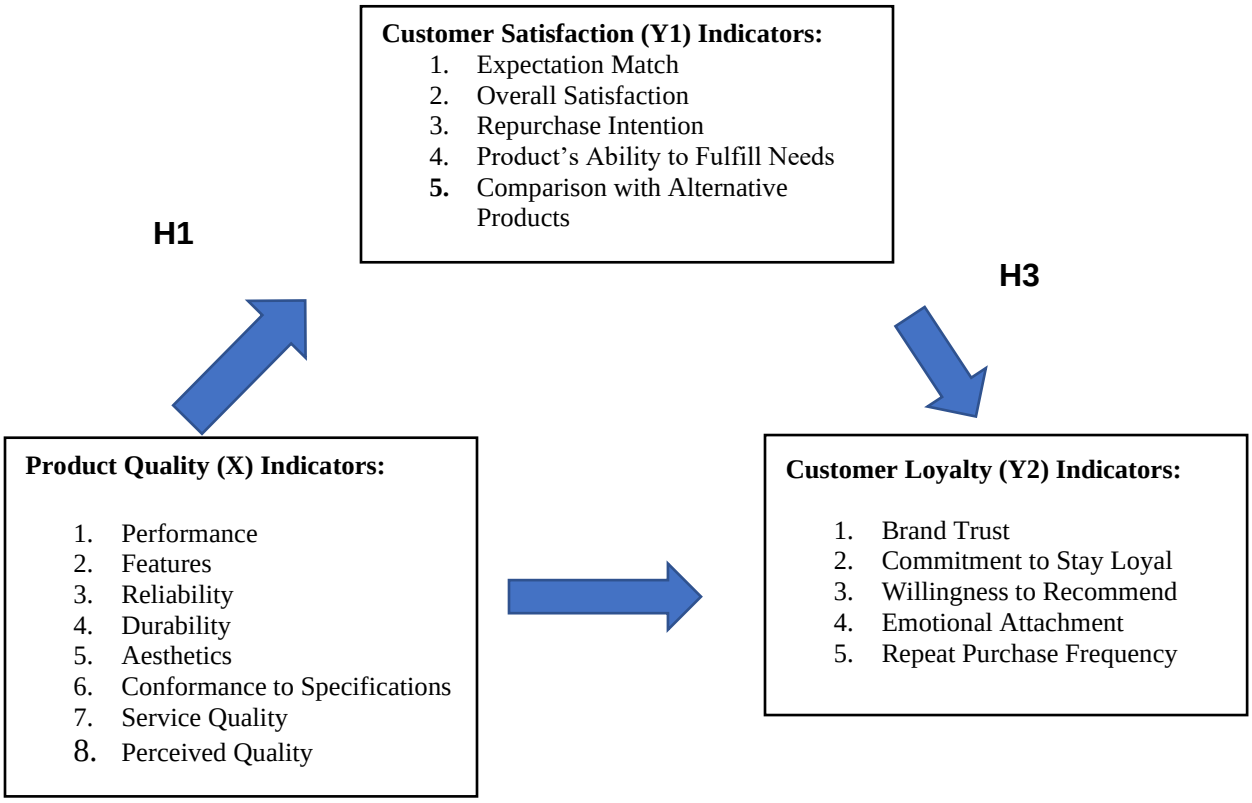


Figure 1: Conceptual Framework

Based on the conceptual framework, the hypotheses in this study can be formulated as follows (H1) Product quality affects customer satisfaction at Laritta Bakery Shop Surabaya. (H2) Product quality affects customer loyalty at Laritta Bakery Surabaya. (H3) Customer satisfaction affects customer loyalty at Laritta Bakery Surabaya

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RESEARCH METHODE

The type of research in this study employs a quantitative method with a causal associative approach. The study was conducted at Laritta Bakery Shop Dharmahusada, Surabaya. The population in this research includes all customers who visit Laritta Bakery Shop to purchase Laritta Bakery products, with the requirement that they have made at least two or more purchases within the period from September to November 2024. The research sample consists of 96 respondents, determined using Cochran's formula due to the unknown exact population size. The sampling technique used is probability sampling with a simple random sampling method, ensuring that every member of the population has an equal chance of being selected as a respondent. Data collection was carried out through questionnaire distribution and direct interviews with Laritta Bakery customers to gain deeper insights into their experiences and satisfaction with the products. The collected data were then analyzed using descriptive analysis and path analysis to identify causal relationships between the studied variables.

RESULT AND DISCUSSION

Result

In this study, most respondents were under 32 years old, ranging from 17 to 31 years old, with a total of 96 customers. The majority of respondents visiting Laritta Bakery Shop in Dharmahusada, Surabaya, were residents from Surabaya, Sidoarjo, and Gresik.

Most customers were students, with 43 respondents identifying as students, followed by 23 private-sector employees, 19 civil servants, and 13 entrepreneurs. The majority of respondents had a monthly income ranging between Rp400,000 to Rp600,000, primarily from students. Additionally, there was a group with an income between Rp700,000 to Rp1,500,000, consisting of some students and mid-income workers. Meanwhile, respondents with an income of Rp1,600,000 to Rp2,000,000 mostly came from private-sector employees and civil servants. A small number of respondents earned more than Rp2,000,000 per month, generally from entrepreneurs or higher-income employees.

This data indicates that most Laritta Bakery customers come from low to middle-income groups. The study also found that most respondents had visited Laritta Bakery more than 2-3 times, reflecting that the bakery's customers are predominantly young individuals and workers from various sectors who tend to make repeat purchases, especially for bread products.

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Validity and Reliability Testing

The results of the convergent validity test measure the extent to which indicators measuring the same variable have a high correlation with each other. This can be assessed through **Factor Loadings**, which are used to calculate the correlation between each **indicator** and the measured **variable**, as shown in Table 1

Table 1 Results of Convergent Validity Test

	Indicator	Factor loading
Product Quality	X1.1	0,751
	X1.2	0,838
	X1.3	0,806
	X1.4	0,805
	X1.5	0,777
	X1.6	0,815
	X1.7	0,821
	X1.8	0,704
Customer Satisfaction	Y1.1	0,727
	Y1.2	0,708
	Y1.3	0,773
	Y1.4	0,706
	Y1.5	0,749
Customer Loyalty	Y2.1	0,839
	Y2.2	0,805
	Y2.3	0,858
	Y2.4	0,801
	Y2.5	0,794

Source: Primary data processed by the author

All indicators of **Product Quality, Customer Satisfaction, and Customer Loyalty** have a factor loading **≥ 0.70.** This indicates that each indicator has a high correlation with its respective construct.

After examining the factor loading, the next step is to calculate the Average Variance Extracted (AVE) to measure how much variance of the indicators is explained by the variable. The results can be seen in Table 2.

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Table 2 Results of Average Variance Extracted (AVE) Test

Construct	AVE
Product Quality	0,537
Customer Satisfaction	0,625
Customer Loyalty	0,672

Source: Primary data processed by the author

All AVE values are **above 0.50**, indicating that each construct has good **convergent validity**. This means that **the indicators used can adequately explain the variable**. The **Customer Loyalty** construct has the highest AVE **(0.672),** meaning this variable has better clarity compared to the others. Therefore, **the research instrument is considered valid based on convergent validity**.

Reliability in this study was tested using Cronbach's Alpha, Composite Reliability (CR), and rho_A, with the results shown in Table 3.

Table 3 Results of Composite Reliability and Cronbach's Alpha Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Customer Satisfaction	0,796	0,794	0,853
Product Quality	0,914	0,919	0,930
Customer Loyalty	0,879	0,886	0,911

Source: Primary data processed by the author

The reliability test results indicate that all variables in this study have a good level of reliability. The **Cronbach's Alpha, rho_a,** and **rho_c** values for **Customer Satisfaction, Product Quality, and Customer Loyalty** are all above 0.7, meaning that the research instrument is consistent and reliable in measuring each variable

Hypothesis Testing Results (Path Coefficient Estimation)

Product Quality (X1) with Customer Satisfaction (Y1), then Product Quality (X1) with Customer Loyalty (Y2), and Customer Satisfaction (Y1) with Customer Loyalty (Y2), which can be seen in Tables 4, 5, and 6

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Table 4 presents the summary of Path Analysis results on the effect of Product Quality on Customer Satisfaction

Independent Variable	Dependent Variable	Standarized Coefficient Beta	t value	P value	Description
Product Quality	Customer Satisfaction	0,398	5,538	0,000	Sig
Coefficient of Determination (R2) = 0,158 N = 96					

Source: Primary data processed by the author

Path Coefficient of Product Quality on Customer Satisfaction

Table 4 explains that the influence of Product Quality (X1) on Customer Satisfaction (Y1) is indicated by a Beta coefficient of 0.398 (t-value = 5.538; p = 0.000). Therefore, the first hypothesis, which states that Product Quality (X1) has a significant effect on Customer Satisfaction (Y1), is accepted. The results of this first hypothesis test indicate that the higher the product quality (X1), the greater the level of customer satisfaction (Y1). The coefficient of determination (R^2) of 0.158 shows that 15.8% of the variation in customer satisfaction can be explained by product quality, while the remaining 84.2% is influenced by other factors not examined in this study

Table 5 presents the summary of the Path Analysis results on the Influence of Product Quality and Customer Satisfaction on Customer Loyalty

Independent Variable	Dependent Variable	Standarized Coefficient Beta	t value	P value	Description
Product Quality	Customer Loyalty	0,661	10,298	0,000	Sig
Coefficient of Determination (R2) = 0,437 N = 96					

Source: Primary data processed by the author

Path Coefficient of Product Quality on Customer Loyalty

The path analysis results show that product quality (X1) has a positive and significant effect on customer loyalty (Y2), with a Standardized Coefficient Beta of 0.661 (t-value = 10.298; p = 0.000). Therefore, the second hypothesis, which states that product quality (X1) significantly affects customer loyalty (Y2), is accepted. This finding indicates

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that the higher the product quality (X1), the greater the level of customer loyalty (Y2). The coefficient of determination (R^2) of 0.437 shows that 43.7% of the variation in customer loyalty can be explained by product quality, while the remaining 56.3% is influenced by other factors not examined in this study.

Table 6 shows the summary of Path Analysis results on the Effect of Customer Satisfaction on Customer Loyalty.

Independent Variable	Dependent Variable	Standarized Coefficient Beta	t value	P value	Description
Customer Satisfaction	Customer Loyalty	0,317	3,181	0,001	Sig
Coefficient of Determination (R2) = 0,101 N = 96					

Source: Primary data processed by the author

Path Coefficient of Customer Satisfaction on Customer Loyalty

The path analysis results show that customer satisfaction has a positive and significant effect on customer loyalty, with a Standardized Coefficient Beta of 0.317 (t-value = 3.181; p = 0.001). Therefore, the third hypothesis, which states that customer satisfaction (Y1) significantly affects customer loyalty (Y2), is accepted. This finding indicates that the higher the level of customer satisfaction, the greater the customer loyalty. The coefficient of determination (R^2) of 0.101 shows that 10.1% of the variation in customer loyalty can be explained by customer satisfaction, while the remaining 89.9% is influenced by other factors not examined in this study.

DISCUSSION

Path Analysis

The Influence of Product Quality on Customer Satisfaction

In this study, the results align with previous theories and research, indicating that product quality has a significant influence on customer satisfaction. This is evidenced by a coefficient value of 0.398, a t-value of 5.538, and a significance level of 0.000 ($p < 0.05$). Lupyoadi (2001: 158) stated that customers will feel satisfied if their evaluation shows that the product they use has good quality. A similar opinion was expressed by Kotler & Keller (2020), who stated that product quality determines the level of customer

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satisfaction. The higher the quality of a product, the higher the level of customer satisfaction. This finding is reinforced by research conducted by Saidani and Arifin (2012), which found a significant influence between product quality and customer satisfaction. Similar results were also obtained by Sembiring et al. (2014), who stated that product quality hasa significant impact on customer satisfaction. While consistent with previous research, this study provides a new contribution by identifying that in the bakery industry, the dimensions of reliability, aesthetics, and product durability play a more significant role in shaping customer satisfaction compared to taste. This finding enriches the understanding of the dominant product quality factors in the bakery industry. Thus, the hypothesis stating that product quality significantly influences customer satisfaction is accepted.

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The Influence of Product Quality on Customer Loyalty

Kotler and Armstrong (2004:22) stated that, according to the product concept, consumers tend to prefer products that offer the best quality, performance, and features. This statement aligns with previous research by Mangore et al. (2015), which found that changes in customer loyalty are influenced by fluctuations in product quality. Consumers feel satisfied when the products they use have good quality. Similar findings were also presented in the study by Kurniawati et al. (2014), which stated that product quality has a significant influence on customer loyalty. The results of this study support previous theories and studies, where product quality is proven to have a significant impact on customer loyalty, with a coefficient value of 0.661, a t-value of 10.298, and a significance level of 0.000 ($p < 0.05$). Thus, the hypothesis stating that product quality significantly affects customer loyalty is accepted. Furthermore, these findings reinforce the theory proposed by Chaudhuri & Holbrook (2020), which emphasizes that good product quality can enhance customer loyalty through trust and emotional attachment. The main contribution of this study is identifying that in the bakery industry, product innovation also plays a role in building customer loyalty. Customers remain loyal not only due to good quality but also because of continuously updated product variations, an aspect that has not been widely explored in previous research.

The Influence of Customer Satisfaction on Customer Loyalty

Oliver (2019) explains that customer loyalty is formed through repeated satisfaction. When Tjiptono (2019) stated that customer satisfaction has the potential to provide several specific benefits, one of which is its positive impact on customer loyalty.

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This statement supports previous research by Anggraeni et al. (2016), which found that customer satisfaction significantly affects customer loyalty. Similarly, a study by Sembiring et al. (2024) also stated that when customers feel satisfied, they tend to remain loyal to the company, and customer satisfaction can serve as a foundation for building loyal and committed customers. The results of this study align with several theories and previous research, confirming that customer satisfaction has a significant influence on customer loyalty, with a coefficient value of 0.317, a t-value of 3.181, and a significance level of 0.001 ($p < 0.05$). This means that the hypothesis stating that customer satisfaction significantly affects customer loyalty is accepted. However, these findings also indicate that while customer satisfaction is important, it is not always the primary factor in creating loyalty. This study contributes to a deeper understanding that in the bakery industry, many customers remain loyal even if they are not entirely satisfied, as long as product quality remains high and there are attractive product innovations available.

CONCLUSION AND SUGGESTIONS

Conclusion

Product Quality and Customer Satisfaction

Product quality has a significant impact on customer satisfaction, with a coefficient of 0.398, t-value = 5.538, and p = 0.000. This indicates that the better the product quality, the higher the level of customer satisfaction. The application of eight product quality indicators in this study has been proven to enhance customer satisfaction with the bakery products offered. Product quality has a positive and significant effect on customer satisfaction at Laritta Bakery Shop Dharmahusada Surabaya.

Product Quality and Customer Loyalty

Product quality has a stronger influence on customer loyalty than on customer satisfaction, with a coefficient of 0.661, t-value = 10.298, and p = 0.000. This means that customers tend to remain loyal to Laritta Bakery as long as the offered products maintain high quality.

Customer Satisfaction and Customer Loyalty

Customer satisfaction has a positive and significant effect on customer loyalty, with a coefficient of 0.317, t-value = 3.181, and p = 0.001. This suggests that customers who are satisfied with various aspects of Laritta Bakery's products are more likely to make repeat purchases, indicating that satisfaction drives customer loyalty.

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Research Implications and Limitations

The findings suggest that improving product quality in terms of taste, durability, and aesthetics can enhance customer satisfaction and encourage customer loyalty toward Laritta Bakery. However, the study has some limitations : The sample only includes customers from one Laritta Bakery branch, meaning the results may not be generalizable to all branches. The study focuses solely on product quality without considering other factors such as price, promotions, or service experience, which may also influence customer satisfaction and loyalty.

Suggestions

Enhancing Product Quality:

a. Laritta Bakery can implement strict quality control, product innovation, employee training, customer feedback programs, and loyalty programs. These strategies will strengthen customer relationships and support long-term business growth.
b. It is recommended that Laritta Bakery consistently maintain and improve product quality, particularly in taste, texture, and durability, to better meet customer expectations and enhance loyalty.

Developing Marketing Strategies:

Although product quality has been proven to significantly impact customer loyalty, Laritta Bakery can also consider other factors such as customer service, loyalty programs, and attractive promotions to further strengthen customer engagement.

Future Research Directions:

Future studies can develop a more comprehensive model by incorporating additional variables such as pricing, service quality, and brand image. Additionally, expanding the research scope to multiple Laritta Bakery branches would provide more representative and applicable insights for the company's business strategy.

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