

The role of customer satisfaction in mediating the influence of product quality and service quality on customer loyalty: A study on XYZ company in Bali

I Dewa Made Tastra Asrama *, Putu Yudi Setiawan, Anak Agung Gede Agung Artha Kusuma and Komang Agus Satria Pramudana

Department of Management, Faculty of Economics and Business, Udayana University, Jalan P.B. Sudirman, Kampus Sudirman Denpasar, Bali.

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Abstract

Decreasing numbers of long-term repeat customers and rising customer complaints remain a major problem impacting corporate retention performance in the competitive synthetic rattan furniture industry. This study aims to examine the effect of product quality and service quality on customer loyalty and examine the role of customer satisfaction as a mediating variable in the private manufacturing sector. This study employed a quantitative causal-associative approach with a survey of 105 customers at XYZ Company in Bali. Data were gathered through a structured questionnaire and analyzed using Partial Least Squares - Structural Equation Modeling (PLS-SEM). The results showed that product quality and service quality have a positive and significant effect on customer loyalty and customer satisfaction. Customer loyalty is positively and significantly impacted by customer satisfaction as well. Additionally, it was demonstrated that the association between customer loyalty and both product and service quality is somewhat mediated by customer satisfaction. These findings indicate that superior product features and highly responsive services encourage strong relational fulfillment, which ultimately raises customer loyalty. The results of this study offer theoretical insights and real-world applications for marketing and operations managers looking to promote effective customer relationship management strategies in the workplace.

Keywords: Product quality; Service quality; Customer satisfaction; Customer loyalty; Furniture industry

1. Introduction

Increasing demands for product durability, aesthetic value, and environmental sustainability in modern commercial spaces require manufacturers to deliver optimal levels of customer loyalty. Customer loyalty is a deeply held psychological commitment characterized by continuous repeat purchases, long-term brand retention, and voluntary positive word-of-mouth recommendations [1]. Customers with high levels of loyalty tend to demonstrate stronger relational commitment, secure future revenue streams for companies, and lower organizational marketing costs. However, several internal metrics and previous observations have shown that levels of customer loyalty among long-term clients at manufacturing firms in Indonesia are still relatively low [2].

Performance quality plays a crucial role in influencing customer loyalty [3, 4]. In relation to private manufacturing organizations operating in highly competitive regional hubs characterized by an influx of cross-island competitors and aggressive market expansions, product and service offerings become increasingly important. Superior product and service delivery, characterized by the fulfillment of functional durability standards, manufacturing consistency, and adherence to promised operational lead times, is seen as relevant to creating a satisfactory customer experience. Numerous studies have demonstrated the positive effects of high-quality products and responsive services on customer

* Corresponding author: I Dewa Made Tastra Asrama

behaviors such as repeat purchasing, operational efficiency, and reduced operational losses [3, 5], as well as enhanced trust and relational confidence [4, 6]. Other studies have shown the opposite effect of operational performance failures, which can trigger severe product defects and prolonged service delays, thereby reducing customer loyalty [7, 8]. These studies have shown inconsistent findings regarding the direct influence of product and service quality on customer loyalty, thus warranting further research, particularly in the private furniture manufacturing sector.

Customer satisfaction is seen as an important mechanism that can explain this relationship. Customer satisfaction is an evaluative response resulting from the alignment between an individual's initial quality expectations and the actual functional performance they experience. Customer satisfaction has a positive impact on loyalty, and operational consistency significantly influences customers' willingness to maintain long-term corporate relationships [9]. Customer satisfaction has the potential to be a mediating mechanism in the relationship between quality standards and customer retention. Consistently high product and service quality is believed to encourage positive customer evaluations, which in turn increases customer loyalty [10]. However, empirical studies on the role of customer satisfaction as a mediator in the furniture manufacturing sector, particularly within regional markets in Indonesia like Bali, are still limited. Therefore, this study aims to examine the role of customer satisfaction in mediating the influence of product quality and service quality on the customer loyalty of furniture clients. The results of this study are expected to contribute to enriching academic studies by applying the main conceptual models of marketing management in the context of private manufacturing organizations. In addition, this study can also serve as an empirical basis for designing operational quality control systems that encourage effective customer relationship management practices in the workplace.

2. Literature Review and Hypothesis Development

Service-Dominant Logic (S-DL) explains that value creation is built on the principle of reciprocal service exchange and resource integration within a dynamic service ecosystem. When actors integrate their operant resources, such as knowledge and specialized skills, through collaborative interactions, they are encouraged to co-create mutual value rather than merely exchanging static physical goods [11,12]. In this study, product quality and service quality are seen as forms of resource application that facilitate value co-creation, which subsequently drives customer satisfaction and customer loyalty within the market ecosystem [3,4]. S-DL impacts increased loyalty in manufacturing customers through relational mechanisms, particularly in customized, made-to-order manufacturing environments, confirming the principle of collaborative value co-creation between firms and economic actors [13]. High operational quality is perceived as an effective integration of dynamic resources, supported by Expectation Confirmation Theory (ECT) as a supporting framework which explains that this performance fosters a positive cognitive evaluation and a sense of "pleasurable fulfillment" when initial quality expectations are confirmed [14]. In return, actors are encouraged to demonstrate positive and proactive behaviors, one of which is through continuous repeat purchasing to sustain mutual exchange and maintain long-term relational commitment within the service ecosystem. This process further increases customer loyalty as a form of active brand advocacy and co-created relationship stability [15,16].

Resource integration creates a reliable, satisfactory value co-creation environment that values customer investments. Based on the S-DL and supporting ECT perspectives, this encourages customers to reciprocate by increasing customer loyalty characterized by positive word-of-mouth, top priority preference, and continuous repeat purchases. Previous findings confirmed that high-quality product execution is correlated favorably with customer loyalty in all industrial contexts [4,6,17].

Hypothesis 1 (H1): Product quality has a positive and significant effect on customer loyalty.

Excellent service quality provides space for customers to integrate resources and manage their procurement independently [18]. Service providers demonstrate awareness of promised delivery times, value the specific needs of their actors, and are open to providing immediate responsive feedback, creating a psychologically secure and highly reliable transaction environment [19]. In such a service environment, customers feel valued and empowered, giving them the space and confidence to prioritize the firm for their future procurement needs. This condition encourages proactive efforts by customers to sustain commercial projects, build more collaborative business relationships, and provide space for customers to integrate resources and rely on the firm's capacity independently [1,3]. Superior service quality can help break down delivery delays and provide reliable operational speed for clients to manage their inventories more efficiently and take responsibility for their own commercial deadlines [20]. An integrated and supportive service ecosystem encourages customers to develop corporate attachment. Based on empirical findings, it can be rationally assumed that service quality positively affects customer loyalty [21,22].

Hypothesis 2 (H2): Service quality has a positive and significant effect on customer loyalty.

Customers who perceive high functional performance in their resource integration show improvements in the dimensions of confirmation, positive perception, and pleasurable assessment, which are key indicators of customer satisfaction. These economic actors tend to have a better fit between initial product expectations and actual functional results, thereby increasing their sense of value, purchasing happiness, and positive experience within the service ecosystem. Previous empirical research supports that the enhancement of physical product attributes directly leads to elevated customer evaluations [23,24,25].

Hypothesis 3 (H3): Product quality has a positive and significant effect on customer satisfaction.

When service interactions within the ecosystem seamlessly fulfill client expectations, the resulting evaluation substantially amplifies customer satisfaction. Highly responsive communication, reliable order completion, and deep structural empathy from employees serve as critical antecedents that meet the experiential benchmarks of the consumers. Empirical consensus confirms that a superior service experience actively drives the psychological state of satisfaction [26,27,28].

Hypothesis 4 (H4): Service quality has a positive and significant effect on customer satisfaction.

Within the relational framework, customer satisfaction acts as the foundational driver that directly translates positive consumption experiences into long-term behavioral compliance. Satisfied clients consistently develop deep psychological attachments, reducing their likelihood of switching to cross-island competitors and motivating them to act as brand advocates. Extensive marketing literature validates that higher levels of satisfaction inevitably yield robust customer loyalty [10,29,30].

Hypothesis 5 (H5): Customer satisfaction has a positive and significant effect on customer loyalty.

Product quality is expected to influence customer loyalty not only directly but also indirectly through customer satisfaction, a mechanism for evaluative post-purchase response. Product structural excellence alone does not automatically guarantee brand retention unless it successfully translates into functional confirmation and pleasurable fulfillment. Customer satisfaction has been verified to have a significant indirect influence on customer loyalty, yielding a strong mediation effect [9,31,32].

Hypothesis 6 (H6): Customer satisfaction significantly mediates the effect of product quality on customer loyalty.

Service quality is expected to influence customer loyalty not only directly but also indirectly through customer satisfaction, serving as the core relational mechanism within the service ecosystem [33]. While direct service interactions lay the groundwork for corporate engagement, the long-term relational commitment of actors is fully actualized when the responsive and reliable service delivery successfully establishes an optimal state of satisfaction [34]. Empirical evidence strongly supports that customer satisfaction acts as a powerful mediating conduit that bridges service quality and post-purchase customer loyalty [35].

Hypothesis 7 (H7): Customer satisfaction significantly mediates the effect of service quality on customer loyalty.

3. Methods

The research was conducted at Company XYZ, a synthetic rattan furniture production company located in Sanur, Bali, Indonesia, following the specified research academic schedule. The impacts of product quality (X_1) and service quality (X_2) as exogenous variables on customer loyalty (Y) as an endogenous variable were investigated in this study using a quantitative approach and a causal associative research design, with customer satisfaction (M) acting as a mediating variable. The population in this study comprised all customers of Company XYZ who had transacted at least twice and purchased a minimum of two product types within the 2023-2025 period. Due to the incomplete nature of the customer database, a non-probability sampling method via purposive sampling was utilized to select 105 respondents based on these specific inclusion criteria.

Data were collected through observations, documentary studies, and a structured questionnaire using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Product quality was measured through seven dimensions: functional performance, additional features, consistency, description conformity, product lifespan, after-sales service availability, and appealing design. Service quality was evaluated using five dimensions: transaction area comfort, timely delivery, employee knowledge, responsiveness, and understanding of specific needs [27,28,37]. Customer satisfaction was operationalized through four dimensions: expectation conformity, right choice, pleasant

feeling, and positive experience [38,39,40]. Lastly, customer loyalty was assessed through four dimensions: positive word-of-mouth, primary preference, recommendations, and repurchase behavior [13,40, 42].

The instruments in this study were then tested for validity and reliability through a pilot study involving 30 respondents using SPSS 31.0, where all items demonstrated a Pearson correlation above 0.3 and Cronbach's Alpha values exceeding 0.60. Data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) via SmartPLS software. This analytical process involved the comprehensive evaluation of the measurement model (outer model) utilizing internal consistency reliability, convergent validity, and discriminant validity, as well as the structural model (inner model) through R -square (R^2) values, Q -square predictive relevance, path coefficients hypothesis testing, and multi-stage mediation analysis procedures [43, 44].

4. Results

4.1. Measurement Model Evaluation

This analytical process involved a comprehensive evaluation of the measurement model (outer model) and the structural model (inner model). The outer model assessment established internal consistency reliability (Cronbach's Alpha and Composite Reliability > 0.70) and convergent validity (outer loadings > 0.70 and AVE > 0.50), while the inner model analysis utilized path coefficients hypothesis testing (p -value < 0.05), predictive relevance, and multi-stage mediation analysis to determine the direction, magnitude, and statistical significance of the relationships between exogenous and endogenous latent variables.

4.2. Structural Model Evaluation

The assessment of the structural model (inner model) yielded robust predictive metrics as evidenced by the R^2 and Q^2 statistics. The model exhibited strong explanatory power, where the predictors successfully accounted for 86.4% and 85.9% of the variance in customer loyalty and customer satisfaction, respectively R^2 loyalty = 0.864; R^2 satisfaction = 0.859. Additionally, a Q^2 value of 0.981 demonstrates that the proposed framework possesses high predictive relevance for the endogenous variables. Consequently, these rigorous preliminary benchmarks justify a further detailed examination of the hypothesized structural paths, which are presented below.

Table 1 Hypothesis Testing Result

Construct	Original sample (O)	T statistics ([O/STDEV])	P-values	Remarks
Product Quality (X1)-> Customer Loyalty (Y)	0.178	1.958	0.032	Significant
Service Quality (X2) -> Customer Loyalty (Y)	0.264	2.358	0.009	Significant
Product Quality (X1)->Customer Satisfaction (M)	0.270	2.670	0.004	Significant
Service Quality (X2) -> Customer Satisfaction (M)	0.675	7.109	0.000	Significant
Customer Satisfaction (M) -> Customer Loyalty (Y)	0.515	5.045	0.000	Significant

(Primary Data, 2026)

The structural model assessment results, summarized in Table 1, with a path coefficient of 0.178 and a p -value < 0.05 ($p = 0.032$), the findings showed that product quality (X_1) significantly and positively affected customer loyalty (Y); as a result, H1 was accepted. Furthermore, service quality (X_2) exerted a positive and significant effect on customer loyalty (Y) with a path coefficient of 0.264 and a p -value < 0.05 ($p = 0.009$), hence H2 was accepted. Product quality (X_1) also had a positive and significant effect on customer satisfaction (M) with a path coefficient of 0.270 and a p -value < 0.05 ($p = 0.004$), hence H3 was accepted. Finally, customer satisfaction (M) had a positive and significant effect on customer loyalty (Y) with a path coefficient of 0.515 and a p -value < 0.05 ($p = 0.000$), hence H4 was accepted.

= 0.004), thus H3 was accepted. Service quality (X_2) was also found to have a positive and significant effect on customer satisfaction (M) with a path coefficient of 0.675 and a p-value < 0.05 ($p = 0.000$), thereby supporting H4. Lastly, customer satisfaction (M) had a positive and significant effect on customer loyalty (Y) with a path coefficient of 0.515 and a p-value < 0.05 ($p = 0.000$), meaning that H5 was accepted.

Table 2 outlines the specific indirect effects evaluated to test the mediation hypotheses. The results demonstrate that customer satisfaction (M) serves as a significant mediating construct within the structural framework. The indirect path linking product quality (X_1) to customer loyalty (Y) via customer satisfaction (M) yields a significant coefficient ($\beta = 0.139$, $p = 0.011$), thereby confirming the mediation hypothesis. Furthermore, customer satisfaction (M) strongly mediates the impact of service quality (X_2) on customer loyalty (Y) ($\beta = 0.348$, $p < 0.001$). Because both direct and indirect effects for these pathways are simultaneously significant and point toward the same positive direction, both mechanisms represent complementary partial mediation. These findings underscore that a supportive service environment and superior product attributes are critical in triggering higher customer satisfaction, which subsequently reinforces customer loyalty.

Table 2 Mediating Testing Result (Specific Indirect Effect)

Construct	Original sample (O)	T statistics ([O/STDEV])	P-values	Remarks
Product Quality (X_1) -> Customer Satisfaction (M) -> Customer Loyalty (Y)	0.139	2.274	0.011	Significant
Service Quality (X_2) -> Customer Satisfaction (M) -> Customer Loyalty (Y)	0.348	4.262	0.000	Significant

(Primary Data, 2026)

5. Discussion

The results of this study indicate that product quality plays a significant role in enhancing customer loyalty at Company XYZ in Bali. Fabricating custom outdoor furniture that prioritizes product performance, material durability against extreme weather, and attractive design allows the company to establish a solid value proposition. This finding reinforces the theoretical foundation of Expectation Confirmation Theory (ECT), which states that customer evaluation post-purchase is highly dependent on how closely the actual product performance aligns with prior expectations. When a product matches or exceeds customer specifications, a strong psychological confirmation occurs, directly driving corporate loyalty [3, 48].

These results align with research by [45], which asserts that product quality has a dominant impact on driving customer retention compared to other marketing variables. Furthermore, these findings align with the arguments of [35], who stated that high product durability and structural reliability are fundamental in securing repeating purchase commitment in highly competitive landscapes. Consistency in product quality across multiple purchase points is recognized as a key stable factor in maintaining consumer affinity within the rattan furniture industry [14,23], strengthening this research's position in the strategic marketing management literature.

At Company XYZ, maintaining and improving product aspects is crucial, particularly regarding product functionality which achieved a relatively lower average score compared to the after-sales service dimension [3,8,14]. This can be addressed by implementing stringent quality control protocols during the initial production and tailoring specific custom dimensions closer to client specifications [8, 52]. Strengthening these operational points is expected to maximize functional utility, thereby minimizing structural complaints and building a more resilient, long-term customer commitment.

The positive impact of service quality on customer loyalty implies that a superior service delivery mechanism can foster an environment of trust and reliability [14,53]. Responsive, fast communication channels combined with professional employee courtesy allow customers to experience high transaction comfort, which in turn breeds behavioral and attitude attachment [10,47]. These findings also align with research conducted by [54], which states that rapid response times and technical proficiency from personnel are crucial drivers for customers to confidently commit to high-value

transactions. Furthermore, these results support the argument of [41], who emphasized that the seamless configuration of service dimensions-ranging from order consultation to punctual delivery safety-is pivotal in generating organic word-of-mouth recommendations [13,50]. Therefore, this study confirms that in a competitive furniture market in Bali, service excellence is an indispensable strategic asset capable of securing a permanent customer base.

The results of this study also show that service quality plays a highly profound role in directly increasing customer satisfaction. This finding aligns with the SERVQUAL paradigm proposed by [51], which positions responsiveness, assurance, and reliability as the core pillars shaping consumer cognitive and affective satisfaction. When organizations demonstrate prompt response metrics and high empathy towards custom specifications, customers perceive this as an optimal manifestation of Service-Dominant Logic (S-DL). Through this framework, the operant resources of the firm-namely the knowledge and agility of the staff-are integrated with consumer desires to realize an effective value co-creation process [11]. This mechanism explains why higher service dimensions correspond heavily to an amplified sensory pleasure and a firm validation that choosing Company XYZ is an entirely correct decision.

The partial mediation of customer satisfaction in the relationship between product quality, service quality, and customer loyalty indicates that while structural quality can directly trigger repeat purchases, the presence of an outstanding psychological satisfaction response substantially strengthens this behavioral mechanism [10,14]. In other words, superior product design and fast service operations will translate more effectively into absolute brand advocacy if they successfully trigger a profound sense of purchase happiness and positive overall transaction experience first [3,14,46]. These results support the findings of [55], who stated that customer satisfaction is the vital internal mechanism explaining how frontline operational attributes transmit their effects onto ultimate customer lifetime value. Furthermore, these results align with research by [10, 22], which confirmed a partial mediation role where the structural bond of quality must ideally trigger an emotional gratification state before absolute customer defense and non-switching commitment can be fully sustained in the hospitality and supporting industries in Bali.

Practically, the results of this study imply that Company XYZ needs to orchestrate a synchronized strategy that treats product craftsmanship and service responsiveness as interconnected priorities. Refining the execution of both dimensions under an overarching customer-centric satisfaction framework will allow the firm to build an unbreakable relationship link, thereby ensuring sustainable commercial growth amidst the rising competition of the synthetic rattan furniture industry.

6. Conclusion

This study concludes that product quality and service quality have a positive and significant effect on customer loyalty at Company XYZ in Bali, both directly and indirectly through customer satisfaction. Customer satisfaction acts as a partial mediator, strengthening the relationship between product quality, service quality, and ultimate customer loyalty. Theoretically, this study contributes to empirical research and strengthens the previous literature on marketing management and consumer behavior in the furniture sector by integrating Expectation Confirmation Theory and the concept of Service-Dominant Logic.

Practically, Company XYZ is advised to develop and strengthen a culture of excellent service quality through employee training that emphasizes communication skills, precise understanding, and meticulous documentation of specific customer needs to provide highly personalized services. Organizations need to create an optimal product ecosystem by reinforcing quality control protocols and ensuring maximum structural durability of synthetic rattan furniture to achieve consistency that aligns with client expectations. Furthermore, the company should enhance its word-of-mouth marketing strategy by delivering memorable customer experiences, initiating referral programs, and optimizing social media interactions to build sustainable satisfaction and deep-rooted customer loyalty.

Compliance with ethical standards

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Disclosure of conflict of interest

No conflict of interest to be disclosed.

Statement of Ethical Approval

This study involves a survey of human participants (customers). The research protocol was reviewed and approved by the institutional review board/ethics committee of the Faculty of Economics and Business, Udayana University. All procedures performed in this study were in accordance with the ethical standards of the institutional and/or national research committee.

Statement of Informed Consent

Informed consent was obtained from all individual participants included in the study. Respondents were fully informed about the purpose of the research, and their participation was completely voluntary, with strict adherence to anonymity and data confidentiality.

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