



The Effect of Product Variation and Sales Service on Customer Loyalty with Customer Satisfaction as A Mediating Variable: Case Study

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Abstract

The growth of the building materials retail industry in Indonesia, driven by rapid infrastructure development, has increased competition among businesses. This situation requires building materials stores to focus not only on product availability but also on service quality to create customer satisfaction and loyalty. This study aims to analyze the effect of product variety and sales service on customer loyalty, with customer satisfaction as a mediating variable at TB. Rahmat Jaya Mandiri in Cirebon Regency. This study used a quantitative approach with a survey method of 129 customer respondents. Data were analyzed using inferential statistical analysis techniques to test the direct and indirect effects between variables. The results showed that product variety and sales service did not have a significant direct effect on customer loyalty. In addition, product variety and sales service also did not have a significant effect on customer satisfaction. Testing the indirect effect showed that customer satisfaction was unable to mediate the effect of product variety or sales service on customer loyalty. The main finding of this study revealed that the only significant relationship was between customer satisfaction and customer loyalty, making customer satisfaction a key factor in the formation of loyalty. The results of this study indicate that in building materials stores, customers place more emphasis on functional aspects and reliability than product variety and emotional service. This research is expected to provide strategic considerations for building materials store managers in formulating policies to improve customer satisfaction and loyalty.

Introduction

According to Sankaran et al. (2020), the rapid development of the times from year to year has contributed to growth in various industrial sectors. Massive development in various regions has been one of the main factors strengthening this growth (Wanfu et al., 2019; Fan et al., 2012). One sector that has experienced significant development is the retail sector. Currently, the retail industry is showing rapid growth, marked by the emergence of more and more retail-based shopping centers (Daunfeldt et al., 2022). This condition encourages business actors to continue to develop their capabilities and business strategies in order to be able to compete amid fierce competition (Perifanis & Kitsios, 2023).

In facing this competition, business actors are required to continue to prioritize consumer comfort and convenience in shopping (Syahrial et al., 2019). This phenomenon also has an impact on retail business actors in the field of building material supply. The retail industry in Indonesia has experienced significant growth in recent years, including in the building materials sector (Astarini., 2020; Muroqi., & Arimbawa, 2025; Arifah, 2022; Aziz, 2022). This growth has been largely driven by consistent economic development and aggressive infrastructure projects across the country (Cahyani, 2024).

Increased activity in the construction and building sector has led to a continuous increase in demand for building materials, which in turn has driven the expansion of building material retail stores in various regions. In 2024, Indonesia's construction sector experienced growth mainly due to large-scale infrastructure projects, with increases in the consumption of building materials such as sand by 2.19 percent, building foundation stones by 1.39 percent, asphalt by 1.54 percent, and cement by 0.74 percent (Badan Pusat Statistik (BPS), 2024). This upward trend has also led to a steady increase in the consumption of building materials from year to year.

Although the building materials retail sector is growing rapidly, competition within the industry is becoming increasingly fierce (Hidayah, 2011). This situation poses a major challenge for building material stores to continue to innovate and formulate effective competitive strategies in order to maintain and expand their market share. The sustainability and progress of businesses in this sector are closely related to their ability to adapt to dynamic and ever-changing consumer needs. In the current market landscape, business strategies no longer focus solely on price and product availability, but also on creating a positive customer experience (Dzulfikar et al., 2021; Sahir & Situmorang, 2020).

The industry is increasingly required to offer a wide range of products with various designs, functions, and brand choices to meet different consumer preferences (Luchs et al., 2016; Creusen & Schoormans, 2005). This diversity is important not only to attract customers but also to prevent them from switching to competitors (Wahyuningsih, 2013). Consumer behavior in the building materials market generally involves visiting physical stores to inspect products directly and compare quality, design, and brand reputation before making a purchase decision (Hidayah, 2011). In this process, customer service plays an important role. Friendly, informative, and responsive service from store personnel significantly increases customer satisfaction and can influence purchasing decisions (Naini et al., 2022).

Therefore, building material stores must not only focus on expanding product diversity but also on improving the quality of their services to foster customer satisfaction and generate customer loyalty (Kursunluoglu, 2014; Beneke et al., 2012). Satisfied customers tend to spread positive information and strengthen the store's reputation and competitive advantage in the market (Gong & Yi, 2018). Customer satisfaction is an individual's perception or emotional response to the products or services they receive, especially when compared to their expectations (Tahanisaz, 2020). Customer satisfaction is widely considered one of the main indicators of a company's success.

To achieve this, companies must always be sensitive to what customers want by understanding that customer needs, preferences, and expectations change over time (Iriawan, 2021). According to Dwiastuti et al. (2012), customer satisfaction is a condition in which consumers' needs, desires, and expectations for a product or service are met through the performance of that product or service. In today's highly competitive market environment, various industries are increasingly prioritizing customer satisfaction, as it is widely recognized as a means of increasing customer retention and loyalty (Tahanisaz, 2020). By achieving customer satisfaction, companies can increase profits and maintain a sustainable competitive advantage.

In addition to service quality, customer satisfaction is also greatly influenced by the products offered (Setiawan et al., 2016). Product variety and availability reflect a company's ability to respond to diverse customer demands and develop its business. Product diversity arises from the diverse needs of various consumer groups, especially in competitive markets, thus providing more choices for consumers (Rokonuzzaman et al., 2020). Bhattacharya and Sen

(Tjahjaningsih et al., 2020) argue that customers who feel a strong attachment to a store and its products tend to become loyal customers of that store.

This attachment can be created through a satisfying shopping experience, both in terms of service quality and product diversity (Sahir & Situmorang, 2020). This is relevant to the conditions in the field, especially stores that provide building materials. There are many building material stores that provide a wide range of goods to meet the needs of the construction and housing sectors. One area that has such stores is West Java, particularly the Cirebon area, which is known for its rapid development and increasing demand for building materials (Nursanty & Susilowati, 2024; Darmansyah et al., 2014; Fahmi et al., 2014).

Based on observations from Google Maps, there are many building material stores in this area, estimated to number in the dozens, serving the needs of both individual and commercial construction. One such store is TB Rahmat Jaya Mandiri, located on Jl. Nyimas Endang Geulis, Blok Sumurwuta, Danawinangun, Klagenan District, Cirebon Regency. This store provides a wide range of building materials, such as iron, wood, lightweight bricks (hebel), regular bricks, sand, dolomite (dolok), ceramics, granite, and various other construction needs. In addition, this store also provides various basic necessities at affordable prices.



Figure 1. TB Rahmat Jaya Mandiri Sales Data

In general, sales at TB Rahmat Jaya Mandiri are relatively high and fairly stable, despite experiencing fluctuations in certain months. The figure shows that the highest sales occurred in April 2025 with a total of Rp257,158,256, followed by February with Rp252,998,992. Meanwhile, the lowest sales occurred in March, amounting to IDR 95,686,760. However, the graph shows that profits remained positive every month, indicating fairly good business management. Behind the stability of TB Rahmat Jaya Mandiri's sales, there is an issue that needs to be addressed, namely the low level of customer loyalty. Of the total 165 customers recorded, only 36 of them can be categorized as loyal customers. This means that even though sales are high, most customers are still transactional and do not have a long-term relationship with TB. Rahmat Jaya Mandiri. This condition creates a research gap, namely how product and sales service variations can shape customer satisfaction that affects customer loyalty.

Methods

This study uses a quantitative approach. This approach is used to determine the cause and effect between the variables studied. According to Lim (2025), quantitative research is a type of research that produces findings through statistical processes or other measurement techniques. This approach focuses on specific characteristics in human life that are identified as variables, and testing is carried out systematically with numerical data. In this study, a quantitative

approach was used to measure and analyze the influence of product and sales service variations on customer loyalty, with customer satisfaction as a mediating variable. All variables were tested using statistical analysis techniques to obtain objective and measurable conclusions. In this study, the population was all TB. Rahmat Jaya Mandiri customers, which numbered 165. The sampling technique used was simple random sampling with the sample size determined using the Slovin formula, resulting in a sample size of 129 respondents. Data were collected through two methods, namely observation and questionnaires. Observation was carried out by systematically observing the symptoms that appeared in the research object. Meanwhile, questionnaires were used by providing a number of closed questions to respondents, which were answered using a 5-point Likert scale. This scale was chosen because it was able to measure the opinions, perceptions, and attitudes of respondents towards a social issue (Siregar, 2018). Each variable in the study was measured using indicators that had been proven valid through various previous studies, both nationally and internationally. These instruments were developed with the aim of ensuring that the data obtained had a high level of validity and reliability, particularly in measuring aspects of product variety, sales service, customer satisfaction, and customer loyalty.

Result and Discussion

The following are the results of hypothesis testing on the structural model (inner model) using the PLS-SEM bootstrapping procedure. Acceptance/rejection decisions were made based on significance criteria: t -statistics > 1.96 at $\alpha = 5\%$ and/or $p < 0.05$. The results of the direct effect are summarized in Table 1, while the indirect/mediation effect is presented in Table 2. Mediation is assessed from the significance of the indirect effect by considering the prerequisites of the relevant inter-construct relationships.

Table 1. Direct Effect

	T statistics (O/STDEV)	P values
Customer Satisfaction -> Customer Loyalty	24,188	0,000
Sales Service -> Customer Satisfaction	1,051	0,293
Sales Service -> Customer Loyalty	1,015	0,310
Product Variety -> Customer Satisfaction	1,030	0,303
Product Variety -> Customer Loyalty	0,264	0,792

Source: Researcher's analysis

Customer Satisfaction affects Customer Loyalty

Based on Table 1, the path from Customer Satisfaction → Customer Loyalty shows a T-statistics value of 24.188 and a P-value of 0.000, so it can be concluded that customer satisfaction has a positive and very significant effect on customer loyalty. This finding indicates that an increase in customer satisfaction will be followed by an increase in customer loyalty. When linked to the descriptive results of the questionnaire, the Satisfaction (Z) indicator shows many neutral and disagree responses to various statements, such as general shopping satisfaction, perception of speed/friendliness, employee responsiveness, ease of purchase process, comfort of facilities, suitability of price to quality, and comparison with other stores. This pattern illustrates that customer satisfaction levels are still varied and tend to be “moderate” (many are uncertain/rate it as average). Meanwhile, the Loyalty (Y) indicator is also dominated by neutral and disagree responses, such as not yet making the store the first choice, weak intention to continue using it consistently, and hesitation to stick with the store when there are competitor promotions and long-term commitments. The alignment of patterns

between satisfaction and loyalty shows that when satisfaction is not strong, loyalty is not yet strongly formed. Because the variation in responses to the satisfaction and loyalty constructs is equally clear, the relationship between the two is statistically very strong. Thus, this path becomes a key finding that confirms that customer loyalty is primarily shaped by customer satisfaction.

Decision: The hypothesis “Customer Satisfaction affects Customer Loyalty” is accepted.

Service affects Customer Satisfaction

The Sales Service → Customer Satisfaction path has a T-statistic = 1.051 and a P-value = 0.293, so the effect is not significant. This means that an increase in sales service has not been proven to significantly increase customer satisfaction in this research data. A relevant explanation from the questionnaire is that on the Sales Service indicator (X2), respondents' answers tended to be predominantly “agree/strongly agree” and there were almost no negative assessments on many items (e.g., service consistency with promises, accuracy of information, timeliness, willingness to help, politeness, individual attention, etc.). This pattern of overly “positive and uniform” responses makes the differences in service perceptions between respondents relatively small, thereby weakening its contribution in explaining fluctuations in satisfaction. On the other hand, the Satisfaction (Z) construct actually shows many neutral/disagree responses on more comprehensive aspects of the experience (e.g., ease of purchase process, comfort of facilities, price-quality suitability, and superiority over other stores). This suggests that customer satisfaction is determined more by a combination of experience and value, not just sales service.

Decision: The hypothesis that “Sales Service affects Customer Satisfaction” is rejected.

Sales Service affects Customer Loyalty

The Sales Service → Customer Loyalty pathway shows T-statistics = 1.015 and P-value = 0.310, indicating that there is no significant direct effect. This means that improving sales service does not necessarily lead to customer loyalty. In relation to the questionnaire, the loyalty indicator (Y) shows a tendency for a lack of strong commitment to repeat purchases, consistent use, and recommendations. With loyalty still low/fragile, improving sales service alone is not enough to be the main driver of loyalty. Since the Sales Service → Satisfaction path is also insignificant, there is no strong evidence in these results that the influence of Sales Service flows through Satisfaction as a mediator (neither direct nor indirect effects are confirmed from the direct effect results).

Decision: The hypothesis that “Sales Service affects Customer Loyalty” is rejected.

Product Variety affects Customer Satisfaction

The Product Variety → Customer Satisfaction path has a T-statistic = 1.030 and a P-value = 0.303, which is not significant. This indicates that the existing product variety has not been proven to significantly increase customer satisfaction. Based on the descriptive Product Variety (X1) questionnaire, the majority of respondents tended to agree on almost all items (e.g., product form suitability, models following developments, price commensurate with quality, attractive design, product availability, and product variety). This predominantly positive response pattern makes the perception of product variety relatively uniform, so that product variety becomes less “distinguishing” between satisfied and dissatisfied customers. Meanwhile, customer satisfaction (Z) is largely marked by neutral/disagree responses on the total experience aspect, so that satisfaction appears to be influenced by broader factors than just “the number of product choices”.

Decision: The hypothesis “Product Variety affects Customer Satisfaction” is rejected.

Product Variety affects Customer Loyalty

The Product Variety → Customer Loyalty path has a T-statistic = 0.264 and a P-value = 0.792, so there is no significant effect. This indicates that product diversity is not a factor that directly makes customers remain loyal. Consistent with the questionnaire, even though product variety was rated quite well (answers tended to agree), loyalty remained low (many neutral and disagree responses on Y.1–Y.6). This condition shows that customers have not made product variety the main reason for staying or committing long-term; loyalty is more related to a truly satisfying and consistent experience.

Decision: The hypothesis “Product Variety affects Customer Loyalty” is rejected.

Table 2. Indirect Effect

	T statistics (O/STDEV)	P values
Sales Service -> Customer Satisfaction -> Customer Loyalty	1,063	0,288
Product Variety -> Customer Satisfaction -> Customer Loyalty	1,046	0,296

Source: Researcher's analysis

Sales Service → Customer Satisfaction → Customer Loyalty

Based on Table 4.14, the Sales Service → Customer Satisfaction → Customer Loyalty path has a T-statistic = 1.063 and a P-value = 0.288. This value indicates that the indirect effect through Customer Satisfaction is not significant, so Customer Satisfaction is not proven to mediate the effect of Sales Service on Customer Loyalty. Substantively, these results are consistent with the questionnaire response patterns. In the Sales Service construct (X2), respondents tended to give positive and relatively uniform ratings (predominantly “agree/strongly agree”) on many indicators. However, in the Satisfaction construct (Z), respondents tended to give neutral and disagree responses on various aspects of the shopping experience (e.g., perceptions of fast/friendly service, responsiveness, ease of process, comfort of facilities, and price-quality suitability). This condition shows that good sales service ratings do not automatically translate into strong and comprehensive satisfaction. Because the X2 → Z relationship is not strong enough, the indirect impact of X2 → Z → Y is also not significantly formed.

Conclusion: there is no evidence that customer loyalty increases through the path “service → satisfaction → loyalty”.

Product Variety → Customer Satisfaction → Customer Loyalty

In the path Product Variety → Customer Satisfaction → Customer Loyalty, the test results show T-statistics = 1.046 and P-value = 0.296. This value also does not meet the significance criteria, so Customer Satisfaction does not significantly mediate the effect of Product Variety on Customer Loyalty. This finding is consistent with the Product Variety (X1) questionnaire, which shows that the majority of respondents tend to agree with items such as suitability of shape/model, design, price commensurate with quality, and product availability. This means that perceptions of product variety are relatively good. However, the Satisfaction (Z) construct shows many neutral/disagree responses, so that the fairly good product variety has not been able to form strong satisfaction. As a result, the indirect path from product variety to loyalty through satisfaction is not statistically proven.

Decision: there is no evidence that product variety increases loyalty through satisfaction.

The Effect of Product Variety on Customer Loyalty at TB. Rahmat Jaya Mandiri

The results of this study indicate that product variety does not have a significant direct effect on customer loyalty, with a t value of 0.264 and a p value of 0.792 ($p > 0.05$). This finding indicates that the product diversity perceived by customers at TB. Rahmat Jaya Mandiri is not yet a major factor that encourages customers to make repeat purchases or remain committed to the store. Thus, increasing the number of product choices alone is not sufficient to explain the formation of customer loyalty in the context of this study. Based on the respondents' answers, the insignificant effect of Product Variety on Customer Loyalty can be explained by the difference in assessment patterns between the two variables. For the Product Variety variable (X1), the majority of respondents gave agree and strongly agree ratings on all indicators, such as product form suitability, models that keep up with developments, sturdy physical quality, attractive designs and colors, and product completeness and availability. Almost no respondents gave negative assessments, indicating that product variety at TB.

Rahmat Jaya Mandiri has been assessed as good and adequate by customers. However, this positive condition is not reflected in the Customer Loyalty (Y) variable, where most respondents were in the neutral and disagree categories, especially on the indicators of repeat purchases, long-term commitment, resistance to competitor promotions, and willingness to recommend the store to others. This indicates that a good range and variety of products is perceived more as a basic requirement that a building supply store must have, rather than a distinguishing advantage that can directly encourage customer loyalty. Thus, even though customers feel that the product selection is diverse and meets their needs, this factor is not strong enough to form a loyal bond without the support of a more satisfying shopping experience.

The Effect of Sales Service on Customer Loyalty at TB. Rahmat Jaya Mandiri

The results of this study show that Sales Service does not have a significant direct effect on Customer Loyalty, with a t value of 1.015 and $p = 0.310$ ($p > 0.05$). This finding indicates that improving the quality of sales service at TB. Rahmat Jaya Mandiri does not necessarily encourage customers to become more loyal in the form of repeat purchases, commitment, or recommendations. Thus, customer loyalty in this study is not formed through a direct channel from sales service. Based on the respondents' answers, the insignificant effect of Sales Service on Customer Loyalty can be justified by the respondents' perception patterns on the loyalty variable.

Although in the Sales Service variable (X2) almost all indicators showed a dominance of agree and strongly agree answers without any negative assessments, this condition was not followed by a strong level of customer loyalty. In the Customer Loyalty variable (Y), most respondents were in the neutral to disagree category, particularly on the indicators of repeat purchases, long-term commitment, preference for the store even when competitors offer promotions, and willingness to recommend the store to others. This indicates that good service is already considered a minimum standard by customers, so it is not strong enough to directly encourage loyal behavior. In other words, even though customers rate the sales service at TB. Rahmat Jaya Mandiri as good, this rating has not been able to form the commitment and emotional attachment that drives loyalty.

The Effect of Product Variety on Customer Satisfaction at TB. Rahmat Jaya Mandiri

The results of this study indicate that product variety does not have a significant effect on customer satisfaction, with a t value of 1.030 and $p = 0.303$ ($p > 0.05$). This means that the number of product types offered by TB. Rahmat Jaya Mandiri has not been proven to directly increase customer satisfaction levels. This finding indicates that product diversity is not a major factor in determining customer satisfaction in the shopping experience. Based on the respondents' answers, the insignificant effect of Product Variety on Customer Satisfaction can be justified by the respondents' differing perceptions of product variety and their perceived level of satisfaction. In the Product Variety (X1) variable, almost all indicators received positive assessments with a dominance of agree and strongly agree responses, indicating that customers consider the products at TB.

Rahmat Jaya Mandiri to be diverse, high quality, attractive, and available according to their needs. However, on the Customer Satisfaction (Z) variable, most respondents gave neutral answers and quite a few disagreed on various indicators, such as overall shopping satisfaction, ease of purchase process, comfort of facilities, suitability of price to quality, and experience of interaction with employees. This condition shows that even though product variety is considered good, it does not directly create a strong sense of satisfaction for customers. Product variety tends to be perceived as a standard functional factor that is expected in a building supply store, so its existence does not automatically increase satisfaction if it is not balanced with other aspects such as service, comfort, and shopping experience.

The Effect of Sales Service on Customer Satisfaction at TB. Rahmat Jaya Mandiri

The results of this study show that Sales Service does not have a significant effect on Customer Satisfaction, with a t value of 1.051 and $p = 0.293$ ($p > 0.05$). This means that the service provided by TB. Rahmat Jaya Mandiri has not been proven to directly increase customer satisfaction levels. Thus, customer satisfaction in this study cannot be explained solely by variations in sales service quality. Based on the respondents' answers, the insignificant effect of Sales Service on Customer Satisfaction can be justified by the discrepancy between the respondents' assessment of service quality and their level of satisfaction. In the Sales Service variable (X2), almost all indicators received agree and strongly agree ratings, indicating that respondents considered TB.

Rahmat Jaya Mandiri employees to be friendly, responsive, informative, reliable, and able to provide a sense of security and comfort during the transaction process. However, these positive assessments are not fully reflected in the Customer Satisfaction variable (Z), where most respondents are in the neutral and disagree categories on various satisfaction indicators, such as overall shopping satisfaction, perceptions of service speed and friendliness, ease of the purchasing process, and satisfaction with interactions with employees. This indicates that good sales service is considered a basic service standard by customers, so it has not been able to provide an experience that truly exceeds expectations and generates strong satisfaction. In other words, even though the service is considered good technically, customers do not feel that it provides significant added value.

The Effect of Product Variation on Customer Loyalty with Customer Satisfaction as a Mediating Variable at TB. Rahmat Jaya Mandiri

The results of this study indicate that there is no significant indirect effect on the path of Product Variation \rightarrow Customer Satisfaction \rightarrow Customer Loyalty, with a t value of 1.046 and $p = 0.296$ ($p > 0.05$). This means that Customer Satisfaction does not act as a mediating variable in the relationship between product variation and customer loyalty. Causally, this condition occurs

because the Product Variation → Customer Satisfaction path is not significant, so that the effect of product variation is unable to “flow” to loyalty even though the Satisfaction → Loyalty path is proven to be very strong.

Based on the respondents' answers, the insignificant indirect effect of Product Variation on Customer Loyalty through Customer Satisfaction can be justified by the weak relationship between the three variables at the customer perception level. Although Product Variation (X1) received a very positive assessment, with the majority of respondents agreeing and strongly agreeing on all indicators, this condition was not followed by a high level of Customer Satisfaction (Z). Most respondents actually showed neutral to disagreeing attitudes on various satisfaction indicators, so that the perceived satisfaction was not yet strongly established. Furthermore, this moderate level of customer satisfaction is also insufficient to drive customer loyalty (Y), as indicated by the dominance of neutral and disagree responses on the indicators of repurchase, long-term commitment, and willingness to recommend the store. This shows that good product variety has not been able to increase loyalty through satisfaction, because product variety is perceived more as a basic requirement that a building supply store must have, rather than a factor that provides a distinctive shopping experience and triggers emotional satisfaction.

The Effect of Sales Service on Customer Loyalty with Customer Satisfaction as a Mediating Variable at TB. Rahmat Jaya Mandiri

The results of the indirect effect test in this study indicate that there is no significant mediating effect on the path of Sales Service → Customer Satisfaction → Customer Loyalty. The t-value = 1.063 and $p = 0.288$ ($p > 0.05$) confirm that the indirect effect is not statistically significant. This means that sales service has not been proven to be able to indirectly increase customer loyalty through customer satisfaction.

Based on the respondents' answers, the insignificant mediating effect of Customer Satisfaction on the relationship between Sales Service and Customer Loyalty can be justified by the fact that customer perceptions do not yet show a strong relationship between the three variables. In the Sales Service variable (X2), almost all indicators received positive ratings with a predominance of agree and strongly agree responses, indicating that customers rate the quality of TB. Rahmat Jaya Mandiri employee service as good, friendly, responsive, and professional. However, this positive assessment of service has not fully formed Customer Satisfaction (Z), because most respondents were in the neutral and disagree categories on various satisfaction indicators, such as overall shopping satisfaction, ease of the purchasing process, and satisfaction with interactions with employees.

This lack of strong satisfaction ultimately fails to drive Customer Loyalty (Y), as indicated by low repurchase tendencies, long-term commitment, and willingness to recommend the store. This indicates that good sales service is perceived more as the standard service expected by customers, which is not enough to create deep satisfaction that then transforms into loyalty. Thus, the results of this study confirm that customer satisfaction cannot yet function as a mediating variable between sales service and customer loyalty. In order for this relationship to be established in the future, TB. Rahmat Jaya Mandiri needs to improve service quality in a more consistent and customer experience-oriented manner, so that every interaction can foster deep satisfaction and encourage the formation of long-term loyalty.

The Effect of Product and Sales Service Variations on Customer Loyalty with Customer Satisfaction as a Mediating Variable at TB. Rahmat Jaya Mandiri

The results of this study indicate that the strongest and most significant relationship only occurs in the Customer Satisfaction → Customer Loyalty pathway, with a t value of 24.188 and $p < 0.001$. This means that the higher the level of satisfaction felt by customers, the greater the tendency for customers to remain loyal to TB. Rahmat Jaya Mandiri. This finding confirms that satisfaction is the most consistent key factor in shaping customer loyalty in the research model.

The results of this study confirm that customer satisfaction is the main factor that determines loyalty, as indicated by a t-value of 24.188 and $p < 0.001$. When customers are satisfied, they will continue to choose TB. Rahmat Jaya Mandiri even though there are other stores that offer attractive prices or promotions. However, if satisfaction is not optimal, then increasing product variety and service alone is not enough to build customer loyalty. Therefore, TB. Rahmat Jaya Mandiri needs to focus on improving the customer shopping experience in order to foster strong and sustainable loyalty.

Conclusion

The test results show that product variety does not have a significant effect on customer loyalty at TB. Rahmat Jaya Mandiri. The large number of product choices has not been able to build customer loyalty because building supply store consumers value technical specifications and quality reliability more than product variety. The test results show that sales service does not have a significant effect on customer loyalty. Loyalty is not directly formed from service because customers place more emphasis on satisfaction with functional aspects such as price and availability of goods, rather than on the emotional service provided. The test results show that product variety does not have a significant effect on customer satisfaction. This indicates that the diversity of products offered is not yet fully relevant to customer needs. Customer satisfaction at TB. Rahmat Jaya Mandiri is more influenced by quality, functional benefits, and product specification suitability. The test results show that sales service does not have a significant effect on customer satisfaction. The service provided has not exceeded customer expectations, so it is not strong enough to foster a feeling of satisfaction. Customers value reliability and accuracy of service more than emotional factors or personal interaction. The test results show that there is no significant indirect effect between product variety and loyalty through customer satisfaction. This means that although satisfaction has been proven to affect loyalty, product variety has not been able to significantly increase satisfaction, thus not causing a mediating effect. The test results show that there is no significant mediating effect between sales service and customer loyalty through customer satisfaction. The service provided is not strong enough to shape satisfaction, so its effect on loyalty does not appear. The test results show that the strongest and most significant relationship only occurs between customer satisfaction and customer loyalty. Meanwhile, neither product variety nor sales service has a significant direct or indirect effect on loyalty. These findings confirm that customer satisfaction is the main factor in shaping loyalty at TB. Rahmat Jaya Mandiri, in accordance with the Stimulus–Organism–Response (S–O–R) theory.

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