

# Service quality, marketing mix, customer satisfaction, customer loyalty

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# Service Quality, Marketing Mix, and Customer Satisfaction to Customer Loyalty of Small-Scale Indonesian Food Enterprises in Surabaya

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**Abstract**—This research aims to improve the customer loyalty of small-scale Indonesian food enterprises (SIFE) in Surabaya from service quality, marketing mix, and customer satisfaction perspectives. The total respondents of this research were 460 respondents that came from 50 small-scale Indonesian food enterprises in Surabaya. The respondents should be minimum 17 years old, and for the small-scale Indonesian food enterprises should sell Indonesian food and the price range is between IDR 8000 to IDR 25,000. There are two methods to analyze the data, factor analysis and structural equation model analysis using GeSCA. The result shows that service quality and marketing mix significantly influence customer satisfaction. Service quality also has a direct significant effect on customer loyalty, but marketing mix does not have any direct significant effect on customer loyalty. Customer satisfaction significantly influences customer loyalty and acts as a perfect mediator variable that connects service quality, marketing mix, and customer loyalty of SIFE.

**Index Terms**—Customer Loyalty, Customer Satisfaction, Marketing Mix, Service Quality

## I. INTRODUCTION

Food and beverage service activities could be an icon of a region. It can be seen through the local culinary that have impacts on tourist satisfaction when visiting the region. In developing the food and beverage service activities in Indonesia, especially for a small-scale Indonesian food enterprise (SIFE), it is needed a good quality service as well as a good marketing mix [1] to give good experience for customers and make the customers to visit again.

There was some previous research related to service quality, customer satisfaction, and customer loyalty. The results showed that service quality positively affected customer satisfaction. Moreover, customer satisfaction can lead to customer loyalty. In addition, service quality has a significant impact on the loyalty of customers. It showed that customer satisfaction does play a mediating role in the effect of service quality on customer loyalty [3], [4], [5]. There was also other previous research that investigated the relationships between service quality, customer satisfaction, and customer retention. The findings showed that service quality has a positive influence on customer satisfaction. In addition, service quality dimensions have a positive influence on customer retention, and finally, the results confirmed that customer satisfaction mediates the relationship between service quality and customer retention [6].

Besides the relationship between service quality, customer satisfaction, and customer loyalty, some research explores the relationship between marketing mix, customer satisfaction, and customer loyalty. Mustaqimah, Hartoyo, and Nurmawati [7] found that marketing mix variables such as products, prices, and promotions are affecting customer satisfaction and loyalty. Another result points out that satisfaction has a significant influence on customer loyalty. Others, Amadi [8] investigates the effect of marketing mix on

customer loyalty and satisfaction. The findings confirm that product, promotion, price, and place all contributed positively to customer satisfaction and customer loyalty.

Based on some previous research and the needs for a good performance since SIFE as a small medium enterprise is the engine of economic growth, this study seeks to investigate several things. First, if service quality and marketing mix have a positive significant influence on customer satisfaction. Second, if customer satisfaction has a positive impact on customer loyalty, and the third, if customer satisfaction does play a mediating role in the effect of service quality and marketing mix on customer loyalty.

## II. LITERATURE REVIEW

### A. Indonesian Food

Chang, Kivela, and Mak [9] and Nummedal and Hall [10] viewed local food as the indigenous food grown and produced locally, reflecting the local identity of the place or region within which the food was produced. Sims [11] added that the term 'local' was often equated with a host of values relating to social, environmental, and quality criteria. These criteria, in fact, are the core of culinary tourism that could be offered to customers to experience [12]. Local food is not only associated with the origin of the ingredients and the place of the food being produced or served but also with how the food is utilized to showcase the local culture and history, which in turn, make the food marketable representing an attractive local identity experienced by customer [13].

Indonesia has thousands of local foods offering a strong uniqueness and a vast diversity for portraying its signature cuisine [13]. The local food of Indonesia was unique since it represented the regional culture with various kinds of spices or ingredients and various ways the dishes were consumed, served, and prepared. On the other hand, experts on Indonesian cuisine had long a discussion defining Indonesian food. However, there was no consensus since Indonesian

food was a combination of many related but different styles which blend into one [14].

#### B. The Effect of Service Quality to Customer Satisfaction

Customers' decisions and purchasing behaviors are closely related to their evaluation of the overall experience of a service or product. Service quality can significantly affect customer satisfaction, which is critical to a company's success. High levels of service quality may lead to high customer satisfaction, but if the service performance fails to match customers' expectations, dissatisfaction will occur [3].

According to Tsai et al and Lisnawati and Astawa in [4], service quality was defined as evaluating and measuring the extent of compatibility between the service that is provided, and the expectations of the customer who receives the service. Service quality is a customer's judgment about the overall excellence of a product where the judgement is based upon customers' needs and wants for a certain degree of quality [5].

[16] developed a measurement instrument for service quality called SERVQUAL. Then [17] created DINESERV as an instrument for measuring the service quality of a restaurant. DINESERV was adapted from SERVQUAL and was proposed as a reliable and relatively simple tool for determining how customers view a restaurant's quality. The final version of DINESERV contained 29 items, measured on a seven-point scale. DINESERV items fall into five service quality dimensions. In the restaurant industry, tangibles refer to a restaurant's physical design, appearance of staff and cleanliness. Reliability involves freshness and temperature of the food, accurate billing and receiving ordered food. Responsiveness in restaurants relates to staff assistance with the menu or wine list or appropriate and prompt response to customers' needs and requests. Assurance means that restaurant customers should be able to trust the recommendations of staff, feel confident that food is free from contamination and be able to say any concern without fear. Finally, empathy refers to providing personalized attention to customers by anticipating special dietary requirements or by being sympathetic towards customers' problems [17], [18].

Based on the research of [3][4][5][6], it is confirmed that service quality has a significantly positive impact on customer satisfaction. Therefore, we propose the following hypothesis:

H1: Service quality has a positive significant effect on customer satisfaction.

#### C. The Effect of Marketing Mix to Customer Satisfaction

Marketing mix is one of the major concepts in modern marketing. The marketing mix is the set of tactical marketing tools that the firm uses to produce the response it wants in the target market. The marketing mix consists of everything the firm can do to engage consumers and deliver customer value. The many possibilities can be collected into four groups of variables—the four Ps. These are product, price, promotion, and place [8], [21], and these elements will end up to customer satisfaction and loyalty [8].

Product means the goods-and-services combination the company offers to the target market who are ready to pay [19], [21]. The essential product for restaurants is the service

of food. However, the complete service includes the taste, cleanliness, freshness, health, prompt service, and verity, connected to the experience of eating food in the restaurant [19]. Price is the amount of money customers must pay to obtain the product. Price is an essential factor in customers' decisions to buy products and services, as the charge is found to suit the quality [19], [21], [23]. Place includes company activities that make the product available to target consumers on time [19], [21]. Customers expect these businesses to be convenient and easily accessible [23]. Promotion refers to activities that communicate the merits of the product and persuade target customers to buy it. This includes branding, advertising, PR, corporate identity, social media outreach, sales management, special offers, sales, sales promotions, public relations, and exhibitions. Promotion of the business must be able to gain attention, be appealing, send a consistent message, and - above all - give the customer a reason to choose the corresponding product over that of another business [19], [21], [23]. An effective marketing program blends the marketing mix elements into an integrated marketing program designed to achieve the company's marketing objectives by engaging consumers and delivering value to them. The marketing mix constitutes the company's tactical tool kit for establishing strong positioning in target markets [21].

According to the theory and the research of [7] and [8], marketing mix has a significant positive influence on customer satisfaction. Therefore, we propose the following hypothesis:

H2: Marketing mix has a positive significant effect on customer satisfaction.

#### D. The Effect of Customer Satisfaction to Customer Loyalty

Customer satisfaction is shown to influence customer loyalty. It is proven by the research [3], [4], [5], [7], [8]. Customer satisfaction can be defined as an overall assessment of a product or service based on the experience of purchasing and consuming it over time whether service performance meets or exceeds the customer's expectations [3], [5], [6]. Companies can achieve customer satisfaction and loyalty by providing good quality products and services. Satisfied customers tend to repurchase products and become loyal customers, and they are positively engaged in giving recommendations to other customers and less sensitive to price. Moreover, once customers are satisfied with a product or brand, they are more likely to recommend the brand to others and are more likely to repeatedly purchase that product instead of switching to other alternative brands [3].

[20] stated there are three main attributes in measuring customer satisfaction, which are attributes related to product, attributes related to service, and attributes related to purchase. Attribute related to product refers to tangible and intangible products such as product variation, product appearance. Attribute related to service refers to warranty, delivery, complaint handling, and resolution of problem, and attribute related to purchase means attribute that is related to pre-purchase and purchase such as courtesy, communication, convenience, company reputation, and company competence.



Customer loyalty is crucial to the success of an organization, as loyal customers facilitate the growth of businesses faster than sales and marketing [4], [5]. Customer loyalty is a result of customer satisfaction and positive customer experiences with the organization [15]. According to [22], the benchmarks of customer loyalty are the intention of repurchase and positive word-of-mouth. Based on the previous research of [3], [4], [5], [7], [8], the following hypothesis can be drawn:

H3: customer satisfaction has a positive significant effect on customer loyalty.

Customer satisfaction could be a mediating variable between service quality, marketing mix, and customer loyalty. The research that has been done by [5], [6] proves that customer satisfaction becomes a mediating variable between service quality and customer loyalty. In the research of [7], [8], it is stated that customer satisfaction acts as a mediating variable between marketing mix and customer loyalty. Based on these findings, the following hypothesis can be drawn:

H4: Customer satisfaction is a mediator between service quality, marketing mix, and customer loyalty.

### III. METHODS

The questionnaire was developed based on the previous literature review and built on the 7-point of Likert-scale. The questionnaire was divided into five sections. The first section is the demographics of study sample, the second section is the variables of service quality, the third section is the statement related to marketing mix, the fourth section is the variables of customer satisfaction, and the last is the statement regarding customer loyalty.

Service quality was assessed using the DINESERV model proposed by [17] and [18] that consists of reliability, tangible, responsiveness, assurance, and empathy. Marketing mix was measured in relation to product, price, place, and promotion as identified in [21]. The customer satisfaction attributes adopted from [20] consists of attributes related to product, attributes related to service, and attributes related to purchase. Finally, the indicator of customer loyalty was adopted from [22] related to the intention of repurchase and positive word-of-mouth.

The target population of this study consists of all customers served at 50 SIFE in Surabaya, East Java, Indonesia at minimum of 17 years-old and have already eaten twice in one of the SIFE. The 50 SIFE were chosen based on certain criteria and are in four areas of Surabaya which are central, east, west, and south of Surabaya. A total of 500 questionnaires were distributed equally across these SIFE. In all, 460 of the questionnaires were completed, returned, and valid for analysis representing a response rate of 92 per cent.

In analyzing the gathered data, this study used factor analysis and GeSCA. GeSCA is one of the Structural Equation Modeling methods. Factor analysis is conducted to reduce data to a smaller set of summary variables and to explore the potential theoretical structure of the phenomena, which can also examine the relationship between different variables [3].

### IV. RESULT & DISCUSSION

The descriptive data show that 55% of the participants were male and 45% were female. Approximately 40% of respondents were from the age group 17–25 years old, followed by 23% aged above 25–35, 20% aged above 35–45, and 17% of the respondents were above 45–55. The educational backgrounds of respondents were quite varied; most of them had senior high school degrees (45%) or undergraduate degrees (37%). Of these participants, 52% of them have already visited certain SIFE more than five times. The monthly income of the majority was under IDR 2,500,000 and followed by IDR 2,500,000 – 3,999,999 (28%). Most of the respondents were private sector employees (30%) followed by entrepreneurship (28%) and students (27%).

Factor analysis consists of Kaiser-Meyer Olkin (KMO), Bartlett's Test, and Anti-Image Correlation. In this research, the factor analysis was done for the independent variables of the research which are service quality, marketing mix, and customer satisfaction. The criteria for the data could be analyzed further is the KMO should be greater equal than 0.5, the significance of Bartlett's test should be smaller than 0.05, and the MSA should be greater equal than 0.5. Based on the result of the three tests, all the data could be analyzed further, then continued with communalities, total variance explained, and component matrix. The data was reduced and analyzed further by using GeSCA.

The analysis of model structural can be divided into three steps, such as outer model, structural model, and fit model. Outer model analysis showed the convergent validity, composite reliability, and AVE value. Based on the convergent validity, all data is eligible for further analysis which is all loading factor is greater than 0.7. Then it is continued with AVE and composite reliability. Table 1 shows the reliability of latent variables.

Table 1. Reliability of latent variables

Variable	AVE	Cronbach Alpha
Service Quality	0.681	0.882
Marketing Mix	0.520	0.686
Customer Satisfaction	0.787	0.865
Customer Loyalty	0.889	0.875

Reliability of four latent variables could be considered good because all latent variables had  $AVE \geq 0.5$  and Cronbach Alpha  $\geq 0.6$ .

Figure 1 shows that five dimensions of service quality which are tangible, reliability, responsiveness, assurance, and empathy, could explain the service quality well (loading factor  $\geq 0.5$ ), and the assurance (loading factor = 0.893) becomes the dimension that could explain most of service quality. Assurance is an ability of small-scale Indonesian food enterprises to build the customer's trust, knowledge, and courtesy of employees. The strongest indicator in explaining the assurance is the employees can answer the customer questions well and exactly (81%).

The four dimensions of marketing mix which are product, price, place, and promotion, could explain the marketing mix well (loading factor  $\geq 0.5$ ). The dimension that could explain

most the marketing mix is price (loading factor = 0.783), and the strongest indicator of price is the price of food is appropriate of the portion (84%). The customers said that the portion is appropriate for the price range of food, about

8,000-25,000 rupiahs. Based on the demographic characteristic of respondents, the most customers had income less than 4 million rupiahs (64%).

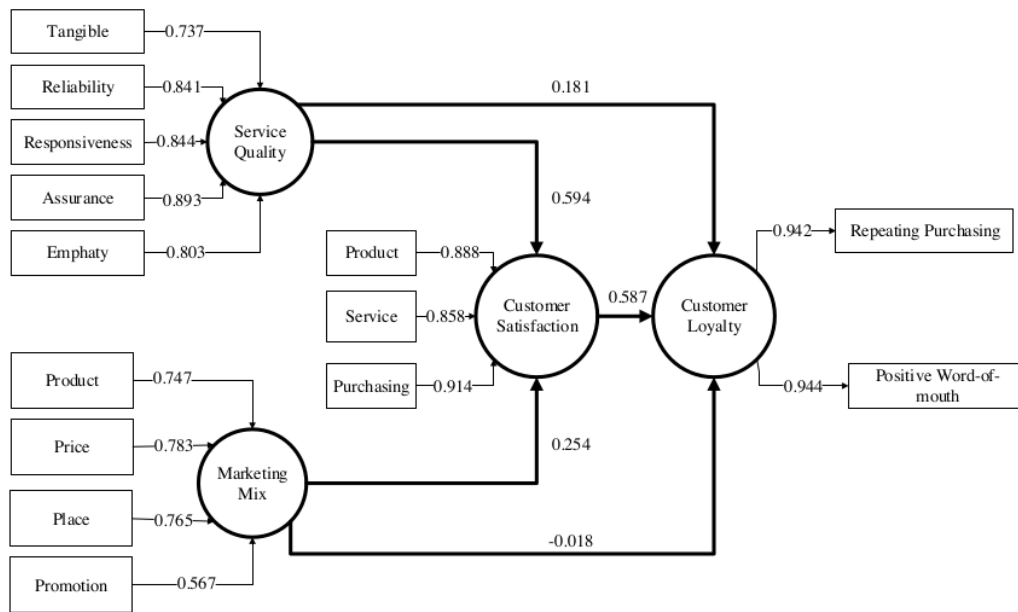


Figure 1. Structural Model

Three dimensions of customer satisfaction, such as product, service, and purchasing are valid (loading factor  $\geq 0.5$ ) and the dimension that could explain most the customer satisfaction is satisfaction to the purchasing (loading factor = 0.914). The strongest indicator of purchasing is courtesy and communication (90.5%). The customers had been satisfied to the courtesy and attention that had been shown by employees and the information that had been given about small scale Indonesian food enterprises.

Two indicators of customer loyalty could be the strongest indicators that explain customer loyalty. They are intention to repurchase (loading factor = 0.942) and positive word-of-mouth (loading factor = 0.944). It had been proved from the demographic characteristic of respondents that has been eaten more than five times in the same small-scale Indonesian food enterprises (52%) and suggested to others, such as friends and family for visiting the enterprises (41%).

Table 2. Path coefficient structural model

Path	Coefficient	CR	Result
Service quality → Customer loyalty	0.181	2.36*	Accepted
Service quality → Customer satisfaction	0.594	14.12*	Accepted
Marketing mix → Customer loyalty	-0.018	0.39	Rejected
Marketing mix → Customer satisfaction	0.254	5.58*	Accepted
Customer satisfaction → Customer loyalty	0.587	8.73*	Accepted

\*) significant at .05 level or  $CR \geq 2$

Based on Table 2, service quality influence the customer loyalty, but the marketing mix does not directly influence the customer loyalty of small-scale Indonesian food enterprises and give the negative value to the path coefficient. This result is consistent with the research by [4], [5] that service quality could affect customer loyalty. It happened because most of the customers will be loyal if they got the eating experience in small scale Indonesian food, so they could be satisfied and finally they will come back or loyal. Most of respondents said that the customer needs and wants are a big portion, the cheap price, and the good taste of food. Related to marketing mix, it

is consistent with the research by [7], [8] that marketing mix could not affect customer loyalty but should have customer satisfaction as a mediator.

The result shows that service quality and marketing mix has a positive influence on customer satisfaction. It is consistent with the statement of some researchers that said customer satisfaction is influenced by service quality [3], [4], [5], [6] and marketing mix [7], [8]. It could be concluded that increasing the service quality and marketing mix can make the higher of customer satisfaction.

Customer satisfaction has a positive effect to customer loyalty of small-scale Indonesian food enterprises and can be a perfect mediator to connect the service quality and marketing mix to customer loyalty. This is like the research that was done by [5], [6] who stated that customer satisfaction acts as a mediator variable between service

quality and customer loyalty, and also the research by [7], [8] that customer satisfaction acts as a mediator between marketing mix and customer loyalty. The customers of small-scale Indonesian food enterprises will be loyal if they have been satisfied before.

## V. CONCLUSION & RECOMMENDATION

### A. Conclusion

The results showed that the service quality and marketing mix significantly affect customer satisfaction. Service quality also has a significant effect on customer loyalty, while marketing mix does not directly affect customer loyalty. Customer satisfaction significantly influences customer loyalty and has become a perfect mediator that connects service quality and marketing mix to customer loyalty. Customer satisfaction can be explained by the service quality and marketing mix of about 62.5% and customer loyalty can be explained by customer satisfaction of about 52.1%.

The best dimension that can describe service quality is assurance with the best indicator is employees can make customers feel comfortable and confident. The best dimension that can describe marketing mix is price with the best indicator is the price of food is appropriate with the portion. The best dimension of customer satisfaction is satisfaction with the purchase with the best indicators are courtesy and communication. Customer loyalty does not have dimensions, but both indicators, the intention of repurchase and positive word-of-mouth, are very strong to explain customer loyalty.

### B. Recommendation

Recommendations are the things that should be done by the owner of small-scale Indonesian food enterprises to increase their performance by improving the important things from service quality and marketing mix. The important things that need to be improved from the service quality are comfortable dining area such as the arrangement of chairs, tables, and other furniture, so customers can be comfortable when they are eating; the taste of food is consistent from time to time; an accurate bill; serves food exactly as the customers ordered it; provides of prompt and quick service; has a good service even though the small scale Indonesian food enterprises' is busy; employees can answer customer's questions well and completely; the good interaction between employees and customers, both verbal and non-verbal so that customers can feel comfortable and confident; employees have knowledge of food well; employees know their customer and habits well, like remembering names and menus are often ordered so that customers will feel special; and employees are friendly.

Besides service quality, the owners also need to improve some important things of the marketing mix such as the variation of menu, so the customers can choose more menus; the unique and easily remembered small scale Indonesian food enterprises' name; the food price is appropriate of the portion. Others, the owners should have food price that is appropriate of the taste; an advertising of small-scale Indonesian food enterprises', online and offline for introducing their products to the public; and the sales promotion, such as discounts at the certain times.

The owners of small-scale Indonesian food enterprises' need to maintain some of the important things that make customers feel satisfied, such as the display of food that is served; the service of them which will change the food and drinks with the new one when it is not good, such as stale, dirty, there is flies in food; the good handling complaint; the politeness, attention and friendliness of employees; and the information that is communicated to customers by employees, such as the availability of menus, facilities. This satisfaction that made customers can be loyal to them, so the customers are willing to repeating purchasing and say the good things about small scale Indonesian food enterprises to others, such as the good taste of food, the cheap prices and appropriate of the portion.

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