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THE LOYALTY TRIANGLE: SERVICE QUALITY, PERCEIVED PRODUCT QUALITY, AND MARKETING MIX DRIVING PET-CARE CUSTOMER LOYALTY

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ABSTRACT: Pet-care markets are increasingly competitive, making customer loyalty a strategic imperative for retail sustainability. This study offers a nascent integrative contribution by jointly modeling service quality, product quality, and marketing mix as antecedents of loyalty through the sequential mechanisms of satisfaction and trust, a configuration rarely examined within a unified framework. Using survey data from 357 customers of a leading pet-care retailer and analyzing them with PLS-SEM in SmartPLS 4, the results demonstrate that service quality, product quality, and marketing mix enhance satisfaction, which fosters trust and strengthens loyalty. Trust further exerts a direct positive influence on loyalty, while satisfaction and trust operate as pivotal mediators. Managerially, firms should prioritize consistent service excellence, reliable product performance, and strategically aligned marketing programs to cultivate satisfaction and trust as foundations of durable customer loyalty.

Keywords: Customer Loyalty, Customer Satisfaction, Customer Trust, Petshop

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INTRODUCTION

Pet ownership has become an integral component of contemporary Indonesian lifestyles. More than 59 percent of households own pets, with cats, fish, birds, and dogs representing the dominant categories (Rakuten Insight, 2021). This social shift generates substantial opportunities in pet food and supplies. The Indonesian pet food market reached US$882 million in 2015 and is projected to attain US$1.84 billion by 2025, reflecting sustained growth with a CAGR of 6.4 percent during 2021–2026 (William Marshall Strategy, 2021). The expansion of this sector signals intensifying competition and rising expectations for value creation.

International brands control approximately 90 percent of the pet food segment, while local firms occupy a modest share. Global players such as Nestlé Purina and Mars lead premium categories, whereas domestic producers including CP Petfood, JAPFA, Asia Topindo, and Evo Nusa Bersaudara compete in economy segments. Beyond food, accessories and health-related products also demonstrate parallel growth. As product alternatives proliferate, differentiation increasingly depends on relational and experiential dimensions rather than mere availability.

In competitive retail contexts, trust functions as a strategic mechanism for sustaining loyalty. Trust reflects customers' beliefs regarding a provider's integrity and future conduct (Eid, 2011) and facilitates repurchase intentions grounded in prior experience. Empirical evidence confirms that trust is a central antecedent of loyalty (Deng et al., 2010). Customer satisfaction further strengthens this relational chain, as satisfaction fosters trust and subsequently enhances loyalty (Gultom et al., 2020).

Marketing and operational drivers underpin these relational outcomes. Service quality (Dam & Dam, 2021) and marketing mix strategies (Malelak et al., 2021) shape satisfaction, which in turn influences loyalty. High service standards aligned with comprehensive offerings contribute to superior satisfaction and sustained patronage (Chayomchai & Chanarpas, 2021). Perceived product quality likewise strengthens trust and reinforces long-term loyalty, as consistent performance signals reliability and reduces perceived risk (Hanaysha et al., 2016; Kartikasari & Albari, 2019).

Despite growing scholarship, prior studies frequently examine service quality, product quality, or marketing mix in isolation, or treat satisfaction and trust as parallel rather than sequential mechanisms. Limited attention has been given to integrating these constructs within a unified structural framework in emerging pet-care markets. This study addresses that gap by modeling service quality, perceived product quality, and marketing mix as strategic antecedents that influence loyalty through the sequential mediation of satisfaction and trust using a SEM-PLS approach. By theorizing satisfaction and trust as interlinked relational stages rather than discrete outcomes, the study advances a more comprehensive explanation of loyalty formation in competitive retail ecosystems.

THEORETICAL REVIEW

Service quality represents customers' evaluative comparison between expected and perceived service performance. Core dimensions include reliability, responsiveness, empathy, assurance, and tangible evidence (Parasuraman et al., 1988). When performance aligns with customer needs and expectations, satisfaction emerges; when discrepancies occur, dissatisfaction follows (Ali & Amir, 2020). Contemporary consumers also extend their evaluations beyond functional delivery to encompass ethical conduct and sustainability orientation, integrating normative considerations into service judgments (Oliver, 2010). Service quality thus functions as both an operational benchmark and a relational signal shaping subsequent attitudinal responses.

Perceived product quality refers to consumers' assessment of a product's capability to fulfill expectations and functional needs. Determinant attributes include performance, features, reliability, durability, and ease of use (Lupiyoadi & Hamdani, 2009). In digital environments, online reviews and ratings amplify the formation of quality perceptions by diffusing shared consumption experiences (Sari et al., 2020). Perceived quality therefore extends beyond physical characteristics to encompass holistic brand experience and accumulated interaction outcomes (Alfin et al., 2013).

The marketing mix constitutes a strategic configuration of product, price, promotion, and location designed to achieve targeted market objectives (Kotler & Keller, 2016). Effective

integration of these elements enhances perceived value and strengthens competitive positioning. Empirical evidence indicates that well-managed marketing mix strategies improve marketing performance and reinforce organizational competitiveness (Fadila et al., 2022). As such, the marketing mix operates as a structural mechanism influencing customers' evaluative and relational judgments.

Customer trust reflects the belief that a firm consistently fulfills promises, demonstrates reliability, and acts with benevolent intentions (Izogo & Ogba, 2015). Trust develops through repeated demonstrations of integrity, competence, and consistency across interactions (Sahin et al., 2011). Customer satisfaction, in contrast, arises from a post-consumption evaluation in which perceived performance is compared with prior expectations (Oliver, 2010). When performance meets or exceeds expectations, satisfaction strengthens favorable attitudes and encourages repeat patronage (Sherina, 2023).

Within relationship marketing, satisfaction and trust represent interconnected yet conceptually distinct mechanisms in loyalty formation. Satisfaction constitutes an immediate, experience-based evaluative response (Oliver, 2010), whereas trust embodies a more enduring psychological state grounded in perceptions of integrity, competence, and benevolence (Sahin et al., 2011; Leninkumar, 2017). Satisfaction may initiate positive relational tendencies, but trust stabilizes long-term commitment, particularly in contexts characterized by repeated interaction and perceived risk. In pet-care retail settings, where consumption outcomes are closely associated with animal well-being, transactional factors may quickly shape satisfaction, yet trust requires cumulative signals of safety, consistency, and professional reliability. Accordingly, customer satisfaction is positioned as a proximal mediator linking service quality, perceived product quality, and marketing mix to trust, while customer trust functions as the central relational pathway consolidating sustainable customer loyalty.

Service quality, as the holistic evaluation of service encounters from initial interaction to post-purchase engagement, constitutes a foundational determinant of customer satisfaction. When firms deliver reliable, responsive, and professionally consistent services, customers perceive alignment between expectations and actual performance, thereby strengthening satisfaction (Santoso & Aprianingsih, 2017). Empirical findings consistently confirm a robust positive relationship between service quality and satisfaction (Dam & Dam, 2021; Sholikhah & Hadita, 2023). In parallel, perceived product quality shapes satisfaction through customers' value assessments of whether product performance justifies the costs incurred. Products that meet or exceed expectations generate favorable evaluations and reinforce positive consumption experiences (Elyana et al., 2023; Winasis & Sabar, 2024). Beyond operational and product dimensions, the marketing mix operates as a structural mechanism that integrates product, price, promotion, and distribution decisions into a coherent value proposition. Effective implementation of these elements enhances customer satisfaction and contributes to improved marketing performance (Suryana & Haryadi, 2019; Malelak et al., 2021; Solimun & Fernandes, 2018).

H1: Service quality has a significant positive effect on customer satisfaction.
H2: Product quality perception has a significant positive effect on customer satisfaction.
H3: Marketing mix has a significant positive effect on customer satisfaction.

Beyond satisfaction, both service quality and perceived product quality function as critical antecedents of customer trust. High service standards strengthen loyalty directly and indirectly through satisfaction and trust pathways (Boonlertvanich, 2019), and empirical evidence demonstrates a positive association between service quality and trust (Firend & Masoumeh, 2014). Consistent and reliable service delivery signals competence and benevolence, reinforcing customers' confidence in the firm. Similarly, perceived product quality influences purchasing decisions and strengthens trust when products consistently meet or surpass expectations (Chinomona et al., 2013; Roest & Rindfleisch, 2010). Repeated positive product experiences consolidate brand credibility and deepen trust over time (Toivonen, 2012). The marketing mix further shapes corporate credibility by influencing customers' perceptions of fairness, transparency, and value communication (Nuryadin et al., 2021; Salsabila et al., 2022).

H4: Service quality has a significant positive effect on customer trust.
H5: Product quality perception has a significant positive effect on customer trust.
H6: Marketing mix has a significant positive effect on customer trust.

Within relational dynamics, customer satisfaction operates as a precursor to trust and loyalty. Positive shopping experiences cultivate confidence in the provider (Dhiranty et al., 2017), and empirical studies confirm that satisfaction significantly enhances trust (Hanaysha et al., 2016; Leninkumar, 2017). Satisfaction also directly strengthens loyalty, as customers who perceive consistent fulfillment of expectations are more inclined toward repeat patronage (Su et al., 2016). Sustained satisfaction reinforces brand attachment and contributes to long-term loyalty formation (Jasin et al., 2023). Trust, however, represents a more enduring and stabilizing mechanism in relational exchanges. Prior research documents a significant positive relationship between trust and loyalty (Leninkumar, 2017), emphasizing that trust-based relationships between customers and service providers foster commitment and durable patronage (Kishada & Wahab, 2013). Trust may function as a stronger predictor of loyalty than satisfaction due to its deeper cognitive and affective foundation (Ikramuddin & Mariyudi, 2021). Figure 1 presents the conceptual construction of this study.

H7: Customer satisfaction has a significant positive effect on customer trust.
H8: Customer satisfaction has a significant positive effect on customer loyalty.
H9: Customer trust has a significant positive effect on customer loyalty.

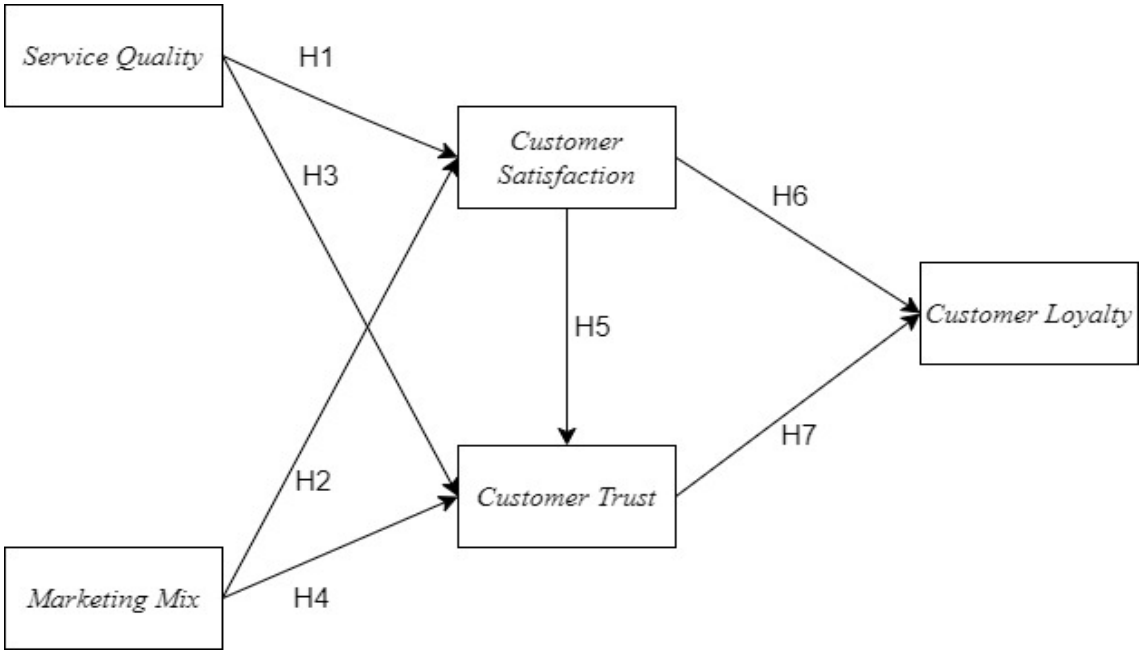


Figure 1. Conceptual Framework

RESEARCH METHOD

This study adopts a quantitative research design to examine the relationships among service quality, perceived product quality, marketing mix, customer satisfaction, customer trust, and customer loyalty. A quantitative approach emphasizes statistical measurement and systematic data analysis to test theoretically derived hypotheses (Sumarwan et al., 2011), within a retail service context.

The population comprised all customers of the focal pet-care retailer, with an average monthly customer base of 11,739 individuals. Sample size determination initially followed the Slovin formula (Sugiyono, 2018) at a 90 percent confidence level and a tolerable error rate of 0.1, yielding a minimum requirement of 100 respondents. To enhance statistical robustness and structural model stability, 357 valid responses were ultimately collected and analyzed. Proportional random sampling was applied to ensure representation across customer strata in proportion to their population size. Data were gathered through an online questionnaire distributed via Google Forms. The instrument included screening questions to ensure eligibility and employed a five-point Likert scale ranging from strongly disagree to strongly agree. Customer loyalty was specified as the dependent variable, service quality, perceived product quality, and

marketing mix as independent variables, and customer satisfaction and customer trust as mediating variables.

Hypotheses were tested using Structural Equation Modeling with the Partial Least Squares approach (SEM-PLS). This method is suitable for predictive modeling and does not impose strict multivariate normality assumptions (Ghozali & Latan, 2015). The analysis proceeded in two stages: evaluation of the measurement model and evaluation of the structural model. Structural model evaluation involved examination of path coefficients and coefficients of determination. Hypothesis testing was conducted at a 90 percent confidence level, with significance determined by p-values below the threshold and t-statistics exceeding critical values. All analyses were performed using SmartPLS software.

RESULTS

The measurement model was evaluated to ensure reliability, convergent validity, and the absence of critical multicollinearity issues. Internal consistency reliability was assessed using Cronbach's Alpha and Composite Reliability, while convergent validity was examined through the Average Variance Extracted (AVE). Collinearity at the indicator level was evaluated using Variance Inflation Factor (VIF) values, as in Table 1.

Table 1. Measurement Model EvaluationCollinearity Assessment

Variable	Indicator	VIF	Alpha	Composite Reliability	AVE
Customer Loyalty	CL1	2,866	0,885	0,921	0,744
	CL2	2,738			
	CL3	1,854			
	CL4	2,568			
Customer Satisfaction	CS1	3,757	0,948	0,963	0,865
	CS2	4,492			
	CS3	4,420			
	CS4	4,785			
Customer Trust	CT1	4,070	0,943	0,959	0,853
	CT2	4,457			
	CT3	3,725			
	CT4	4,033			
Marketing Mix	MM1	2,159	0,924	0,937	0,623
	MM2	3,117			
	MM3	3,028			
	MM4	2,116			
	MM5	2,048			
	MM6	1,850			
	MM7	2,703			
	MM8	2,773			
	MM9	3,322			
Product Quality Perception	PQ1	3,227	0,935	0,946	0,689
	PQ2	2,501			
	PQ3	3,410			
	PQ4	2,985			
	PQ5	3,344			
	PQ6	1,722			
	PQ7	2,897			
	PQ8	3,622			
Service Quality	SQ1	2,564	0,933	0,947	0,749
	SQ2	2,681			
	SQ3	3,190			
	SQ4	3,820			
	SQ5	3,152			
	SQ6	2,730			

As shown in Table 1, all constructs demonstrate strong internal consistency, with Cronbach's Alpha and Composite Reliability values exceeding recommended thresholds. AVE values confirm adequate convergent validity across constructs. Moreover, all VIF values remain below critical cut-off points, indicating the absence of problematic multicollinearity. These results support the robustness of the measurement model and justify proceeding to the discriminant validity test in Table 2.

Table 2. Crossloading value results

Items	Customer Loyalty	Customer Satisfaction	Customer Trust	Marketing Mix	Product Quality Perception	Service Quality
CL1	0.886	0.710	0.708	0.731	0.674	0.644
CL2	0.896	0.770	0.745	0.744	0.674	0.646
CL3	0.800	0.629	0.674	0.619	0.603	0.555
CL4	0.865	0.702	0.647	0.689	0.613	0.600
CS1	0.762	0.919	0.804	0.817	0.808	0.709
CS2	0.750	0.934	0.784	0.805	0.756	0.710
CS3	0.747	0.930	0.806	0.797	0.762	0.761
CS4	0.780	0.938	0.818	0.791	0.771	0.731
CT1	0.748	0.793	0.923	0.747	0.752	0.714
CT2	0.745	0.821	0.933	0.775	0.801	0.755
CT3	0.733	0.743	0.915	0.714	0.716	0.689
CT4	0.750	0.829	0.924	0.762	0.757	0.704
MM1	0.613	0.669	0.576	0.775	0.693	0.549
MM2	0.650	0.734	0.699	0.839	0.724	0.663
MM3	0.703	0.785	0.723	0.847	0.738	0.679
MM4	0.591	0.619	0.585	0.749	0.623	0.577
MM5	0.550	0.571	0.539	0.732	0.561	0.488
MM6	0.573	0.593	0.569	0.716	0.621	0.538
MM7	0.684	0.781	0.742	0.835	0.762	0.698
MM8	0.651	0.643	0.617	0.791	0.615	0.556
MM9	0.706	0.689	0.678	0.812	0.665	0.607
PQ1	0.592	0.700	0.729	0.687	0.857	0.762
PQ2	0.579	0.645	0.594	0.679	0.792	0.623
PQ3	0.652	0.701	0.721	0.720	0.878	0.749
PQ4	0.593	0.686	0.659	0.678	0.832	0.655
PQ5	0.611	0.677	0.675	0.706	0.868	0.741
PQ6	0.566	0.579	0.580	0.594	0.697	0.553
PQ7	0.660	0.737	0.706	0.751	0.825	0.693
PQ8	0.678	0.781	0.753	0.802	0.874	0.720
SQ1	0.620	0.693	0.666	0.663	0.736	0.845
SQ2	0.627	0.657	0.641	0.629	0.696	0.850
SQ3	0.608	0.656	0.644	0.634	0.686	0.867
SQ4	0.643	0.712	0.745	0.692	0.755	0.901
SQ5	0.582	0.648	0.645	0.635	0.694	0.877
SQ6	0.603	0.692	0.676	0.686	0.745	0.852

The cross-loading table is examined to assess discriminant validity at the indicator level by comparing each item's loading on its intended construct with its loadings on other constructs. An indicator should exhibit the highest loading on the construct it is designed to measure, with lower loadings on non-corresponding constructs, indicating that it shares greater variance with its own latent variable than with others. The results show that all indicators load more strongly on their respective constructs than on alternative constructs, even though some cross-loadings appear moderately high due to conceptual proximity among variables. None of the cross-loadings exceed the primary loadings, confirming that each construct remains empirically distinct. These findings demonstrate adequate discriminant validity and support the robustness of the measurement model prior to structural analysis.

The hypothesis in this study can be tested through path coefficient analysis. The t-statistic value of the path coefficient serves to provide information about the significance of the model used to evaluate the effect of the hypothesis on each relationship between the independent and dependent variables. In addition, the original sample value indicates the direction of a positive or negative relationship between variables (Hair et al., 2014). The results of the path coefficient test can be found in Table 5

Table 4. Path coefficient results

Path	Effect	*t*-value	*p*-value	R^2	Q^2
Service Quality → Customer Satisfaction	0.202	2.694	0.004	0.792	0.747
Product Quality Perception → Customer Satisfaction	0.224	2.762	0.003		
Marketing Mix → Customer Satisfaction	0.518	6.404	0.000		
Service Quality → Customer Trust	0.141	1.690	0.046	0.787	0.664
Product Quality Perception → Customer Trust	0.197	2.269	0.012		
Marketing Mix → Customer Trust	0.117	1.329	0.092		
Customer Satisfaction → Customer Trust	0.488	5.497	0.000		
Customer Satisfaction → Customer Loyalty	0.477	5.635	0.000	0.707	0.607
Customer Trust → Customer Loyalty	0.394	4.709	0.000		

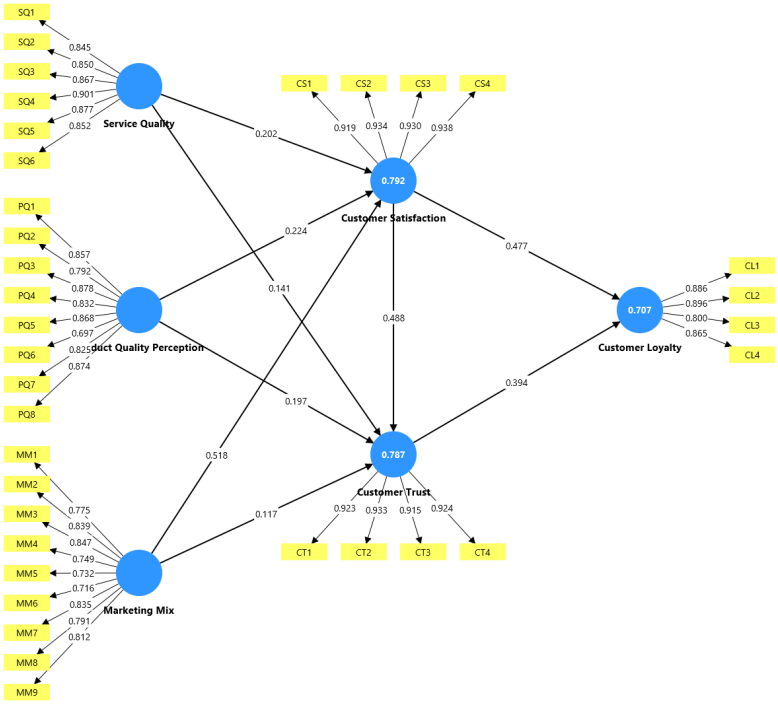


Figure 1. Results of outer model evaluation analysis

The results indicate that all proposed hypotheses (H1–H9) are supported. Service quality, perceived product quality, and marketing mix have significant positive effects on customer satisfaction and customer trust. Furthermore, customer satisfaction significantly influences customer trust and customer loyalty, while customer trust also has a significant positive effect on customer loyalty.

Among the antecedents of customer satisfaction, the marketing mix shows the strongest effect (β = 0.518), followed by perceived product quality (β = 0.224) and service quality (β = 0.202). Regarding customer trust, customer satisfaction emerges as the most influential predictor (β = 0.488), whereas the direct effects of service quality, perceived product quality, and marketing

mix are relatively weaker but remain significant. Customer loyalty is jointly influenced by customer satisfaction (β = 0.477) and customer trust (β = 0.394).

DISCUSSION

This study reveals the complex relationship between variables that influence customer loyalty in the petshop industry, specifically in the case of Kamo Petshop. The results of the analysis show that the three exogenous variables, namely service quality, perceived product quality, and marketing mix, have a significant positive influence on customer satisfaction and customer trust, leading to the acceptance of all initial hypotheses (H1–H6). This finding strengthens previous studies indicating that service quality plays a crucial role in enhancing customer satisfaction and building trust, particularly in emotionally involved industries such as pet care (Dam & Dam, 2021; Hapsari et al., 2024). Similarly, the results related to perceived product quality are consistent with prior research demonstrating its positive effect on satisfaction and its role as an initial foundation for trust formation in the retail context (Zakaria & Suwitho, 2017; Baehaqi et al., 2022; Yuniarti & Sukma, 2024).

Of the three exogenous variables, the marketing mix emerges as the strongest predictor of customer satisfaction, although its effect on customer trust is comparatively weaker but still significant. This finding indicates that marketing mix elements such as price competitiveness, promotional activities, product assortment, and store accessibility primarily function as transactional stimuli that shape customers' immediate evaluations of their shopping experience. In pet-care retail settings, these elements are effective in generating satisfaction because they directly influence perceived value and convenience at the point of purchase, even in the absence of a deeply established relational bond with the retailer. This pattern is consistent with prior studies showing that marketing mix strategies tend to have a stronger impact on satisfaction than on relational outcomes, particularly in transactional and digitally mediated consumer contexts (Meilda et al., 2022; Zhou & Soonthonsmai, 2024).

However, the relatively weaker effect of the marketing mix on customer trust indicates that trust formation in the pet care industry requires more than favorable transactional conditions. Trust in this context is closely associated with perceptions of product safety, consistency, and professional reliability, as customers often perceive purchasing pet food and pet-care products as decisions that directly affect the health and well-being of their animals. Consequently, while marketing mix strategies may quickly enhance satisfaction, trust develops more gradually through repeated positive experiences, consistent service quality, and reliable product performance over time. This finding supports the view that trust represents a relational and cumulative construct rather than an outcome of short-term marketing tactics.

This study also confirms a significant positive relationship between customer satisfaction and customer trust (H7), as well as the significant positive effects of customer satisfaction and customer trust on customer loyalty (H8 and H9). The structural model demonstrates the pivotal role of customer satisfaction as a predictor of trust, with both constructs jointly influencing customer loyalty. Notably, the direct effect of customer satisfaction on loyalty is stronger than that of trust, indicating that satisfaction functions as a more immediate driver of loyalty, while trust reinforces loyalty through a longer-term relational mechanism. These results reinforce prior evidence that satisfaction and trust act as complementary but distinct pathways in sustaining customer loyalty within service-oriented and emotionally involved retail industries.

These findings contribute to the loyalty literature by clarifying the differentiated roles of satisfaction and trust within a unified explanatory framework. Satisfaction represents a short-term evaluative response that is highly sensitive to marketing mix strategies, whereas trust operates as a long-term relational mechanism shaped by experiential consistency and perceived risk reduction. By integrating service quality, perceived product quality, and marketing mix as antecedents of loyalty through the mediation of satisfaction and trust, this study extends prior models that emphasize linear relationships between satisfaction and loyalty (e.g., Gultom et al., 2020). The variation in the strength of these relationships highlights the importance of adopting differentiated strategic approaches to simultaneously enhance customer satisfaction and cultivate trust in the pet-care retail context.

CONCLUSION AND FURTHER STUDY

The results concluded that customer trust and customer satisfaction are the two main factors that have a positive and significant influence on customer loyalty at Kamo Petshop. Customer trust is proven to be a variable that has a dominant contribution in shaping loyalty, which indicates that the higher the customer's trust in the services and products offered, the more likely they are to remain loyal to shop at Kamo Petshop. Customer satisfaction also has an important role, both directly on loyalty and as a mediator in the relationship between service quality, product quality, and marketing mix on loyalty. Factors that have a significant positive effect on customer satisfaction include service quality, product quality, and marketing mix. All three are simultaneously able to increase customer satisfaction which then strengthens trust and loyalty. Future research should focus on one region or one branch of Kamo Petshop to gain a deeper understanding of the characteristics of customers in that region. This aims to produce strategies that are more specific and relevant to the local context. Future research could also consider additional variables such as brand image, customer experience, or digital engagement that could potentially influence customer loyalty. Longitudinal research is also highly recommended to capture the dynamics of changes in customer satisfaction and trust over time, and how it impacts loyalty. For the management of Kamo Petshop, it is recommended to follow up on the results of this study by developing a more systematic and personalized loyalty program and utilizing information technology to strengthen customer relationships in a sustainable manner.

ETHICAL DISCLOSURE

All participants provided written informed consent prior to participation. They were informed about the study’s purpose, their voluntary participation, the right to withdraw at any time, and the confidentiality of their responses.

CONFLICT OF INTERESTS

The authors declare no conflict of interest

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