

Analysis of Factors Affecting Consumer Loyalty to BULOG Products in the RPK of the Perum Bulog Bogor Work Area

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Abstract

This study aims to examine the influence of product quality, service quality, accessibility, price, and consumer trust on consumer satisfaction and its implications on consumer loyalty to BULOG rice products at Rumah PanganKita (RPK) in the operational area of Perum BULOG Bogor Branch. A quantitative approach was used by applying the Structural Equation–Partial Least Squares (SEM-PLS) Model using data collected from 317 respondents selected through purposive sampling techniques. The results showed that the proposed model explained 53.9% variance in consumer satisfaction and 46.0% variance in consumer loyalty. Product quality, price, and consumer trust have a positive and significant influence on consumer satisfaction, while service quality and accessibility do not significantly affect consumer satisfaction. In addition, consumer satisfaction has a positive influence on consumer loyalty and acts as an intermediate variable in the relationship between product quality, price, and consumer confidence with consumer loyalty. This research highlights the importance of maintaining competitive prices, consistent product quality, and consumer trust as strategic priorities to strengthen long-term consumer loyalty to BULOG rice products.

INTRODUCTION

Food security is one of the strategic aspects in national development because it is related to the availability, affordability, and stability of food for the community. Although per capita rice consumption in Indonesia shows a downward trend from 3.14 kg/week in 2015 to 2.93 kg/week in 2024, rice is still the main staple food so the sustainability of its distribution remains a priority for the government (BPS, 2024). In supporting national food security, BULOG's Public Company (Perum) plays a role in maintaining food supply and price stability through various distribution programs, one of which is Rumah PanganKita (RPK), which aims to bring people's access to staple foods closer at affordable prices.

On the other hand, Perum BULOG not only carries out its function as a public policy implementer who is tasked with maintaining price stability, availability, and distribution of food, but is also required to be able to carry out business activities in a sustainable manner. This condition puts BULOG in a unique position because it has to balance the government's social mandate with commercial demands to maintain competitiveness in the market. In this context, RPK is the spearhead that brings together these two roles, namely as a government food distribution channel as well as a retail outlet that must be able to attract, satisfy, and maintain consumer loyalty.

These challenges are getting bigger as competition in the food retail sector increases. Consumers today have various alternatives to buy rice, ranging from traditional markets, minimarkets, supermarkets, rice stores, to *e-commerce platforms*. Therefore, the success of RPK is not only determined by its ability to distribute rice to the community, but also by its ability to build consumer satisfaction and loyalty in the midst of increasingly competitive market competition.

In the working area of Perum BULOG Bogor Branch, based on the company's internal data, rice commodities dominate RPK sales with a contribution of more than 98% of the total sales volume, while other commodities such as sugar, flour, and cooking oil only contribute relatively small. This condition shows that the success of the RPK program is highly dependent on BULOG's ability to maintain consumer satisfaction and loyalty to the rice products marketed. Therefore, understanding the factors that affect consumer loyalty is important as a basis for formulating strategies that are able to strengthen RPK's competitiveness while supporting the successful implementation of BULOG's mandate as a government food provider.

Various studies show that consumer satisfaction is influenced by various factors related to the attributes of products and services. Product quality has been proven to have a positive and significant effect on consumer satisfaction (Armadini et al., 2024; Purnamasari & Rosadi, 2024). In addition, the quality of service is also reported to be able to increase consumer satisfaction (Kasinem, 2020; Manggala & Adirinekso, 2022), however, research from Najah *et al.* (2024) shows that the quality of service has no effect on consumer satisfaction. Accessibility also shows a positive influence on consumer satisfaction (Yuliyana & Susilowati, 2021), however, research David *et al.* (2025) indicates the opposite, i.e. accessibility or location does not show a positive influence on consumer satisfaction. Prices that are in accordance with the quality, benefits, and purchasing power of consumers have been proven to have a positive influence on consumer satisfaction (Al Ardi et al., 2024; Pratama et al., 2024; Zafirah et al., 2026). On the other hand, consumer trust also plays an important role in shaping satisfaction because consumers who have confidence in product quality and company credibility tend to feel more satisfied (Baek, 2026; Putri & Vedy, 2025). Furthermore, various studies show that consumer satisfaction has a positive effect on consumer loyalty (Destrina & Dermawan, 2023; Nuryanto & Darpito, 2024; Siddiqi et al., 2024), so that satisfaction is seen as an important mechanism that bridges the influence of various marketing factors on customer loyalty.

Based on the study, there is still a *research gap*. Most of the previous research was conducted in the general retail sector, restaurants, *marketplaces*, and service industries, while research on consumer loyalty in the government's food distribution network, especially Rumah PanganKita (RPK) owned by Perum BULOG, is still very limited. In addition, research that integrates product quality, service quality, accessibility, price, and consumer trust as determinants of consumer satisfaction, as well as examining the mediating role of consumer satisfaction on consumer loyalty using the *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) approach in the context of government food distribution is also relatively small. Therefore, this study was conducted to fill the gap by analyzing the relationship between variables in the context of Rumah PanganKita (RPK) Perum BULOG.

Based on these problems, this study aims to analyze the influence of product quality, service quality, accessibility, price, and consumer trust on consumer satisfaction and its implications on consumer loyalty of BULOG rice products in the Kita Food House (RPK) work area of Perum BULOG Bogor Branch. The results of the research are expected to make an empirical contribution to the development of consumer behavior studies in the food distribution sector as well as the basis for the formulation of strategies to increase consumer loyalty to BULOG products.

METHODS

This study uses a quantitative approach to analyze the influence of product quality, service quality, accessibility, price, and consumer trust on consumer satisfaction and its implications on consumer loyalty of BULOG rice products in the Rumah PanganKita (RPK) work area of Perum BULOG Bogor Branch. The research was carried out in January-June 2026 with the coverage of Bogor City, Bogor Regency, and Depok City, which are the main work areas of Perum BULOG Bogor Branch.

The research population is all consumers who have bought BULOG rice products at the RPK work area of Perum BULOG Bogor Branch. The determination of the sample count refers to Hair *et al.* (2022), which is at least five times the number of indicators. This study has 62 indicators, so the minimum number of samples needed is 310 respondents, while the actual number used in this study is 317 respondents. Respondents were selected using the *purposive sampling* with the criteria of having purchased BULOG rice products at RPK and domiciled in the Bogor City, Bogor Regency, and Depok City areas.

Primary data was obtained through the distribution of questionnaires using a five-point Likert scale, while secondary data was obtained from documents from Perum BULOG, the Central Statistics Agency (BPS), as well as various literature relevant to the research. The variables analyzed included product quality, service quality, accessibility, price, consumer confidence, consumer satisfaction, and consumer loyalty measured based on indicators adapted from previous research.

Data analysis was carried out using *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) with the help of SmartPLS 4 software. The analysis was carried out through two stages, namely the evaluation of the measurement model (*outer model*) to test the validity and reliability of the construct, and the evaluation of the structural model (*inner model*) to test the determination coefficient (R^2), the relationship between variables, and hypothesis testing, including the effect of consumer satisfaction mediation on consumer loyalty.

RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive analysis was used to describe respondents' perception of the research variables based on the mean value of the answers on the Likert scale of 1–5. The interpretation of average scores refers to a range of scales that group respondents' perceptions into categories of strongly disagree to strongly agree. Based on the results of the analysis, all research variables were in the agree category, which shows that in general respondents gave a positive assessment of BULOG rice products marketed through Rumah PanganKita (RPK).

Among all variables, consumer loyalty obtained the highest average score of 3,898, followed by service quality (3,888), consumer satisfaction (3,858), consumer trust (3,871), price (3,917), product quality (3,749), and accessibility (3,584). The results show that respondents have a good level of loyalty and give positive assessments of the quality of service, price, trust, product

quality, and ease of access provided by RPK.

At the dimension level, consumer satisfaction had the highest average score on the expected conformity dimension (3,874). Product quality obtained the highest score on the conformity dimension (3,772), which indicates that respondents rated the quality of BULOG rice to be in accordance with their standards and expectations. In the service quality variable, the empathy dimension obtained the highest average score (3.943), indicating that consumers rated the officer as being able to understand needs and provide good service. Furthermore, in the accessibility variable, the competition dimension obtained the highest score (3,685), which indicates that the existence of competitor stores around RPK has not reduced respondents' interest in buying BULOG rice products. In the price variable, the price affordability dimension obtained the highest average value (3,809), indicating that respondents considered the price of BULOG rice to be relatively affordable and in accordance with their purchasing power. Meanwhile, in the consumer trust variable, the benevolence dimension obtained the highest score (3,917), which shows that respondents believe that RPK has concern and commitment in meeting consumer needs. As for the consumer loyalty variable, the referral dimension obtained the highest average score (3,935), which indicates that respondents have a tendency to recommend BULOG rice products to others.

Overall, the results of the descriptive analysis showed that all research variables obtained positive assessments from respondents. These findings provide an early indication that product quality, service quality, accessibility, price, and consumer trust have been well perceived by consumers, as well as supporting the formation of consumer satisfaction and loyalty to BULOG rice products at Rumah Pangan Kita (RPK).

SEM-PLS Analysis Results

Evaluation of Measurement Models (Outer Model)

Convergent Validity

Convergent validity testing was carried out using outer loading and Average Variance Extracted (AVE) values. An indicator is declared to meet convergent validity if it has an outer loading value of ≥ 0.70 , while a construct is declared valid if it has an AVE value of ≥ 0.50 (Hair et al., 2022).

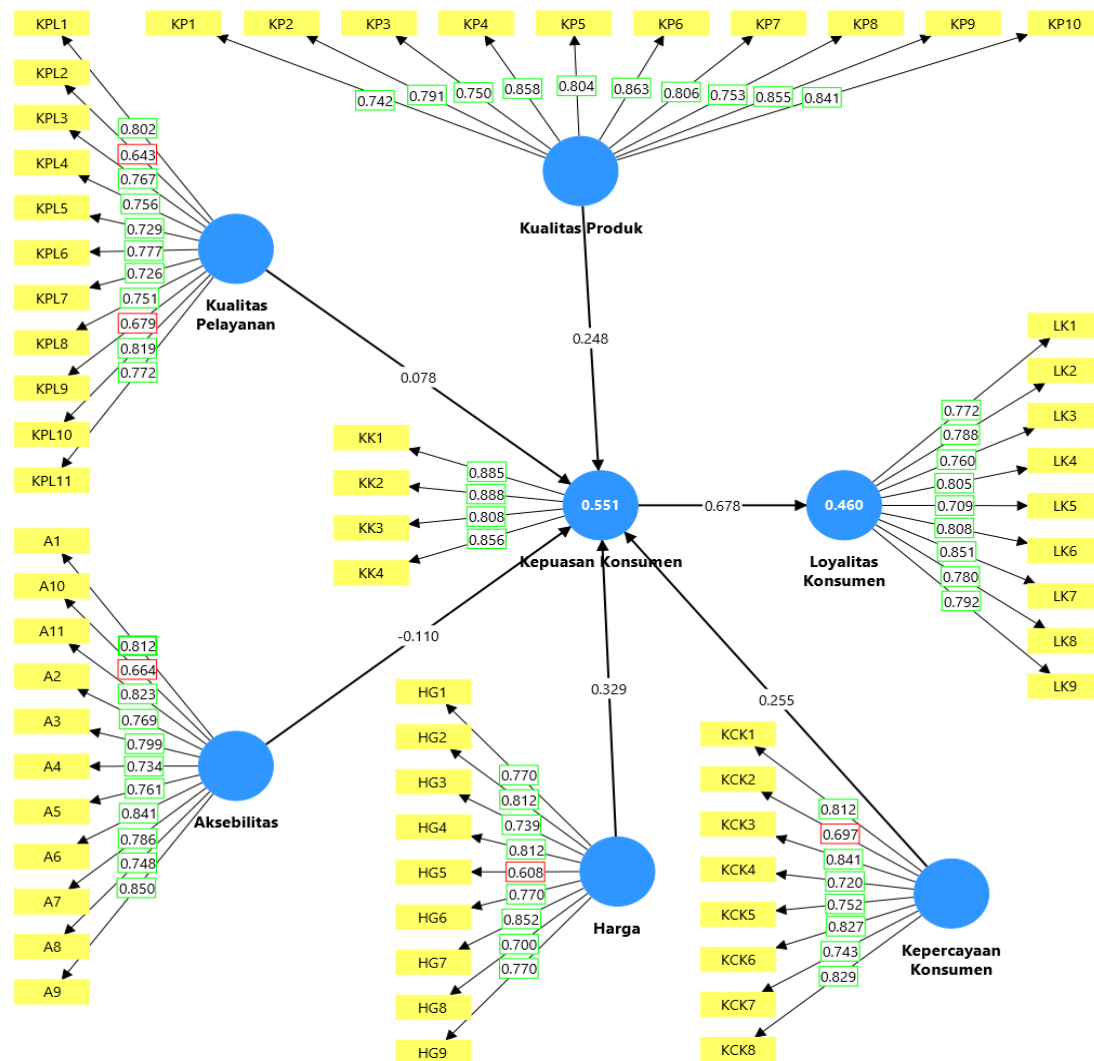


Figure 1 Results of the outer loading analysis

Based on the results of the initial estimate in Figure 1, most of the indicators have met the recommended outer loading values. In consumer satisfaction, the strongest indicator is the conformity of rice quality with consumer expectations (0.888). In product quality, the main indicator is information on the packaging that helps consumers understand product quality (0.863). In service quality, the strongest indicator is the ability of staff to understand consumer needs (0.819). For accessibility, the most dominant aspect is the ease of parking access (0.849). In the price variable, the perception that the price of RPK BULOG rice is more economical is the strongest indicator (0.852). Consumer trust is mainly built on the belief that staff understand the products being sold (0.841), while consumer loyalty is most reflected in the willingness of consumers to recommend RPK BULOG to others (0.851). However, there are still five indicators that have an outer loading value below 0.70, namely KPL2 (0.643), KPL9 (0.679), A10 (0.664), HG5 (0.608), and KCK2 (0.697). This value shows that the five indicators have not been able to represent their latent constructs optimally so they are eliminated before the model re-estimation.

After the indicator elimination process, the convergent validity is re-evaluated using the AVE value. The test results show that the entire construct has an AVE value above the minimum limit of 0.50, thus meeting the convergent validity criteria. The highest AVE value was obtained by the consumer satisfaction variable of 0.739, while the lowest AVE value was found in the service

quality variable of 0.607. Thus, each construct is able to explain more than 50% of the variance of its constituent indicators so that the measurement model is declared valid.

Table 1 AVE values and construct reliability test results

Variable	AVE Value	<i>Cronbach's alpha</i>	<i>rho_a</i>	<i>Composite Reability (rho_c)</i>
Consumer Satisfaction	0,739	0,882	0,886	0,919
Product Quality	0,653	0,940	0,945	0,949
Quality of Service	0,607	0,919	0,921	0,933
Accessibility	0,638	0,937	0,939	0,946
Pricing	0,620	0,912	0,918	0,928
Consumer Trust	0,637	0,904	0,909	0,924
Consumer Loyalty	0,619	0,923	0,933	0,936

Discriminant Validity

Discriminant validity *testing* was carried out using *cross loading* and Fornell–Larcker criteria. An indicator is declared to meet discriminant validity if it has the highest loading value in the construct it is measured compared to other constructs, while according to the Fornell–Larcker criterion the square root value of AVE must be greater than the correlation between constructs.

The results of the *cross loading* test showed that all indicators had the highest *loading* value in the construct they measured. For example, the KK1 indicator has a *loading* value of 0.884 on the consumer satisfaction variable, higher than the *loading* value of product quality (0.484), service quality (0.468), accessibility (0.321), price (0.562), consumer trust (0.507), and consumer loyalty (0.547). Similarly, in other indicators, all indicators show the highest *loading* values in their respective constructs.

Testing using the Fornell–Larcker criteria also showed that the square root of AVE of each construct was greater than the correlation between other constructs. For example, the consumer satisfaction variable has an AVE square root value of 0.860, higher than its correlation with product quality (0.641), service quality (0.568), accessibility (0.426), price (0.650), consumer trust (0.634), and consumer loyalty (0.671). The same results are also shown by all other constructs, so that the model meets the *discriminant validity* criteria.

Composite Reliability

The final stage in the evaluation *Outer model* is to test the reliability of the construct using the *Cronbach's Alpha*, *rho_a*, and *Composite reliability* (CR). A construct is declared reliable if it has a value *Cronbach's Alpha*, *rho_a*, and *Composite reliability* greater than 0.70, which indicates the presence of internal consistency between indicators in measuring latent constructs (Hair et al., 2022).

The test results show that the entire construct meets the reliability criteria. *Cronbach's alpha* value ranges from 0.882–0.940, *rho_a* value is in the range of 0.886–0.945, while the *composite reliability* value ranges from 0.919–0.949. The *highest composite reliability* value was obtained by the product quality variable of 0.949, while the lowest value was found in the consumer satisfaction variable of 0.919. All of these values are above the recommended minimum, so that each construct has a good level of internal consistency and is suitable for use at the structural model evaluation stage.

Evaluation of Structural Models (Inner Model)

After the measurement model (*outer model*) is declared to meet the criteria of validity and reliability, the next stage is to evaluate the structural model (*inner model*). This evaluation aims to

determine the model's ability to explain the relationship between latent variables according to the research hypothesis. The test was carried out through determination coefficient (R^2) analysis to measure the model's ability to explain endogenous variables, as well as hypothesis testing using *the bootstrapping* method to determine the significance of direct and indirect influences between variables in the research model.

Coefficient of Determination (R^2)

In addition to the R^2 value, this study also uses *the adjusted* R^2 value as a measure that has been adjusted to the number of predictor variables in the model. According to Hair et al. (2022), the higher the R^2 value, the better the model's ability to explain endogenous variables.

Table 2 Value of the determination coefficient (R^2)

Dependent Variable	<i>R-square</i>	<i>Adjusted R-square</i>
Consumer Satisfaction	0,539	0,532
Consumer Loyalty	0,460	0,458

The consumer satisfaction variable has an R^2 value of 0.539 and an *adjusted* R^2 of 0.532. These results show that the variables of product quality, service quality, accessibility, price, and consumer trust were able to explain 53.9% of the variation in consumer satisfaction, while the remaining 46.1% were explained by other factors outside the research model. This value belongs to the moderate category, so the model has a fairly good ability to explain variations in consumer satisfaction.

Furthermore, the consumer loyalty variable obtained an R^2 value of 0.460 and an *adjusted* R^2 of 0.458, which shows that consumer satisfaction was able to explain 46.0% of the variation in consumer loyalty, while the remaining 54.0% was influenced by other factors that were not included in the research model. Based on the criteria of Hair et al. (2022), the value is also in the moderate category, so the model has adequate ability to explain the variation in consumer loyalty.

Overall, the results of the determination coefficient test showed that the structural model had a fairly good ability to explain endogenous variables. The variables of product quality, service quality, accessibility, price, and consumer trust are able to explain more than half of the variation in consumer satisfaction, while consumer satisfaction is able to explain almost half of the variation in consumer loyalty. Thus, the research model has adequate predictive capabilities and is feasible to test the causal relationship between variables at the hypothesis testing stage.

Hypothesis Testing (*Bootstrapping*)

After the structural model is declared to have adequate capabilities, the next stage is to test the hypothesis using the *Bootstrapping*. This test aims to determine the significance of direct or indirect influences between latent variables based on the value of the path coefficient (*Original Sample*), *T-statistics*, and *p-Value*. A relationship is declared significant if it has a value of *T-Statistics* > 1.96 and *p-Value* < 0.05 (Hair et al., 2022).

Table 3 Results *Bootstrapping* and hypothesis testing

Hypothesis	Relationships	<i>Original sample (O)</i>	<i>T-Statistics (O/STDEV)</i>	<i>P-Value</i>	<i>Hypothetical Decision</i>
H1	KP→KK	0,283	3,920	0,000	Accepted
H2	KPL→KK	0,076	1,195	0,232	Rejected

H3	A→CD	-0,097	1,655	0,098	Rejected
H4	HG→KK	0,304	4,783	0,000	Accepted
H5	KCK→KK	0,238	3,365	0,001	Accepted
H6	KP→KK→LK	0,192	3,851	0,000	Accepted
H7	KPL→KK→LK	0,052	1,185	0,236	Rejected
H8	A→CD→LK	-0,066	1,651	0,099	Rejected
H9	HG→KK→LK	0,206	4,631	0,000	Accepted
H10	KCK→KK→LK	0,161	3,282	0,001	Accepted
H11	KK→LK	0,678	22,779	0,000	Accepted

Based on *the results of bootstrapping*, of the 11 hypotheses submitted, seven hypotheses were accepted and four hypotheses were rejected. The accepted hypotheses include H1, H4, H5, H6, H9, H10, and H11, while H2, H3, H7, and H8 are rejected because they have a T-value below 1.96 and a p-value above 0.05.

H1. The Influence of Product Quality on Consumer Satisfaction

The results *of bootstrapping* showed that product quality had a positive and significant effect on consumer satisfaction with a line coefficient value (*original sample*) of 0.283, T-statistics of 3.920, and p-value of 0.000, so that H1 was accepted. These results show that improving the quality of BULOG rice products is able to increase consumer satisfaction at Rumah PanganKita (RPK). The findings are in line with the results of a descriptive analysis that showed that the product quality obtained *a mean value* of 3.749 with the conformity dimension having the highest value (3.772), indicating that consumers assessed the quality of the product to be in accordance with their expectations.

The results of this study support the theory Kotler & Keller (2016) which states that consumer satisfaction is formed when the performance of a product is able to meet or exceed consumer expectations. These findings are also consistent with research Armadini *et al.* (2024) and Purnamasari & Rosadi (2024) which concludes that product quality has a positive effect on consumer satisfaction. Therefore, BULOG needs to maintain the consistency of the quality of rice distributed through RPK so that consumer satisfaction is maintained.

H2. The Effect of Service Quality on Consumer Satisfaction

The *bootstrapping* results showed that the quality of service had no significant effect on consumer satisfaction with a path coefficient value (*original sample*) of 0.076, T-statistics of 1.195, and p-value of 0.232, so H2 was rejected. Although the quality of service has a *mean* of 3,888, its effect on consumer satisfaction has not been proven to be significant. This shows that RPK BULOG consumers consider product quality, price, and trust more than service quality in forming satisfaction.

These findings are not in line with the theory of Kotler & Keller (2016) or research Stuart & Stuart (2022) and Kasinem (2020) which states that the quality of service has a positive effect on consumer satisfaction. The difference is allegedly caused by the characteristics of RPK as a staple food provider, where consumers focus more on product quality and price than service aspects. Therefore, although the quality of service still needs to be maintained, increasing consumer satisfaction is more effectively directed to factors that are the main priority of consumers.

H3. The Effect of Accessibility on Consumer Satisfaction

The *bootstrapping* results showed that accessibility had no significant effect on consumer satisfaction with a path coefficient value (*original sample*) of -0.097 , T-statistics of 1.655 , and p-value of 0.098 , so H3 was rejected. These results show that the ease of access to the BULOG RPK has not been a factor that determines consumer satisfaction. Consumers prioritize key attributes, such as product quality, price, and product trust, over ease of location or access to the point of purchase.

These findings are in line with Kotler & Keller's (2016) theory that satisfaction is influenced by the attributes that consumers consider most important. This is reinforced by research David *et al.* (2025) who found that accessibility or location had no significant effect on consumer satisfaction. In staple food products such as rice, accessibility tends to play a supporting role so that its effect on satisfaction is relatively small. Therefore, although ease of access, such as a strategic location and adequate parking facilities, still needs to be maintained, increasing consumer satisfaction at RPK BULOG is more effectively focused on factors that have been proven to have an effect, namely product quality, price, and consumer trust.

H4. The Effect of Price on Consumer Satisfaction

The *bootstrapping* results showed that price had a positive and significant effect on consumer satisfaction with a path coefficient value (*original sample*) of 0.304 , T-statistics of 4.783 , and p-value of 0.000 , so that H4 was accepted. Compared to other exogenous variables, price has the largest path coefficient to consumer satisfaction, which shows that price is the most dominant factor in increasing consumer satisfaction of RPK BULOG. This finding indicates that the more the price of BULOG rice is in line with the quality, benefits, and purchasing power of consumers, the higher the level of satisfaction felt.

The results of this study are in line with the concept *perceived value* from Kotler and Keller (2016) who stated that consumers will feel satisfied if the benefits obtained are proportional to the sacrifices made. These findings are also consistent with research Al Ardi *et al.* (2024) and Primary *et al.* (2024) which shows that the price match with product quality has a positive effect on consumer satisfaction. Therefore, BULOG needs to maintain price stability while maintaining the quality of rice so that consumers continue to feel commensurate value, so that satisfaction with RPK products can continue to increase.

H5. The Influence of Consumer Trust on Consumer Satisfaction

The *bootstrapping* results showed that consumer confidence had a positive and significant effect on consumer satisfaction with a path coefficient value (*original sample*) of 0.238 , T-statistics of 3.365 , and p-value of 0.001 , so that H5 was accepted. These results show that the higher the consumer confidence in BULOG and RPK rice products as their distribution channels, the higher the satisfaction felt. This finding is supported by the results of a descriptive analysis that shows that the consumer trust variable obtained a *mean* of 3.871 , with the *dimension of benevolence* (seriousness/sincerity) having the highest value (3.917), which indicates that consumers consider RPK to have concern and commitment in meeting their needs.

These findings are in line with *Relationship Marketing Theory* from Morgan & Hunt (1994) which states that trust is the main foundation in building a long-term relationship between a company and consumers. The results of this study are also consistent with the research Putri & Vedy (2025) and Baek (2026) which shows that trust in the product and the information provided is able to increase consumer satisfaction. Therefore, BULOG needs to continue to maintain product quality consistency, information transparency, and stock availability so that

public trust in BULOG rice is maintained and has an impact on increasing consumer satisfaction.

H6. Consumer Satisfaction Mediates the Influence of Product Quality on Consumer Loyalty

The results of *bootstrapping* showed that consumer satisfaction mediated positively and significantly the influence of product quality on consumer loyalty with an indirect influence coefficient value (*original sample*) of 0.192, T-statistics of 3.851, and p-value of 0.000, so that H6 was accepted. These results show that product quality not only increases consumer satisfaction, but also encourages the formation of loyalty through perceived satisfaction. In other words, the better the quality of BULOG rice, the higher consumer satisfaction, which ultimately increases the tendency to make repurchases and still choose BULOG rice.

These findings are in line with the concept of Kotler & Keller (2016) which states that satisfaction is an important mechanism that links product quality with consumer loyalty. The results of this study are also consistent with the research S&P (2023) which proves that customer satisfaction mediates the influence of product quality on loyalty. Therefore, BULOG needs to maintain the consistency of rice quality, conformity with quality standards, and product reliability so that consumer satisfaction is maintained so that it can strengthen consumer loyalty to BULOG's RPK.

H7. Consumer Satisfaction Mediates the Influence of Service Quality on Consumer Loyalty

The *bootstrapping* results showed that consumer satisfaction did not mediate the influence of service quality on consumer loyalty with an indirect influence coefficient value (*original sample*) of 0.052, T-statistics of 1.185, and p-value of 0.236, so H7 was rejected. These results show that service quality has not been able to increase loyalty through consumer satisfaction. These findings are consistent with the H2 results which also show that service quality does not have a significant effect on consumer satisfaction, so satisfaction cannot play a role as a mediating variable.

This finding is in line with Kotler & Keller (2016) who stated that a variable can only be mediated by satisfaction if it first affects satisfaction. The results of this study are also consistent with the research Puteri & Prastyani (2024) which found that consumer satisfaction did not mediate the influence of service quality on customer loyalty. Therefore, although service quality still needs to be maintained as an operational standard of RPK BULOG, efforts to increase consumer loyalty are more effectively focused on improving product quality, competitive prices, and consumer trust which has been proven to have an effect on satisfaction.

H8. Consumer Satisfaction Mediates the Influence of Accessibility on Consumer Loyalty

The *bootstrapping* results showed that consumer satisfaction did not mediate the influence of accessibility on consumer loyalty with an indirect influence coefficient value (*original sample*) of -0.066, T-statistics of 1.651, and p-value of 0.099, so H8 was rejected. These results show that the ease of access to BULOG's RPK has not been able to increase consumer loyalty through satisfaction. These findings are in line with the H3 results which show that accessibility also does not have a significant effect on consumer satisfaction, so satisfaction cannot play a role as a mediating variable in the relationship.

This finding is in line with Kotler & Keller (2016) who stated that satisfaction can only mediate relationships if independent variables are able to influence satisfaction first. In the context of buying rice at RPK BULOG, consumers tend to consider product quality, price, and trust more than the ease of access to the location. Therefore, while accessibility still needs to be maintained through accessible locations and adequate facilities, consumer loyalty enhancement strategies should be more focused on factors that have been proven to increase satisfaction, namely product quality, price, and consumer trust.

H9. Consumer Satisfaction Mediates the Influence of Price on Consumer Loyalty

The *bootstrapping* results showed that consumer satisfaction mediated positively and significantly the influence of price on consumer loyalty with an indirect influence coefficient value (*original sample*) of 0.206, T-statistics of 4.631, and p-value of 0.000, so that H9 was accepted. These results show that prices that meet consumer expectations do not directly form loyalty, but first increase consumer satisfaction, which then encourages consumers to make a repurchase, stick to BULOG rice, and recommend it to others.

These findings are in line with the concept *perceived value* from Kotler & Keller (2016) who stated that satisfaction is formed when the benefits received by consumers are proportional to the sacrifices expended, thus ultimately driving loyalty. The results of this study are also consistent with the research Stuttgart *et al.* (2024) which proves that customer satisfaction mediates influence *Price Fairness* to customer loyalty. Therefore, BULOG needs to maintain price stability and ensure that prices remain proportional to the quality of rice received by consumers so that satisfaction and loyalty to BULOG's RPK can continue to be maintained.

H10. Consumer Satisfaction Mediates the Influence of Consumer Trust on Consumer Loyalty

The *bootstrapping* results showed that consumer satisfaction mediated positively and significantly the influence of consumer trust on consumer loyalty with an indirect influence coefficient value (*original sample*) of 0.161, T-statistics of 3.282, and p-value of 0.001, so that H10 was accepted. These results show that the higher the consumer confidence in the quality, safety, and consistency of BULOG rice, the higher the satisfaction felt, which ultimately encourages the formation of consumer loyalty.

These findings are in line with *Commitment-Trust Theory* from Morgan & Hunt (1994) which places trust as the foundation of the long-term relationship between the company and the consumer. The results of this study are also consistent with the research Susanto & Pandjaitan (2024) and Huddin *et al.* (2023) which shows that consumer satisfaction mediates the influence of trust on customer loyalty. Therefore, BULOG needs to maintain product quality consistency, ensure food safety, provide transparent product information, and ensure stock availability in each RPK so that consumer trust, satisfaction, and loyalty can continue to be improved.

H11. Consumer Satisfaction Affects Consumer Loyalty

The *bootstrapping* results showed that consumer satisfaction had a positive and significant effect on consumer loyalty with a path coefficient value (*original sample*) of 0.678, T-statistics of 22.779, and p-value of 0.000, so that H11 was accepted. The path coefficient was the largest among all relationships in the research model, suggesting that consumer satisfaction was the most dominant factor in shaping consumer loyalty. The higher the satisfaction felt with

BULOG rice, the greater the tendency of consumers to make repurchases, continue to choose BULOG rice, and recommend it to others.

These findings are in line with *Expectation Confirmation Theory* submitted by Oliver (1999) and the concept of customer loyalty according to Kotler & Keller (2016) which states that satisfaction is the main prerequisite for the formation of consumer loyalty. The results of this study are also consistent with the research Destrina & Generosity (2023); Nuryanto & Darpito (2024); and Siddiqi *et al.* (2024) which shows that satisfaction has a positive and significant effect on customer loyalty. Therefore, BULOG needs to continue to improve consumer satisfaction through the provision of quality products, competitive prices, and strengthening consumer trust, because satisfaction has proven to be the most decisive factor in building consumer loyalty to BULOG's RPK.

Managerial Implications

The managerial implications of this study were compiled using the *7P Marketing Mix* approach combined with the *Strategic Priority Matrix*. This approach is used to translate the results of SEM-PLS into strategic priorities based on the magnitude of the influence of each variable on consumer satisfaction and loyalty. Based on the results of the study, consumer satisfaction is the top priority because it has the greatest influence on loyalty ($\beta = 0.678$), followed by price ($\beta = 0.304$), product quality ($\beta = 0.283$), and consumer trust ($\beta = 0.238$).

Table 4 *Strategic Priority Matrix* based on *Marketing Mix* 7P

Element 7P	Research Variables	SEM Results	Strategy Priorities
<i>Product and Physical Evidence</i>	Product Quality	Significant effect on satisfaction	<i>Priority 3 (high priority)</i>
<i>Price and Place</i>	Pricing	The greatest influence on satisfaction	<i>Priority 2 (high priority)</i>
<i>People and Process</i>	Consumer Trust	Significant effect	<i>Priority 4 (high priority)</i>
<i>Promotion</i>	Not analyzed in the study	—	<i>Supporting Strategy</i>
Outcome			
	Consumer Satisfaction	Has a very significant effect on loyalty	<i>Priority 1 (critical priority)</i>

Based on the priorities of these strategies, increasing consumer loyalty should be focused on efforts to increase consumer satisfaction through price optimization, product quality, and consumer trust. Meanwhile, service quality and accessibility are maintained as supporting factors, while promotion plays a role in strengthening the implementation of the main strategy. The implementation of this strategy is expected to increase satisfaction while strengthening consumer loyalty to BULOG rice products at Rumah PanganKita (RPK).

Table 5 Managerial strategy recommendations

Strategic Priorities	Research Results	Strategic Objectives	Recommended Managerial Programs
<i>Priority 1 (Critical Priority)</i>	Consumer Satisfaction → Consumer Loyalty ($\beta = 0.678$)	Increase consumer loyalty	Maintain product consistency and transparency of marketing communications to maintain the alignment of initial consumer expectations. These efforts are comprehensively integrated into all dimensions of customer experience to accelerate loyalty levels and encourage repurchase intent and conduct periodic satisfaction surveys.

Strategic Priorities	Research Results	Strategic Objectives	Recommended Managerial Programs
<i>Priority 2 (High Priority)</i>	Price Satisfaction ($\beta = 0.304$)	Maintaining the perception of value for money	Maintain price stability in the market and ensure harmony between the price value and the quality of rice products to minimize the economic burden on consumers and optimize the perceived value perception of the product.
<i>Priority 3 (High Priority)</i>	Product Quality Satisfaction ($\beta = 0.283$)	Ensuring product quality	Strengthening the quality of rice starting from procurement, storage, to distribution to RPK. Quality control is carried out periodically on the cleanliness, color, aroma, and condition of the packaging.
<i>Priority 4 (High Priority)</i>	Trust Satisfaction ($\beta = 0.238$)	Increase consumer confidence	Maintaining transparency of information regarding rice quality, product origin, quality standards, and maintaining consistency of stock availability in each RPK.
<i>Supporting strategy</i>	-	Expand information	Educate the public about the advantages of BULOG rice through social media, <i>banners</i> , brochures, and promotional activities in the environment around RPK.

CONCLUSION

Based on the results of the study, the characteristics of rice consumers at RPK BULOG Bogor Branch are dominated by women of productive age (26-35 years) with a positive perception of all research variables, namely product quality, service quality, accessibility, price, consumer trust, consumer satisfaction, and consumer loyalty. The results of the SEM-PLS analysis show that product quality, price, and consumer trust have a positive and significant effect on consumer satisfaction, while service quality and accessibility have no significant effect. Furthermore, consumer satisfaction has proven to be the most powerful factor in increasing consumer loyalty and acts as a mediating variable that connects product quality, price, and consumer trust to loyalty. Based on these results, the strategy to increase consumer loyalty at RPK BULOG needs to be prioritized in efforts to increase consumer satisfaction through improving aspects of price, product quality, and consumer trust in accordance with the *Strategic Priority Matrix* that has been prepared.

This study is limited to the work area of Perum BULOG Bogor Branch and only examines five independent variables. The next research is suggested to expand the research area and add variables such as brand image, *perceived value*, *customer experience*, and promotion so that the research model is more comprehensive. Furthermore, for RPK BULOG, it is expected to implement the *Strategic Priority Matrix* by prioritizing increasing consumer satisfaction through consistency of product quality, competitive prices, and increasing consumer trust, as well as maintaining service quality, accessibility, and strengthening education and promotion to the community.

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