

JURNAL ILMIAH MANAJEMEN BISNIS DAN INOVASI
UNIVERSITAS SAM RATULANGI (JMBI UNSRAT)

ANALYSIS OF THE INFLUENCE OF PRODUCT QUALITY, DELIVERY
QUALITY, AND SERVICE QUALITY ON CUSTOMER SATISFACTION AT CV
UNGGAS KARYA MANDIRI

Muhammad Jauhari, Timotius Febry Christian, Elia Adryan

University Ciputra

ARTICLE INFO

Keywords: *Product Quality, Delivery Quality, Service Quality, Customer Satisfaction, Livestock Industry*

Kata Kunci: Kualitas Produk, Kualitas Pengiriman, Kualitas Pelayanan, Kepuasan Pelanggan, Industri Peternakan

Corresponding author:

Timotius Febry Christian
timotius.febry@ciputra.ac.id

Abstract. *Customer satisfaction is one of the determining factors of a company's success. Every company certainly competes to improve customer satisfaction. However, in this case, CV Unggas Karya Mandiri faces several customer satisfaction issues related to products, delivery, and service. Therefore, the purpose of this study is to analyze the influence of product quality, delivery quality, and service quality on customer satisfaction. The research method used in this study is quantitative with SEM-PLS analysis. The research sample was 30 people who are customers of CV Unggas Karya Mandiri. The results of the study indicate that product quality and delivery quality have a significant positive influence on customer satisfaction of CV Unggas Karya Mandiri (a B2B business model trader) so that hypotheses one and two are accepted. However, service quality is not proven to have a significant influence on customer satisfaction, so hypothesis three is rejected. The results of this study can be used as a basis for livestock companies to formulate strategies to increase customer satisfaction by focusing on improving product quality and delivery quality.*

Abstrak. Kepuasan konsumen merupakan salah satu faktor penentu keberhasilan perusahaan. Setiap perusahaan tentu berlomba-lomba untuk meningkatkan kepuasan konsumennya. Namun, dalam hal ini CV Unggas Karya Mandiri memiliki beberapa masalah kepuasan konsumen terkait produk, pengiriman, dan pelayanan. Untuk itu, tujuan dalam penelitian ini adalah untuk menganalisis pengaruh kualitas produk, kualitas pengiriman, dan kualitas pelayanan terhadap kepuasan konsumen. Metode penelitian yang digunakan dalam penelitian ini adalah kuantitatif dengan menggunakan analisis SEM-PLS. Sampel penelitian sejumlah 30 orang yang merupakan pelanggan CV Unggas Karya Mandiri. Hasil penelitian menyatakan bahwa kualitas produk dan kualitas pengiriman memiliki pengaruh yang positif signifikan terhadap kepuasan pelanggan CV Unggas Karya Mandiri (pedagang model bisnis B to B) sehingga hipotesis satu dan dua diterima. Namun, kualitas pelayanan tidak terbukti memiliki pengaruh yang signifikan terhadap kepuasan konsumen, sehingga hipotesis tiga ditolak. Hasil penelitian ini dapat dijadikan dasar bagi perusahaan peternakan untuk merumuskan strategi dalam meningkatkan kepuasan pelanggan dengan berfokus pada peningkatan kualitas produk dan kualitas pengiriman.

INTRODUCTION

Livestock is one of the sectors with strong growth potential and an important role in supplying food for the Indonesian population, particularly animal-source protein (Husain et al., 2024). Each year there is a rising trend in demand for livestock products, in line with population growth and increasing public awareness of the importance of animal protein for improving quality of life. According to the 2024 Livestock and Animal Health Statistics from Indonesia's Ministry of Agriculture, total meat production in 2023 reached 795.88 million kg (Katadata, 2024). The largest share came from broiler chickens, accounting for 70.14 percent (Katadata, 2024). Broiler chicken meat is one of the most widely consumed animal-source foods in the country. This is because broiler meat tends to be more affordable and easier to obtain than other types of chicken meat (BPS, 2024). Table 1 shows the trend in weekly broiler meat consumption in Indonesia from 2020 to 2024 (BPS, 2024a).

Based on weekly per-capita broiler meat consumption data for 2020–2024 released by BPS (BPS, 2024a), weekly broiler consumption in Indonesia continued to increase from 2020 to 2024. In 2020, weekly per-capita consumption reached 0.130 kg. In 2021 it increased to 1.142 kg and continued to rise to 0.153 kg in 2022. It then increased again to 0.158 kg in 2023 and to 0.164 kg in 2024. This indicates that broiler chicken remains highly preferred by Indonesians as a source of animal protein.

The upward trend in broiler consumption has been followed by an increase in the number of broiler farms: 78 companies in 2021, rising to 134 in 2022 and 154 in 2023 (BPS, 2024b). One such broiler farming company is CV Unggas Karya Mandiri, a broiler partnership (broiler production) that has operated since 2018. CV Unggas Karya Mandiri works with several partner farmers. The company is responsible for supplying day-old chicks (DOC), feed, medicines and vitamins, health management, production management, and marketing of broilers at harvest. Partner farmers are responsible for raising broilers from day 0 until market weight under the supervision of CV Unggas Karya Mandiri. Market-ready chickens are sold to and collected by customers, namely brokers or chicken traders who regularly purchase from the company. To increase sales, CV Unggas Karya Mandiri must be able to formulate strategies to attract as many customers as possible.

One of the determinants of purchasing is customer satisfaction (Endarwita et al., 2023). An initial survey conducted by the researchers found several issues related to customer satisfaction at CV Unggas Karya Mandiri: customers were dissatisfied with both service and product, for example reductions in weight and number of chickens or mortality due to improper handling during delivery. In addition, broiler output was considered insufficient to meet traders' needs. The office administrator at CV Unggas Karya Mandiri was on several occasions late in sending invoices, which affected customers' cash flow. Field teams were sometimes late for weighing/harvest appointments, whereas customers required punctuality to align with delivery of stock to markets. These problems have led to customer dissatisfaction, indicating that customer satisfaction at CV Unggas Karya Mandiri needs improvement. Customer satisfaction is viewed as a key factor enabling companies to remain viable and grow amid increasingly tight competition (Wydyanto & Ilhamalimy, 2021). Therefore, an analysis of the factors influencing customer satisfaction is essential.

One of the factors that can influence customer satisfaction is product quality (Aprianto et al., 2023). Product quality is the ability of a product to meet customers' needs and expectations. If a product meets or exceeds expectations, customers will feel satisfied; thus, product quality is a determinant of customer satisfaction (Aprianto et al., 2023). High product quality satisfies or exceeds expectations and leads to satisfaction with the purchase, whereas low quality can cause disappointment and dissatisfaction. This statement is supported by Wijaya et al. (2022), who found that high-quality products meet consumer expectations and therefore increase satisfaction. Research by Kamila et al. (2023) also found that product quality

is a predictor capable of influencing customer satisfaction. However, a study by Rimawan et al., (2019) that product quality does not have a significant effect on customer satisfaction because many other factors play a larger role.

Customer satisfaction can also be influenced by delivery (Pradini, 2023). strongly affects satisfaction because on-time, safe delivery without damage or loss makes customers feel satisfied and trust the service; conversely, poor delivery quality causes dissatisfaction and losses (Gammudi et al., 2021). This is supported by Aprianto et al. (2023), who found a significant effect of delivery quality on customer satisfaction, and by Gammudi et al. (2021) who identified delivery quality as a predictor of satisfaction. However, Wu et al. (2024), found that delivery quality does not significantly influence customer satisfaction.

Service quality also strongly affects customer satisfaction because good service meets expectations, creates positive experiences, and fosters loyalty (Violani and Albari, 2023). This finding is supported by Karenina and Ariyanti (2022), who reported a significant effect of service quality on satisfaction, and by Violani and Albari (2023) who identified service quality as a predictor of satisfaction. However, Rimawan et al. (2019), found that service quality does not have a significant positive effect on customer satisfaction.

Based on the background described above, research analyzing the effects of product quality, delivery quality, and service quality on customer satisfaction at CV Unggas Karya Mandiri is highly relevant and important. Such research can help the company develop service innovations to improve customer satisfaction and provide a better understanding of the factors that influence it. Moreover, the prior studies reviewed show inconsistencies in findings that create a research gap, making further study necessary. Therefore, the researchers analyzed how product quality, delivery quality, and service quality affect customer satisfaction at CV Unggas Karya Mandiri.

LITERATURE REVIEW

Customer Satisfaction

Satisfaction reflects an individual's evaluation of a product's perceived performance in relation to expectations. When the performance meets expectations, the customer is satisfied; if it exceeds expectations, the customer becomes highly satisfied (Abizar et al., 2019). Furthermore, (Walewangko et al., 2021) stated that customer satisfaction is an evaluation of choices resulting from a specific purchase decision and the experience of using or consuming a product or service. Similarly, (Danarkusuma et al., 2024) conceptualized customer satisfaction as a feeling that arises as an outcome of evaluating the experience of using a product or service. Therefore, it can be concluded that customer satisfaction is the result of a comparison between expectations and the actual performance experienced when using a product or service.

The indicators and statement items for the customer satisfaction variable are adopted from the study by Javed et al. (2021), which measures satisfaction through four dimensions: satisfaction with the service provided, satisfaction with product quality, satisfaction with product packaging, and satisfaction with product handling during delivery.

Product Quality

Yunita (2021) defines product quality as a set of features or characteristics of goods and services that have the ability to meet needs, encompassing durability, reliability, precision, ease of maintenance, and other product attributes. Arinawati (2021) similarly describes product quality as the totality of features and characteristics of a product or service that can satisfy consumer needs. Moko (2021) adds that product quality refers to the inherent characteristics

that distinguish the degree or level of excellence of a product. Product quality serves as a key competitive factor among businesses and is a core offering to consumers. Consumers consistently seek products of good quality that align with the price they pay. The indicators and statement items for the product quality variable are adopted from the study by Putri (2023), and are measured through the following dimensions: **performance**: the basic operating characteristics of a product, such as color, taste, cleanliness, packaging, and other features. **Conformance quality**: the degree to which the product conforms to established standards and **durability**: the product's durability or how long it lasts before needing replacement.

Delivery Quality

Delivery quality refers to the level of service provided during the delivery process, particularly the company's commitment to ensuring timely delivery and proper handling of the product to maintain its condition upon arrival to the customer (Pradini, 2023). Delivery quality focuses on fulfilling consumer needs and expectations, as well as ensuring accurate and prompt delivery in alignment with those expectations (Aprianto et al., 2023). According to (Gammudi et al., 2021), delivery quality can be defined as a set of outstanding activities aimed at meeting customer desires through the overall characteristics of the product. The indicators and statement items for the delivery quality variable are adopted from the study by Pradini (2023), and are measured through the following dimensions: **handling**: refers to the care taken by the courier during the delivery process, particularly ensuring that the broiler chickens are handled properly to avoid death or weakness during transport and **delivery accuracy**: includes both timeliness and accuracy of the delivery destination, where the courier is expected to deliver the broiler chickens on time and to the correct address.

Service Quality

According to (Rafinsyah & Azizah, 2024), service quality is the effort to meet customer needs and desires, as well as the timeliness of service delivery to align with customer expectations. Service quality is considered an essential component for companies to establish, as it plays a key role in attracting new customers and reducing the likelihood of losing existing ones to competitors (Pratama & Suprapti, 2023). Saeed et al. (2021) define service quality as the expected level of excellence and the control over that level of excellence to fulfill customer desires. Enhancing service quality can be achieved through Customer Relationship Management (CRM). CRM is a business strategy for managing relationships between a company and its customers, aiming to understand, anticipate, and manage customer needs in order to deliver excellent service quality and ultimately improve customer satisfaction (Andreani, 2017). The indicators and statement items for the service quality variable are adopted from the study by Javed et al. (2021), and are measured through the following dimensions: **quickness of service line**: the speed at which staff serve customers; **order fulfillment time**: the timeliness of staff in fulfilling customer orders; **attentive staff**: the attentiveness of staff when customers voice complaints or face issues with their orders; and **courteous**: the politeness and friendliness of staff when interacting with customers.

Relationship Between Variables

The Influence of Product Quality on Customer Satisfaction

Product quality refers to the ability of a product to meet consumer needs and expectations. When a product aligns with or exceeds expectations, customers tend to feel satisfied. In this context, the quality of broiler chicken meat becomes a key determinant of customer satisfaction (Abizar et al., 2019). High-quality chicken meat significantly affects customer satisfaction, as it meets or surpasses expectations, leading to a positive purchasing experience. Conversely, low-quality chicken meat can result in disappointment and

dissatisfaction. A study by (Karenina & Ariyanti, 2022) confirmed that high-quality broiler chicken products are capable of meeting consumer expectations, thereby increasing their satisfaction. Similarly, research conducted by (Husain et al., 2024) found that the quality of broiler chicken meat is a significant predictor of customer satisfaction.

The Influence of Delivery Quality on Customer Satisfaction

The delivery quality of broiler chickens has a significant impact on customer satisfaction. High-quality delivery—characterized by timeliness, safety, and the absence of damage or loss—ensures customer satisfaction and builds trust in the delivery service. On the contrary, poor delivery quality can lead to customer dissatisfaction and potential losses (Gammudi et al., 2021). This finding is supported by the study of Wu et al. (2024), which found that food delivery quality has a positive and significant influence on customer satisfaction. Similarly, research by Aprianto et al., (2023) also confirmed that delivery quality significantly affects customer satisfaction.

The Influence of Service Quality on Customer Satisfaction

Service quality is a key determinant of customer satisfaction. In the context of livestock farming companies, service quality greatly influences customer satisfaction. Good service meets customer expectations, creates positive experiences, and fosters loyalty, while poor service can result in dissatisfaction and customer loss (Violani and Albari, 2023).

Research conducted by Karenina and Ariyanti (2022) confirmed that service quality has a significant effect on customer satisfaction. Similarly, the study by Violani and Albari (2023) emphasized that service quality is a strong predictor of customer satisfaction.

Research Hypotheses

The hypotheses formulated in this study are as follows:

- H1** : Product quality has a significant positive effect on customer satisfaction at CV Unggas Karya Mandiri.
- H2** : Delivery quality has a significant positive effect on customer satisfaction at CV Unggas Karya Mandiri.
- H3** : Service quality has a significant positive effect on customer satisfaction at CV Unggas Karya Mandiri

Conceptual Framework

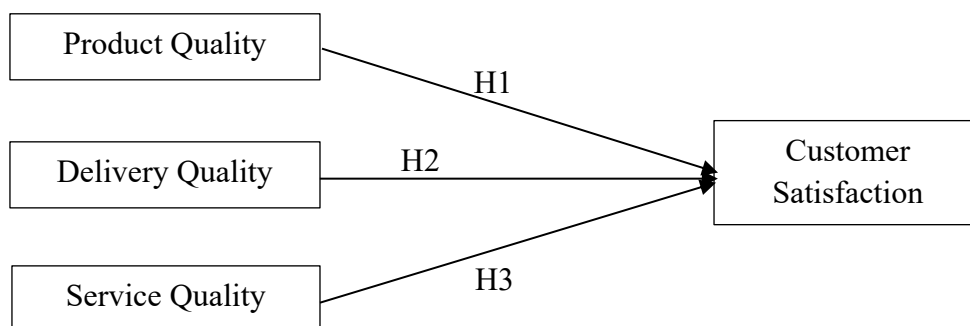


Figure 2. Research Model

METHODOLOGY

Type of Research

This study employs a quantitative research approach. Quantitative research is a method that generates descriptive data and identifies causal relationships between variables. It is used

to draw conclusions through the application of statistical techniques in data collection and analysis (Arikunto, 2020).

Variables and Measurement

This study includes three independent variables namely product quality, delivery quality, and service quality, and one dependent variable which is customer satisfaction. The operational definitions of these four variables are presented in Table 1 below:

Table 1. Operationalization of Variables

Variable	Indicator	Statement Items	Source
Product Quality (X1)	Performance	1. The broiler chickens sold are very healthy and fresh. 2. The broiler chickens sold are hygienic. 3. The packaging of the broiler chickens is excellent	(Putri, 2023)
	Conformance Quality	1. The broiler chickens sold meet the requirements for safe consumption.	
	Durability	1. The broiler chickens sold have good durability and can be slaughtered while still alive	
Delivery Quality (X2)	Handling	1. The delivery process is handled carefully. 2. The broiler chickens arrive fresh and alive at the destination	(Pradini, 2023)
	Delivery Accuracy	1. The delivery is made on time. 2. The delivery is made accurately to the correct address	
Service Quality (X3)	Quickness of Service Line	1. The staff quickly and responsively meet customer needs	(Javed et al., 2021)
	Order Fulfillment Time	1. The staff fulfill orders on time.	
	Attentive Staff	1. The staff respond quickly to customer complaints. 2. The staff are responsive in resolving customer issues	
	Courteous	1. The staff are friendly and polite in serving customers	
Customer Satisfaction (Y)	Service Satisfaction	1. I am satisfied with the service provided by CV Unggas Karya Mandiri	(Javed et al., 2021)
	Product Satisfaction	1. I am satisfied with the product quality of the broiler chickens sold by CV Unggas Karya Mandiri	
	Packaging Satisfaction	1. I am satisfied with the packaging of the broiler chickens done by CV Unggas Karya Mandiri	
	Delivery Handling Satisfaction	1. I am satisfied with the handling quality during the delivery process of the broiler chickens	

Population and Sample

A population is the complete set from which a sample is drawn and to which research findings are intended to be generalized (Siregar, 2021). The population in this study consists of all customers of CV Unggas Karya Mandiri, totaling 30 customers. Therefore, this number represents the entire population of the study. The sampling technique used in this research is total sampling, meaning the entire population is used as the research sample, as the population size is fewer than 100 (Sugiyono, 2020). Consequently, the respondents in this study are all 30 customers of CV Unggas Karya Mandiri. These customers are traders operating under a business-to-business (B2B) model, who then sell the broiler chickens to end users (individual consumers at the retail level).

Data Collection Technique

In this study, the data collection technique used is primary data collection through a questionnaire instrument. According to Arikunto (2020), a questionnaire is a written set of questions used to gather information from respondents, particularly regarding personal reports or knowledge related to the variables being studied. In this research, the questionnaire was distributed to the respondents, namely the customers of CV Unggas Karya Mandiri, who are traders operating under a business-to-business (B2B) model. These traders then sell the broiler chickens to end users (individual consumers at the retail level). The questionnaire in this study uses a Likert scale. The assessment criteria are as follows:

Table 2. Likert scale

Statement	Scale
Strongly Agree	5
Agree	4
Quite Agree	3
Disagree	2
Strongly Disagree	1

Source: (Sugiyono, 2020)

Data Analysis Technique

This study employs Structural Equation Modeling-Partial Least Squares (SEM-PLS) for data analysis using SmartPLS 3 software. SEM-PLS is used due to the relatively small sample size of 30 respondents. According to Latan and Ghazali (2020), a minimum sample size of 30 is still acceptable for analysis. Therefore, the use of 30 samples in this study is considered valid, especially since the research model is not overly complex and the number of indicators is limited. The SEM-PLS method involves two main stages of analysis: the outer model and the inner model analysis: the outer model refers to the measurement model, which specifies the relationship between latent variables and their observed indicators. It is used to assess validity and reliability of the constructs; the inner model refers to the structural model, which illustrates the relationships between latent variables specifically, the relationships between exogenous (independent) and endogenous (dependent) variables (Latan & Ghazali, 2020).

RESULTS AND DISCUSSION

Respondent Description

This study was conducted on the customers of CV Unggas Karya Mandiri (traders under a B2B business model) in April 2025. The number of respondents in this study was 30. Based on the respondent profile data, the characteristics of respondents by gender were categorized

into two groups: male and female. Most of the customers of CV Unggas Karya Mandiri (B2B models) were male, totaling 24 respondents (80%). The age characteristics of the respondents were categorized into four groups: 20–30 years, 31–40 years, 41–50 years, and 51–60 years. The majority of respondents fell into the 31–40 age category, totaling 9 respondents (30%). However, this number did not differ significantly from the other age categories. The educational background of the respondents was categorized into four levels: elementary school (SD), junior high school (SMP), senior high school (SMA), and undergraduate (S1). Most respondents had completed senior high school (SMA), accounting for 15 respondents (50%). Lastly, the income characteristics of the respondents were categorized into three groups: less than IDR 5.000.000, IDR 5.000.000–10.000.000, and more than IDR 10,000,000. The majority of respondents earned between IDR 5.000.000 and 10.000.000 per month, totaling 18 respondents (60%).

Variable Description

Descriptive analysis is used to describe the overall data obtained from the completed questionnaires. The collected responses were categorized based on the average score of respondents' answers, using a predefined Likert scale. Based on the scoring, the product quality variable falls into the very good category, with an average score of 4.69. The lowest scores were found in the items *"The broiler chickens sold are hygienic."* and *"3. The packaging of the broiler chickens is excellent"*, both with an average score of 4.57. The highest score was in the item *"The broiler chickens sold meet the requirements for safe consumption"*, with an average score of 4.83.

The delivery quality variable also falls into the very good category, with an average score of 4.52. The lowest score was in the item *"The delivery process is carried out on time"*, with an average of 4.43, while the highest was in *"The delivery is made accurately to the correct address"*, with an average score of 4.67. The service quality variable received an average score of 4.71, placing it in the very good category. The lowest score was in the item *"The staff fulfill orders on time"*, with an average of 4.63, and the highest score was in *"The staff are friendly and polite in serving customers"*, with an average of 4.80. Lastly, the customer satisfaction variable also falls into the very good category, with an average score of 4.73. The lowest score was in the item *"I am satisfied with the product quality of the broiler chickens sold by CV Unggas Karya Mandiri"*, with an average score of 4.67. The highest scores were found in the items *"I am satisfied with the service provided by CV Unggas Karya Mandiri"* and *"I am satisfied with the packaging of the broiler chicken by CV Unggas Karya Mandiri"*, both with an average of 4.77.

Measurement Model Testing (Outer Model)

Outer model testing is conducted to demonstrate the validity and reliability of a construct. Validity and reliability tests are used to determine whether a construct meets the criteria to be retained for subsequent analyses in the study.

Convergent Validity Test

Convergent validity can be assessed using the outer loading values and the Average Variance Extracted (AVE). If an indicator's outer loading is greater than 0.70, the construct meets the criterion and is considered valid for further use in the study (Latan and Ghazali, 2020). Likewise, a construct with an AVE value greater than 0.50 is deemed valid (Latan and Ghazali, 2020). In general, items whose outer loadings fall below the threshold should be removed and the model re-estimated, yielding the results presented in Table 3.

Table 3. Convergent Validity Test

Variable	Indicator	Outer Loading	AVE	Validity Status
Product Quality (X1)	X1.1	0.884	0.705	Valid
	X1.2	0.757		Valid
	X1.3	0.742		Valid
	X1.4	0.910		Valid
	X1.5	0.890		Valid
Delivery Quality (X2)	X2.1	0.877	0.647	Valid
	X2.2	0.742		Valid
	X2.3	0.851		Valid
	X2.4	0.787		Valid
Service Quality (X3)	X3.1	0.875	0.705	Valid
	X3.2	0.895		Valid
	X3.3	0.893		Valid
	X4.4	0.914		Valid
	X5.5	0.851		Valid
Customer Satisfaction (Y)	Y.1	0.873	0.796	Valid
	Y.2	0.849		Valid
	Y.3	0.898		Valid
	Y.4	0.946		Valid

Source: Processed primary data (2025)

Discriminant Validity Test

To determine whether a construct has adequate discriminant validity, it can be assessed using the cross-loading values. A construct is said to exhibit good discriminant validity if the correlation between the construct and its own indicators is higher than the correlations between that construct and the indicators of other constructs. According to Latan and Ghazali (2020), a cross-loading value is considered valid if it exceeds 0.70.

Table 4. Cross Loading Factors

	X1	X2	X3	Y
X1.1	0.884	0.677	0.635	0.377
X1.2	0.757	0.553	0.681	0.374
X1.3	0.742	0.693	0.598	0.496
X1.4	0.910	0.635	0.467	0.329
X1.5	0.890	0.690	0.381	0.463
X2.1	0.608	0.877	0.722	0.726
X2.2	0.726	0.742	0.442	0.597
X2.3	0.487	0.851	0.630	0.502
X2.4	0.705	0.787	0.528	0.483
X3.1	0.446	0.651	0.875	0.569
X3.2	0.519	0.590	0.895	0.433
X3.3	0.575	0.597	0.893	0.450
X3.4	0.724	0.784	0.914	0.549
X3.5	0.569	0.363	0.851	0.250
Y.1	0.330	0.619	0.424	0.873
Y.2	0.398	0.570	0.426	0.849
Y.3	0.548	0.745	0.566	0.898
Y.4	0.496	0.680	0.556	0.946

Source: Processed primary data (2025)

Reliability Test

Reliability can be assessed using construct reliability indices—namely Composite Reliability and Cronbach's Alpha. A construct is deemed reliable if both Cronbach's Alpha and Composite Reliability are greater than 0.70 (Latan & Ghazali, 2020). Based on Table 5, the Cronbach's Alpha and Composite Reliability values for each construct exceed 0.70; therefore, the instruments for all variables are declared reliable and suitable for use in this study

Table 5. Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Reliability Status
X1	0.894	0.922	Reliable
X2	0.816	0.879	Reliable
X3	0.891	0.921	Reliable
Y	0.914	0.940	Reliable

Source: Processed primary data (2025)

Structural Model Testing (Inner Model)

The evaluation of the structural model, or inner model, aims to predict the relationships between latent variables based on substantive theory (Ghozali, 2021). The inner model can be assessed using the R-square and F-square values. R-square is used to measure the predictive strength of the structural model, while F-square indicates the magnitude of the effect of exogenous variables on endogenous variables.

The R-square value helps determine whether an exogenous (independent) latent variable has a substantive influence on an endogenous (dependent) latent variable. The evaluation criteria used are 0,75, 0,50, and 0,25, indicating that the model has strong, moderate, and weak predictive power, respectively (Latan and Ghazali, 2020).

Table 6. Coefficient of Determination (R^2)

	R Square
Customer Satisfaction	0.663

Source: Processed primary data (2025)

Based on Table 6, it is shown that the R-square value for customer satisfaction is 0.663. This indicates that the customer satisfaction variable is influenced by product quality, delivery quality, and service quality by 66.3%, while the remaining 33.7% is influenced by other variables not included in the model. This value suggests that the structural model in this study has a moderate predictive power.

Hypothesis Testing

A research hypothesis is accepted or rejected by referring to the T-statistic and P-value. In this study, a hypothesis is accepted if the T-statistic value is greater than 1.701 and the P-value is less than 0.05. Conversely, the hypothesis is rejected if the T-statistic value is less than 1.701 and the P-value exceeds 0.05.

Table 7. Direct Effect Hypothesis Testing

Path	Original Sample	T Statistics	P Values	Remarks
Product Quality → Customer Satisfaction	0.224	2.669	0.005	Significant
Delivery Quality → Customer Satisfaction	0.857	2.965	0.003	Significant
Service Quality → Customer Satisfaction	0.078	0.271	0.786	Not Significant

Source: Processed primary data (2025)

Discussion

This study aims to examine the influence of product quality, delivery quality, and service quality on customer satisfaction at CV Unggas Karya Mandiri (traders under a B2B business model). Several findings were revealed in this study. First, Hypothesis 1 is accepted as it meets the statistical requirements. Product quality has a significant positive effect on customer satisfaction at CV Unggas Karya Mandiri (B2B traders model). This result is consistent with the findings of Wijaya et al. (2022), who stated that quality products are able to meet consumer expectations, thereby increasing customer satisfaction. Similarly, Kamila et al. (2023) concluded that product quality is a predictor that can influence customer satisfaction. Product quality can influence the satisfaction of CV Unggas Karya Mandiri's customers because high-quality broiler chicken is often associated with better freshness, taste, texture, and nutritional value. Broiler chickens with good quality tend to have fresher meat, better flavor, and more tender texture, which can enhance customer satisfaction. In addition, high-quality broiler chickens generally contain higher nutritional value, including essential proteins and amino acids, which is especially appreciated by health-conscious customers, thereby contributing further to their satisfaction.

Second, the results of the study indicate that Hypothesis 2 is accepted. Based on the hypothesis testing, delivery quality has a significant effect on customer satisfaction at CV Unggas Karya Mandiri (B2B traders model). This finding is in line with previous studies, such as Aprianto et al. (2023), which concluded that delivery quality significantly influences customer satisfaction. Similarly, research by Gammudi et al. (2021) also stated that delivery quality is a key predictor of consumer satisfaction. High-quality delivery of broiler chickens enhances customer satisfaction by ensuring that the product arrives safely, fresh, and as expected. Efficient and timely delivery reduces the risk of damage or deterioration in quality, which could otherwise decrease the product's value and lead to dissatisfaction. This is particularly important because broiler chickens are highly vulnerable to death or quality degradation if not handled properly—especially in inappropriate temperature or environmental conditions (Aprianto et al., 2023). Moreover, timely delivery helps customers plan the use or resale of the broiler chickens. Delayed deliveries can force customers to postpone usage or sales, increasing the risk of chicken mortality and reducing freshness (Gammudi et al., 2021). In essence, high delivery quality is a crucial investment for ensuring customer satisfaction and business success. By guaranteeing that broiler chickens are delivered safely, on time, and with preserved quality, companies can boost customer trust and build a strong reputation in the market.

Third, Hypothesis 3 is rejected, meaning that service quality does not have a significant effect on customer satisfaction at CV Unggas Karya Mandiri (B2B traders model). This result is consistent with previous research by Rimawan et al. (2019), which also found that service quality does not significantly influence customer satisfaction. The insignificance of service quality in affecting customer satisfaction at CV Unggas Karya Mandiri may be due to the fact

that customers place less importance on service quality in their expectations and prioritize other factors such as product quality and delivery quality. Broiler chicken is a relatively standardized product with generally homogeneous quality. Customers may focus more on elements like price, freshness, and the quality of the meat itself, as well as delivery efficiency, rather than the quality of service provided (Ariyanti, 2022). In addition, transactions involving broiler chicken purchases by CV Unggas Karya Mandiri's customers (B2B traders model) are often intensive, fast-paced, and practical in nature (Violani & Albari, 2023). As such, customers may not pay much attention to service details, particularly if they are already familiar with the product.

The theoretical implications of this study's findings are consistent with several prior studies used to formulate the hypotheses, except for the effect of service quality on customer satisfaction. Thus, this divergent result enriches the literature on the determinants of customer satisfaction, as it yields evidence that differs from earlier studies and from the proposed hypothesis. Karenina and Ariyanti (2022) and Violani and Albari (2023) reported that service quality has a positive and significant effect on consumer satisfaction, whereas in this study service quality was found to have no significant effect on customer satisfaction. This discrepancy contributes to the body of literature on factors influencing consumer satisfaction. With respect to managerial implications, the findings indicate that product quality and delivery quality are factors that significantly influence customer satisfaction. These results can serve as a basis for livestock companies to formulate strategies to enhance customer satisfaction by focusing on improving product quality and delivery quality.

Conclusion

The results of this study indicate that product quality and delivery quality have a positive and significant effect on the satisfaction of CV Unggas Karya Mandiri's customers (B2B traders), thereby corroborating prior research and supporting Hypotheses 1 and 2 proposed in this study. However, service quality was not found to have a significant effect on customer satisfaction; therefore, Hypothesis 3 is rejected. Based on these findings, it can be concluded that product quality and delivery quality play an important role in improving the satisfaction of CV Unggas Karya Mandiri's B2B customers.

REFERENCES

- Abizar, Tabrani, M., Djalil, M. A., & Putra, T. R. I. (2019). The Effect of the Quality of Meat Product and Customer Value on Customer Satisfaction and Its Impact on the Consumer's Word Of Mouth at Ulee Kareng Beef Market , Banda Aceh , Indonesia. *East African Scholars Journal of Economics, Business and Management*, 2(7), 341–345. <http://www.easpublisher.com/easjebm/>.
- Aeni, N., & Agrelia, T. (2021). The Influence of Service Quality, Price, and Promotion on Consumer Satisfaction. *Journal of Research in Business, Economics, and Education*, 3(6), 1–8. <https://doi.org/10.31857/s0044451021050011>.
- Andreani, F. (2017). Customer Relationship Management (CRM) dan Aplikasinya dalam Industri Manufaktur dan Jasa. *Jurnal Manajemen Pemasaran*, 2(2), 59–65.
- Aprianto, V. R., Habibie, F., & Ozali, I. (2023). Influence of Product Packaging Quality and Delivery Time on Consumer Satisfaction PT J&T Express Agent DKI Jakarta East Jakarta Region. *Jurnal Manajemen Bisnis Transportasi dan Logistik*, 9(1), 37–43. <https://journal.itltrisakti.ac.id/index.php/jmtbtl>.
- Arikunto, S. (2020). *Prosedur Penelitian Suatu Pendekatan Praktik*. Rineka Cipta.
- BPS. (2024a). *Rata-Rata Konsumsi per Kapita Seminggu Beberapa Macam Bahan Makanan Penting, 2007-2024*. <https://www.bps.go.id/id/statistics-table/1/OTUwIzE=/rata-rata->

- konsumsi-per-kapita-seminggu-beberapa-macam-bahan-makanan-penting--2007-2023.html.
- BPS. (2024b). *Statistik Perusahaan Peternakan Unggas 2023*. Badan Pusat Statistik.
- Danarkusuma, A. A., Harianto, E., & Sutanto, J. (2024). The Impact Of Price, Service Quality And Trust On Customer Loyalty Through Customer Satisfaction In Automotive Industry. *Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal*, 8(2), 290–306. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>.
- Endarwita, Yuliza, M., & Kurniawati, H. (2023). The Influence of Product Quality, Service and Web Design on Consumer Satisfaction in Shopping Online Through Shopee (Case Study on Management Study Program Students of Institut Teknologi dan Ilmu Sosial Khatulistiwa). *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 7(1), 1–14. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>.
- Gammudi, A. K. El, Salim, U., & Sabil, A. (2021). The Effect of Packaging, Satisfaction and Image on Customer Loyalty of The El Rayhan Company. *The International Journal of Accounting and Business Society*, 24(1), 1–9, <https://doi.org/10.13210/IJABC.3.1.30677.92435>.
- Hartawan, E., Liu, D., Handoko, M. R., Evan, G., & Widjojo, H. (2021). Pengaruh Iklan Di Media Sosial Instagram Terhadap Minat Beli Masyarakat Pada E-Commerce. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi)*, 8(1).
- Husain, A. H., Indriani, Y., dan Hudoyo, A. (2024). Perilaku Konsumen dalam Pembelian Daging Ayam Broiler Secara Online di Era New Normal Covid-19 Kota Bandar Lampung. *Mimbar Agribisnis: Jurnal Pemikiran Masyarakat Ilmiah Berwawasan Agribisnis*, 10(2), 2946–2958.
- Javed, S., Rashidin, M. S., dan Jian, W. (2021). Predictors and Outcome of Customer Satisfaction: Moderating Effect of Social Trust and Corporate Social Responsibility. *Future Business Journal*, 7(1), 1–18. <https://doi.org/10.1186/s43093-021-00055-y>.
- Kamila, Julina, Nurasfia, Hidayat, R., & Malik, I. (2023). The Influence of Product Quality and Price on Customer Satisfaction for Tower 215 Chips. *International Conference on Health Science, Green Economics, Educational Review and Technology*, 1(2), 645–654. <https://doi.org/10.47353/ecbis.v1i2.9>.
- Karenina, N. P., & Ariyanti, M. (2022). the Influence of Product Quality and Service Quality on Customer Satisfaction Bakso Sonhaji Sony Lampung. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 6(3), 52–68. <https://doi.org/10.31955/mea.v6i3.2255>.
- Katadata. (2024). *Produksi Daging Ternak Indonesia 2023 dari Sapi hingga Kuda*. <https://databoks.katadata.co.id/agroindustri/statistik/6706281d85439/produksi-daging-ternak-indonesia-2023-dari-sapi-hingga-kuda>.
- Latan, H., & Ghozali, I. (2020). Partial Least Squares: Konsep, Metode dan Aplikasi menggunakan Program WarpPLS 5.0 (Third Edit). *Semarang: Badan Penerbit Universitas Diponegoro*.
- Poluan, J., Karuntu, M. M., & Samadi, R. L. (2024). Pengaruh Digital Marketing Terhadap Keputusan Pembelian Produk Kuliner Tradisional (Studi Pada Konsumen Gen Z Di Kota Tomohon). *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 11(1), 119–127. <https://doi.org/10.35794/jmbi.v11i1.54288>.
- Pradini, J. (2023). The Influence of Service Quality and Timeliness of Delivery on Customer Satisfaction at the Sicepat Express Delivery Service in Johar Baru, Central Jakarta. *Logistica: Journal of Logistic and Transportation*, 1(1), 67–101, <https://doi.org/10.13245/JLT.2.1.29442.94105>.
- Pratama, P. D. A., & Suprapti, N. W. S. (2023). Customer Satisfaction Role in Mediating the Influence of Service Quality and Promotional Appeal on Electronic Word of Mouth.

- International Journal of Social Science and Business*, 7(4), 1012–1021. <https://doi.org/10.23887/ijssb.v7i4.67341>.
- Putri, A. R. D. J. (2023). Pengaruh Kualitas Produk dan Harga Terhadap Target Penjualan Pada UD. Barokah D&A Chicken Farm. *Performa: Jurnal Manajemen Dan Start-Up Bisnis*, 8(1), 44–54. <https://doi.org/10.37715/jp.v8i1.2023>.
- Rafinsyah, A., & Azizah, N. (2024). The Influence of Brand Trust and Customer Satisfaction on Customer Loyalty Among Shopee Users in Rural Area. *Jurnal Multidisiplin Madani*, 4(5), 687–700. <https://doi.org/10.55927/mudima.v4i5.9406>.
- Rimawan, E., Mustofa, A., & Mulyanto, A. D. (2019). The Influence of Product Quality, Service Quality and Trust on Customer Satisfaction and Its Impact on Customer Loyalty (Case Study PT ABC Tbk). *International Journal of Scientific & Engineering Research*, 8(7), 2330–2336. <https://doi.org/10.13140/RG.2.2.29557.93925>.
- Saeed, A., Akhtar, P., Naz, M., & Akbar, M. (2021). Impact of Transport Service Quality on Customer Satisfaction: Empirical Evidence From Public Transport of Pakistan. *Transportation Research Part F: Traffic Psychology and Behaviour*, 78(2), 129–141, <https://doi.org/10.47251/trpf/v5-k2-25>.
- Siregar, S. (2021). *Metode penelitian kuantitatif: dilengkapi dengan perhitungan manual & SPSS*. Kencana.
- Sugiyono. (2020). *Metode Penelitian: Kuantitatif, Kualitatif dan R&D*. Alfabeta.
- Violani, V., & Albari, A. (2023). The Influence of Product Quality, Service Quality and Price on Customer Loyalty at Skuy Burgerin Shop in Bukittinggi with Customer Satisfaction as Mediation Variable. *International Journal of Multidisciplinary Research and Analysis*, 06(03), 1153–1161. <https://doi.org/10.47191/ijmra/v6-i3-37>.
- Walewangko, C. D., Pangemanan, S. S., & Pandowo, M. (2021). the Influence of Product Quality and Service Quality on Customer Satisfaction At Jb Vape Store. *Jurnal EMBA*, 9(2), 922–929.
- Wijaya, R., Sofiyan, S., Edward, Y. R., & Toni, N. (2022). The Influence of Service Quality and Product Quality on Consumer Loyalty with Consumer Satisfaction as Moderating Variable at PT. Mabar Feed Indonesia. *Journal of Economics and Business Letters*, 2(3), 1–7. <https://doi.org/10.55942/jebel.v2i3.159>.
- Wu, M., Gao, J., Hayat, N., Long, S., Yang, Q., & Mamun, A. A. (2024). Modelling The Significance of Food Delivery Service Quality on Customer Satisfaction and Reuse Intention. *PLoS ONE*, 19(2 February), 1–19. <https://doi.org/10.1371/journal.pone.0293914>.
- Wydyanto, & Ilhamalimy, R. R. (2021). the Influence of Service Quality and Product Quality on Purchase Decisions and Customer Satisfaction (Marketing Management Literature Review). *DIJMS (Dinasti International Journal of Management Science)*, 3(2), 385–394. <https://doi.org/https://doi.org/10.31933/dijms.v3i2>.