*Research Article*

# Unlocking the Secret to Customer Happiness: A Deep Dive Into the Satisfaction and Loyalty Levels of Pia Cap Mangkok Purchasers in Malang

Dinda Tasya Febrianti[a,1,*], Anas Tain[a,2], Gumoyo Mumpuni Ningsih[a,3]

[a] AgribusinessDepartment, Faculty of Agriculture and Animal Science, University of Muhammadiyah Malang

[1]dindatasya542@gmail.com; [2] anas@umm.ac.id*; [3]gumoyo@umm.ac.id

* corresponding author

## ARTICLE INFO

## ABSTRACT

In today's highly competitive business landscape, analyzing customer satisfaction and loyalty is a critical strategy for companies to stay ahead. This study investigated the level of customer satisfaction and analyzed consumer loyalty towards Pia Cap Mangkok, a popular food brand in Malang, Indonesia. A total of 91 respondents were selected using purposive sampling, and data was collected through observation, interviews, and documentation methods. The study used both primary and secondary data to evaluate the level of customer satisfaction and analyze consumer loyalty. Customer satisfaction was measured through product and service attributes using the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA), and the study found that Pia Cap Mangkok scored 74.44% in the satisfied criteria. The IPA technique identified attributes that must be maintained and improved, including taste, pia flavor, atmosphere, cleanliness, swift and friendly waiter service, efficient order process, room decoration, and waiter appearance. Moreover, the Loyalty Pyramid was used to analyze consumer loyalty, and the study found that 85% of the buyers are satisfied, 85% like the brand, 58% are committed buyers, 28% are switchers, and 16% are habitual buyers. The study provides valuable insights for Pia Cap Mangkok to develop effective marketing strategies to maintain its customer base and attract new customers.

## INTRODUCTION

Pia Cap Mangkok is a well-established brand in Malang that caters to middle to upper-class consumers. It was founded in 1959 by Zabur Oetomo (Oei To Lam) and Tri Pinarti (The Pin Nio), who inherited traditional recipes from their ancestors. Oei To Lam's signature pia is renowned for its crispy skin, soft filling, and distinct flavor that sets it apart from other brands. Pia Cap Mangkok products are available in a variety of flavors, including mung bean, chocolate, cheese, tangkwee (dried candied pumpkin), durian, coffee, pineapple, apple, and green tea. The products are sold in different packaging sizes, with options ranging from five, twelve, to twenty-five pieces per pack. The brand has gained popularity due to its high-quality products and unique flavor

combinations, which have helped it establish a loyal customer base.

Intense competition can lead to a reduction in the number of customers for a business. Pia Cap Mangkok, being aware of the potential threat of losing customers, needs to enhance its marketing efforts to attract and retain customers by increasing their satisfaction levels. Customer satisfaction refers to the degree of pleasure or disappointment a consumer experiences after comparing the actual outcomes of a product or service with their expectations (Kotler & Armstrong, 2008). If the product or service fails to meet their expectations, customers may feel dissatisfied. Conversely, if it exceeds their expectations, customers are likely to feel happy or satisfied. Therefore, businesses must ensure that they meet or exceed customer expectations to maintain their customer base and stay ahead in the market.

Customer satisfaction is a significant predictor of brand loyalty. Loyalty can be measured by the level of attachment a customer has to a brand, which determines their likelihood to switch to another brand if the brand changes its price or essential elements. Loyalty also represents the degree to which a consumer is committed to a product or service and intends to repurchase it in the future. Pia Cap Mangkok faces stiff competition from other souvenir shops in Malang, with many of them selling similar products. Therefore, the company needs to find ways to retain customers and thrive amidst the competition. This can be achieved by providing high-quality products and exceptional services that satisfy and foster loyalty among customers. Moreover, innovation and creating customer loyalty are essential strategies for attracting new customers and maintaining their loyalty to the brand.

## METHOD

This research was performed at the Pia Cap Mangkok souvenir shop in Malang from February to May 2022. The choice of location was deliberate and based on its reputation as a well-known brand. The shop is situated at Jl. Semeru No. 25, Ruko Semeru, Kauman, Klojen District, Malang City, East Java. The study employed purposive sampling as its sampling technique, which entails a selective approach to choosing participants based on specific criteria (Sugiyono, 2016). The inclusion criteria for the study were:
1. Pia Cap Mangkok consumers;
2. those who have tasted any flavor variant of Pia Cap Mangkok;
3. those who have purchased Pia Cap Mangkok at least three times; and
4. those who are willing to respond to questionnaires and participate in interviews.

The sample size for this study was determined using the formula proposed by Hair (2006). According to Hair, the minimum number of samples should be five to ten times the total number of variables used in the research. For this study, a total of 19 variable items were included, resulting in a minimum sample size of 19 x 5 = 95 respondents.

This research utilized a survey method with the aim of obtaining accurate and efficient data while adhering to the required data criteria. The survey method employed a questionnaire that consisted of a series of questions to collect information from respondents. The research questionnaire included inquiries pertaining to respondent identity, customer satisfaction, and customer loyalty.

In this study, customer satisfaction was analyzed by measuring product and service attributes based on their level of importance and performance. The Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA) were employed to measure the level of satisfaction (Purbobinuko & Wurianing, 2020). The calculation of CSI involves several steps, including the determination of Mean Importance Score (MIS), Mean Satisfaction Score (MSS), Weight Factors (WF), Weight Score (WS), and ultimately, the Customer Satisfaction Index (CSI).

The amount of CSI can be found with the following steps:
1. *Mean Importance Score* (MIS)
The value of MIS is calculated by finding the average importance of each customer using the following formula:

$$MIS = \frac{\sum_{i=1}^{n} y_i}{n}$$

Where:
n   = Number of customers
yi   = Importance value of the y-th attribute

2. Calculating *Weight Factors* (WF)

The weight is determined as the percentage of the MIS value for each attribute relative to the total MIS of all attributes, calculated using the following formula:

$$WF = \frac{MIS_i}{\sum_{i=1}^{p} MIS_i} \, x100\%$$

Where:
i = The i-th importance attribute

3. *Mean Satisfaction Score* (MSS)

$$MSS = \frac{\sum_{i=1}^{n} X_i}{n}$$

4. *Creating Weight Score* (WS)

The weight is obtained by multiplying the WF and MSS using the following formula:

$$WSi = WFi \times MSS$$

5. Calculating *Customer Satisfaction Index*

To determine the overall level of respondent satisfaction, the Weight Total (WT) is divided by the maximum scale used and then multiplied by 100%. The satisfaction level criteria can be used to assess the overall satisfaction of the respondents.

$$CSI = \frac{\sum_{i=1}^{p} WS_i}{HS} \, x \, 100\%$$

Where:
CSI = Customer satisfaction Index (%)
WSi = Weight Score
i = The i-th importance attribute
HS = Maximum scale used

The criteria for the satisfaction index range from 0.00 to 1.00, representing the level of dissatisfaction to very satisfied, as illustrated in Table 1.

**Table 1.** Criteria for Customer Satisfaction Index Value

| CSI Value | Criteria for CSI |
|---|---|
| 0,81 – 1,00 | Very Satisfied |
| 0,66 – 0,80 | Satisfied |
| 0,51 – 0,65 | Fairly Satisfied |
| 0,35 – 0,50 | Less Satisfied |
| 0,00 – 0,34 | Dissatisfied |

*Source: Simanjuntak (2010)*

The analysis results obtained from the Customer Satisfaction Index alone may not be adequate to identify the top priority improvements required. Thus, a complementary technique called Importance Performance Analysis (IPA) is needed. This technique is used to measure the level of importance and consumer satisfaction with respect to variable performance. The analysis results are further divided into four quadrants in the Importance Performance Analysis matrix, as proposed by Martilla and James (1997). Each quadrant of the Cartesian diagram is explained as follows:

1. Quadrant I (Concentrate here): This area is crucial to customers compared to other factors, but the level of satisfaction is low. Therefore, management should focus on improving attributes in this quadrant to increase customer satisfaction.
2. Quadrant II (Keep Up the Good Work): This area is essential to customers, and the level of satisfaction is high. Attributes in this quadrant must be maintained by management.

3. Quadrant III (Low Priority): This area is less critical, and the performance obtained by consumers is poor. Improving attributes in this quadrant may have minimal effect on customers.
4. Quadrant IV (Possible Overkill): This area is less critical to customers and is perceived as excessive. Management should prioritize other quadrants that require handling.
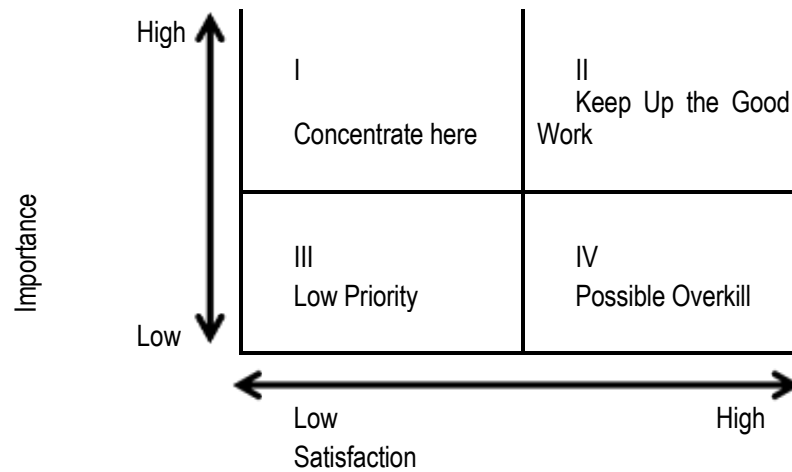


**Figure 1.** Importance-Performance Matrix (Cartesians Diagram)
*Source: Martilla, Jogn A and C. James (1997)*

Customer loyalty refers to the extent of a customer's emotional attachment to a brand. The loyalty pyramid is a tool used to assess consumer loyalty, depicting the proportion of committed buyers, brand advocates, satisfied buyers, habitual buyers, and switchers. Ideally, a well-shaped loyalty pyramid should resemble an inverted triangle, as suggested by prior studies (Aryadi et al., 2022; Doloksaribu et al., 2016; Durianto, 2004).

## RESULTS AND DISCUSSION

### Characteristics of Consumers
Understanding the characteristics of consumers is crucial for developing business plans and achieving a competitive edge. In this study, the characteristics of Pia Cap Mangkok consumers were analyzed based on their gender, age, highest education level attained, occupation, and monthly income.

### Characteristics of Consumers by Gender
In relation to the purchase of Pia Cap Mangkok, the gender distribution of consumers is as follows:

**Table 2.** Characteristics of Consumers by Gender

| Gender | Total (Person) | Percentages (%) |
|---|---|---|
| Female | 56 | 58,9 % |
| Male | 39 | 41,1% |
| **Total** | **95** | **100%** |

*Source: Primary Data Processed (2022)*

The findings, as presented in Table 2, indicate that the majority of consumers purchasing Pia Cap Mangkok are female, accounting for 58.9% of the total, whereas male consumers constitute 41.1%. These results align with previous research conducted by Wahid Muhammad Shodiq et al. (2020), which suggests that women tend to be more consumptive than men.

### Characteristics of Consumers by Age
The age distribution of Pia Cap Mangkok consumers in this study is presented below.

**Table 3.** Characteristics of Consumers by Age

| Age | Total (person) | Percentage (%) |
|---|---|---|
| <20 years old | 4 | 4,3 % |
| 21-30 years old | 44 | 46,3 % |
| 31-40 years old | 33 | 34,7 % |
| >40 years old | 14 | 14,7 % |
| **Total** | **95** | **100%** |

*Source: Primary Data Processed (2022)*

Table 3 displays the distribution of consumers based on their age. The highest proportion of customers falls in the age bracket of 21-30 years, accounting for 46.3% of the total. On the other hand, the lowest number of consumers are those below 20 years of age, comprising only 4.3% of the sample. It can be inferred that the majority of customers who patronize Pia Cap Mangkok belong to the productive age group, although a small percentage of non-productive age group customers were also observed. This finding is consistent with the results reported in previous research (Anggraini et al., 2013) which suggests that individuals in their productive years tend to be more consumeristic in their daily lives, displaying a willingness to spend on necessities such as food, clothing, and other goods.

**Characteristics of Consumers by Highest Education Level Attained**

Table 4 presents the education level of respondents, ranging from elementary school to postgraduate studies, including junior and senior high school, diploma, undergraduate (S1), and postgraduate (S2 and S3) degrees. The table further highlights the characteristics of Pia Cap Mangkok consumers categorized by their education level.

**Table 4.** Characteristics of Consumers by Highest Education Level Attained

| Latest Education | Total (orang) | Percentage (%) |
|---|---|---|
| Senior High School | 19 | 20,0% |
| Diploma | 12 | 12,6 % |
| Undergraduate | 54 | 56,8% |
| Postgraduate | 10 | 10,5% |
| **Total** | **95** | **100%** |

*Source: Primary Data Processed (2022)*

The findings of the study, presented in Table 4, demonstrate that Pia Cap Mangkok products are primarily consumed by individuals with an undergraduate education, accounting for 56.8% of the sample. The second highest proportion of consumers holds a high school degree, with a percentage of 20%. It is noteworthy that no consumers with elementary or junior high school education were observed, suggesting that individuals with higher educational levels are more likely to purchase Pia Cap Mangkok products. This trend can be attributed to the social strata and other social factors that influence consumer behavior, wherein a person's level of education can significantly impact their purchasing decisions. These results are consistent with previous research conducted by Shodiq et al. (2020) and Yasmin et al. (2017), which suggests that individuals with higher levels of education possess more information and exhibit greater selectivity in their consumption choices.

**Characteristics of Consumers by Occupation**

Occupation plays a crucial role in shaping an individual's decision-making behavior, including their purchasing decisions. Accordingly, the occupation of consumers who patronize Pia Cap Mangkok is presented below:

**Table 5.** Characteristics of Consumers by Occupation

| Occupation | Total (orang) | Percentage (%) |
|---|---|---|
| Students | 19 | 20,0% |
| SOE/Civil Servant | 20 | 21,1 % |
| Self-employed/Businessman | 29 | 29,5 % |
| Housewife | 7 | 7,4 % |
| Private Employee | 15 | 15,8% |
| Others | 5 | 6,3% |
| **Total** | **95** | **100%** |

*Source: Primary Data Processed (2022)*

**58**

The results of the study, depicted in Table 5, reveal that consumers who purchase Pia Cap Mangkok in Malang represent diverse occupational backgrounds. Specifically, the majority of consumers are self-employed or entrepreneurs, comprising 29.5% of the sample. The second most common occupation is working as an SOE employee or Civil Servant, accounting for a total of 21.1%, whereas factory workers and other laborers constitute only 6.3%.

## Characteristics of Consumers by Monthly Income

The level of consumer income is a crucial factor in determining their expenditure on both food and non-food items. Table 6 presents the income levels of consumers who purchase Pia Cap Mangkok products as follows: Characteristics of Consumers by Monthly Income

**Table 6.** Characteristics of Consumers Based on Income

| Income (IDR/Month) | Total (orang) | Percentage (%) |
|---|---|---|
| <1.000.000 | 7 | 7,4 % |
| 1.000.000-2.000.000 | 10 | 10,5 % |
| 2.000.000-3.000.000 | 9 | 9,5 % |
| 3.000.000-5.000.000 | 26 | 27,4 % |
| >5.000.000 | 43 | 45,3% |
| Total | 95 | 100% |

*Source: Primary Data Processed (2022)*

Table 6 outlines the characteristics of Pia Cap Mangkok consumers based on their income levels. The majority of consumers (45.3%) have a monthly income of more than IDR 5,000,000. The second-highest proportion of consumers (27.4%) has an income range of IDR 3,000,000 to IDR 5,000,000 per month. In contrast, only a small proportion of consumers (7.4%) have an income of less than IDR 1,000,000 per month.

## Consumer Satisfaction

Consumer satisfaction refers to the perception of customers regarding whether their expectations have been met or exceeded and whether they feel content with the purchased product. Satisfied consumers believe that they have received value from the product or service. The Customer Satisfaction Index (CSI) method is used to analyze and measure customer satisfaction. This method serves as a reference for determining future goals and decision-making (Indrajaya, 2018).

The study conducted an analysis of customer satisfaction for Pia Cap Mangkok using the Customer Satisfaction Index (CSI) method, which measures the extent to which consumers feel that their expectations have been met and they are content with their purchase. The results of the analysis are presented in Table 7, where the CSI score for Pia Cap Mangkok is calculated to be 74.44%. This score falls within the "Satisfied" criteria with a range of 0.66-0.80, as noted in previous studies (Aritonang, 2005; Martilla & James, 1977). However, it is important to note that 25.56% of consumers are still unsatisfied, indicating a need for Pia Cap Mangkok to continue improving its performance and tracking the attributes that are most important to consumers. Moreover, the level of satisfaction may vary depending on the individual importance of each attribute.

**Table 7.** The Calculation Results of Customer Satisfaction Index (CSI) for Pia Cap Mangkok

| Indicator | Mean Importance Score (MIS) | Mean Satisfaction Score (MSS) | Weight Factors (WF) | Weight Score (WS) |
|---|---|---|---|---|
| 1 | 4,02 | 3,97 | 5,17 | 20,52 |
| 2 | 3,97 | 3,87 | 5,10 | 19,76 |
| 3 | 3,63 | 3,61 | 4,67 | 16,86 |
| 4 | 3,75 | 3,69 | 4,82 | 17,80 |
| 5 | 3,76 | 3,66 | 4,83 | 17,70 |
| 6 | 3,49 | 3,55 | 4,49 | 15,94 |
| 7 | 3,38 | 3,49 | 4,34 | 15,18 |
| 8 | 3,39 | 3,51 | 4,36 | 15,28 |
| 9 | 3,57 | 3,58 | 4,59 | 16,42 |
| 10 | 3,80 | 3,80 | 4,89 | 18,57 |
| 11 | 3,76 | 3,78 | 4,83 | 18,26 |
| 12 | 3,65 | 3,57 | 4,70 | 16,76 |
| 13 | 3,44 | 3,44 | 4,43 | 15,23 |
| 14 | 3,49 | 3,65 | 4,49 | 16,41 |

| Indicator | Mean Importance Score (MIS) | Mean Satisfaction Score (MSS) | Weight Factors (WF) | Weight Score (WS) |
|---|---|---|---|---|
| 15 | 3,76 | 3,73 | 4,83 | 18,00 |
| 16 | 3,77 | 3,74 | 4,84 | 18,10 |
| 17 | 3,82 | 3,88 | 4,91 | 19,08 |
| 18 | 3,78 | 3,83 | 4,86 | 18,62 |
| 19 | 3,86 | 3,87 | 4,97 | 19,24 |
| 20 | 3,82 | 3,84 | 4,91 | 18,87 |
| 21 | 3,86 | 3,95 | 4,97 | 19,61 |
| Total | 77,78 | 78,02 | 100% | |
| Weight Total (WT) | | | | 372,20 |
| Customer Satisfaction Index (CSI) | | | | 74,44 |

*Source: Primary Data Processed (2022)*

Although the Pia Cap Mangkok consumers have shown satisfaction based on the given criteria, the company should still aim to enhance its performance, as 25.56% of consumers are still dissatisfied. Durianto (2004) suggests that the CSI value can be increased by improving the performance of its attributes through the results of Importance Performance Analysis (IPA) analysis. The improvements identified through the IPA analysis are expected to increase the CSI value to 100%, thereby achieving maximum customer satisfaction.

To measure customer satisfaction related to the services provided or received, various techniques can be used, such as Importance Performance Analysis (IPA) and Cartesian diagram quadrant analysis. The fundamental concept of IPA is to evaluate the importance of understanding customer desires for the services provided and how well producers perform them (Riyanto, 2012). The technique uses a Cartesian diagram divided into four quadrants to prioritize improvements. Table 8 shows the results of the importance and performance value analysis of Pia Cap Mangkok's attributes. The position of the attributes is determined by the average value of importance and performance levels. The IPA analysis results can guide companies in improving their strategies to enhance effectiveness (Mohebifar, 2016).

**Table 8.** Average Value of Importance and Performance Value of Pia Cap Mangkok

| No | Indicator | Level of Performance | Level of Importance | GAP |
|---|---|---|---|---|
| 1 | Variety of Flavors Available | 3.97 | 4.02 | -0,05 |
| 2 | Flavor Profile of Pia | 3.87 | 3.97 | -0,09 |
| 3 | Aroma of Pia | 3.61 | 3.63 | -0,02 |
| 4 | Quality of Pia | 3.69 | 3.75 | -0,05 |
| 5 | Packaging of Pia | 3.66 | 3.76 | -0,09 |
| 6 | Expiry Date of Pia | 3.55 | 3.49 | 0,05 |
| 7 | Price of Pia | 3.49 | 3.38 | 0,12 |
| 8 | Discounted Prices | 3.51 | 3.39 | 0,12 |
| 9 | Convenient Location | 3.58 | 3.57 | 0,01 |
| 10 | Comfortable Atmosphere | 3.80 | 3.80 | 0,00 |
| 11 | Hygiene And Cleanliness | 3.78 | 3.76 | 0,02 |
| 12 | Promotions on Special Occasions | 3.57 | 3.65 | -0,08 |
| 13 | Advertisements on Banners | 3.44 | 3.44 | 0,00 |
| 14 | Social Media Marketing | 3.65 | 3.49 | 0,16 |
| 15 | Prompt Service by Servers | 3.73 | 3.76 | -0,03 |
| 16 | Servers Providing Information about the Product | 3.74 | 3.77 | -0,03 |
| 17 | Friendly Demeanor of Servers | 3.88 | 3.82 | 0,06 |
| 18 | Efficient Customer Service | 3.83 | 3.78 | 0,05 |
| 19 | Ordering Process | 3.87 | 3.86 | 0,01 |
| 20 | Interior Decoration of The Room | 3.84 | 3.82 | 0,02 |
| 21 | Well-Dressed Servers | 3.95 | 3.86 | 0,08 |
| | Average | 3,72 | 3,70 | 0,01 |

*Source: Primary Data Processed (2022)*

Gap analysis is a technique used to identify the difference between the level of performance and customer expectations (Karimah et al., 2021). As presented in Table 8, the results of the gap analysis indicate a positive difference of 0.01 between the performance level and the level of customer interest. This suggests that the perceived level of performance by customers is higher than their level of interest (performance > importance), as indicated by a score of 3.72 > 3.70. This finding is consistent with the study conducted by Pratiwi and Yuliawati (2019), which also revealed a similar pattern of performance > importance. This implies that the services provided are highly attuned to customer interests and are able to deliver high levels of

satisfaction. Overall, the small positive gap score of 0.01 indicates that customers are satisfied with the performance, and there is little room for improvement.

To increase the customer satisfaction index to approach 100%, it is important to focus on improving attributes that are more important to customers but have a low level of performance. The Importance Performance Analysis (IPA) method can be used to prioritize the improvements needed for these attributes. This technique uses a Cartesian Diagram with four quadrants to show improvement priorities, based on the average values of the importance level and performance level of each attribute. As shown in Table 8, the average level of importance is rated at 3.70, while the average level of performance is rated at 3.72. These values serve as the center line for the IPA Cartesian line, which is then divided into four quadrants.
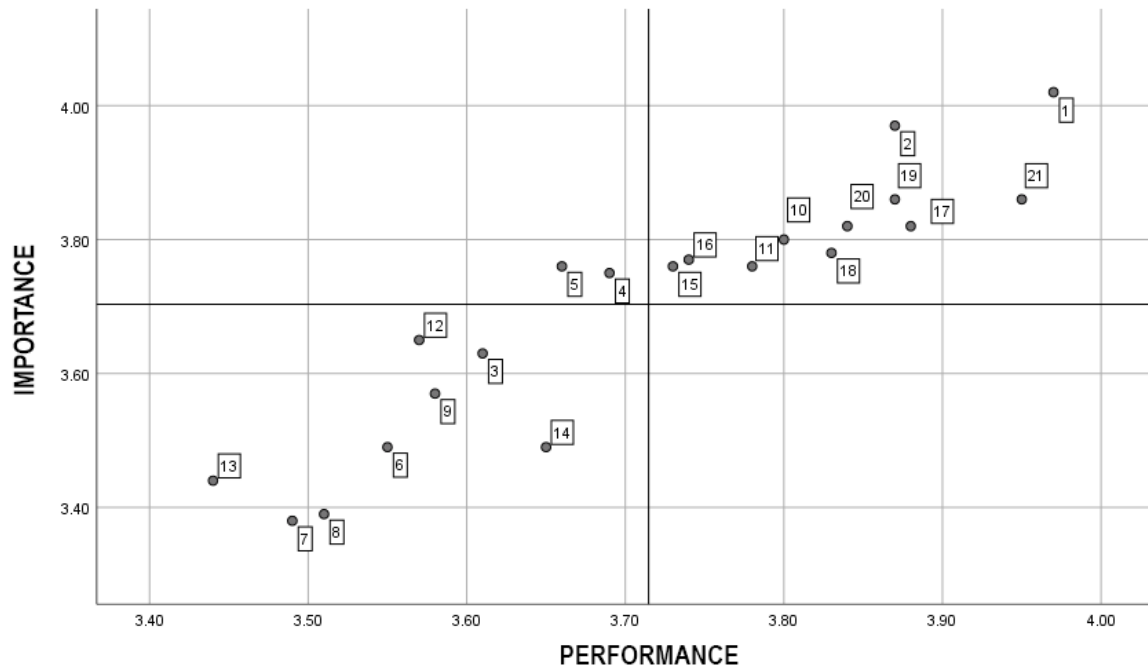


**Figure 2.** Cartesians Diagram (IPA) of Pia Cap Mangkok
Source: Primary Data Processed, 2022

Where:

| | | | |
|---|---|---|---|
| 1 | Variety of Flavors Available | 12 | Promotions on Special Occasions |
| 2 | Flavor Profile of Pia | 13 | Advertisements on Banners |
| 3 | Aroma of Pia | 14 | Social Media Marketing |
| 4 | Quality of Pia | 15 | Prompt Service by Servers |
| 5 | Packaging of Pia | 16 | Servers Providing Information about the Product |
| 6 | Expiry Date of Pia | 17 | Friendly Demeanor of Servers |
| 7 | Price of Pia | 18 | Efficient Customer Service |
| 8 | Discounted Prices | 19 | Ordering Process |
| 9 | Convenient Location | 20 | Interior Decoration of The Room |
| 10 | Comfortable Atmosphere | 21 | Well-Dressed Servers |
| 11 | Hygiene And Cleanliness | | |

Quadrant I (Concentrate here) on the IPA Cartesian diagram reveals the level of importance of a product attribute that consumers consider very important, but the performance shown is not optimal. For Pia Cap Mangkok, improving the performance of quality attributes of pia and pia packaging is a top priority to meet and increase customer satisfaction in this quadrant (Concentrate here).

Quadrant II (Keep Up the Good Work) on the Importance Performance Analysis (IPA) Cartesian diagram contains attributes considered necessary by consumers, and their performance level follows consumer expectations. Therefore, the Pia Cap Mangkok company must be able to maintain these attributes. The details included in this quadrant, such as the choice of taste, Pia flavor, comfortable atmosphere, cleanliness, prompt service by servers, product explanations by servers, friendly servers, skilled servers, order process, room decoration, and well-dressed servers, are essential to maintain customer satisfaction.

Quadrant III (Low Priority) on the Importance Performance Analysis (IPA) Cartesian diagram includes attributes that are perceived as less important by consumers, but their performance level is deemed sufficient. The attributes that fall into this quadrant for Pia Cap Mangkok are pia aroma, expiration date, pia price, price discount, strategic location, promotion on banners, promotion on social media, and special day promotion.

Quadrant IV (Possible Overkill) on the Importance Performance Analysis (IPA) Cartesian diagram represents attributes that are perceived by consumers as less important, but the level of performance is perceived as excessive. The findings of this research indicate that none of the attributes evaluated in this study fall into quadrant IV.

**Consumer Loyalty**

The assessment of consumer loyalty to Pia Cap Mangkok's quality is based on several loyalty criteria, namely the price factor (switcher/price buyer), the habit factor (habitual buyer), the satisfaction factor (satisfied buyer), the consumers' affinity for the brand (liking the brand), and the consumers who recommend others to purchase Pia Cap Mangkok products (committed buyer).

*Switcher buyer,* who purchase Pia products at Pia Cap Mangkok due to the price factor, constitute 28% of the respondents who agreed or strongly agreed with this statement. However, the majority of the respondents are not price sensitive as they have a monthly income exceeding IDR 5,000,000, indicating that price may not be the primary driver of their purchase decision at Pia Cap Mangkok.

The *Habitual Buyer* segment comprises consumers who purchase Pia Cap Mangkok products out of habit. This group constitutes 16% of the respondents who answered "agree" and "strongly agree." Notably, most respondents did not identify habit as a primary reason for buying Pia Cap Mangkok products, likely due to the fact that pia is not a staple food commonly consumed by consumers.

*Satisfied Buyer* are the consumers who buy pia products at Pia Cap Mangkok because they are satisfied. According to the research results, 85 percent of the respondents agreed and strongly agreed that they buy Pia Cap Mangkok because they are satisfied with the product.

*Liking The Brand* is a level of consumer loyalty where consumers buy Pia Cap Mangkok products because they like the brand. As many as 85 percent of consumers fall into this level, indicating that they buy Pia Cap Mangkok products because they "agree" or "strongly agree" that they like the brand. Respondents who have a liking for this brand are more likely to make continuous purchases.

*Committed Buyer* namely consumers who answer "agree" and "strongly agree," are those who will continue to buy and promote Pia Cap Mangkok products to others, comprising 58 percent of the respondents.

The results of the Pia Cap Mangkok consumer loyalty research can be illustrated in Figure 3, which takes the form of a Loyalty Pyramid.
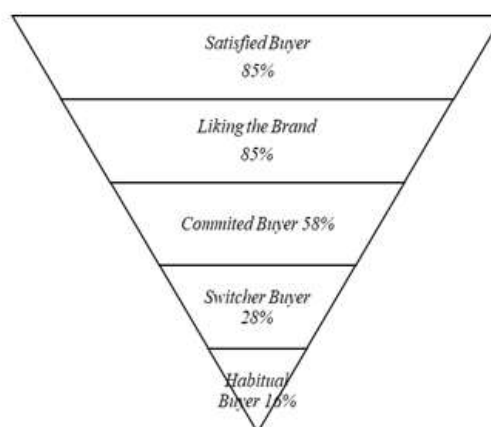


**Figure 3.** Pyramids can be created based on the results of research.
Source: Primary Data Processed (2022)

The research findings demonstrate that consumers of Pia Cap Mangkok are not only satisfied but also loyal, as reflected in the highest percentage of respondents. Consumers perceive that Pia Cap Mangkok is executing the marketing mix effectively. The inverted pyramid of the research results reveals that satisfied buyers comprise the top level, with a total percentage of 85%, signifying that most consumers are satisfied and loyal to Pia Cap Mangkok products. These results diverge from those presented by Evan and Wicaksana (2014), who positioned satisfied buyers of Starbucks at the third level.

Consumers who are habitual buyers of Pia Cap Mangkok are those who purchase the product out of habit. However, the number of respondents who disagreed in this level was quite significant with 43 respondents, leading to an imbalance in the loyalty pyramid. On the other hand, at the committed buyer level, seven respondents disagreed as they preferred other brands besides Pia Cap Mangkok despite liking the product. According to Sakinah and Suhardi (2018), the level of trust that consumers have in a brand is a significant factor that influences the relationship between consumers and the brand. When consumers trust a brand, they tend to have high expectations of the brand.

## CONCLUSION

Based on the findings of this research, it can be concluded that the majority of consumers are satisfied with Pia Cap Mangkok, with 74.44% falling into the "satisfied" category according to the Customer Satisfaction Index (CSI) method used to measure satisfaction across 21 attributes. The Importance Performance Analysis (IPA) identified several attributes that are important to consumers and require maintenance, including taste, flavor, atmosphere, cleanliness, and service-related aspects such as the speed, friendliness, and competence of waiters. However, the quality of pia and packaging were identified as areas for improvement. The loyalty pyramid analysis revealed that the majority of consumers are satisfied (85%) and like the brand (85%), with committed buyers making up 58% of the sample. A smaller percentage of consumers fell into the switcher buyer (28%) and habitual buyer (16%) categories. In order to enhance customer satisfaction, Pia Cap Mangkok should focus on improving the quality of their products and packaging.

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**64**

*Febrianti et.al (Unlocking the Secret to Customer . . ., Consumer Satisfaction, Consumer Loyalty, Customer Satisfaction Index, Importance Performance Analysis, Loyalty Pyramid)*