



Influence of Product Changes and Product Quality on Customer Trust at PT. Pertamina (Case Study: Bagan Batu City)

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Abstract:

This study aims to analyze the effect of product changes and product quality on customer trust at PT Pertamina Bagan Batu Kota. The background of this study is the phenomenon of fuel product changes carried out by Pertamina as a form of innovation and adjustment to market needs but often accompanied by issues of fuel mafia practices in the form of adulteration, hoarding, and illegal distribution that can reduce consumer trust. This study adopts a quantitative research approach to examine the effects of product changes and product quality on consumer trust at PT Pertamina, specifically in Bagan Batu City. The data were analyzed using Structural Equation Modeling (SEM) with SmartPLS software, which included the evaluation of both the outer model and the inner model. The outer model assesses the relationships between latent variables and their indicators, while the inner model examines the relationships among latent variables. The results show that both product changes and product quality have a positive and significant effect on customer trust. The product change variable has a t-statistic value of 2.214 (p-value 0.027), while product quality has a t-statistic value of 3.679 (p-value 0.000). Simultaneously, both variables can explain 66.4% of the variation in customer trust ($R^2 = 0.664$).

Keywords: Product Changes; Product Quality; Customer Trust.

1. Introduction

The growth of companies, both small and large, has led to an increase in similar businesses, resulting in increasingly intense competition. This condition requires companies to offer added value to customers and create a positive first impression in order to remain competitive (Zainarti & Saranan, 2023). Fuel oil, commonly referred to as BBM, is one of the fundamental necessities that supports various community activities, ranging from personal needs to industrial operations. Along with the increasing number of motor vehicles and higher levels of public mobility, the demand for fuel oil continues to rise from year to year. This situation places a significant responsibility on national energy companies, such as PT Pertamina, to ensure product availability, maintain quality standards, and improve service performance in order to meet public demand (Tiarazahra & Ambarwati, 2024). In the context of global competition, changes in fuel products and distribution policies are unavoidable strategic measures. Pertamina periodically implements adjustments, including price changes, the addition or removal of product types, and the adoption of new technologies to enhance distribution efficiency. However, these changes often generate public debate. Consumers perceive that changes not accompanied by consistent product quality may reduce their level of trust (customer trust) in the company (Agriyani et al., 2025). Product quality is a key element of positioning strategy in marketing, consisting of two main dimensions: quality level and consistency (Harahap et al., 2024). Consumers expect the quality offered by producers to meet their expectations. The better the perceived quality of a product, the higher the likelihood that consumers will make a purchase decision (Rahmani & Hanum, 2022).

The situation at PT Pertamina Bagan Batu City, Rokan Hilir Regency, Riau, indicates that issues related to product changes and product quality remain a matter of public concern. Bagan Batu serves as a transit city as well as a commercial center with relatively high community mobility, resulting in a substantial demand for fuel oil. However, several issues have emerged, including consumer complaints regarding fuel prices that are perceived as burdensome, perceptions that certain fuel types do not consistently meet expected performance standards, and limited public dissemination of information when product changes occur, as reported by consumers. Furthermore, WartapenaRiau (2025) reported the existence of illegal fuel blending practices, in which subsidized diesel fuel and Pertalite were mixed with illegally refined fuel, generating monthly revenues amounting to billions of rupiah. Such practices may lead to fuel scarcity, which in turn affects price fluctuations and product availability, disrupts distribution systems, and raises serious concerns regarding product quality. These issues have the potential to erode consumer trust (customer trust) in Pertamina Bagan Batu City, which represents a critical asset for maintaining customer loyalty.

Agriyani et al. (2025) found that cases of fuel adulteration significantly affect consumer trust. The survey results indicated that 56.8% of respondents did not trust that the fuel sold at Pertamina fuel stations met the standards set by the government, while 43.2% of respondents still expressed confidence in the quality of Pertamina's fuel products. Meanwhile, a study conducted by Azizah (2025) revealed that product variety offered by a company has a positive and significant effect on consumer trust. These findings suggest that when a company implements product changes or innovations in a consistent and high-quality manner, consumers tend to become more confident in maintaining their trust in the company. This evidence is consistent with the issues observed in Bagan Batu, where the public is frequently confronted with changes in the type and quality of fuel products provided by Pertamina. When such changes are managed effectively, consumer trust may increase. Conversely, when changes are perceived as detrimental or lacking transparency—such as the emergence of allegations regarding fuel distribution mafias at fuel stations—these conditions have the potential to reduce the level of consumer trust in Pertamina.

Previous studies generally indicate a positive relationship between product quality and customer trust. Yuniarti and Pantro Sukma (2024) found that high and consistent product quality strengthens consumer confidence in a brand by reinforcing the alignment between product performance and corporate claims. Similarly, Irdha Yusra and Widia Wati Rizki (2021) reported that product quality significantly influences customer trust, emphasizing that superior quality increases product demand and consumer preference. However, contrasting evidence was presented by Hidayat and Sulistyani (2021), who identified a negative effect of product quality on consumer trust, suggesting that unmet consumer expectations may weaken trust. These mixed findings indicate inconsistencies in prior research. Therefore, this study aims to examine the effects of product changes and product quality on customer trust at PT Pertamina, focusing on a case study in Bagan Batu City. Research on the energy sector, particularly fuel oil (BBM), in regional contexts remains limited. Moreover, allegations of fuel distribution irregularities in Bagan Batu present a unique research context that has received little academic attention, highlighting a clear research gap addressed by this study.



2. Literature Review

Product Change

Product change is a strategic approach employed by firms to maintain competitiveness and adapt to evolving consumer needs in dynamic markets. Kotler and Keller (2016) define product change as modifications to product attributes, quality, design, or packaging in response to consumer demand and technological advancement. Thus, product change serves as an adaptive mechanism to sustain market relevance and competitiveness (Suminar, 2020). Product change is closely related to consumer behavior and market conditions, as the product life cycle reflects interactions among products, consumer preferences, and competition. In this context, innovation is not merely the creation of new products but also a differentiation strategy to maintain attractiveness amid market uncertainty. Product changes are therefore necessary to align offerings with increasingly complex consumer expectations. Alamsyah (2015) identifies five key indicators of product change: corporate credibility, competitive advantage, consistency of communication, social responsibility, and product innovation.

Quality Product

According to Kotler and Keller (2015), product quality refers to the overall characteristics of a product or service that determine its ability to satisfy both stated and implied consumer needs. In line with this view, product quality encompasses all attributes and features that enable a product to fulfill consumer expectations and deliver satisfaction (Ristanti & Iriani, 2020). Product quality also reflects the product's capacity to perform its intended functions and provide superior value, thereby influencing consumers' purchase decisions (Aghitsni & Busyra, 2022). From the consumer perspective, product quality represents an overall evaluation of a product's performance (Sugianto et al., 2023). Kotler and Armstrong (2015) emphasize that product quality involves a product's functional performance, including durability, reliability, accuracy, ease of use, maintenance, and other value-enhancing attributes. Based on this framework, Fitrianto and Wahyono (2023) identify five key indicators of product quality: performance, reliability, conformance to standards, durability, and features.

Customer Trust

Consumer trust in a company's products and services is a critical factor in determining business success, as trust influences consumers' willingness to make purchase decisions. Trust develops when consumers believe that a company or brand will act honestly, competently, and with goodwill in meeting their needs (Hurum et al., 2025). The relationship between product quality and consumer trust can be explained through the Commitment–Trust Theory (Morgan & Hunt, 1994), which posits that trust and commitment are fundamental to successful business relationships. In this context, consistent product quality and continuous product improvement can strengthen consumer commitment to a brand, thereby enhancing trust. Additionally, Signaling Theory suggests that companies can convey positive signals through high product quality and innovation, reducing consumer uncertainty and reinforcing trust. Innovative and responsive product changes further contribute to building stronger trust-based relationships between firms and consumers (Govindaraj & M, 2023). Trust reflects a condition in which parties believe in each other's integrity, competence, consistency, and mutual support (Sindiah & Rustam, 2023). According to Nurbaiti et al. (2023), consumer trust can be measured through four key dimensions: benevolence (perceived sincerity in serving customers), ability (competence in delivering value), integrity (honesty and adherence to commitments), and willingness to depend (the extent to which consumers feel confident relying on the seller).

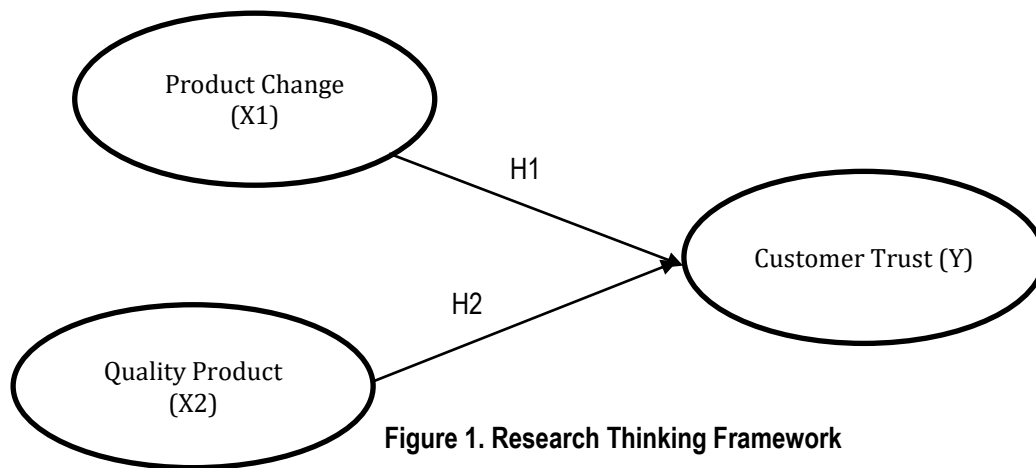


Figure 1. Research Thinking Framework

H1: X1 = There is a positive and significant influence between product changes and customer trust.
 H2: X2 = There is a positive and significant influence between product quality and customer trust.

3. Method

This study adopts a quantitative research approach to examine the effects of product changes and product quality on consumer trust at PT Pertamina, specifically in Bagan Batu City. The quantitative approach was selected because it emphasizes numerical measurement of research variables and statistical hypothesis testing, allowing the results to be analyzed objectively and systematically (Sugiyono, 2019). The population of this study consists of all PT Pertamina consumers in the Bagan Batu area who have used the company's products or services. A total of 100 respondents were selected using purposive sampling, whereby participants were deliberately chosen based on their relevant knowledge or experience related to the research topic (Yarsasi et al., 2025). Data were collected through a structured questionnaire developed based on the indicators of each variable and measured using a five-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The data were analyzed using Structural Equation Modeling (SEM) with SmartPLS software, which included the evaluation of both the outer model and the inner model. The outer model assesses the relationships between latent variables and their indicators, while the inner model examines the relationships among latent variables (Aulia & Ronny, 2024). The study utilized both primary and secondary data. Primary data were obtained through questionnaire distribution to the selected respondents, whereas secondary data were collected from relevant literature, internet sources, and other supporting documents.

In analysis using SmartPLS, validity and reliability testing are included in the outer model evaluation stage. Outer model testing needs to be conducted first because the quality of the inner model is largely determined by the results of the outer model evaluation. If the outer model has met the established criteria, the inner model can be declared suitable for further analysis. Therefore, the initial step in data testing is conducting a validity test. In SmartPLS, validity testing includes several tests, including outer loading, which shows the relationship between indicators and latent constructs, and discriminant validity. Discriminant validity consists of three tests: the Fornell–Larcker Criterion, cross loading, and Heterotrait–Monotrait Ratio (HTMT). The Fornell–Larcker Criterion is used to assess construct validity based on variables, while cross loading assesses validity based on indicators, and HTMT assesses overall discriminant validity. In addition, convergent validity can also be seen through the Average Variance Extracted (AVE) value, which must be greater than 0.50, while the outer loading value is expected to be above 0.70. In discriminant validity testing, the HTMT value must be below 0.90, while in the Fornell–Larcker Criterion, the AVE root value of a construct must be greater than the correlation with other constructs, indicating the uniqueness of each variable. Meanwhile, in cross-loading, the indicator value for the construct must be higher than that for other constructs. Furthermore, reliability testing is carried out by looking at the Composite Reliability and Cronbach's Alpha values, both of which must have values above 0.70 for the data to be declared reliable.

4. Findings and discussion

Demographics

The number of research subjects was 100 people. In terms of gender, 53 respondents were male, while 47 were female. This indicates that most of PT Pertamina Bagan Batu's consumers are male. Based on age, the majority of respondents were aged 21-30 years old who enjoyed Pertamina products. Respondents consisted of several positions, namely students, entrepreneurs, civil servants, private sector employees, and the community.

Measurement Model Testing (Outer Model)

By using the PLS Algorithm method using the SmartPLS 3.0 application, the test results for each question in the questionnaire can be observed in the image below.

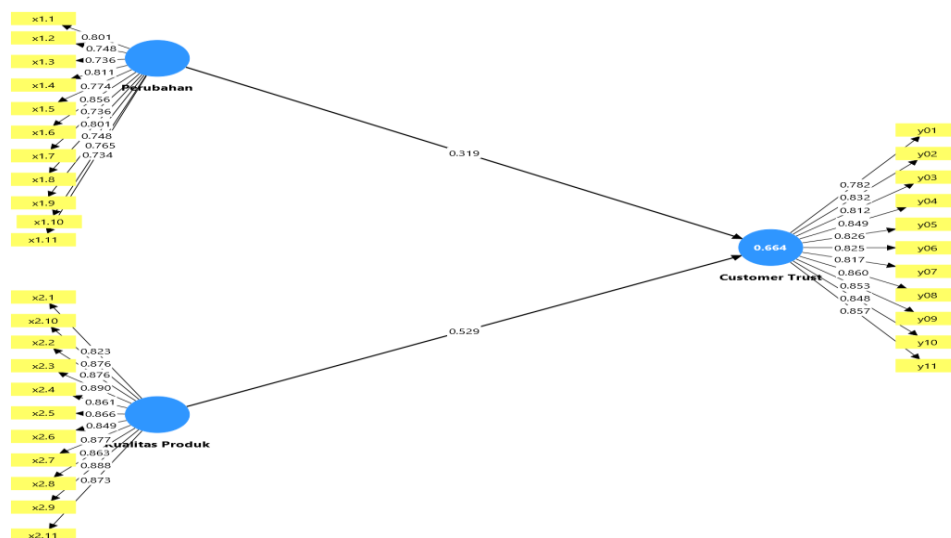


Figure 2. Test results for each item

1. Konvergen Validity

Outer Loading

This study measures the relationship between indicators (questionnaires) and latent variables (moral culture, leadership style, and performance). The following are the results of the outer loading in this study:

Tabel.1 Data Hasil Pengujian Outer Loading

Variabel	Indikator	Outer Loading	Keterangan
Perubahan	X1.1	0.801	Valid
	X1.2	0.748	Valid
	X1.3	0.736	Valid
	X1.4	0.811	Valid
	X1.5	0.774	Valid
	X1.6	0.856	Valid
	X1.7	0.736	Valid

	X1.8	0.801	Valid
	X1.9	0.748	Valid
	X1.10	0.765	Valid
	X1.11	0.734	Valid
Kualitas Produk	X2.1	0.823	Valid
	X2.2	0.876	Valid
	X2.3	0.890	Valid
	X2.4	0.861	Valid
	X2.5	0.866	Valid
	X2.6	0.849	Valid
	X2.7	0.877	Valid
	X2.8	0.863	Valid
	X2.9	0.888	Valid
	X2.10	0.876	Valid
	X2.11	0.873	Valid
Customer Trust	Y.1	0.782	Valid
	Y.2	0.832	Valid
	Y.3	0.812	Valid
	Y.4	0.849	Valid
	Y.5	0.826	Valid
	Y.6	0.825	Valid
	Y.7	0.817	Valid
	Y.8	0.860	Valid
	Y.9	0.853	Valid
	Y.10	0.848	Valid
	Y.11	0.857	Valid

Sumber: Output SmartPLS, 2025

Based on Table 1, it can be seen that all indicators for each variable in this study have met the criteria and can be said to be valid, because they have an outer loading value > 0.70 (greater than 0.70).

1. Uji AVE (Average Variance Extracted)

This test is used to assess convergent validity, namely the extent to which the indicators in a construct (latent variable) are able to explain the latent variable being measured. The following are the results of the AVE test in this study:

Tabel.2 Hasil Uji AVE

Variabel	Average variance extracted (AVE)
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Customer Trust	0.694
Kualitas Produk	0.753
Perubahan	0.600

Sumber: Output SmartPLS, 2025

Based on Table 2, it can be seen that all variables in this study meet convergent validity because they have an AVE value > 0.50 (greater than 50), indicating that each construct is able to explain more than 50% of the variance in its indicator. Therefore, it can be concluded that the variables used in this study are valid.

2. Uji Discriminant Validity

Discriminant validity is used to ensure that a latent variable (construct) is more robust in measuring its own indicators than in its correlation with other constructs. If discriminant validity is met, the research model is considered to clearly differentiate between constructs.

Tabel.3 Data Hasil Uji Validitas Diskriminan (*Discriminant Validity*)

Variabel	Perubahan(X1)	Kualitas Produk(X2)	Customer trust(Y)
Perubahan(X1)	0.833		
Kualitas Produk(X2)	0.796	0.868	
Customer trust(Y)	0.762	0.838	0.755

Sumber: Output SmartPLS, 2025

Based on the results of Table 3, it shows that the square root of the AVE for each construct (latent variable) is higher than its correlation with other constructs. This indicates that each latent variable in this study has good discriminant validity, as it can be clearly distinguished from other constructs. Thus, each construct accurately measures the intended variable without excessive similarity with other constructs, thus fulfilling discriminant validity based on the Fornell-Larcker Criterion method.

3. Reliability Test

Reliability testing is a testing process aimed at assessing the consistency and reliability of a research instrument in measuring the variables being studied. The following are the results of the reliability test in this study:

Tabel 4. Data Hasil Uji Reliabilitas

Variabel	Cronbach's Alpha	Composite Reliability	Kesimpulan
Customer Trust	0,956	0,961	Reliabel
Kualitas Produk	0,967	0,971	Reliabel
Perubahan	0,933	0,943	Reliabel

Sumber: Output SmartPLS, 2025

Based on Table 4, the results of the Reliability test consisting of Cronbach's alpha and composite reliability tests show a value of > 0.70 (greater than 0.70) so that all indicators in the questionnaire are reliable and all variables in the study are good and can be trusted.

Structural Model Testing (Inner Model)

Analyze and understand the relationship between constructs, and significant values.

1. R Square Determinant Coefficient Test

Used to measure the extent of influence or impact of the independent variable on the dependent variable. The value of the coefficient of determination R Square is shown as follows:

Tabel 5. Hasil Uji Koefisien Determinan R Square

Variabel	R-square	R-square adjusted
Customer Trust	0.664	0.657

Sumber: Output SmartPLS, 2025

Based on the test results presented in table 5, it can be seen that the dependent variable customer trust has an R2 value of 0.664. This means that the independent variable has an influence of 66.4% on the dependent variable, while the remaining 33.6% is influenced by other factors outside the variables that are not included in this study.

2. Hypothesis teste (*Path coefficients*)

Hypothesis testing (bootstrapping) will analyze whether the independent variable has a significant influence on the dependent variable. The following is a hypothesis in this study:

Tabel 6. Hasil Uji Hipotesis (*Path Coefficients*)

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Ket
Perubahan Produk -> Customer Trust	0.319	0.319	0.144	2.214	0.027	Signifikan
Kualitas Produk -> Customer Trust	0.529	0.535	0.144	3.679	0.000	Signifikan

Sumber: Output SmartPLS, 2025

Based on the results presented in Table X, the following conclusions can be drawn. First, the product change variable (X1) shows a positive original sample (O) value, indicating a stronger relationship and a positive effect on customer trust (Y). The T-statistic value of 2.214 (> 1.96) and a p-value of 0.027 (< 0.05) confirm that product change has a significant effect on customer trust.

Second, the product quality variable (X2) also demonstrates a positive original sample (O) value, suggesting a strong and positive relationship with customer trust (Y). The T-statistic value of 3.679 (> 1.96) and a p-value of 0.000 (< 0.05) indicate that product quality has a significant positive effect on customer trust.

Discussion

Effect of Product Change (X1) on Customer Trust (Y)

The results indicate that product change has a positive and significant effect on customer trust at PT Pertamina Bagan Batu City, as evidenced by a t-statistic of 2.214 (> 1.96) and a p-value of 0.027. This finding suggests that changes in fuel types and product variations implemented by Pertamina can enhance consumer trust. The result supports Kotler and Keller's (2016) argument that well-managed product changes contribute to customer satisfaction and trust, as well as Levitt's (1965) Product Life Cycle theory, which emphasizes the importance of product modification to maintain competitiveness. In this context, product changes serve as a positive signal that Pertamina is responsive to market needs. This finding is consistent with Azizah (2025), who found that product variety has a positive and significant effect on consumer trust.

However, this relationship must be interpreted within the local context of Bagan Batu, where fuel distribution irregularities have shaped public perception. Local media reports have documented cases of fuel hoarding, adulteration, and illegal distribution of subsidized fuel at several fuel stations in the area (Pirnas, 2024; Warta Pena Riau, 2025). These practices may lead consumers to perceive product changes—such as price adjustments or availability fluctuations—not as strategic decisions by Pertamina, but as consequences of third-party misconduct. Consequently, although product change is statistically shown to enhance trust, its positive impact may be weakened or reversed if consumers associate such changes with unfair practices. Therefore, transparent communication and strict distribution control are essential to ensure that product change strategies effectively strengthen customer trust.



Effect of Product Quality (X2) on Customer Trust (Y)

The findings also demonstrate that product quality has a positive and significant effect on customer trust, with a t-statistic of 3.679 and a p-value of 0.000. This indicates that higher fuel quality leads to greater consumer trust in Pertamina. Key dimensions of product quality—such as performance, reliability, and conformance to standards—play a crucial role in shaping consumer confidence. Fuel products with strong performance and consistent reliability reinforce consumer beliefs that the product aligns with the company's claims, while compliance with government quality standards enhances perceptions of safety and credibility. This result is consistent with the findings of Irdha Yusra and Widia Wati Rizki (2021), who reported that product quality significantly influences customer trust. Product quality not only affects short-term satisfaction but also forms the foundation of long-term trust between consumers and companies. In the Bagan Batu context, this finding is particularly relevant, as some consumers continue to express trust when the fuel quality they experience meets Pertamina's standards, despite external issues related to fuel adulteration and hoarding. Nevertheless, persistent distribution misconduct that compromises actual product quality may gradually erode this trust. Therefore, maintaining consistent product quality and ensuring distribution integrity are critical for sustaining consumer trust.

5. Conclusion

This study aims to analyze the effects of product change and product quality on customer trust at PT Pertamina Bagan Batu City. Based on data analysis using SmartPLS with a sample of 100 respondents, the results indicate that both independent variables have positive and significant effects on customer trust. Product change shows a t-statistic of 2.214 (p-value = 0.027), while product quality records a t-statistic of 3.679 (p-value = 0.00). These findings suggest that product innovation and adjustment, as well as consistent fuel quality in accordance with established standards, are critical factors in building consumer trust. Simultaneously, the combined contribution of product change and product quality to customer trust is reflected by an R^2 value of 0.664, indicating that 66.4% of the variance in customer trust is explained by these two variables, while the remaining 33.6% is influenced by other factors. Thus, strategies focused on maintaining product quality and implementing product innovation are proven to be effective in strengthening the relationship between Pertamina and consumers in Bagan Batu. Despite the confirmed positive effects, fuel distribution irregularities represent an external challenge that may weaken public trust. Practices such as hoarding, fuel adulteration, and illegal distribution have led some consumers to question product changes and on-site fuel quality. Therefore, to sustain and enhance customer trust, Pertamina should not only emphasize product-related strategies but also strengthen information transparency, distribution supervision, and efforts to eliminate illegal practices. Practical recommendations for manager and practitioner is Storage Tank Management: Clean storage tanks regularly, control temperatures to prevent condensation, and use high-quality fuel filters. Implement Routine & Rigorous Testing: Conduct regular quality testing at every distribution point (depots, tanker trucks, and gas stations) to detect airborne contamination or impurities. Appropriate Use of Additives: Use additives to improve gasoline/diesel quality (e.g., increasing octane/cetane levels) and engine cleaning. Digitalize Stock Monitoring: Use a real-time system to monitor inventory and maintain fuel rotation (FIFO) to prevent product degradation. These measures are essential to ensure that product innovation and quality improvements translate into long-term customer trust and loyalty.

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