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HOW DO INNOVATION, QUALITY, AND SUPPLY CHAIN MANAGEMENT AFFECT CUSTOMER SATISFACTION IN ORGANIC FOOD PRODUCTS? EVIDENCE FROM JABODETABEK, INDONESIA

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ABSTRACT

This study investigates the influence of product innovation, supply chain management, and product quality on customer satisfaction in the organic food sector. A quantitative approach was employed using survey data collected from 120 organic food consumers in the Jabodetabek area. The data were analyzed using multiple linear regression analysis to determine the impact of each variable. The findings indicate that all three factors product innovation, supply chain management, and product quality have a significant and positive influence on customer satisfaction. Notably, innovations in eco-friendly packaging, product variety, and transparency in supply chain operations contribute significantly to enhancing customer perceptions and trust. These results underscore the critical role of integrated management practices and continuous product development in sustaining customer loyalty and satisfaction in the growing organic food market.

Keywords: Product Innovation; Customer Satisfaction; Quality; Supply Chain; Organic Food

INTRODUCTION

Consumer awareness of a healthy and environmentally friendly lifestyle has increased significantly in recent decades. This change in consumption patterns is influenced by increasing public knowledge about the negative impacts of synthetic chemicals in conventional agriculture on body health and the environment. Consumers now tend to be more selective in choosing food products that are not only delicious and nutritious, but also safe to consume and produced through socially and ecologically responsible processes (Adade, 2022). This trend is driving the growth of the organic food industry globally, including in Indonesia. Organic food products are increasingly in demand because they are considered safer, have higher nutritional content, and are free from pesticide and chemical fertilizer residues (Hendra & Lusiah, 2017). In addition to health benefits, consumers also view organic products as a real contribution to environmental sustainability because their production processes support soil conservation, biodiversity, and carbon emission reduction. This makes organic food not only a consumption choice but also a form of active participation in the sustainable development movement (Rini *et al*., 2017).

In the context of modern marketing, customer satisfaction is a key indicator that greatly determines the long-term success of a business, including in the organic food industry. Customer satisfaction reflects how well consumer expectations are met by the products or services they receive (Ibrahim *et al*., 2024). In an increasingly competitive market, satisfied customers tend to show loyalty, make repeat purchases, and provide positive recommendations to others. In the organic food industry, customer satisfaction becomes more complex because a combination of product attributes, ethical values, and perceptions of the production process influences it (Sudirjo *et al*., 2023). Consumers not only assess in terms of taste and quality, but also in terms of safety, environmental sustainability, and honesty of information on product labels. Therefore, it is important to identify and understand the specific factors that influence customer satisfaction so that producers and business actors can formulate strategies that are more targeted and have a positive impact on consumer loyalty (Tannady *et al*., 2018).

Product innovation plays an important role in responding to the dynamics and changes in increasingly complex consumer preferences. Consumers of organic food products are not only looking for health benefits, but also want variations in taste, attractive packaging, and ease of presentation. Therefore, innovation becomes an adaptive means for producers to create added value that can differentiate their products from competitors and maintain relevance in the market (Montororing *et al*., 2021). Changes in consumer tastes also encourage the development of new product variants that suit modern lifestyles, such as ready-to-eat organic products, gluten-free, or a combination of superfood ingredients. In addition, aesthetic aspects such as minimalist, environmentally friendly, and informative packaging designs are also elements that influence consumer perceptions of brand quality and credibility. In this context, innovation not only includes technical product development but also effective communication and branding strategies to build a positive consumer experience (Nurprihatin *et al*., 2023).

In addition to innovation, effective supply chain management is a crucial element in ensuring a satisfying customer experience. In the organic food industry, product distribution must be carried out efficiently and quickly to maintain product freshness and quality (Reihana *et al*., 2024). Delays in delivery or logistical disruptions can have a direct impact on customer satisfaction, especially since organic products generally have a shorter shelf life than non-organic products. More than just shipping, clarity of information about the origin of the product is also an important factor in building consumer trust (Sotirelis & Grigoroudis, 2021). Organic food consumers often pay great attention to the transparency of the supply chain, starting from the cultivation process, organic certification, and who the producers or farmers are involved. Therefore, good supply chain management must be able to provide accurate and easily accessible information to consumers, thereby increasing the perception of the authenticity and integrity of the products they consume (Mesic *et al*., 2018).

On the other hand, product quality remains the main factor that directly affects customer satisfaction. In the context of organic food, quality includes various aspects such as natural taste, fresh texture, cleanliness level, and physical appearance of the product (Wicaksono & Illés, 2022). Consumers tend to have high expectations for organic products because of the perception that the products are healthier and purer. Therefore, consistent quality is the basis for building a positive and repeated consumption experience. On the other hand, inconsistencies in quality, such as changing tastes, lack of freshness, or physical damage to the product, can quickly reduce consumer trust (Sujaya & Aithal, 2022). In the long term, this has the potential to reduce customer loyalty and encourage them to switch to other brands or products. Therefore, strict and continuous quality control needs to be the main focus of producers in maintaining customer satisfaction and building a reliable brand image in the organic food market.

While several prior studies have examined the individual effects of product innovation, supply chain management, or product quality on customer satisfaction,

many have done so in isolation or focused on general food markets (Nurprihatin *et al*., 2017; Adade, 2022). Few studies comprehensively integrate these three key variables in the specific context of the organic food sector. Additionally, most prior research tends to emphasize either operational efficiency or branding aspects, without adequately addressing how these variables jointly shape consumer satisfaction and loyalty, particularly in emerging markets like Indonesia. This study addresses that gap by examining the combined influence of product innovation, supply chain management, and product quality on customer satisfaction, using empirical evidence from organic food consumers in Jabodetabek. The findings are expected to provide practical insights for producers seeking to align their strategies with consumer expectations in the organic food industry.

While prior studies have individually examined the role of product innovation, supply chain management, or product quality in various industries, few have comprehensively investigated their simultaneous impact on customer satisfaction in the organic food sector. Moreover, existing research rarely utilizes a quantitative approach, particularly Structural Equation Modeling (SEM), to explore the integrated effects of these constructs. This study addresses that gap by employing SEM to evaluate the interrelationships among product innovation, supply chain management, product quality, and customer satisfaction, specifically within the context of organic food products in Indonesia. Accordingly, this study aims to (1) analyze the extent to which product innovation influences customer satisfaction, (2) examine the role of supply chain management in shaping customer satisfaction, and (3) determine the influence of product quality on customer satisfaction in the organic food industry. By simultaneously examining these three variables in an integrated model, this study contributes not only to the theoretical development of marketing and value chain management literature but also offers practical insights for businesses in designing more relevant, adaptive, and customer experience-oriented strategies to strengthen the competitive position of organic food products in the domestic market.

METHOD

This study employed a quantitative research approach using a survey method to investigate the influence of product innovation, supply chain management, and product quality on customer satisfaction in the context of organic food products. The research design is explanatory, aiming to test hypotheses about causal relationships among variables through statistical analysis.

Population and Sampling

The population in this study includes all consumers of organic food products in the Greater Jakarta area (Jabodetabek), which encompasses Jakarta, Bogor, Depok, Tangerang, and Bekasi. However, due to the absence of an official record of organic food consumers, the exact population size is unknown. Therefore, a non-probability sampling technique, namely purposive sampling, was used with specific inclusion criteria: Respondents must be at least 18 years old; Have purchased organic food products within the last three months; Currently reside in Jabodetabek.

Data collection was conducted between January and February 2025 through an online questionnaire distributed via Google Forms, leveraging social media and relevant consumer communities. A total of 120 valid responses were collected, which exceeds the minimum sample size required for regression analysis according to the formula by Green (1991).

Measurement of Instruments

The research instrument was developed based on indicators adapted from previous validated studies: Product Innovation: Adapted from Montororing *et al*. (2021) and Nurprihatin *et al*. (2023). Supply Chain Management: Based on Sharma *et al*.

(2022) and Song *et al*. (2017). Product Quality: From Kaswengi & Lambey-Checchin (2020) and Lakatos *et al*. (2021). Customer Satisfaction: Adapted from Ibrahim *et al*. (2024). All items were measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire underwent content validation by academic experts prior to distribution to ensure construct clarity and relevance.

Data Analysis Techniques

Before hypothesis testing, the data were subjected to a series of classical assumption tests:

- Validity Test: Using Pearson correlation, with all items showing correlation coefficients (r) > 0.3.
- Reliability Test: Conducted using Cronbach's Alpha, with all variables exceeding 0.7, indicating acceptable internal consistency.
- Normality Test: Evaluated using the Kolmogorov-Smirnov test and P-P plot analysis.
- Multicollinearity Test: Assessed through Variance Inflation Factor (VIF < 10) and Tolerance (> 0.1).
- Heteroscedasticity Test: Conducted via scatterplot analysis and the Glejser test

To test the research hypotheses, multiple linear regression analysis was performed using SPSS version 25. The following regression model was used:

$$\hat{Y} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

With the following information:

Y = Customer satisfaction
X_1 = Product innovation
X_2 = Supply chain management
X_3 = Product Quality
β_0 = Constant
$\beta_1, \beta_2, \beta_3$ = Regression coefficient of each independent variable
ε = Error term

RESULTS AND DISCUSSION

This study involved 120 respondents who were consumers of organic food products in the Jabodetabek area. Respondent characteristics were categorized based on gender, age, and frequency of purchasing organic products. Based on gender, the majority of respondents were female, 72 people (60%), while 48 were male (40%).

Table 1. Characteristics of Respondents

Category	Subcategory	Frequency (n)	Percentage (%)
Gender	Male	48	40%
	Female	72	60%
Age	18–25 years	36	30%
	26–35 years	54	45%
	36–45 years	18	15%
	> 45 years	12	10%
Purchase Frequency	Once a week	60	50%
	Once every 2 weeks	36	30%
	Once a month or less	24	20%

Source: Primary data processed, 2024

In terms of age, respondents were dominated by the 26–35 age group, 54 people (45%), followed by 18-25 years old, 36 people (30%), 36-45 years old, 18 people (15%), and the rest were over 45 years old, 12 people (10%). The frequency of purchase showed that most respondents purchased organic food products at least once a week (50%), while 30% purchased once every two weeks, and the rest (20%) purchased once a month or less frequently. This reflects that the majority of respondents are active consumers who regularly consume organic food products, so it is in accordance with the purpose of the study to assess customer satisfaction with the product.

Classical Assumption Test

Before conducting multiple linear regression analysis, several classical assumption tests were carried out to ensure the model met the requirements of linear regression.

Normality Test

The normality test was performed using the Kolmogorov-Smirnov (K-S) test and P-P plot. The K-S test yielded a significance value > 0.05, indicating that the residuals are normally distributed. This result was also supported by the P-P plot graph, where the points closely followed the diagonal line, confirming the normal distribution of data.

Multicollinearity Test

Multicollinearity was tested using the Variance Inflation Factor (VIF) and Tolerance values. All independent variables had VIF values less than 10 and Tolerance values greater than 0.1, indicating no multicollinearity between the variables. This shows that each independent variable provides unique information in predicting the dependent variable.

Heteroscedasticity Test

The heteroscedasticity test used the Glejser test and residual scatterplot. The Glejser test results showed that the significance values for all variables were above 0.05, indicating the absence of heteroscedasticity. Furthermore, the residual scatterplot showed random and evenly spread points, reinforcing the conclusion of homoscedasticity.

Multiple Linear Regression Result

These test results confirm that the multiple linear regression model used in this study meets the classical assumptions and is therefore suitable for further analysis.

Table 2. T-Test Results

Variables	Regression Coefficient	T-Count	P-Value	Description
Product Innovation	0,325	4,230	0,000	Significant
Supply Chain Management	0,276	3,470	0,001	Significant
Product Quality	0,418	5,123	0,000	Significant

Source: Primary data processed, 2024

The results of multiple linear regression analysis show that product innovation, supply chain management, and product quality have a significant influence on customer satisfaction with organic food products. Based on the following regression equation:

$$Y = 2{,}134 + 0{,}325X_1 + 0{,}276X_2 + 0{,}418X_3$$

This equation shows that all three independent variables positively influence customer satisfaction. An increase of one unit in each variable leads to an increase in customer satisfaction by 0.325 units for product innovation, 0.276 units for supply chain management, and 0.418 units for product quality. The F-test results show an F-count value of 28.67 with a significance value of 0.000 (< 0.05), which indicates that product innovation, supply chain management, and product quality simultaneously have a significant effect on customer satisfaction. The R^2 value of 0.582 suggests that 58.2% of the variation in customer satisfaction can be explained by the three variables in the model, while the remaining 41.8% is influenced by other factors outside the model.

The results of the analysis show that the three independent variables, namely product innovation, supply chain management, and product quality, simultaneously have a significant effect on customer satisfaction, with an F-count value of 28.67 with a significance value of 0.000, which is smaller than 0.05, concluding that the overall regression model is significant. This indicates that the three factors interact with each other and make a significant contribution to shaping the level of customer satisfaction with organic food products. This simultaneous influence illustrates those changes in one of the independent variables will affect overall customer satisfaction. The regression model used in this study shows an R^2 value of 0.582, indicating that a combination of product innovation, supply chain management, and product quality can explain 58.2% of the variation in customer satisfaction. This R^2 value reflects that although the three variables make a significant contribution, there are other factors outside the model that also affect customer satisfaction. Thus, these results provide important insights for organic food industry players to focus on product innovation, improving supply chain management, and improving product quality in order to increase overall customer satisfaction.

Partially, product innovation is proven to have a significant influence on customer satisfaction with a t-test of 4.230 and a p-value of 0.000. Consumers respond positively to the diversity of product variants offered, especially when the new variants meet their needs and tastes. In addition, innovation in environmentally friendly packaging also receives high appreciation from consumers, who are increasingly prioritizing awareness of the importance of environmental sustainability in their product choices. This factor shows that consumers are not only interested in new products, but also in packaging that is more environmentally responsible. Furthermore, the innovation in taste also increases the appeal of organic food products. When the innovation not only adds variety to the taste but also provides added health value, consumers increasingly feel that the products they choose have more benefits than just the pleasure of taste. This increases the perception of product value in the eyes of consumers, which in turn has a positive impact on their satisfaction. Thus, product innovation that prioritizes aspects of diversity, environmentally friendly packaging, and health can be an effective strategy in attracting interest and maintaining consumer loyalty.

Supply chain management also has a significant influence on customer satisfaction, with a t-count of 3.470 and a p-value of 0.001. Based on the results of the analysis, respondents considered that timely product delivery is one of the most important factors in building their satisfaction. Consumers increasingly expect fast and efficient delivery, which reflects the professionalism and commitment of producers to service quality. In addition, clear information about the origin of the product is also a major consideration for consumers, especially related to the transparency of the source of raw materials used in organic food products. In addition to delivery factors and product origin information, a good relationship between producers and distributors is also recognized as crucial in maintaining smooth supply and ensuring product quality is

maintained. The accuracy of information on product labels, such as clear and reliable organic certification, also increases consumer confidence. With accurate and verifiable information, consumers feel more confident in buying and recommending the product to others. This shows that transparent and efficient supply chain management not only plays a role in smooth distribution but also in building consumer credibility and loyalty.

Product quality has the strongest influence on customer satisfaction, with a t-test of 5.123 and a p-value of 0.000. Based on the results, consistency of taste, texture, and product freshness plays a very important role in influencing consumer perception and satisfaction. These three elements are the main indicators for consumers when assessing the quality of organic food products. Good taste and texture that meet consumer expectations, as well as maintaining product freshness, greatly influence purchasing decisions and customer loyalty. Products that maintain their quality consistently will more easily gain customer trust and satisfaction. In addition, consumers tend to show high loyalty to brands that can maintain the quality of their products sustainably. Stable and reliable quality creates a stronger relationship between brands and consumers, which in turn increases the level of satisfaction and repurchase intentions. In the organic food industry, where product quality is closely related to consumer health and well-being, maintaining optimal quality is the key to maintaining market share and getting recommendations from customers. Therefore, superior product quality can be a very valuable competitive advantage in maintaining customer loyalty.

The Effect of Innovation, Quality, and Supply Chain Management on Customer Satisfaction of Organic Food Products

The findings of this study are consistent with previous research, confirming that both functional and emotional values significantly influence customer satisfaction in the organic food industry. Functional values such as taste, freshness, and packaging directly affect the level of satisfaction, as customers expect organic products to consistently deliver superior quality. This aligns with the results of Bhowmick & Seetharaman (2023), who emphasized that high product quality, particularly in terms of freshness and packaging, is critical to increasing satisfaction and repeat purchase behavior. Emotional values, including sustainability and innovation, enhance the emotional connection between consumers and brands, as shown in the work of Hengboriboon *et al*. (2022), who found that corporate social responsibility and brand image significantly influenced purchase intention and satisfaction in the context of organic products.

Product innovation plays a crucial role in responding to changing consumer preferences and market dynamics. However, this study reveals that product innovation alone is insufficient if not supported by an efficient supply chain system. As stated by Soosay *et al*. (2008), continuous innovation must be supported by robust collaborative supply chain capabilities to deliver value to end consumers. The findings here support this by showing that delays or inefficiencies in distribution channels can reduce the perceived benefits of innovative products, ultimately lowering customer satisfaction.

Efficient supply chain management, therefore, becomes a critical component. The integration of digital technologies such as tracking systems and logistics platforms can enhance efficiency and transparency in distribution. These results echo those of Alesiuniene *et al*. (2021), who found that digital transformation in logistics improved traceability, responsiveness, and overall supply chain performance. In the organic food sector, where trust and transparency are highly valued, tracking systems that provide product origin details help reassure customers about the authenticity of the products they consume. Gajdić *et al*. (2021) further emphasized that trust in the supply chain relationship significantly impacts the satisfaction of organic food consumers. Hence,

digital supply chain tools not only improve operational efficiency but also contribute to strengthening customer confidence and satisfaction.

Product quality remains the dominant driver of customer satisfaction, as supported by the findings of Surya & Kurniawan (2021), who demonstrated that consistent product quality is closely tied to consumer loyalty. Inconsistent quality, such as variations in freshness or taste, may damage the brand's credibility. Therefore, strict quality control must be maintained across the supply chain. This view is supported by Nurprihatin *et al*. (2023), who highlighted the role of statistical quality control methods in maintaining high product standards. Moreover, the adoption of quality monitoring technologies enhances accuracy and ensures that only products meeting expected standards reach consumers. This holistic quality assurance approach is essential for maintaining competitiveness in the increasingly saturated organic food market.

Although the current model explains a substantial portion of customer satisfaction, it is essential to recognize that other factors such as price, promotional activities, and brand perception also play important roles. As stated by Creignou & Nuangjamnong (2022), green product pricing and brand image significantly contribute to consumer satisfaction and loyalty. Similarly, Hendra & Lusiah (2017) highlighted that brand image and price perception influence purchasing decisions. These insights indicate that future research should explore additional variables to develop a more comprehensive model of consumer satisfaction in the organic food industry. Incorporating such variables would provide a richer understanding of consumer behavior and offer more actionable recommendations for businesses to develop more effective, targeted, and sustainable marketing strategies.

CONCLUSION

This study concludes that product innovation, supply chain management, and product quality have a significant influence on customer satisfaction in the organic food industry. The three factors complement each other and contribute simultaneously to creating a positive consumption experience. Product innovation, whether in terms of new variants, environmentally friendly packaging, or added health value, attracts consumers and provides added value to them. Meanwhile, efficient supply chain management ensures that products reach consumers on time and in good condition, increasing customer trust and satisfaction. Product quality, including taste, freshness, and cleanliness, remains the main factor determining the level of satisfaction, as consumers tend to choose and be loyal to brands that can maintain their quality consistently. Overall, the combination of these three factors creates an experience that meets consumer expectations, strengthens their brand loyalty, and encourages repeat purchases.

In terms of practice, business actors in the organic food industry need to pay attention to innovations that are relevant to consumer needs and preferences, such as product variants that are in line with market trends and environmentally friendly packaging. In addition, it is important to strengthen a transparent supply chain system so that products can reach consumers on time and in a condition that maintains their quality. Maintaining product quality consistently is also a major factor in building customer trust and loyalty. Close collaboration between various industry players, including producers, distributors, and other stakeholders, is the key to success in creating an organic food ecosystem that is efficient, sustainable, and able to respond dynamically to market needs.

As a limitation, the survey method in this study cannot capture the long-term dynamics and psychosocial factors in depth, which can affect consumer perceptions and purchasing decisions over a certain period. Therefore, to obtain a more comprehensive and holistic understanding, future research is recommended to use a meta-analysis approach, longitudinal studies, and quantitative experiments. This approach can provide a clearer picture of the causal relationship between various

variables, as well as evaluate the dynamics of customer behavior continuously in more depth, so that the results obtained can include changes in customer preferences and satisfaction over time.

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