



Research Article

Impact of Product Quality, E-Service Quality, and Rewards on Customer Retention with Commitment Mediation

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Abstract: This study examines the factors influencing customer retention at Surya Fresh MSMEs in Depok City, West Java. The primary issue identified is the instability of customer retention, which is mainly attributed to intense market competition, the rapid pace of digital marketing, and the evolving customer expectations in the modern business environment. This study aims to analyze the impact of product quality, e-service quality, and reward programs on customer retention, with relationship commitment as a mediating variable. A quantitative approach with an explanatory research design was employed to test the relationships among variables. Primary data were collected through a Likert-scale questionnaire from 224 Surya Fresh customers using a simple random sampling technique. Data analysis was conducted using the PLS-SEM method in SmartPLS, including validity, reliability, and structural model assessments. The findings indicate that product quality, e-service quality, and reward programs significantly influence relationship commitment and customer retention. Moreover, relationship commitment was found to mediate the effects of these three factors on customer retention, highlighting its importance in enhancing customer loyalty. High e-service quality, superior product quality, and attractive reward programs foster strong emotional connections with customers, which are crucial for sustaining long-term customer loyalty. The study concludes that product quality, e-service quality, and reward programs have a positive and significant impact on relationship commitment and customer retention at Surya Fresh. Relationship commitment is confirmed as a key mediator. To further improve retention, Surya Fresh should focus on enhancing product availability, administrative responsiveness, and offering diverse promotional programs. Future studies may apply this model in different industries and integrate qualitative methods for deeper insights.

Keywords: Customer Retention, E-Service Quality; Product Quality, Relationship Commitment, Reward Program

1. Introduction

Marketing is a series of activities aimed at attracting, retaining, and strengthening customer relationships. Marketing is the process of creating, communicating, delivering, and exchanging offerings of value for customers, partners, and society [1]. [2] emphasize that modern marketing is not just about products but about fostering long-term customer relationships. In the past decade, marketing has rapidly shifted towards digital platforms, a transition accelerated by the COVID-19 pandemic. According to [3], the pandemic advanced digital adoption by approximately five years, forcing consumers and businesses to embrace digital platforms for daily transactions. E-commerce giants like Tokopedia, Shopee, and Bukalapak saw significant demand surges, highlighting digitalization as a necessity for business survival. This digital transformation, expected to continue beyond the pandemic, has reshaped lifestyles and work habits. However, in Indonesia's agribusiness sector, particularly the chili industry, the pandemic posed significant challenges. Abdul Hamid, Chairman of the Indonesian Chili Agribusiness Association (AACI), reported that in August 2021, high production levels were not met with adequate market absorption, causing chili prices to plummet. Farmers faced severe losses, with prices dropping below the breakeven point, Rp7,000 per kilogram for curly red chili and Rp8,000 for red cayenne pepper. Despite

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price recovery in some areas like Kediri due to demand from Kalimantan, the overall trend remained downward. These shifts underscore the critical role of digital adaptation in maintaining market stability and economic resilience.

One form of digital adaptation in the market is the emergence of businesses utilizing online platforms to reach consumers more effectively. Surya Fresh is one such MSME specializing in fresh vegetables, fruits, spices, and processed foods such as coconut water, fried shallots, and frozen meals. Sourcing directly from local farmers, Surya Fresh operates through digital platforms like WhatsApp and Tokopedia, offering home delivery services. WhatsApp serves as the primary platform due to its accessibility for homemakers and elderly customers, ensuring smooth transactions. However, on Tokopedia, Surya Fresh limits its offerings to products with longer shelf life, such as chilies, onions, potatoes, and frozen foods, to prevent delivery-related dissatisfaction. In Tokopedia's competitive marketplace, Surya Fresh faces rivals like Sayur Segar Depok, which offers a wider range of products, including meat, and maintains a more attractive and comprehensive store profile. Differences in store ratings further highlight the competitive landscape, emphasizing the need for Surya Fresh to enhance its digital presence and customer engagement.

Amid intense competition among MSMEs like Surya Fresh, maintaining customer satisfaction and long-term retention remains a challenge. While businesses continuously develop marketing strategies to attract new consumers, many overlook the importance of retaining existing ones. Customer retention, a key element in long-term success [4], is often more cost-effective than acquiring new customers, as loyal customers tend to generate higher transactions [5]. Surya Fresh has faced declining sales, with revenue dropping from Rp 107,555,024 in 2021 to Rp 67,152,040 in 2022 and Rp 53,038,870 in 2023. This decline may be attributed to intense online competition in the food sector, shifting consumer behavior post-pandemic, and ineffective marketing efforts. To ensure consistent sales and customer retention, Surya Fresh must adopt strategies that enhance product quality, electronic service quality, relationship commitment, and rewards programs, all of which significantly impact customer loyalty.

Product quality is a key factor influencing consumer perception and purchasing decisions, reflecting attributes like freshness, cleanliness, and food safety [6]. For Surya Fresh, which sells perishable goods such as vegetables, fruits, and spices, maintaining high product quality is crucial, requiring proper storage and refrigeration. Research by [7] found that product and service quality significantly impact customer retention. However, Surya Fresh faces occasional inconsistencies in product quality, including freshness issues and mismatched grading, which may disrupt customer retention stability.

E-service quality, which measures how well a company delivers satisfying online services, plays a crucial role in customer retention by enhancing profitability and reputation. It includes ease of navigation, access speed, service reliability, and transaction security. For Surya Fresh, which relies on WhatsApp and Tokopedia to serve its primarily household and restaurant customers, strong e-service quality is essential for maintaining customer satisfaction and loyalty. Research by [8] highlights a positive link between e-service quality and customer retention post-COVID-19. However, Surya Fresh still faces service challenges, such as slow admin response in order processing and invoicing, which can weaken customer retention.

Rewards programs play a crucial role in customer retention by offering incentives that encourage repeat purchases and strengthen long-term relationships. Effective programs boost loyalty and emotional connection, with studies showing that rewards like coupons can triple additional revenue and enhance retention [9]. (Surya Fresh offers discounts on future purchases and free shipping for minimum orders to increase customer loyalty. However, challenges in tracking eligibility and expiration of rewards may lead to inconsistencies, potentially causing customer dissatisfaction and negatively impacting retention.

Customer retention is a business's ability to maintain existing customers and encourage repeat purchases, which can be enhanced through excellent customer service, loyalty programs, and relationship marketing. It contributes to revenue stability, long-term profitability, and reduced marketing costs, as retaining customers is more cost-effective than acquiring new ones. Additionally, customer retention helps build a positive brand image, as satisfied customers tend to promote the business through testimonials and referrals [10]. However, Surya Fresh has faced declining sales over the past three years, indicating challenges in retaining its customers effectively. One key factor influencing customer retention is relationship commitment, which fosters long-term connections and strengthens customer loyalty [11]. Surya Fresh aims to maintain strong relationships by offering competitive pricing, high-quality products, and various promotions. Given the significance of these factors, this study examines the impact of product quality, electronic service quality, and rewards programs on customer retention, with relationship commitment as a mediator, focusing on Surya Fresh in Depok, West Java.

2. Literature Review

[12]–[14] conducted a study on customer retention at Pizza Hut Delivery in Denpasar using Structural Equation Modeling (SEM). Their findings indicate that product quality plays a significant role in determining customer retention. This suggests that ensuring high-quality products can enhance customer loyalty and long-term engagement with the brand. Similarly, [15] examined the effects of customer value and service quality on customer loyalty, incorporating trust and commitment as mediators. Their research, also using SEM, found that both customer value and service quality have a significant positive influence on customer loyalty. Additionally, trust and commitment serve as important mediators, meaning that building strong customer relationships through trust and commitment can further enhance loyalty. These findings highlight the importance of maintaining high service quality and fostering customer trust to ensure long-term business success.

Marketing

Marketing is a series of activities and strategies aimed at promoting and selling products or services. According to [16], marketing is a social and managerial process where individuals and groups obtain what they need through value exchange. Its key functions include identifying consumer needs through market research [17], product development based on insights, pricing strategies to balance attraction and profitability [18], promotion through various channels [19], and distribution to ensure product availability [20]. The core concept of marketing is the Marketing Mix or 4Ps: product, price, place, and promotion; ensuring a comprehensive approach to market success.

Product Quality

Product quality is crucial in meeting or exceeding customer expectations, as it determines a product's ability to function reliably and provide essential benefits like comfort and durability [21]. There are eight dimensions of product quality: performance (core functionality), reliability (consistent operation), features (additional benefits), conformance (adherence to standards), durability (lifespan), serviceability (ease of maintenance), aesthetics (visual appeal), and perceived quality (customer perception). In the context of MSMEs providing vegetables, fruits, and spices, these dimensions impact freshness, packaging, storage, and customer satisfaction, making product quality a key factor in business success.

E-Service Quality

E-service quality, an evolution of service quality in electronic media, measures how well online services meet customer expectations. It includes factors like efficiency, fulfillment, system availability, and privacy as core dimensions, while responsiveness, compensation, and contact become crucial during service failures. High e-service quality enhances customer

satisfaction, strengthens competitive advantage, and ensures business sustainability [22]. It encompasses information provision, system support, and seamless shopping, purchasing, and delivery experiences [23]. As quality is vital for business survival, companies must continuously improve their e-service quality to meet evolving customer expectations [24].

Rewards Program

A rewards program is a strategy to enhance customer loyalty by offering incentives like cashback, discounts, points, and tiered benefits [25]. It aims to drive repeat purchases, strengthen customer relationships, and create positive brand sentiment [26]. The program's effectiveness depends on perceived reward value, fairness, ease of redemption, and variety [27]–[29]. If rewards are valuable, fairly distributed, easy to redeem, and diverse, customers are more likely to remain engaged and loyal, improving retention and overall business success.

Relationship Commitment

Relationship commitment is the ongoing desire to maintain a valuable relationship, driven by affective, continuance, and normative commitment [30], [31]. In customer relationship management (CRM), this involves acquiring new customers, retaining them through improved service, and enhancing relationships via up-selling and cross-selling [32]. Key dimensions of relationship marketing include trust, commitment, satisfaction, complaint handling, and communication, all of which strengthen customer loyalty and long-term engagement [33].

Customer Retention

Customer churn poses a significant financial challenge for businesses, making customer retention a crucial strategy to enhance customer value and reduce attrition rates [34], [35]. Customer retention refers to a consumer's tendency to continue using a service, influenced not only by satisfaction but also by trust and switching barriers [36], [37]. While loyalty is an attitudinal construct reflecting customer perception, retention is a behavioral construct measured by repeated purchases [38]. Retaining existing customers is more cost-effective than acquiring new ones, making it a key competitive strategy [39]. Research suggests that increasing retention rates by just 5% can boost profits by 25-95% [5], [39]. Companies should therefore focus on retention strategies as a core component of Customer Relationship Management (CRM) to drive long-term profitability-sustainability [33], [40].

Research Hypotheses

- H1:** Product quality has a significant effect on relationship commitment.
- H2:** E-service quality has a significant effect on relationship commitment.
- H3:** Rewards program has a significant effect on relationship commitment.
- H4:** Product quality has a significant effect on customer retention.
- H5:** E-service quality has a significant effect on customer retention.
- H6:** Rewards program has a significant effect on customer retention.
- H7:** Relationship commitment has a significant effect on customer retention.
- H8:** Relationship commitment mediates the relationship between product quality and customer retention.
- H9:** Relationship commitment mediates the relationship between e-service quality and customer retention.
- H10:** Relationship commitment mediates the relationship between rewards program and customer retention.

3. Research Methods

Research Design and Sample

This study employs an explanatory research design with a quantitative approach to examine the significance of relationships between variables. Primary data is collected through questionnaires distributed online to Surya Fresh customers, while secondary data is sourced from relevant documents and research publications. Data is measured using a Likert scale,

ranging from 5 (Strongly Agree) to 1 (Strongly Disagree). The population consists of Surya Fresh customers in Jabodetabek who have made at least three purchases in the last six months. A simple random sampling method is used, with a minimum sample size of 200 respondents, following [41]. The data analysis employs the PLS-SEM method using Maximum Likelihood Estimation (MLE).

Operational Definition of Variable

Operational definition specifies the parameters needed to answer research questions or test hypotheses, particularly in quantitative studies, serving as a guideline for research [42].

Table 1. Operational Definition of Variable

No.	Variable	Definition	Indicator	Scale
1	<i>Product Quality (X₁)</i>	Product quality is the ability of a product to meet consumer needs and expectations, both functionally and emotionally [21].	<ol style="list-style-type: none"> 1. Performance 2. Features 3. Reliability 4. Conformance 5. Durability 6. Serviceability 7. Aesthetics 8. Perceived Quality [43]. 	Likert
2	<i>E-service Quality (X₂)</i>	E-service quality refers to the measurement and evaluation of online service quality provided by an organization [23].	<ol style="list-style-type: none"> 1. Efficiency 2. Fulfillment 3. System availability 4. Privacy 5. Responsiveness 6. Compensation 7. Contact [44]. 	Likert
3	<i>Rewards Program (X₃)</i>	E-service quality refers to the measurement and evaluation of online service quality provided by an organization [23].	<ol style="list-style-type: none"> 1. Perceived value of rewards 2. Perceived fairness of rewards 3. Perceived ease of redemption 4. Perceived variety of rewards [45]. 	Likert
4	<i>Customer Retention (Y)</i>	Customer retention is the ability of a company or organization to maintain loyal and sustainable customers [35].	<ol style="list-style-type: none"> 1. Repurchase frequency 2. Repurchase value 3. Relationship duration 4. Positive word-of-mouth [46]. 	Likert
5	<i>Relationship Commitment (M)</i>	Relationship commitment is a consumer's loyalty, attachment, and desire to maintain a long-term relationship with a service provider [30].	<ol style="list-style-type: none"> 1. Affective commitment 2. Continuance commitment 3. Normative commitment [31]. 	Likert

Partial Least Square (PLS) Analysis

This study employs the SEM (Structural Equation Model) method based on PLS (Partial Least Squares). PLS is an effective analytical technique for evaluating weak theories and handling data limitations such as small sample sizes and non-normality issues [47]. The data analysis process includes testing the outer model (measurement model) and the inner model (structural model). The structural model examines relationships between independent and dependent variables, while the measurement model allows researchers to use multiple indicators as proxies for a single variable [48]. The research findings are reviewed through the following stages:

Outer Model Test

Validity testing assesses how accurately a measurement reflects the intended concept [48]. It involves convergent validity, which evaluates the correlation between measures of the same concept using Average Variance Extracted (AVE) values above 0.5 [49], and discriminant validity, which ensures conceptual distinction by requiring cross-loading values above 0.7 or comparing AVE square roots with construct correlations [50]. Reliability testing measures the consistency of an instrument, where a variable is considered reliable if Cronbach’s Alpha and Composite Reliability (CR) values exceed 0.7 [48].

Inner Model Test

The coefficient of determination (R^2) measures the influence of endogenous and exogenous variables, with values of 0.75 considered strong, 0.50 moderate, and 0.25 weak [50]. Hypothesis testing uses bootstrapping, where the structural model assesses relationships between theory and practice. The test determines the direction and significance of latent variable relationships, with results considered significant if the t-statistic exceeds 1.65 (one-tail) or p-value is below 0.05 [51].

4. Results and Discussion

Results

Outer Model: Validity and Reability Test Result

Convergent validity assesses how well indicators represent a latent variable in PLS-SEM. It is evaluated using loading factor and average variance extracted (AVE), where a loading factor >0.7 and AVE >0.5 indicate strong validity.

Table 2. Convergent Validity Test Result

Variable	Item	Loading Factor >0,7	AVE >0,5	Detail
Product Quality	PQ1	0,896	0,780	Valid
	PQ2	0,860		Valid
	PQ3	0,882		Valid
	PQ4	0,887		Valid
	PQ5	0,864		Valid
	PQ6	0,917		Valid
	PQ7	0,877		Valid
	PQ8	0,880		Valid
Electronic Service Quality	ESQ1	0,894	0,774	Valid
	ESQ2	0,899		Valid
	ESQ3	0,873		Valid
	ESQ4	0,862		Valid
	ESQ5	0,876		Valid
	ESQ6	0,872		Valid
	ESQ7	0,883		Valid
Rewards Program	RP1	0,862	0,804	Valid
	RP2	0,917		Valid
	RP3	0,905		Valid
	RP4	0,901		Valid
Relationship Commitment	RC1	0,904	0,830	Valid
	RC2	0,901		Valid
	RC3	0,927		Valid
Customer Retention	CR1	0,886	0,808	Valid
	CR2	0,883		Valid
	CR3	0,922		Valid
	CR4	0,904		Valid

Table 2 shows that all outer loading values exceed 0.7, indicating good convergent validity, with the lowest at 0.860 (PQ2) and the highest at 0.927 (RC3). The AVE values for

all variables exceed 0.5, confirming validity, with the highest AVE at 0.830 for relationship commitment.

Table 3. Discriminant Validity Test Result

Variable	Item	Product Quality	Electronic Service Quality	Rewards Program	Relationship Commitment	Customer Retention
Product Quality	PQ1	0.896	0.777	0.645	0.686	0.703
	PQ2	0.860	0.738	0.641	0.705	0.692
	PQ3	0.882	0.758	0.641	0.705	0.714
	PQ4	0.887	0.758	0.680	0.701	0.742
	PQ5	0.864	0.745	0.661	0.708	0.686
	PQ6	0.917	0.790	0.711	0.750	0.763
	PQ7	0.877	0.770	0.726	0.742	0.739
	PQ8	0.880	0.728	0.700	0.711	0.720
Electronic Service Quality	ESQ1	0.756	0.894	0.677	0.710	0.712
	ESQ2	0.775	0.899	0.701	0.727	0.740
	ESQ3	0.733	0.873	0.673	0.696	0.723
	ESQ4	0.738	0.862	0.671	0.717	0.711
	ESQ5	0.751	0.876	0.708	0.733	0.715
	ESQ6	0.762	0.872	0.698	0.708	0.738
	ESQ7	0.774	0.883	0.670	0.710	0.701
Rewards Program	RP1	0.610	0.645	0.862	0.632	0.607
	RP2	0.735	0.741	0.917	0.727	0.758
	RP3	0.727	0.728	0.905	0.752	0.711
	RP4	0.664	0.674	0.901	0.699	0.669
Relationship Commitment	RC1	0.712	0.690	0.741	0.904	0.669
	RC2	0.726	0.750	0.705	0.901	0.769
	RC3	0.770	0.776	0.704	0.927	0.769
Customer Retention	CR1	0.742	0.759	0.641	0.694	0.886
	CR2	0.726	0.723	0.733	0.713	0.883
	CR3	0.749	0.741	0.710	0.773	0.922
	CR4	0.715	0.720	0.678	0.729	0.904

Table 3 confirms that all indicators have higher values for their respective variables than others, meeting discriminant validity criteria. Reliability testing assesses indicator consistency in measuring variables using Cronbach’s alpha (≥ 0.7) and composite reliability (≥ 0.6) [52]. Indicators are reliable if composite reliability exceeds Cronbach’s alpha [50].

Table 4. Reability Test Result

Variable	Cronbach’s Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Product Quality	0,960	0,960	0,966
Electronic Service Quality	0,951	0,951	0,960
Rewards Program	0,919	0,923	0,943
Relationship Commitment	0,897	0,899	0,936
Customer Retention	0,920	0,921	0,944

Based on Table 4, all variables have Cronbach's alpha above 0.7 and composite reliability above 0.6, indicating adequate measurement reliability.

Inner Model: R2 and Hypotheses Test Result

The inner model represents relationships between latent variables based on substantive theory. It is evaluated using R-square for the dependent construct, where R² values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak models, respectively [50].

Table 5. R-Square Test Result

Variable	R-Square
Customer Retention	0,759
Relationship Commitment	0,742

Based on Table 5, the R-square values for customer retention (0.759) and relationship commitment (0.742) indicate a strong model. This suggests that customer retention and relationship commitment are well influenced by product quality, electronic service quality, and rewards programs.

This study tests hypotheses using Partial Least Square (PLS) analysis with bootstrapping to assess variable relationships and determine hypothesis acceptance or rejection while accounting for estimation uncertainty.

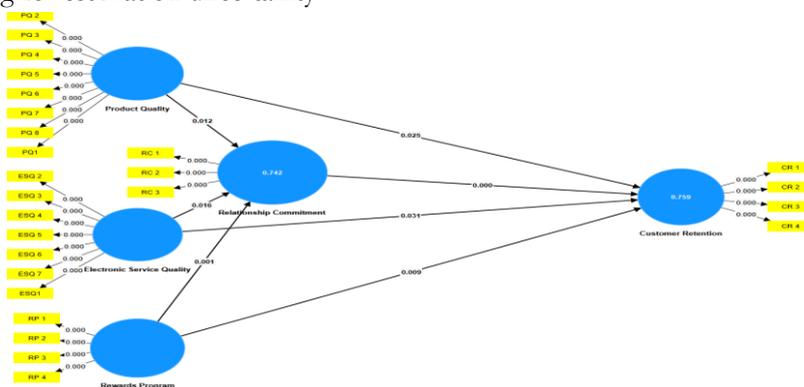


Figure 1. Bootstrapping Hypothesis Test Results

Discussion

The Influence of Product Quality on Relationship Commitment

Hypothesis 1, stating that "product quality significantly influences relationship commitment," is accepted. The findings indicate that product quality not only meets consumer needs but also fosters emotional bonds and trust in Surya Fresh. Theoretically, product quality is a key factor in shaping consumer perception and commitment. Empirically, maintaining the freshness of perishable products like chili, onions, and vegetables strengthens consumer trust and commitment. Therefore, durability in product quality should be prioritized. These results align with [53], who found that product quality positively impacts various types of commitment, confirming its role in strengthening consumer relationships.

The Influence of E-Service Quality on Relationship Commitment

Hypothesis 2, stating that "electronic service quality significantly influences relationship commitment," is accepted. The findings show that high electronic service quality strengthens consumer commitment to Surya Fresh. Enhancing electronic service quality can be an effective strategy for building long-term relationships. The responsiveness of WhatsApp admins and fast order delivery have reinforced consumer trust. Thus, efficiency and responsiveness are key dimensions in strengthening relationship commitment. This aligns with [54] and [55], who found that e-service quality positively impacts affective commitment and loyalty, supporting sustainable business growth.

The Influence of Rewards Program on Relationship Commitment

Hypothesis 3, stating that "rewards program significantly influences relationship commitment," is accepted. The findings show that Surya Fresh's rewards program strengthens consumer commitment by creating economic benefits, emotional bonds, and a sense of appreciation. An effective rewards program should be valuable, varied, fair, and easy to claim. This aligns with [56], who found that social rewards drive affective commitment, while economic rewards encourage continuous commitment. A flexible rewards policy enhances relationship value and commitment, supporting long-term consumer loyalty and business growth.

The Influence of Product Quality on Customer Retention

Hypothesis 4, stating that "product quality significantly influences customer retention," is accepted. The findings show that high product quality strengthens customer retention at Surya Fresh. Fresh and well-maintained products increase customer satisfaction and repeat purchases. Enhancing product durability can be an effective strategy to boost retention. This aligns with previous studies [57]–[60], which confirm that high product quality improves customer satisfaction, reducing failures and increasing retention. Thus, improving product quality is key to long-term customer retention at Surya Fresh.

The Influence of E-Service Quality on Customer Retention

Hypothesis 5, stating that "electronic service quality significantly influences customer retention," is accepted. The findings show that high electronic service quality strengthens customer retention at Surya Fresh. Efficient order processing and fast delivery enhance customer retention. Improving efficiency and fulfillment can be an effective strategy to boost retention. This aligns with [55], which highlights the strong impact of service quality on customer behavior, emphasizing the importance of both e-service and logistics quality in customer satisfaction and loyalty. Thus, enhancing electronic service quality is key to sustaining long-term customer retention at Surya Fresh.

The Influence of Rewards Program on Customer Retention

Hypothesis 6, stating that "rewards program significantly influences customer retention," is accepted. The findings show that Surya Fresh's promotions, such as free shipping, product bonuses, and discounts, make customers feel valued, increasing their likelihood of repeat purchases and retention. This aligns with previous studies by [28], [29], [61], [62]. These studies highlight that loyalty rewards positively impact customer evaluation, behavior, and repurchase intention. [29] further emphasizes that redeeming rewards motivates customers to increase purchase volume and frequency. Thus, an effective rewards program strategy can significantly enhance customer retention.

The Influence of Relationship Commitment on Customer Retention

Hypothesis 7, stating that "relationship commitment significantly influences customer retention," is accepted. The findings indicate that strong relationship commitment fosters customer loyalty, leading to higher retention. In practice, Surya Fresh's repeat customers are long-term buyers with strong emotional and continuous commitment. [63] and [64] support this, showing that service quality significantly impacts retention, with commitment and satisfaction mediating this effect. Normative commitment also interacts with service quality to reduce customer switching intentions. Thus, high relationship commitment significantly enhances customer retention.

The Role of Relationship Commitment Mediating the Relationship Between Product Quality and Customer Retention

Hypothesis 8, stating that "relationship commitment mediates the relationship between product quality and customer retention," is accepted. The study confirms that product quality fosters trust and commitment, leading to repeat purchases at Surya Fresh. High-quality, fresh products strengthen relationship commitment, which in turn boosts customer retention. This aligns with [65], who found that trust and relationship quality convert customer satisfaction into commitment, driving retention. Trust enhances affective and calculative commitment, supporting long-term customer relationships. Thus, strong product quality at Surya Fresh fosters relationship commitment, increasing customer retention.

The Role of Relationship Commitment Mediating the Relationship Between E-Service Quality and Customer Retention

Hypothesis 9, stating that "relationship commitment mediates the relationship between electronic service quality and customer retention," is accepted. Efficient digital service processes foster satisfaction and emotional bonds, leading to repeat purchases at Surya Fresh. This aligns with [63], which found that relationship commitment mediates the effect of service quality on retention. Higher service quality strengthens commitment, which in turn boosts retention. Thus, enhancing electronic service quality can be an effective strategy to build relationship commitment and increase customer retention.

The Mediating Role of Relationship Commitment on the Relationship Between Rewards Programs and Customer Retention

Hypothesis 10, stating that "relationship commitment mediates the relationship between rewards program and customer retention," is accepted. Surya Fresh's rewards program, including free shipping, discounts, and bonus products, fosters customer appreciation and emotional bonds, leading to repeat purchases. This aligns with [65], which found that affective commitment positively impacts loyalty and retention, while economic incentives enhance retention through continued commitment. Thus, strengthening relationship commitment through rewards programs is an effective strategy to boost customer retention.

5. Conclusions

Product quality, electronic service quality, and rewards programs significantly influence relationship commitment and customer retention at Surya Fresh, with relationship commitment acting as a mediating variable. Consistent product quality, efficient digital services, and attractive reward programs enhance customer loyalty and their decision to continue shopping at Surya Fresh. However, this study has several limitations, including a limited sample focused only on Surya Fresh customers and the exclusion of external factors that may affect customer retention. Future research is recommended to expand the respondent scope, consider additional factors such as pricing and overall customer experience, and explore more effective marketing strategies to enhance customer loyalty.

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