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The Factors Influencing Competitive Advantage and Customer Satisfaction at PT Mitra Niaga Madani

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Abstract: The aim of this study is to analyze the effect of product diversification and product quality on customer satisfaction with competitive advantage as a mediating variable at PT Mitra Niaga Madani (PT MNM). This study employs a quantitative descriptive approach with data collection through the distribution of questionnaires. The sample in this study consists of customers of PT Mitra Niaga Madani. The analysis used in this research is Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the SmartPLS 3.0 application. PT Mitra Niaga Madani is engaged in services, trade, transportation, and industry. The business activities conducted include property rental services, property development, property trading, construction services (contractors), and trade related to property businesses. The results of the study show that product diversification and product quality have a significant positive impact on competitive advantage and affect customer satisfaction at PT MNM. This research is expected to provide valuable insights for PT MNM to enhance its competitiveness and achieve customer satisfaction, so that the company can remain competitive and grow in the construction industry. It is also hoped that this study will contribute to the development of management science, particularly for companies in the business context at PT MNM.

Keyword: Product Diversification, Product Quality, Competitive Advantage, Customer Satisfaction

INTRODUCTION

Customer satisfaction is not only important for retaining existing customers but also for attracting new customers through positive word-of-mouth recommendations. Satisfied customers tend to have higher loyalty, repurchase the same products or services, and show greater tolerance for any service shortcomings that may occur. In addition, customer satisfaction also plays a role in building a positive image of the company in the market, thus significantly impacting the company's competitiveness.

Various factors influence customer satisfaction, including service quality, competitive pricing, ease of access to services, and the company's response speed to customer complaints or needs. Companies that can understand customer needs and provide consistent experiences will have an easier time creating satisfaction. Furthermore, innovation in services, product diversification, and personalized approaches are also key elements in maintaining customer

satisfaction levels amidst the dynamic and ever-changing market conditions. In the context of PT MNM, customer satisfaction becomes one of the benchmarks for the company's success in facing competition in the service industry. Efforts to improve service quality and implement diversification strategies are expected to meet the diverse needs and expectations of customers.

PT Mitra Niaga Madani is an affiliate of PNM Holding. MNM was established to support the infrastructure of PNM Holding, providing buildings, offices, and other supporting facilities. PT MNM has been established since 2010 as an affiliate of PT MNM Persero, supporting the holding company in providing infrastructure needs for buildings and offices.

Table 1. Number of PNM Offices Across Indonesia from 2010 – 2023.

No.	Office	Quantity	Unit
1	Brand Office	62	Unit
2	Ulam Office	645	Unit
3	Mekaar Office	3800	Unit
	Total	4507	Unit

Source: PT PNM, 2024

Based on the results of a pre-survey conducted by the researcher on 34 respondents regarding customer satisfaction, several indicators showed a moderate level of satisfaction, which indicates that improvements need to be made in these areas. The statements include: the diversity of products and/or services offered by PT MNM in meeting customer needs with a mean value of 2.94; the variety of services offered by PT MNM compared to other companies with a mean value of 2.76; the services provided by PT MNM are always of high quality and meet my expectations with a mean value of 2.71; and PT MNM has a competitive edge that differentiates it from its competitors with a mean value of 2.82. The results of the pre-survey indicate that the factors contributing to customer satisfaction include product diversification, service quality, and competitive advantage.

Product diversification refers to the addition of new products to existing ones, as well as the development of innovations in the products or services produced. This arises due to the changing conditions and needs over time. To address this, companies implement various strategies and steps, from top management to the lowest level. One of these steps is product diversification, where a company can maximize its existing business products by expanding the product line with new offerings that are either directly or indirectly related to the previous business to increase customer trust and satisfaction. Diversified products and existing products should both offer added value to enhance customer satisfaction. Product diversification can also impact human resources and positively affect customer satisfaction, helping address challenges arising from these changes.

Product quality also plays a crucial role in building customer satisfaction. Customers tend to be loyal to products that are consistent in quality, so companies must ensure that every product meets the standards expected by consumers. High product quality not only improves customer satisfaction but also enhances the company's overall image. This is important because, in many cases, customer satisfaction is one of the key determinants of a company's success in the market.

Competitive advantage often becomes a determining factor in maintaining and increasing market share amid tight competition. Competitive advantage can be achieved through a combination of product diversification and superior product quality. In this context, competitive advantage not only helps a company remain relevant in the market but also serves as a mediating variable that strengthens the relationship between product diversification, product quality, and customer satisfaction. Therefore, understanding how product diversification and product

quality can influence customer satisfaction through competitive advantage is crucial for effective business strategy.

In the study of product diversification, several studies highlight that diversification can improve customer satisfaction by providing more choices and meeting varying needs. For example, research by Zhang et al. (2023) shows that product diversification can enhance customer satisfaction because consumers feel more attended to and satisfied with the available options. However, a study by Smith and Jones (2022) indicates that overly broad diversification can lead to confusion in the market and negatively affect customer satisfaction if not balanced with consistent product quality. On the other hand, product quality is often considered a key factor in determining customer satisfaction. Research by Kumar and Lee (2023) emphasizes that high product quality directly contributes to greater customer satisfaction and can increase customer loyalty. Conversely, a study by O'Connor and Brown (2022) suggests that although product quality is important, its impact on customer satisfaction may decrease if the company does not consider other aspects such as customer service and product innovation.

Competitive advantage as a mediating variable provides an additional perspective in understanding the relationship between product diversification, product quality, and customer satisfaction. Research by Wang et al. (2024) found that competitive advantage can strengthen the relationship between product quality and customer satisfaction, showing that companies with a competitive edge are more likely to translate product quality into customer satisfaction. However, a study by Nguyen and Hoang (2023) suggests that the role of competitive advantage as a mediator is not always consistent, depending on the industry context and the business strategies employed.

Several previous studies, such as Sisdiyantoro Marendhika (2019), explored customer satisfaction in the construction sector. This study found that service quality influences customer satisfaction. Research by Bawono et al. (2024) indicates that product differentiation has a significant positive effect on customer satisfaction, with competitive advantage mediating this relationship. This research highlights the key role of competitive advantage in strengthening the impact on customer satisfaction, providing important insights into how competitive advantage can contribute to customer satisfaction.

Patel and Kumar (2024) show that product quality has a significant positive effect on customer satisfaction, with competitive advantage mediating this relationship. This study emphasizes the importance of product quality in improving customer satisfaction and shows how competitive advantage can strengthen this effect. The results provide additional insights into the role of product quality in the context of customer satisfaction and how competitive advantage serves as a reinforcing factor. However, research by Permatasari & Wahyuningsih (2020), found that product quality did not significantly influence customer satisfaction.

Ouyang and Zhao (2024) found that product diversification has a significant impact on customer loyalty, with competitive advantage strengthening this relationship. Research by Santosa (2018) related to the impact of competitive advantage on customer satisfaction found that competitive advantage positively influences customer satisfaction, meaning the greater the competitive advantage of a company, the higher the customer satisfaction. This finding is in line with Evi (2016), who concluded that competitive advantage influences customer satisfaction.

Product diversification also contributes to the company's competitive advantage, as seen in the study by Gobel et al. (2022). Product diversification refers to the company's efforts to develop various types of new products or variations of existing products to expand market share and meet the diverse needs of consumers.

Based on the business phenomenon and previous research, the researcher is interested in conducting a study titled: "The Effect of Product Diversification and Product Quality on Customer Satisfaction with Competitive Advantage as a Mediating Variable." This research aims to investigate whether there is a significant effect of product diversification and product

quality on competitive advantage at PT Mitra Niaga Madani. This study will examine the relationship between these two variables to determine whether product diversification and product quality have a significant positive impact on enhancing the company's competitive position in the market.

METHOD

The research method used to analyze the effect of product diversification and product quality on customer satisfaction with competitive advantage as a mediating variable at PT Mitra Niaga Madani (PT MNM) adopts a descriptive quantitative approach aimed at providing a clear depiction of the phenomenon being studied through statistical analysis. The research design used is verificative to test the accuracy or facts regarding the relationships between the variables under study.

The unit of analysis in this research is the customers of PT Mitra Niaga Madani who have used the company's construction products and services. The variables under investigation include customer satisfaction, product diversification, product quality, and competitive advantage. Customer satisfaction is defined as the feeling of pleasure or disappointment after comparing the received outcomes with expectations, while product diversification refers to the company's efforts to develop new products or markets to enhance sales and flexibility. Product quality is measured based on the quality standards applied by the company, and competitive advantage describes the company's ability to excel in quality, cost, and time compared to competitors.

The population for this study includes all customers of PT MNM who have used the company's construction products and services from 2019 to 2023, with a total population of 5,672 respondents. The sample was selected using Slovin's technique, resulting in 100 representative respondents. The data used in this study is primary data, which was collected through questionnaires distributed to the respondents and complemented by interviews to obtain more in-depth data.

The data analysis method used is Structural Equation Modeling - Partial Least Square (SEM-PLS) with the help of the SmartPLS 3 application. In this analysis, convergent and discriminant validity tests are used to measure the reliability of the constructs, while structural model analysis is used to examine the relationships between variables. With this approach, the study aims to test the relationships between the variables and to understand how product diversification and product quality affect customer satisfaction through competitive advantage.

RESULTS AND DISCUSSION

The data analysis results obtained from the questionnaires distributed to respondents at PT Mitra Niaga Madani (PT MNM). This data includes information about the impact of product diversification and product quality on customer satisfaction with competitive advantage as a mediating variable.

This section outlines the demographic data of the respondents, including gender, age, and the highest level of education. The results show that the majority of the respondents are female (73%), with the largest age group falling between 20-30 years (67%).

The measurement model was tested using convergent and discriminant validity. The analysis results indicate that all indicators meet the criteria for validity and reliability, with loading factor values above 0.5. This indicates that each indicator used in this study is capable of representing the latent construct being measured.

At this stage, the analysis was conducted to measure the relationships between the latent variables. The coefficient of determination (R^2) obtained indicates that the model used has a substantial effect on customer satisfaction, with the R^2 value for the customer satisfaction variable being greater than 0.75.

The Inner Model is the test on the structural model conducted to examine the relationship between latent constructs. In this study, the inner model test was performed by showing the R2 value on the endogenous latent construct. The hypotheses in this study will be tested using the path coefficient values and p-values, as presented below.

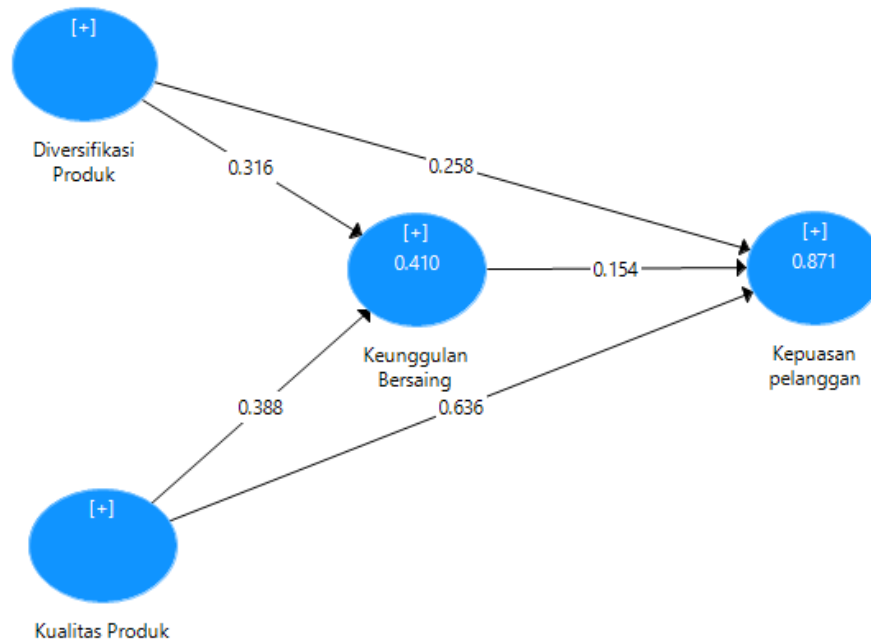


Figure 1. Structural Model
Source: Data processed using PLS software

The calculation results of the entire model using SmartPLS 3.0 are as follows:

Table 2. Hypothesis Testing Results of the Study

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Product Diversification → Customer Satisfaction	0,258	3,326	0,001
Product Diversification → Competitive Advantage	0,316	3,141	0,002
Competitive Advantage → Customer Satisfaction	0,154	2,762	0,006
Product Quality → Customer Satisfaction	0,636	6,938	0,000
Product Quality → Competitive Advantage	0,388	3,835	0,000
Product Diversification → Competitive Advantage → Customer Satisfaction	0,089	3,352	0,002
Product Quality → Competitive Advantage → Customer Satisfaction	0,060	2,347	0,019

Source: Data processed using PLS software.

Based on statistical parameters, it shows that the t-statistic of 2.141 is greater than the t-table value of 1.98 at a 5% significance level. This indicates that product diversification significantly affects competitive advantage. Therefore, Ha is accepted, and Ho is rejected.

Ansoff's (1957) diversification theory states that product diversification is a key strategy for business development in facing intense competition. Product diversification not only provides opportunities to enter new market segments but also reduces the risk of dependence on a single product or service. In the context of PT MNM, product diversification could include offering various types of construction services, ranging from infrastructure development,

building renovations, to technical consulting services. This strategy allows the company to be more flexible in responding to customer needs and market trends.

Moreover, Porter's (1985) competitive advantage theory emphasizes that successful product diversification can create strong differentiation, enhancing the company's appeal in the eyes of customers. For PT MNM, product diversification, combined with innovation, high quality, and efficiency, will provide a sustainable competitive advantage. Therefore, PT MNM needs to continuously develop its product portfolio by considering market needs, technological innovation, and the company's internal capabilities to ensure that diversification not only enhances competitiveness but also delivers maximum value to customers.

Based on statistical parameters, the t-statistic of 3.835 is greater than the t-table value of 1.98 at a 5% significance level. This indicates that product quality significantly affects competitive advantage. Therefore, H_a is accepted, and H_o is rejected. This suggests that improving product quality makes an important contribution to strengthening PT MNM's competitive advantage as a construction company. Superior product quality not only increases customer trust but also provides added value that differentiates PT MNM from its competitors in the same industry.

Garvin's (1987) product quality theory explains that product quality can be measured through eight dimensions: performance, features, reliability, durability, conformance to specifications, aesthetics, perceived quality, and additional services. In the context of PT MNM, product quality includes the use of high-quality materials, technical specification compliance, durable outcomes, and aesthetic design. These dimensions are crucial in meeting customer needs and expectations, thereby enhancing the company's competitiveness.

In the construction industry, product quality is one of the main factors influencing a company's reputation. According to Porter's (1985) competitive advantage theory, a company can create strong differentiation by offering higher quality products compared to competitors. For PT MNM, ensuring that every project meets strict technical and aesthetic standards can be a key strategy to maintain and expand its market share. Therefore, the company needs to continually invest in technology, workforce training, and quality control to maintain consistency and improve its product quality, thereby strengthening its competitive position in the construction industry.

Based on statistical parameters, the t-statistic of 3.326 is greater than the t-table value of 1.98 at a 5% significance level. This indicates that product diversification significantly affects customer satisfaction. Therefore, H_a is accepted, and H_o is rejected. This shows that the product diversification carried out by PT MNM significantly increases customer satisfaction levels. Product diversification allows the company to offer a range of services that meet different customer needs and preferences, resulting in higher customer satisfaction and better service.

The theory that underlies the relationship between product diversification and customer satisfaction can be linked to Oliver's (1980) Expectancy Disconfirmation Theory. This theory suggests that customer satisfaction occurs when the received products or services exceed or at least meet the expectations of customers. The product diversification carried out by PT MNM allows the company to provide a broader and more varied range of products and services, enabling more customers to find what they expect or even more than that.

Another relevant theory is the Customer Value Theory, which states that customer satisfaction occurs when the value provided by the product or service exceeds the cost the customer incurs to obtain it. With product diversification, PT MNM can create additional value for customers through products or services that better meet their needs in terms of quality, innovation, and price. Therefore, successful product diversification is expected to improve customer satisfaction as the company can offer more relevant and valuable solutions.

Thus, PT MNM should continue to develop product diversification strategies to provide a broader range of options that align with customer preferences, ensuring that the products offered are always of high quality and relevant to market needs.

Based on statistical parameters, the t-statistic of 6.938 is greater than the t-table value of 1.98 at a 5% significance level. This indicates that product quality significantly affects customer satisfaction. Therefore, H_a is accepted, and H_o is rejected. In this context, product quality refers to how well the products or services provided meet customer expectations in terms of functionality, durability, design, and project completion time.

The relevant theory supporting this finding is Oliver's (1980) Disconfirmation of Expectations Theory, which states that customer satisfaction occurs when the experience gained by customers exceeds or meets their expectations. If PT MNM can maintain or improve product quality and services, customers will feel satisfied because the products offered not only meet their expectations but also provide added value. In this case, high product quality will result in greater satisfaction as customers feel they receive what was promised or even more.

Another theory that supports this finding is the Customer Value Theory, which suggests that customer satisfaction is achieved when the product or service provides more value than the cost incurred. High product quality not only satisfies customers but also provides value through efficiency, durability, and performance that meet their expectations. By offering high-quality products, PT MNM will strengthen customer relationships, increase loyalty, and enhance the likelihood of positive recommendations from customers.

Based on these findings, PT MNM needs to continue focusing on improving the quality of its products and services. This includes not only the quality of materials and techniques used but also the importance of consistency in meeting established quality standards. Through this approach, the company can ensure that customer satisfaction remains maintained or even increased, which will, in turn, support the long-term success of the business.

Based on statistical parameters, the t-statistic of 2.762 is greater than the t-table value of 1.98 at a 5% significance level. This indicates that competitive advantage significantly affects customer satisfaction. Therefore, H_a is accepted, and H_o is rejected. This confirms that PT MNM's competitive advantage, such as its superiority in product quality, cost efficiency, innovation, and speed of project completion, contributes significantly to customer satisfaction. In other words, the stronger the company's position in terms of competitive advantage, the more likely customers are to feel satisfied with the products and services provided.

The theory supporting this finding is Porter's (1985) Competitive Advantage Theory, which states that a company can gain a competitive advantage through product or service differentiation and cost efficiency, which ultimately leads to customer satisfaction. Competitive advantage in the context of PT MNM is not only focused on lower prices or costs but also on quality, innovation, and better management compared to competitors. Customers receiving products or services with better quality, competitive prices, or other added value tend to be more satisfied, which can strengthen customer relationships with the company.

Moreover, the Customer Satisfaction Theory also supports this, suggesting that customer satisfaction is achieved when a company meets or exceeds customer expectations through its competitive advantage. In this case, PT MNM's competitive advantage allows it to provide a more satisfying experience for customers, whether it be through quality work, timely completion, or strong relationships between the company and customers. Therefore, a company that can maintain or improve its competitive advantage can create satisfied and loyal customers, which contributes positively to the company's long-term business sustainability.

With these findings, PT MNM should continue to strengthen its competitive advantage through improving product quality, innovation, and operational efficiency. Optimizing competitive advantage will further increase customer satisfaction and potentially expand the company's market share.

Based on statistical parameters, the t-statistic of 3.352 is greater than the t-table value of 1.98 at a 5% significance level. This indicates that product diversification significantly affects customer satisfaction through competitive advantage. Therefore, H_a is accepted, and H_o is rejected. This indicates that the product diversification carried out by PT MNM not only has a

direct impact on customer satisfaction but also has an indirect impact through enhancing the company's competitive advantage. In other words, product diversification plays a role in strengthening PT MNM's competitive position in the market, which in turn increases customer satisfaction.

The theory supporting this finding is Ansoff's (1957) product diversification theory, which explains that a company can expand its market or products to reduce dependence on a single product line or market. In the context of PT MNM, product diversification could involve adding new types of services or products in the construction industry that align with market needs, thereby expanding customer choices. This process of product diversification helps the company create a competitive advantage by offering more options to customers, improving service quality, and innovating according to market demands.

Moreover, Porter's (1985) competitive advantage theory is also relevant to this result, which states that product diversification can create a competitive advantage through innovation and differentiation. With a more diverse product offering, PT MNM can differentiate itself from competitors, providing greater added value to customers, and improving operational efficiency. This competitive advantage subsequently impacts customer satisfaction because customers are more likely to be satisfied with a company that offers a wider range of products or services that meet their varied needs.

The Customer Satisfaction Theory also supports this, suggesting that customer satisfaction can be achieved if a company can provide products and services that meet customer expectations. In this case, product diversification through competitive advantage enhancement enables PT MNM to better meet or even exceed customer expectations, thus increasing their satisfaction. Customers who are satisfied with the variety of options and product quality offered by the company are likely to be more loyal and recommend the company to others, which ultimately supports PT MNM's long-term business growth.

Therefore, PT MNM should continue to innovate in product diversification to strengthen its competitive advantage and further increase customer satisfaction. Appropriate diversification will create new opportunities, expand the market, and strengthen relationships with customers, leading to sustainable competitive advantage.

Based on statistical parameters, the t-statistic of 2.347 is greater than the t-table value of 1.98 at a 5% significance level. This indicates that product quality significantly affects customer satisfaction through competitive advantage. Therefore, H_a is accepted, and H_o is rejected.

The research findings indicate that product quality significantly affects customer satisfaction through competitive advantage, with the t-statistic of 2.347 being greater than the t-table value of 1.98 at a 5% significance level. This shows that the product quality produced by PT MNM not only directly affects customer satisfaction but also plays a role in improving the company's competitive advantage, which in turn strengthens customer satisfaction levels. High product quality provides PT MNM with a better competitive position in the market, helping the company meet customer expectations and provide a more satisfying experience.

The theory supporting this finding is Garvin's (1984) product quality theory, which states that product quality can be seen from various dimensions, such as product performance, features, durability, and reliability. In the context of PT MNM, product quality could refer to the reliability and durability of the construction services they offer, as well as how well these products or services meet customer needs and expectations. High-quality construction products offered by PT MNM will increase customer trust and create positive experiences, leading to greater customer satisfaction.

Porter's (1985) competitive advantage theory is also relevant here, where product quality can provide a competitive advantage by differentiating PT MNM from competitors in the market. By offering high-quality products and services, PT MNM can create differentiation that makes it superior to competitors. This competitive advantage arises from the company's ability

to provide better products in terms of quality, which directly contributes to customer satisfaction.

Meanwhile, the Customer Satisfaction Theory also indicates that good product quality is a primary factor determining customer satisfaction. Customers will feel satisfied if the products they receive meet or exceed their expectations. Therefore, PT MNM should focus on improving product quality to maintain its competitive advantage in the market and increase customer satisfaction. The competitive advantage created by superior product quality will make customers more likely to remain loyal, repurchase, and recommend the company to others, contributing to business growth and sustainability.

Thus, PT MNM must continue to invest resources in improving the quality of the products they offer because this will not only strengthen their position in the market but also enhance customer satisfaction through the competitive advantage that is created. High quality becomes the key to building long-term relationships with customers and winning the competition in the construction industry.

CONCLUSION

Product diversification has a significant impact on competitive advantage. This indicates that the variety of services offered by PT MNM, such as the provision of different types of construction services and the innovation of additional services, contributes to enhancing the company's competitiveness and customer satisfaction.

Product quality has a stronger influence on competitive advantage and customer satisfaction compared to product diversification. This emphasizes the importance for PT MNM to maintain high-quality work results, use materials that meet standards, and ensure the ability to optimally meet clients' needs in enhancing both customer satisfaction and the company's competitiveness.

Competitive advantage also significantly impacts customer satisfaction. This suggests that the competitive edge of PT MNM, such as efficiency in resource management and the application of modern technologies, provides added value that can increase customer satisfaction.

Competitive advantage has proven to mediate the relationship between product diversification and product quality in relation to customer satisfaction. The influence of product diversification on customer satisfaction through competitive advantage and the influence of product quality on customer satisfaction through competitive advantage demonstrate that competitive advantage is a crucial factor in strengthening the impact of both product diversification and product quality on customer satisfaction.

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