

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Influence of Product Quality, Brand Image, and Packaging on Customer Loyalty of Dove Products in Surabaya City, Indonesia

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ABSTRACT

This study aims to analyze the influence of product quality, brand image, and packaging on customer loyalty to Dove products in Surabaya. The research method used is quantitative with a descriptive approach. Data were collected through the distribution of questionnaires to 105 respondents who had used Dove products. The data analysis technique employed is Partial Least Squares (PLS). The results show that the three independent variables, product quality, brand image, and packaging, simultaneously positively and significantly affect customer loyalty. These findings indicate that to maintain consumer loyalty, Dove needs to consistently ensure product quality, strengthen brand image, and continuously innovate in packaging design and functionality. This research offers strategic recommendations for companies to enhance personal care product market competitiveness.

Keywords: Product Quality, Brand Image, Packaging, Customer Loyalty.

I. Introduction

The personal care industry in Indonesia has experienced rapid growth in recent years, driven by increasing public awareness of the importance of self-care. This development is influenced by lifestyle changes, technological advancements, and the impact of social media, which have encouraged consumers to be more selective in choosing products based on quality, brand image, and packaging. As one of the prominent brands under Unilever, Dove has long been known for its gentle image, suitability for all skin types, and its "Real Beauty" campaign that emphasizes diversity and authenticity. However, data from the Top Brand Index indicates that Dove's position in the personal care product category has declined yearly, reflecting a decrease in customer loyalty.

Complaints regarding leaky packaging and poor functional design are accompanied by negative responses concerning product quality, with some consumers reporting that using Dove has caused their skin to become dry and irritated. This condition is inconsistent with Dove's brand image, which has long emphasized gentleness and safety for all skin types. The gap between consumer expectations regarding product quality and comfort and the experience creates negative brand perception and potentially reduces customer loyalty (Kaestner et al., 2023). Product quality is a fundamental element that significantly influences



customer satisfaction and loyalty in the body care industry. Consumers assess quality not only from functional aspects such as product effectiveness, but also from sensory experiences like texture, fragrance, skin comfort, and consistency of results. Dove, one of the leading brands in the personal care category, has successfully built a strong reputation through its claims of gentleness and ingredients suitable for all skin types, including sensitive skin.

Dove is widely recognized as a product with a gentle formula and high moisturizing content. However, not all consumers respond positively to its quality. Several negative reviews on online platforms such as marketplaces and review forums indicate dissatisfaction with the performance of certain products. For instance, some consumers complain that Dove's soap and shampoo leave their skin feeling excessively dry or make their hair dry and stiff. Others mention that the results did not meet the expectations set by advertisements. This situation signals that, although Dove's overall quality is considered high, a segment of consumers remains less satisfied, particularly regarding skin compatibility and expected outcomes. This is important to note, as negative perceptions, even from a minority, can impact long-term customer loyalty, primarily if not addressed by the company through innovation or effective clarification. This is supported by research conducted by Prully Olczewski and Purwanto (2023), which shows that product quality positively and significantly affects customer loyalty. In addition to product quality, brand image is another important factor for business sustainability. Dove has established a strong and consistent brand image through its campaigns promoting natural beauty and diversity. These efforts have positioned the brand as socially responsible and fostered a deeper trust and emotional attachment among consumers. A strong brand image shapes consumer perceptions and influences their purchasing behavior. As stated by Abbas et al. (2021), brand image refers to the mental representation of a brand in the minds of consumers, which is shaped by their experiences, interactions with the product, and the marketing strategies employed by the company. This definition emphasizes the importance of consumer experience as a core element in building brand image. Similarly, Fransiscus and Husda (2022) define brand image as the perception or opinion formed in the minds of consumers about a brand. These perceptions are subjective and often influenced by the brand's values, messages, and visual identity. The consistency of these elements contributes significantly to how the brand is remembered and evaluated by consumers.

Furthermore, the Merchandya Mertha & Respati (2022) study supports the notion that brand image significantly impacts customer loyalty. A positive and strong brand image increases customers' likelihood of developing long-term emotional connections with the brand, enhancing their loyalty and willingness to repurchase. Therefore, maintaining a favorable brand image is crucial for attracting new customers, retaining existing ones, and ensuring sustainable brand growth. This finding aligns with a study by Merchandya Mertha & Respati (2022), which states that brand image influences customer loyalty.

Packaging issues such as leakage and inconsistency directly impact the consumer experience and influence the overall perception of the brand's professionalism and consistency. In an increasingly competitive market environment, such technical weaknesses can become critical points that drive consumers to switch to other brands perceived as more neat and hygienic. This aligns with the 2023–2024 Top Brand Index data for Dove, which shows a decrease in Dove's percentage within the body care product category. This decline reflects that consumers no longer take packaging lightly. They assess brands holistically, including the presentation of the products they receive. In this case, negative reviews about leaky and sloppy packaging contribute to declining consumer loyalty and trust. Therefore, untidy and non-sealed packaging has become one of Dove's weaknesses that must be addressed promptly if the brand aims to regain its leading position in the minds of consumers and compete with other brands that offer a more comprehensive and satisfying user experience. Packaging not only serves to protect the product but also plays an important role in conveying the brand's value and identity to consumers. Innovative packaging is visually appealing and can create a memorable experience, influencing purchasing decisions and long-term loyalty (Rahmawati, 2024). This is supported by research conducted by Hanifah Mahry et al (2023), which shows that packaging quality positively and significantly affects consumer loyalty.

Customer loyalty is not merely about repeat purchases, but also involves psychological aspects where customers develop an emotional attachment to a brand and actively recommend the product to others (Suparman et al., 2022). According to research by Mey Nur Aisyah et al. (2023), customer loyalty is influenced by satisfaction with product quality and the alignment between brand values and consumer expectations. Another definition proposed by Bagus and Lukitaningsih (2022) states that customer loyalty is consistently repurchasing a product or service while showing loyalty and having an emotional bond with the brand or company. This loyalty is reflected not only in the frequency of purchases but also in the customer's willingness to continue using the product despite the availability of alternatives and their readiness to recommend the product to others. This study examines the influence of product quality, brand image, and packaging on customer loyalty toward Dove in Surabaya, an area that has not been extensively explored in previous research. Prior studies, such as those by Trinanda & Saputri (2021) and Utomo et al. (2024), focused on other brands like Starbucks and Pia Hikmah. This presents a research gap that has not been widely addressed, thus offering novelty in this study.

Considering the industry dynamics, changes in consumer behavior, and the limitations of previous literature, this study aims to simultaneously analyze the influence of product quality, brand image, and packaging on customer loyalty toward Dove in Surabaya. The results of this research are expected to provide academic and practical contributions, supporting the development of marketing theory and offering strategic recommendations for the company to strengthen customer loyalty amid intense market competition.

II. Literature Review

2.1. Product Quality

When purchasing a product or service, buyers usually consider not only its physical appearance but also the quality of the product. A high-quality product can meet or exceed consumer expectations regarding durability, performance, features, reliability, aesthetics, and conformity to their preferences. According to (Mohamed Ebrahim et al., 2024), product quality refers to various characteristics and attributes that determine how much a product or service can fulfill or even surpass customer needs and expectations, whether explicitly stated or implied. The aspects that shape this quality include reliability, durability, performance, appearance, compliance with applicable standards, and how customers perceive the product's value. Good product quality can positively impact customer satisfaction, increasing brand loyalty and encouraging repeat purchases. Therefore, companies must continuously innovate, ensure their products comply with industry standards, and meet customers' ever-evolving needs and preferences. Product quality plays a significant role in influencing consumers' purchasing decisions. When selecting a product, consumers consider its physical appearance and evaluate its functionality, durability, reliability, and aesthetic value. A high-quality product can meet or exceed customer expectations, ultimately increasing satisfaction and loyalty. Moreover, product quality is also a key factor in determining a product's competitiveness and position in the market. Products that meet high-quality standards have a greater chance of boosting sales and attracting more consumers. Therefore, companies must continuously innovate and ensure their products align with consumers' evolving needs and preferences. According to Pakan and Purwanto (2022), three product quality indicators can be used to measure product quality: Raw Material Content, Free from Side Effects, and Product Durability.

2.2. Brand Image

Brand image is the consumer's perception of a brand, formed through personal experiences, interactions, and various associations that consumers have with the brand. According to Abbas et al (2021), Brand image is a brand's mental representation in customers' minds, influenced by their experiences and interactions with the product and the company's marketing strategies. Fransiscus & Husda (2022) define brand image as the perception or opinion that forms in the minds of consumers regarding a brand. Sanana et al

(2021) State that brand image is the trust in a brand, encompassing consumer perceptions, experiences, thoughts, and behavioral views, both positive and negative, that can influence purchasing decisions. This definition aligns with the concept that brand image reflects perceptions formed through associations consumers link with a brand in their memory. Mahaputra & Saputra (2022) explain that brand image is the consumer's view of a brand formed through specific associations in their minds. These associations involve various factors that can influence their purchase decision.

Based on the perspectives mentioned above, it can be concluded that brand image is the perception formed in the consumer's mind about a brand. This perception is influenced by personal experience, direct interaction with the brand, and the marketing strategies implemented by the company. Brand image is not merely about visual identity or logo, but also reflects the associations built in the consumer's mind through direct and indirect brand experiences. Brand image also plays an important role in influencing customer satisfaction and loyalty. A positive perception of a brand can enhance consumer trust and emotional attachment, which ultimately leads to brand loyalty. This proves that the stronger the brand image, the greater its impact on consumer choices and behavior. According to (Firmansyah & Purwanto, 2022) Three indicators can be used to measure brand image: Corporate Image, Product Image, and User Image.

2.3. Packaging

According to Wijaya & Harianto (2025), design and innovation in packaging can enhance a product's selling value and create a competitive advantage for the company. According to Anggia Sekar Putri et al. (2025), well-designed packaging can strengthen consumers' emotional attachment to the brand. For instance, aesthetically pleasing and functionally designed packaging can enhance the user experience and foster long-term loyalty. According to Kaestner et al. (2023), packaging is not merely a product wrapper but plays a vital role in protecting the product, maintaining its quality, and reducing waste. Packaging is designed to ensure product safety, extend shelf life, and facilitate distribution and consumer use. Based on the various opinions presented above, it can be concluded that packaging is not just a physical container, but a system designed to protect, store, and safely distribute products. In addition to its protective function, packaging also plays a strategic role in enhancing product appeal, building brand image, and serving as a communication tool with consumers. Design and innovation in packaging can provide added value, enhance user experience, and create a competitive advantage for companies. Beyond aesthetics, well-designed packaging can foster emotional connections with consumers, increasing brand loyalty. Moreover, packaging maintains product quality, reduces waste, and supports environmental sustainability. Therefore, packaging protects the product and becomes crucial in marketing strategy, user experience, and sustainability. Packaging is designed to ensure product safety, extend shelf life, and facilitate distribution and usage by consumers. Based on this study, several indicators can be used to measure packaging effectiveness, including attractive packaging, modern packaging design, product content protection, refill concepts, product information display, safety, and functionality.

2.4. Customer Loyalty

Customer loyalty is a strong form of commitment from consumers to consistently choose and use a product or service in the future, regardless of external influences or marketing strategies that may affect their decisions. According to Sasongko (2021), customer loyalty reflects the strong commitment of consumers to repeatedly choose and use a product or service over the long term. This indicates that customers are delighted and trust in the brand's quality and benefits. Loyal customers maintain their choices despite external factors such as market competition, changing trends, or price differences. This loyalty is usually formed through consistent positive experiences, satisfying service, and emotional connections built between customers and the brand. Therefore, companies need to implement appropriate strategies, such as improving product

quality, providing responsive service, and building effective communication to maintain and increase customer loyalty over the long term.

According to Bagus & Lukitaningsih (2022), customer loyalty is the habit of repeatedly purchasing products or services while maintaining loyalty and having an emotional attachment to the brand or company. This loyalty is shown through the frequency of purchases, the customer's willingness to continue using the product even when alternatives are available, and their readiness to recommend the product to others. Meanwhile, Kimani and Kinyua (2025) define customer loyalty as a combination of emotional attachment and repeated purchasing behavior from a single brand, supported by the customer's positive perception of the quality and value offered. Based on the above opinions, it can be concluded that customer loyalty is a strong commitment by customers to continue using, repurchasing, or subscribing to a product or service in the long term, even when there are external factors such as competition, promotions from other brands, or changing market conditions that may influence their decisions. Customer loyalty is not only seen from how often they make repeat purchases, but also includes emotional and psychological attachment to the brand or company. Loyal customers trust the products or services they use, feel satisfied with the quality provided, and view the offered value positively. In addition, loyal customers tend to stick with a brand even when other alternatives are available in the market and may act as active promoters by recommending the product or service to others.

The main factors that support the formation of customer loyalty include customer satisfaction, positive experiences in using the product, service quality, emotional attachment, and the perceived value by the customer. Therefore, customer loyalty is not limited to the habit of making repeat purchases, but also reflects a long-term relationship established between the customer and the brand. This relationship is formed through positive experiences, strong emotional bonds, and increasing trust. According to Najeela Pakutandang (2022), three indicators can be used to measure brand loyalty: Repeat Purchase, Giving Recommendations to Others, and Considering the Brand as the Primary Choice.

2.5. Relationships Between Variables

2.5.1. The Influence of Product Quality on Customer Loyalty

Companies must pay attention to product quality in maintaining or increasing customer loyalty. Maintaining product quality in a competitive business environment is key to preventing customers from turning to other brands. Products of poor quality, easily damaged, or not meeting the promised standards will lead to customer disappointment and loss of trust. If this happens, customers are likely to seek out other products that are more reliable. On the other hand, if a product is of good quality and maintains that quality over time, customers will feel more comfortable using it. According to Mohamed Ebrahim et al. (2024), product quality refers to a set of characteristics and attributes found in a good or service that determine how well the product can meet or even exceed customer needs and expectations, directly or indirectly. This quality encompasses various important aspects, such as reliability, durability, performance, aesthetics, compliance with established standards, and customer perception of the product's value. A good-quality product will enhance customer satisfaction, encourage them to recommend it to others, and strengthen customer loyalty. This aligns with research conducted by Sabaru et al (2022), Qomariyah & Dwiridotjahjono (2024), and Muhammad (2023), which shows that product quality has a positive and significant effect on customer loyalty. This indicates that when a product is made with high-quality materials, it can ensure customer satisfaction.

2.5.2. The Influence of Brand Image on Customer Loyalty

According to Sanana et al (2021), brand image is the trust in a brand that encompasses consumer perceptions, experiences, thoughts, and behavioral views, both positive and negative, which can influence purchasing decisions. Brand image can enhance customer loyalty by building trust, credibility, and a strong emotional connection. When a brand has a positive and consistent image, customers tend to feel more

confident and comfortable continuing to use its products or services. Brand image can enhance customer loyalty by building trust, credibility, and a strong emotional connection. When a brand has a positive and consistent image, customers tend to feel more confident and comfortable continuing to use its products or services. A unique brand image also aids in differentiating from competitors, making it harder for customers to switch. Moreover, the emotional associations formed make customers feel personally connected to the brand. If the customer experience consistently meets the brand image's expectations, their satisfaction will increase, ultimately strengthening their loyalty. Research conducted by Hanifah Mahry et al (2023) and Merchandya Mertha & Respati (2022) also revealed that brand image positively and significantly impacts consumer loyalty.

2.5.3. The Influence of Packaging on Customer Loyalty

According to Kaestner et al. (2023), packaging is not merely a product wrapper but serves an important function in protecting the product, maintaining its quality, and reducing waste. Packaging is designed to ensure product safety, extend shelf life, and facilitate distribution and consumer usage. Packaging is essential in building customer loyalty towards a product or brand. Attractive and informative packaging can create a positive customer experience when they see the product on the shelf or a digital platform. Packaging also plays a role in building an emotional connection with customers. The study conducted by Trinanda and Saputri (2021) found that packaging has a positive and significant effect on customer loyalty. This research is in line with the study by Utomo et al (2024), which also showed that packaging positively and significantly influences consumer loyalty toward Pia Hikmah Trenggalek products. The study emphasizes that companies aiming to enhance consumer loyalty must focus on strategies such as creating a strong brand image, designing attractive packaging, and ensuring product halal certification to maintain customer trust.

2.6. Conceptual Framework

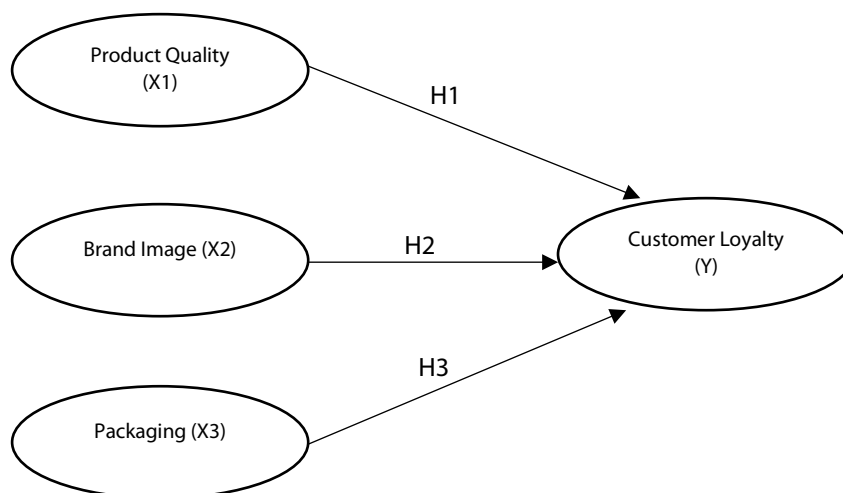


Figure 1. Conceptual Framework

H1: Product quality will positively influence customer loyalty toward Dove products in Surabaya.

H2: Brand image is presumed to influence customer loyalty toward Dove products in Surabaya positively.

H3: Packaging is presumed to influence customer loyalty toward Dove products in Surabaya positively.

III. Research Method

This study employs a quantitative approach using a survey method, where data is collected through a structured questionnaire distributed to 105 consumers of Doce products in Surabaya City. The questionnaire was designed based on selected theories and consists of 15 items divided into four main variables: Product Quality, Brand Image, Packaging, and Customer Loyalty. Product Quality is measured using Raw Material Content, Free from Side Effects, and Product Durability. Brand Image is measured by three items: Corporate Image, Product Image, and User Image. Packaging is measured with six items: attractive packaging, modern packaging design, protection of product contents, refill concept, product information display, and safety and functionality. Meanwhile, customer loyalty is measured by three items: repeat purchase, giving recommendations to others, and considering the brand as the primary choice. Each statement is evaluated using a five-point Likert scale, ranging from strongly disagree (1) to agree (5) strongly. Respondents rated the items based on their perceptions and experiences. The total sample of 105 respondents was determined using Hair et al.'s formula, multiplying the number of indicators by 7 (15 indicators × 7). The collected data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method through the SmartPLS 4.0 software to test the validity, reliability, and hypothesized relationships among variables.

The indicators in this study were selected based on their suitability with the characteristics of the examined variables and their relevance in the context of the personal care industry. The Product Quality indicators were chosen to reflect the ability of personal care products to meet consumer expectations, particularly regarding raw material content, safety from side effects, and product durability. The Brand Image indicators represented consumer perceptions of brand reputation and emotional value, significantly influencing customer loyalty. The Packaging indicators were selected to reflect attractive packaging, modern packaging design, product protection, refill concept, product information display, and safety and functionality. Meanwhile, the Customer Loyalty indicators are considered important as they reflect repeat purchases, giving recommendations to others, and considering the brand as the primary choice. The selection of these indicators is deemed relevant and adequate to represent the research construct comprehensively.

IV. Results and Discussion

4.1. Outer Loading

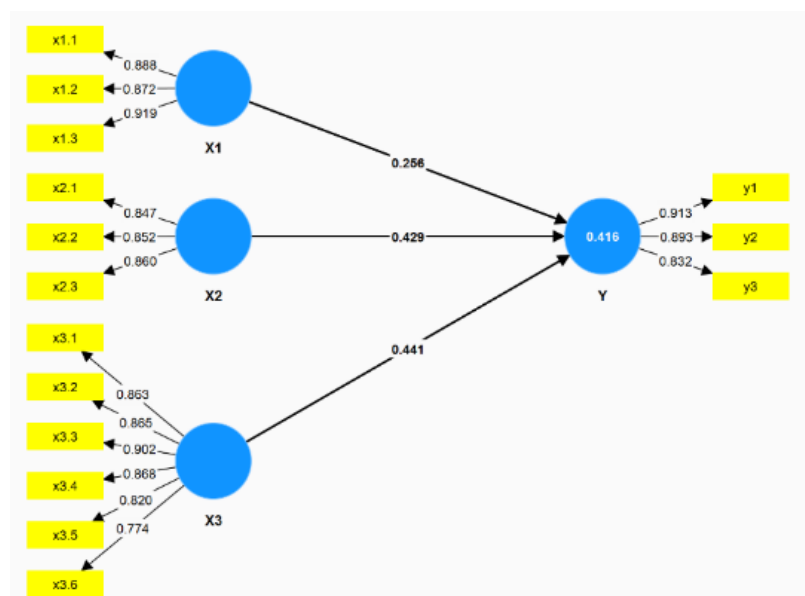


Figure 2. Outer Loading Results

Based on the outer loading results from PLS, the factor loading values of each indicator are shown on the lines connecting the constructs to their respective indicators. The magnitude of the path coefficients is displayed above the arrows between the independent and dependent variables. At the same time, the R Square values are located within the circles representing the independent and dependent variables. Each variable contains indicators with the highest values and significant influence.

Table 1. Outer Loading

Indicator	Loading Factor	Result
X1.1	0.888	Valid
X1.2	0.872	
X1.3	0.919	
X2.1	0.847	
X2.2	0.852	
X2.3	0.860	
X3.1	0.863	
X3.2	0.865	
X3.3	0.902	
X3.4	0.868	
X3.5	0.820	
X3.6	0.774	
Y1	0.913	
Y2	0.893	
Y3	0.832	

Based on the data and figures presented in Table 1, it can be seen that all outer loading values are valid, as they meet the required threshold. Therefore, no further testing or adjustment is necessary.

4.2. Cross Loading

Table 2. Cross Loading

	X1	X2	X3	Y
X1.1	0.888	-0.007	-0.010	0.190
X1.2	0.872	0.018	-0.142	0.145
X1.3	0.919	-0.015	-0.143	0.209
X2.1	-0.014	0.847	0.035	0.313
X2.2	0.051	0.852	-0.061	0.344
X2.3	-0.039	0.860	0.009	0.417
X3.1	-0.092	-0.003	0.863	0.333
X3.2	-0.096	-0.073	0.865	0.295
X3.3	-0.073	0.074	0.902	0.430
X3.4	-0.097	-0.002	0.868	0.376
X3.5	-0.084	-0.038	0.820	0.357
X3.6	-0.122	-0.028	0.774	0.252
Y1	0.195	0.341	0.387	0.913
Y2	0.215	0.389	0.339	0.893
Y3	0.136	0.393	0.357	0.832

Based on the cross-loading results in Table 2, each variable shows different indicator contributions. For the Product Quality variable, the indicator Product Durability (X1.3) has the highest value (0.919), indicating that consumers consider durability the most important aspect. Meanwhile, Free from Side Effects (X1.2) has the lowest value (0.872), although it remains valid. For the brand image variable, the indicator User Image (X2.3) has the most significant influence (0.860), meaning that perceptions of Dove users significantly

affect the brand image. Manufacturer Image (X2.1) has the lowest value (0.847), suggesting that the company's reputation is less dominant than the users' impression. The packaging indicator Protecting Product Contents (X3.3) recorded the highest value (0.902), highlighting the importance of product protection for consumers. Meanwhile, Safety and Functionality (X3.6) has the lowest value (0.774), though it still meets the validity criteria. For customer loyalty, the indicator Repeat Purchase (Y1) has the highest value (0.913), indicating strong consumer loyalty. Since Primary Choice (Y3) is the lowest (0.832), consumers are still open to choosing other brands. Overall, all indicators have loading values above 0.70, indicating they are valid in measuring their respective constructs.

4.3. Reliability Test

Table 3. Reliability Test

	Cronbach's Alpha	Composite Reliability	AVE
Product Quality (X1)	0.875	0.898	0.798
Brand Image (X2)	0.815	0.829	0.728
Packaging (X3)	0.923	0.938	0.722
Customer Loyalty (Y)	0.854	0.854	0.775

Based on Table 3, all variables have a composite reliability (Cronbach's alpha) value greater than 0.70, indicating the reliability requirements are met. This value demonstrates a high level of stability and consistency in the instruments used, and the questions given to respondents are considered reliable.

4.4. R-Square

Structural model analysis, also called the inner model, is a component of Structural Equation Modeling (SEM) used to test the relationships between latent constructs in a study. One of the leading indicators used to assess the quality of the structural model is the R-Square (R^2) value. R-squared indicates the extent to which the independent variables can explain the dependent variable within the model. In this context, R-squared serves as a measure of the level of determination, which describes the proportion of variance in the endogenous (dependent) construct that the exogenous (independent) constructs can explain. The higher the R-Square value, the better the model explains the phenomenon under study. R-Square values are generally categorized into three levels: a value of approximately 0.75 is considered strong, around 0.50 is considered moderate, and around 0.25 is considered weak. However, the interpretation of R-Square should still be adapted to the scientific field's context and the research data's characteristics. Although R-Square is not the only determinant of model quality, it remains an important indicator in assessing how effectively a model explains the relationships between latent variables. (Ghozali, 2023).

Table 4. R-Square

	R-Square
Customer Loyalty	0.416

Based on Table 4, the R-Square (R^2) value is 0.416, indicating that the variables in the model can explain the customer loyalty variable by 41.6%. In comparison, the remaining 58.4% is influenced by other factors not included in this study. The R-Square value falls into the moderate category, which means the model's ability to explain customer loyalty is reasonably adequate.

4.5. Hypothesis Test

Table 5. Hypothesis Test

	Original Sample	P-Values	Information
Product Quality -> Customer Loyalty	0.256	0.001	Accepted
Brand Image -> Customer Loyalty	0.429	0.000	Accepted
Packaging -> Customer Loyalty	0.441	0.000	Accepted

Based on Table 5, the results of the hypothesis testing in this study are as follows:

- Product Quality has a P-value of less than 0.05 and a coefficient of 0.256, indicating that the first hypothesis is accepted. This means that product quality has a significant positive effect on customer loyalty. In other words, the better the product quality perceived by consumers, the higher their tendency to remain loyal to the product. Thus, the hypothesis stating that product quality influences customer loyalty is accepted.
- Brand Image has a P-value of less than 0.05 and a coefficient of 0.429, indicating that the second hypothesis is accepted. This proves that brand image has a significant positive effect on customer loyalty. This means that the more positive the brand image in the eyes of consumers, the more likely they are to remain loyal. Therefore, the hypothesis stating that brand image influences customer loyalty is accepted.

Packaging has a P-value less than 0.05 and a coefficient of 0.441, indicating that the third hypothesis is accepted. This proves that packaging has a significant positive effect on customer loyalty. Attractive, functional packaging that meets consumer expectations can increase customer loyalty. Therefore, the hypothesis stating that packaging influences customer loyalty is accepted.

4.6. Discussion

4.6.1. The Effect of Product Quality on Customer Loyalty

Product quality has positively and significantly influenced customer loyalty toward Dove in Surabaya. This indicates that the higher the consumer's perception of product quality, the higher the loyalty level. Based on the test results, the indicator with the highest outer loading value is product durability, indicating that durability is the most dominant quality in shaping consumer perceptions of Dove. The durability of Dove products can be factually proven through their shelf life, which reaches approximately two years. This durability provides added value for consumers as they feel the product remains safe and effective for use over a long period. This sense of trust encourages consumers to choose Dove over other brands consistently and fosters a sustainable, long-term relationship. Thus, product quality, particularly durability, is central to strengthening customer loyalty and maintaining Dove's position as a leading brand in the body care industry.

The high quality of Dove's products creates short-term loyalty and builds a long-term emotional bond with consumers. Consumers feel more confident and comfortable continuing their purchases without considering many alternatives when quality is consistently maintained. The research findings show that the indicator with the most significant influence on loyalty is product durability, suggesting that consumers highly value the long-lasting effectiveness of Dove products in their daily use. When a product can provide lasting benefits, consumers feel satisfied and assured that they have made the right choice, reinforcing their loyalty to the brand. This research aligns with previous studies conducted by Amelia & Sulistyawati (2023), Putra (2021), Hardiyanti & Madiawati (2021), Nastiar & Farunik (2024), and Efendi et al. (2023), which also found that product quality has a positive and significant impact on customer loyalty. It can be concluded that the better the perceived quality of Dove products, the higher the tendency of consumers to remain loyal to the brand.

4.6.2. The Effect of Brand Image on Customer Loyalty

The research findings indicate that brand image positively and significantly influences customer loyalty toward Dove products. This is reflected in the test results, which show the highest outer loading value on the "User Image" indicator. This indicator represents how consumers perceive the characteristics of Dove users, who are generally associated with individuals who care about their skin's health and softness. This positive user image forms a strong association in consumers' minds that Dove is a trusted personal care product chosen by people with a high awareness of self-care. This association enhances the brand's appeal and strengthens the emotional bond between consumers and the product, ultimately driving consistent loyalty. Thus, the perception of the user image plays a significant role in building a superior and sustainable brand image for Dove in the eyes of its customers. These findings are in line with previous studies by Olof Utomo et al. (2024), Febriani et al. (2022), Apriliani (2020), Naully & Saryadi (2021), and Oktavia & Sudarwanto (2023), which also found that brand image positively influences customer loyalty. Therefore, it can be concluded that a strong brand image, as demonstrated by Dove, can create sustainable consumer loyalty.

4.6.3. The Effect of Packaging on Customer Loyalty

The study results indicate that the packaging variable positively and significantly affects customer loyalty. This is demonstrated by the highest outer loading value found in the indicator "protecting the contents of the product," which suggests that the protection aspect is the most dominant factor shaping consumer perceptions of Dove's packaging. Dove's innovative refill packaging supports this, designed to provide extra safety, such as being leak-proof, spill-resistant, and contamination-free during use. This packaging maintains the product's quality and cleanliness and creates a sense of safety and comfort for consumers. Adequate protection builds trust, enhances satisfaction, and drives customer loyalty toward the Dove brand.

Protecting the product's contents illustrates how effective Dove's packaging is in maintaining its quality, safety, and cleanliness against external threats, such as air, dust, humidity, and physical risks like leakage or spills. In this regard, Dove demonstrates its commitment to product protection through innovative refill packaging designed to be more practical and resistant to damage, featuring a tightly sealed cap system and durable packaging materials. This innovation minimizes the risk of contamination and ensures the product remains sterile and well-preserved until use. Such maximum protection is crucial, especially since Dove products are generally applied directly to the skin, making consumers highly attentive to safety and hygiene. When consumers feel confident that their products are well-protected, their trust in the brand grows, which drives long-term loyalty; therefore, this indicator plays a significant role in building a positive image of Dove and strengthening consumer attachment to the product.

Packaging is a product protector and an important element in marketing strategy, attracting consumer attention and shaping perceptions of a brand's quality. For Dove products, the packaging is designed to be simple, clean, and elegant, reflecting the brand's values of gentleness, naturalness, and simplicity. Neutral colors such as white and light blue convey a clean and calming impression, making consumers feel that the product is safe and suitable for daily care. This research finding is supported by previous studies conducted by Trinanda & Saputri (2021), Erdian (2021), Haq et al. (2025), and Nastiar & Farunik (2024), which state that attractive and functional packaging can enhance positive brand perception and encourage customer loyalty. Thus, it can be concluded that packaging plays a strategic role in retaining customers who continue to choose the exact product amid increasing competition. Dove has successfully utilized packaging as a protective element and a medium for communicating brand values and enhancing customer loyalty.

4.7. Cross Loading

This study has several limitations, even though the researcher has tried to make it as unique as possible, including: There were difficulties in reaching the respondents because all questionnaire distribution activities were conducted online, making it hard to obtain respondents' contact information, The questionnaire was filled out within a specific time frame, so respondents' perceptions might have been influenced by current market conditions or trends, which are not constant.

V. Conclusion

First, product quality has positively and significantly influenced customer loyalty. Consumers remain loyal to products that consistently deliver benefits in line with their expectations. In the case of Dove, aspects such as product softness, skin safety, and long-lasting quality have played a key role in maintaining customer trust and satisfaction. These factors contribute to the perception that Dove offers reliable value, encouraging customers to continue using the brand. Second, brand image also positively and significantly affects customer loyalty. Dove's strong and consistent branding—particularly through campaigns that promote authenticity, diversity, and natural beauty—has fostered emotional attachment among consumers. This emotional connection strengthens customers' identification with the brand, making them more likely to remain loyal even in the presence of alternative products. Lastly, packaging has a positive influence on customer loyalty as well. Attractive and functional packaging designs enhance the overall customer experience by providing a sense of safety and comfort. A well-designed package not only protects the product but also communicates the brand's identity and values, helping to reinforce a positive image in the minds of consumers. This contributes to customer satisfaction and supports the development of long-term loyalty toward the brand.

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