

DETERMINATION OF SATISFACTION FACTORS, SERVICE QUALITY, AND TRUST TOWARDS CUSTOMER LOYALTY: A CASE STUDY OF TOYOTA DEALERSHIP IN PALEMBANG

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Abstract: This study aims to analyze the influence of customer satisfaction, service quality, and trust on customer loyalty at Toyota Dealers in Palembang. Customer loyalty is one of the complex aspects in maintaining business continuity in the highly competitive automotive industry. This study uses a quantitative method with a multiple linear regression approach to measure the influence of independent variables (customer satisfaction, service quality, and trust) on the dependent variable (customer loyalty). Primary data were collected through questionnaires distributed to 150 respondents, namely customers of Toyota Dealers in Palembang. The results of the study indicate that partially, customer satisfaction, service quality, and trust each have a significant influence on customer loyalty, with a significance value of 0.001 (<0.05). Simultaneously, the three variables also have a significant influence on customer loyalty, with a calculated F value ($167.12 > F \text{ table } (2.39)$) and a significance level of 0.001. The coefficient of determination (Adjusted R Square) of 0.628 indicates that 62.8% of the variation in customer loyalty can be explained by the three independent variables, while the remaining 37.2% is influenced by other variables outside this study. The correlation value of 0.795 indicates a strong relationship between the independent variables and customer loyalty. This study indicates that in order to increase customer loyalty, Toyota Dealers in Palembang need to focus on increasing customer satisfaction through quality after-sales service, maintaining superior service standards, and building trust through transparency and consistency of service. Further studies are recommended to explore other factors that have the potential to influence customer loyalty, such as price, promotion, and customer emotional experience.

Keywords: Customer Loyalty, Customer Satisfaction, Service Quality, Trust

INTRODUCTION

Along with the development of the era from time to time, the automotive business sector has experienced rapid development. The development of an increasingly modern era has made cars a primary need for some people with today's lifestyle. All of this started from the needs of the upper middle class for four-wheeled transportation or cars that have become basic needs. In carrying out every mobility in dense activities and the many places that must be visited every day, people's interest in having a car is increasing.

Table 1 Data on the Development of the Number of Passenger Cars in Palembang City
2021-2023

Year	Passenger Car (unit)
2021	141,189
2022	145,035
2023	146,729

Source: Central Statistics Agency of South Sumatra Province, 2024



From table 1 above, it can be seen that the number of passenger cars in Palembang City has increased from year to year. The Central Statistics Agency of South Sumatra Province recorded the number of motorized vehicles in Palembang City according to the type of passenger car in 2021 as many as 141,189 units, in 2022 as many as 145,035 units and in 2023 as many as 146,729 units. In 2021 to 2022 there was an increase in the number of passenger cars by 2.72% and in 2022 to 2023 the number of passenger cars experienced a lower increase compared to 2021 to 2022, which only experienced an increase of 1.17% (BPS, n.d.). This development certainly benefits automotive business players.

The existence of car products that are increasingly in demand by the public has encouraged the establishment of companies or dealers that market cars with various brands or styles. The increasing number of car manufacturers in Indonesia, the competition to get customers is getting tighter and more competitive. One way to maintain and gain market share is that automotive players must be able to create marketing strategies that bring the company closer to its performance goals.

Companies engaged in this field must continue to be creative and innovative in offering products and services that will be sold in order to continue to exist and compete. In other words, companies and dealers as distributors do not only sell vehicle products but must also be able to provide the best vehicle service as a strategy in marketing their business and meeting the growing demands of customers. Vehicle service is not only limited to improving vehicle performance, but also providing good service to customers in order to win the competition. This is done in order to achieve a better market share and be better known to the public. Dealer service is one of the best places to build customer loyalty to dealers in the long term.

PT Tunas Auto Graha (TAG) or better known as TAG is one of the largest Toyota dealers in the city of Palembang. Tunas Auto Graha (TAG) Palembang, located at Jalan Perintis Kemerdekaan No.8 Palembang, carries services in selling Toyota units as well as workshops and spare parts or 3S (Sales, Service and Spareparts). As an official Toyota dealer, this automotive company is committed to not only presenting various products that suit customer needs, but also prioritizing after-sales services such as vehicle maintenance.

Table 2 Average Data on Toyota Car Sales at Tunas Auto Graha (TAG) Palembang 2021-2023

Year	Sale Per month (unit)	Sale Per year (unit)	Average Increase Annual Sales (units)
2021	200	2,400	2,580
2022	215	2,580	2,774
2023	232	2,774	2.983
Amount		7,754	

Source: TAG Service (2024)

From table 2 above, it can be seen that for monthly car sales at Tunas Auto Graha (TAG) Palembang, the average can reach 200 car units, in a year if calculated, around 2,400 to 2,774 car units can be sold, so in three years the cars sold are approximately 7,754 car units with a percentage increase of around 5% to 10% per year.

Every customer who has purchased a Toyota car at Tunas Auto Graha (TAG) Palembang will service it at the official Toyota workshop at Tunas Auto Graha (TAG) again because it is in accordance with the mandatory or one of the requirements for new car users, especially Toyota brand users, to be able to make a warranty claim if they experience

damage. So that customers do not worry about thinking about maintenance costs when buying a Toyota car, the T-Care Program is presented. The T-Care Program can provide free service and spare parts for 7 services for 3 years. In addition, there is a reward for loyal customers in the form of a 1-year Extended Warranty or 20,000 km if they routinely service regularly every 6 months.

Table 3 Average Data on the Number of Service Customers at Tunas Auto Graha (TAG) Palembang in 1 (one) Month Days (units)

Period	Day (unit)							Amount
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
Week I	75	75	50	50	70	80	50	450
Sunday II	70	70	55	50	70	90	55	460
Sunday III	75	75	50	50	70	85	55	460
Sunday IV	75	75	60	55	75	90	50	480
Total								1,850

Source: TAG Service (2024)

In table 3 above, it can be seen that every Monday, Tuesday and Friday the number of cars serviced is on average between 70 to 75 units. The decrease in the number of cars serviced usually occurs on Wednesday, Thursday and Sunday, which is between 50 to 60 units. On Sunday, the decrease in the number of cars serviced is because the service is only open until 14.00 WIB. Usually the service time of the official Tunas Auto Graha (TAG) Palembang workshop is from 08.00 - 17.00 WIB. On Saturdays, there is an increase in service, which can reach 80 to 90 units of cars serviced. So if calculated in 1 (one) month, the average number of customers who service Toyota cars can reach 1,850 units.

Table 4 Average Data on the Number of Service Customers at Tunas Auto Graha (TAG) Palembang 2021-2023

	Month I - IV	Month V - VIII	Month IX - XII	Amount
2021 (units)	7,400	8.140	7,770	23,310
2022 (units)	7,030	7,733	7,381	22.144
2023 (units)	6,678	7,346	7.013	21,037

Source: TAG Service (2024)

Maintaining customer loyalty is not an easy thing for Tunas Auto Graha (TAG) Palembang to do. From table 4 above, it can be seen that from 2021-2023, there was a decrease in the number of customers who serviced their cars at Tunas Auto Graha (TAG) Palembang, namely from 23,310 car units to 21,037 car units. In 2021-2022, there was a decrease of 5% to 10% per year, namely from 23,310 car units to 22,144 car units. In 2022-2023, there was a decrease of 5% per year, namely from 22,144 car units to 21,037 car units. This is because after the free service and spare part period ends, customers will usually still come back to service at the official Tunas Auto Graha (TAG) Palembang workshop, but with retention that is getting lower and lower and this usually happens after three years. The

percentage of customer decline is around 5% to 10% per year after the free service and spare parts are finished because customers have to pay or spend money to buy spare parts and car maintenance services at the official workshop.

But in certain months there is an increase in car service due to the Lebaran holiday (Idul Fitri) between April-May, the Class Promotion holiday in June and the New Year holiday in December. The percentage increase in customers is around 20% in the month concerned. As a solution for loyal customers who still do car maintenance at their official workshop, Tunas Auto Graha (TAG) Palembang issues a member card for each customer with the benefit of getting a 25% discount on vehicle service fees.

Having loyal customers is one of the ultimate goals of a company. According to Kotler and Keller in (Badu, 2022), Customer loyalty is a deeply held commitment to repurchase or re-support a preferred product or service in the future despite situational influences and marketing efforts that have the potential to cause customers to switch. According to Jonathan Kurniawan in (Siswati et al., 2024) Factors that influence customer loyalty are customer satisfaction, product and service quality, brand image, perceived value, trust, customer relationships, and dependability.

With this situation, Tunas Auto Graha (TAG) Palembang must always be able to create and innovate in offering products and services that will be sold. In order to continue to exist and compete, they must be able to provide the best vehicle service as a strategy in marketing their business and meeting the demands of customers who continue to grow.

Customer satisfaction is an important thing in customer loyalty. A company that is successful in its business is a company that is able to provide satisfaction to consumers or customers and better service than its competitors. According to Jonathan Kurniawan in (Siswati et al., 2024) customer satisfaction is the company must ensure that customer satisfaction is met by providing friendly service, maintaining product quality, and receiving customer feedback well. That way, customers will feel able to consider and have a positive experience when interacting with the company, thus increasing the possibility of becoming loyal customers in the future.

In accordance with the philosophy of Tunas Auto Graha (TAG) Palembang, namely Focus On Customer, Reliable, Green Company, Team Work, Strive for Excellence and Ease, all of which refer to prioritizing the best service for the satisfaction and trust of its customers in achieving customer loyalty. This is evidenced by the inclusion of targets that must be achieved by authorized workshops in terms of customer satisfaction levels in addition to sales targets. Efforts made to satisfy customers, Tunas Auto Graha (TAG) Palembang always tries to consistently sell original Toyota products and spare parts that are guaranteed (or money back), provide good service to customers both at the time of car purchase and after car purchase by providing free services and part services up to 60,000 km or for 3 years, whichever comes first.

Another factor that influences customer loyalty is the quality of the service itself. According to Jonathan Kurniawan in (Siswati et al., 2024), the tendency of consumers to be more loyal and continue to use the services of companies that provide good service quality. Service quality can be measured from the responsiveness, reliability and expertise of sales and customer service personnel. According to Tjiptono in (Ramadhan et al., 2021) service quality is an effort to fulfill customer needs and desires and the accuracy of its delivery in balancing customer desires. Service quality is something important for companies to do in order to survive and be able to gain customer trust.

Tunas Auto Graha (TAG) Palembang is aware of the increasingly busy situation of its customers with activities, which makes time increasingly valuable, thus inspiring Tunas Auto Graha (TAG) Palembang to provide easy services such as Booking Service Online, Home &

Pick Up Service (Toyota car service can be done at home), Express Maintenance Service (fast service only 60 minutes) and Toyota Emergency Service (TES). If you want to service your vehicle at its official workshop, Tunas Auto Graha (TAG) provides comfortable waiting room facilities with full AC and cable TV, canteen and prayer room, provision of food and beverage vouchers and free reflexology for those who service their vehicles, free addition of nitrogen to vehicle wheels and free washing service for vehicles that have been serviced and there is also a children's playground.

According to Jonathan Kurniawan in(Siswati et al., 2024), trust can affect customer loyalty because it results in customer actions in recommending the product or brand to others. Customer trust refers to how much confidence a customer has in a company, product or service. Customer trust shows confidence in the company's commitment to fulfilling its promises and doing the right thing for customers. This can then be the basis for customers to always return to buy products or use services from the same place and not want to switch to other competitor products or companies. Lau and Lee in(Fresh, 2019)developing the concept of customer trust in a brand (brand in a trust) where “brand trust” is defined as the customer's willingness to trust or rely on a brand in a risky situation because of the expectation that the brand will provide positive results.

“When customers buy a Toyota, they are not just buying a vehicle, truck or van. They are putting their trust in our company.” In maintaining the trust of customers, the official workshop of Tunas Auto Graha (TAG) Palembang always maintains the quality of spare part products by using Original Toyota Spare Parts, always prioritizing the quality of service that must be good and handling that must be fast. This can be seen from how the official workshop tries to gain and maintain customer trust, namely by returning every used spare part or remaining spare part, equipment procedures and vehicle maintenance that prioritize vehicle safety, reporting and securing valuables belonging to customers. These honest and responsible behaviors are efforts so that customers can put their trust in the official workshop. The reason why there are still many customers who use the service at the official workshop of Tunas Auto Graha (TAG) Palembang is also because customers believe in the warranty and guarantee given by the official workshop regarding quality.

With various efforts that have been made by Tunas Auto Graha (TAG) Palembang in improving and maintaining customer loyalty, it turns out that Tunas Auto Graha (TAG) Palembang is not free from their operational problems. There are still some customers who complain about their dissatisfaction with the service, brand image of spare parts, and their distrust of Tunas Auto Graha, both in vehicle purchase services and official Tunas Auto Graha (TAG) Palembang workshops. Usually these complaints are submitted by customers through Google reviews and reviews and Customer Satisfaction Surveys on the TAGToyota.co.id application. Such as slow service responses by the online booking service message recipient, complaints about spare parts are usually empty spare part stock availability so that they need to be indented first, there are no discounts for purchasing vehicle spare parts and vehicle service services that have expired free service, there is miscommunication in claiming damaged spare parts on newly serviced vehicles, lack of response in providing after-sales service to consumers, length of vehicle service, length of service in preparing files for purchasing new cars, and so on. Based on these complaints, Tunas Auto Graha (TAG) Palembang needs to pay attention to further improve customer satisfaction, service quality and trust in order to meet expectations and increase customer loyalty.

Based on research conducted by(Taufan & Ahsan, 2023)said that there is a direct and significant influence of service quality and customer satisfaction on customer loyalty. Another study conducted by(Ananta & Innayah, 2022)said that the variables of customer

satisfaction and trust have a positive and significant effect on customer loyalty. Another study conducted by(Wahyudianto & Ngatno, 2019)said that the customer satisfaction variable has a positive and significant effect on customer loyalty. Other research conducted.

This has a gap with research conducted by(Saputra, 2021)said that the trust variable has a negative effect on customer loyalty but the customer satisfaction variable has a positive effect on customer loyalty. Another study conducted by(Shasfanny et al., 2019)said that the service quality variable does not influence customer loyalty but customer satisfaction has an influence on customer loyalty.

Customer Loyalty

Customer loyalty according to Kotler and Keller in(Wajdi, 2022)is a desire that is rooted in the future in which customers will return to buy the desired products and services even though circumstances and marketing efforts have the influence of causing changes in customers.

According to Oliver in(Wajdi, 2022), customer loyalty or customer loyalty is a commitment held tightly by customers to buy or prioritize a product in the form of goods or services consistently, this causes repeat purchases of the same brand, even though the customer gets situational or marketing influences from competitors to switch to another brand.

Customer loyalty is not formed suddenly or just like that, but there are several factors that determine customer loyalty to a product or service. According to Jonathan Kurniawan in(Siswati et al., 2024), factors that influence customer loyalty are:

1. Customer satisfaction
Companies must ensure that customer satisfaction is met by providing friendly service, maintaining product quality, and receiving customer feedback well.
2. Quality of Service
Customers tend to be more loyal and continue to use services from companies that provide good quality service.
3. Customers who feel confident in a brand or company will tend to make purchasing decisions more easily and are more likely to purchase products or use services from that company in the future.

Customer Satisfaction

According to Kotler and Amstrong in(Wajdi, 2022), customer satisfaction is "The extent to which a product perceived performance matches a buyer's expectation" which means that the impact of product performance felt is in accordance with expectations. Customer satisfaction can be simply defined as a state in which customer needs, desires and expectations can be met through purchased products and services.

Customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the perceived performance of a product to the expected performance.(Indrasari, 2019). Customer satisfaction indicators according to Tjiptono in(Indrasari, 2019)that is:

1. Conformity to expectations.
2. Interested in visiting again.
3. Willingness to recommend.

Quality of Service

According to(Wajdi, 2022), service quality is a form of customer assessment of the level of service received with the level of service expected. Service quality indicators

according to Indrasari, 2019 include:

1. Reliability
The ability to provide services in accordance with what has been promised includes conformity of performance to customer expectations, which means punctuality, equal service for all customers, a sympathetic attitude and high accuracy.
2. Awareness
Employee awareness in helping customers who need assistance.
3. Attention
Attention can be in the form of information or actions towards customers to make customers comfortable with the service provided.
4. Accuracy
Accuracy in providing good service to customers.

Trust

According to Mancintosh and Lockskin in(Fresh, 2019) put forward the definition of customer trust: "Define trust as one party's confidence in an exchange partner's reliability and integrity", which means that one party believes and trusts the reliability and integrity of the exchange partner.

According to Kotler and Keller in(Ananta & Innayah, 2022), There are four indicators of customer trust, namely:

1. Sincerity or sincerity (Benevolence) is how much someone trusts the seller to behave well towards customers.
2. Ability is a current assessment of what a person can do. In this case, how the seller is able to convince customers and provide satisfaction and security guarantees when transacting.
3. Integrity is how much confidence a person has in the seller's honesty in maintaining and fulfilling the agreement that has been made to the customer.
4. Willingness to depend is the customer's willingness to depend on the seller in the form of accepting risks or negative consequences that may occur.

METHOD

The research method in this study is quantitative descriptive.(Sugiyono, 2017)and the independent variable (Dependent Variable) is customer loyalty with indicators: the existence of purchases, purchases with greater quantities, the existence of more frequent visits, giving recommendations to people, showing the resilience of competitors. The dependent variables (Independent Variable) are now 1) customer satisfaction, with indicators: conformity to expectations, interest in revisiting, willingness to recommend. 2) service quality with indicators: reliability, awareness, attention, accuracy. 3) trust with indicators: sincerity or sincerity (benevolence), ability, integrity, willingness to depend. This study uses a Likert scale to measure attitudes, opinions, and perceptions of individuals or groups of people towards social phenomena. The population of this study consists of customers who service their vehicles at Tunas Auto Graha (TAG) Palembang, and the sample is 150 respondents.

The types of data studied include quantitative and qualitative data. To determine the level of customer loyalty towards customer satisfaction, service quality, trust in servicing vehicles at Tunas Auto Graha (TAG) Palembang in percentage terms, the coefficient of determination (KD) is used. The hypothesis proposed is as follows. "customer satisfaction has a positive and significant effect on customer loyalty, service quality has a positive and significant effect on customer loyalty, trust has a positive and significant effect on customer

loyalty, customer satisfaction, service quality, and trust have a positive and significant effect on customer loyalty.

RESULTS AND DISCUSSION

Multiple Linear Regression Test

Multiple linear regression analysis is a linear regression to analyze the magnitude of the influence of independent variables that are more than two. The following are the results of the multiple linear regression test in this study:

Table 5 Multiple Linear Regression Test Results						
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	6.193	0.659		9,397	.001
	Customer satisfaction	.386	.069	.274	5,552	.001
	Quality of Service	.354	.050	.353	7.140	.001
	Trust	.268	.044	.263	6.150	.001
a. Dependent Variable: Service Quality						
Source: Processed Primary Data (2024)						

Based on table 1 above, it can be seen that the multiple linear regression equation model is: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, then customer loyalty = 6.193 + 0.386 Customer Satisfaction + 0.354 Service Quality + 0.268 Trust + e.

T-test

In this study, a T-test was conducted to determine the partial significance between the independent variables and the dependent variable. The results of the t-test can be seen in the coefficients table in the sig. column. with the criteria if $t\text{-count} > t\text{-table}$, then the independent variable has a significant effect on the dependent variable. The following is a table of the results of the T-test:

Table 6 T-Test Results				
Variables	Unstandardized	t count	t	Sig.
	Coefficients		table	
	B			
Customer satisfaction	0.386	5,552	1,966	0.001
Quality of Service	0.354	7,140		0.001
Trust	0.268	6,150		0.001
Source: Processed Primary Data (2024)				

In this study, the T table is 1.966. Based on table 2 above, the results of the T test are known, which will be explained as follows:

- a. The customer satisfaction variable has a T count of $5.552 > T \text{ table } 1.966$ and a significance value of $0.001 < 0.05$. So it can be stated that the customer satisfaction variable has a significant effect on the customer loyalty variable.
- b. The service quality variable has a T count of $7.140 > T \text{ table } 1.966$ and a significance value of $0.001 < 0.05$. So it can be stated that the service quality variable has a significant effect on the customer loyalty variable.
- c. The trust variable has a T count of $6.150 > T \text{ table } 1.966$ and a significance value of $0.001 < 0.05$. So it can be stated that the trust variable has a significant effect on the customer loyalty variable.

F Test

In this study, an F test was conducted to determine the effect of independent variables simultaneously on the dependent variable. If $F_{\text{count}} > F_{\text{table}}$, then there is a simultaneous effect of variable X on variable Y. Then by using the probability significance number, if the probability significance > 0.05 then there is no simultaneous effect of variable X on variable Y. The following is a table of the results of the F test as follows:

Table 7 F Test Results				
Variables		f count	f table	Sig.
Customer Satisfaction, Service Quality, and Trust		167,121	2.39	0.001

Source: Processed Primary Data (2024)

In this study, the F table is 7. Based on table 7 above, the results of the F test are 2.39. This can be seen that the calculated $F > F \text{ table}$: $167.12 > 2.39$ with a significance level of 0.000 which shows that the calculated F significance rate is smaller than the significance level value of 0.05. So it can be concluded that the variables of customer satisfaction, service quality and trust simultaneously or together have a significant influence on customer loyalty.

Coefficient of Determination (Adjusted R square)

R Square analysis or coefficient of determination is used to determine how much percentage of the contribution of the influence of independent variables together to the dependent variable. The greater the value of the coefficient of determination can be interpreted as the greater the ability of the independent variable to explain the dependent variable and vice versa. The following shows the results of the coefficient of determination of this study as follows:

Table 8 Results of the Determination Coefficient Test				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795	.632	.628	1,382

a. Predictors: (Constant), customer satisfaction, service quality, trust

Source: Processed Primary Data (2024)

Based on table 8 above, it can be seen that the R value is 0.795 and is close to 1. A value close to 1 means that it can be explained that the relationship between the dependent

and independent variables is strong so that it is worthy of use. Then the coefficient value of R Adjusted R Square is 0.628 or 62.8%. So it can be concluded that the magnitude of the influence of the variables of work quality, communication and speed on service quality is 0.628 (62.8%). While the remaining 37.2% is influenced by other variables outside this study. Then the value of the Standard Error of the Estimate is 1.385 and it can be seen that the smaller the value of the Standard Error of the Estimate, the more precise the regression model will be in predicting the dependent variable.

CONCLUSION

Conclusion

Based on the results and discussions discussed in the previous section, it can be concluded:

1. Partial effect where Customer Satisfaction has a significant effect on customer loyalty. This shows that customers who are satisfied with Toyota dealer services in Palembang tend to be more loyal while Service Quality has a significant effect on customer loyalty. Good service quality is the main key in building sustainable customer loyalty and Trust also has a significant effect on loyalty. Customers who have high trust in dealers are more likely to remain loyal and recommend dealers to others.
2. Simultaneous influence where together, customer satisfaction, service quality, and trust have a significant influence on customer loyalty. These three factors complement each other and are an important basis in creating loyal customers.
3. The Adjusted R Square Value Determination Coefficient of 62.8% indicates that most of the variation in customer loyalty can be explained by customer satisfaction, service quality, and trust factors. The remaining 37.2% is influenced by other factors outside the study, such as price, promotion, or competitors.

Suggestion

Integrating Marketing Strategies, dDealers need to integrate strategies that focus on satisfaction, service quality, and trust. This can be done by using digital technology to provide a better customer experience, such as an online reservation system, chatbot service, or customer loyalty application. Maintaining and improving service quality such as training employees regularly to improve their ability to provide friendly, fast, and professional service. Improving dealer facilities to provide convenience to customers, such as a comfortable waiting room and access to digital services. This study shows that there are 37.2% other factors that influence customer loyalty. Therefore, further studies are recommended to explore other variables such as price, promotion, emotional experience, and social influence to provide more comprehensive insights.

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