

## The Influence of Service Quality, Customer Orientation of Service Employees and Perceived Price on Customer Loyalty with Customer Satisfaction as Mediation



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**ABSTRACT:** This research aims to determine the influence of service quality, customer orientation of service employees and perceived price on customer loyalty with customer satisfaction as a mediating variable at the Honda Gajah Motor Bypass Dealer Workshop. The method used in this research is causality. The number of samples used was 250 samples. Sampling was carried out using purposive sampling technique. Sample collection was carried out using a questionnaire via Google Form. The data analysis method used to prove the truth of the hypothesis was carried out using Structural Equation Modeling (SEM) via Smart PLS version 4 software. From the results of hypothesis testing it was found that service quality, customer-oriented employees and perceived price had a significant effect on customer satisfaction at the Gajah Moor Honda Workshop Shortcut. The results of this research also found that customer satisfaction and perceived price have a significant effect on customer loyalty. However, service quality does not have a significant effect on customer loyalty. Apart from that, customer satisfaction is indirectly able to mediate the relationship between service quality and customer loyalty, customer satisfaction is also indirectly able to mediate the relationship between perceived price and customer loyalty at the Honda Gajah Motor Bypass Dealer Workshop

**KEYWORDS:** Customer Loyalty, Customer Orientation of Service Employees, Customer Satisfaction, Perceived Price, Service Quality

### I. INTRODUCTION

In the current era of globalization, it requires an industry to increase its competitiveness. One of the industries experiencing global competition is the automotive industry. Indonesia is a country with a rapidly developing automotive industry. Production of the four-wheeled automotive industry in Indonesia will be the second highest in ASEAN in 2022. With the continued development of the automotive industry in Indonesia, this industry is very promising for business players. Not a few foreign car manufacturers want to invest in Indonesia to develop their business. ATMPs (Sole Brand Holder Agents) use various methods to invest in the automotive industry. PT Honda Prospect Motor (HPM) as the sole agent for Honda brand cars in Indonesia has invested by establishing official dealers and workshops as places to sell and maintain its products.

In the automotive business, you are not only required to sell products, but you are also required to have aftersales services to support product maintenance and upkeep. According to (Rebelo et al., 2021) aftersales service is confirmed to be a predictor of customer satisfaction and customer retention. Conditions like this force dealers to provide optimal service quality in ensuring the availability of spare parts and comfort in servicing vehicles at their official workshops.

Yukihiro Aoshima, President Director of PT HPM said that customer satisfaction has been Honda's basic philosophy since the company was founded in 1948. Honda achieved the highest ranking in Indonesia regarding service at its official workshops based on the 2009 Indonesia Customer Service Index (CSI) survey conducted by JD Power Asia Pacific (honda.indonesia.com, 2023).

Service products have the unique characteristic of being intangible. As a result of this intangible nature, customers often depend on employee service delivery behavior when assessing service quality. As a result, the Customer Orientation of Service Employee (COSE) approach has become an approach that has an important influence on service companies. Customer Orientation

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of Service Employees (COSE) is basically an individual tendency or disposition in meeting consumer needs in the context of a job. Apart from that, price is also one of the considerations for consumers to continue visiting. Price perception has a role in creating customer satisfaction. Price perception is how customers view a product or service, whether it is too high or too low. Furthermore, price perceptions will be interpreted as whether they are met or not by customers (Winarno et al., 2020).

Honda Gajah Motor Bypass is one of the main Honda car dealers in Padang City. This dealer continues to strive to adapt the quality of aftersales service to customer expectations which have begun to increase. To increase customer satisfaction which has an impact on customer loyalty, the Honda Gajah Motor Bypass Dealer offers services that are attractive and make it easier for customers. With optimal efforts, it turns out that there are still customers who complain about the quality of aftersales service at the Honda Gajah Motor Bypass Dealer. Based on the description above, this research was conducted to determine the influence of Service Quality, Customer Orientation of Service Employee (COSE) and Perceived Price on Customer Loyalty with Customer Satisfaction as Mediation at the Honda Gajah Motor Bypass Dealer Workshop.

## **II. LITERATURE RIEWEW**

### **Service Quality**

According to (Kotler et al., 2022) quality is the totality of features and characteristic of product or service that bear on its ability to satisfy stated or implied needs. Service is an act that one entity performs for another that is essentially intangible and does not result in the ownership. According to Wono et al., (2020) that service quality is an effort made to create satisfaction for consumers. This effort takes the form of how the company directly serves consumers. The concept of service quality as a presentation of services and products in accordance with company standards. Service quality is defined as the difference between perceptions and expectations in terms of service experience. Excellent service quality is expected to contribute to increasing customer satisfaction (Benaglia, Ho and Tsai, 2023). According to Watthanaklang et al, (2024) service quality is a tool for measuring the ability to fulfill customer requests. Customers will assess quality, comparing their experience with their previous expectations of the service they will use. According to Kotler & Armstrong, (2018) the quality of a service depends on the service provider and the quality of delivery. Service quality is the first factor that determines satisfaction and loyalty. The quality of service to meet customer needs in its delivery influences customer expectations and acceptance (Akmal, Panjaitan & Ginting, 2023).

### **Customer Orientation of Service Employees (COSE)**

Customer Orientation of Service Employees (COSE) was first established by Levitt in 1966. Customer orientation itself refers to understanding and fulfilling customer needs during service delivery. Meanwhile, service orientation is a framework that includes promotion of service sales and service assistance provided to customers after the service is provided. Customer orientation is an employee's tendency to fulfill consumer needs as part of their job responsibilities. A customer-oriented service attitude can help to understand the customer's perspective which ultimately influences company profits according to customer needs. Delighting customers by looking out for their best interests and helping them buy what they really need (which may result in less revenue), is seen as the key to providing customer satisfaction (Hamzah & Hassan, 2016). Therefore (Thurau, 2004) states that Customer Orientation of Service Employees (COSE) is part of employee behavior in providing services to customers in accordance with customer needs and desires.

### **Perceived Price**

Perceived price is defined as a consumer's assessment and emotional connection to the price sold and the price offered by other parties (Bali, 2022). According to Adrian & Keni (2023), perceived price is a comparison between the price required and the benefits obtained for a product or service. Price perception is a psychological factor that has an important influence on customer reactions regarding a price. As explained by Rustantik et al., (2018) price perceptions play a role in creating customer satisfaction. Price perception is how customers see the price of a product or service, whether it is too high or low. Price perception relates to how price information is understood as a whole by customers and provides deep meaning for them. Furthermore, from the price perception it will be interpreted whether their expectations are met or not. If it is fulfilled, satisfaction will be created (Winarno et al., 2020). In research by Hamzaoui et al, (2022) it is explained that high prices will reduce customer demand so that it will reduce total profits.

### **Customer Satisfaction**

Susilo et al., (2018) stated that customer satisfaction is the customer's happy feeling after comparing the perceived performance with the expected one. In general, expected performance is the customer's estimate of what they will receive from a product or

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service, while perceived performance is the customer's perception of what they have received from the product or service. Customer satisfaction is an individual's perception or feeling towards an item or service received in relation to their expectations. The aim of satisfying customers is so that customers continue to subscribe to business, so that they can increase profits and sustainability of a business. Due to increasingly competitive market conditions, the automotive industry prioritizes customer satisfaction. With this, businesses can increase profits and excel in their industry (Balinado et al., 2021). Kusumaningrum et al., (2019) stated that customers who are satisfied with a product or service will return to the company and spread information about their positive experience to others.

## Customer loyalty

Customer loyalty is a condition where customers consistently and regularly make purchases. Maintaining customer loyalty is difficult, companies must consistently improve the quality of their business so that customers remain loyal. Customers are an asset and the spearhead in the business world. It is very important to make customers loyal to the company through customer satisfaction by being able to fulfill the customer's desired needs (Cardia et al., 2019). Kotler (2019) states that loyalty is a firmly held commitment to repurchase or protect a preferred product or service in the future regardless of situational influences and marketing efforts that cause behavioral shifts.

### III. RESEARCH METHOD

The method used in this research is causality with a quantitative approach. The causality method is research aimed at finding an explanation of the causal relationship between variables. The population used in this research is all customers who have used aftersales services at an unlimited number of Honda Gajah Motor Bypass dealer workshops. The sampling technique used in this research is Non Probability Sampling. The sampling model used is purposive sampling. The recommended sample is that the calculation meets five times the estimated parameters. In this research, the number of samples required based on the guidelines above is 250 samples. In this study, a questionnaire was used as primary data in the form of a Google Form for sampling. Meanwhile, secondary data sources obtained include reading books (literature), articles, journals and other relevant sources to be used as references in research. Variable measurement was carried out using a five-point Likert scale ranging from "strongly disagree" to "strongly agree". In this research, the data analysis methods used can be classified into two groups of methods, namely descriptive analysis methods and data analysis using the Structural Equation Modeling (SEM)-PLS method using software SmartPLS version 4.

### IV. RESULTS AND DISCUSSIONS

#### Descriptive Method

Before carrying out the analysis of the Structural Equation Model (SEM) stages, descriptive analysis was carried out to get a picture of the answers of 250 respondents to the statements in the questionnaire. The results obtained will be analyzed using the TCR Technique (Respondent Achievement Technique) and the results can be seen in the table below :

**Table 1. Results of analysis of Respondent Achievement Techniques (TCR)**

Variable	Mean	TCR	Category
Service Quality	4.27	85.44	Very high
COSE	4.22	84.31	Very high
Perceived price	4.11	81.38	Very high
Customer Satisfaction	4.13	82.82	Very high
Customer Lyalty	4.03	80.62	high

Source: Data processing (2024)

According to (Sugiyono, 2019) descriptive analysis, the aim is to describe the characteristics of each research variable . The categories for TCR values are as follows:

- If TCR ranges between 81 – 100% = Very High
- If TCR ranges between 66 – 80.99% = High
- If TCR ranges between 56 – 65.99% = Fairly Low
- If TCR ranges between 45 – 55 .99% = Low

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If TCR ranges between < 45 = Very Low

From table 1, it can be seen that the average value of the Likert scale questionnaire results is from 1 to 5 for each variable. for the variables Service quality, COSE, Perceived price, Customer Satisfaction and Customer loyalty the average values respectively are 4.27; 4.22; 4.11; 4.13; and 4.08. Meanwhile, the TCR value for research variables Service quality, COSE, Perceived price and Customer Satisfaction is in the range of 81-85 with the category for all variables being very high. And Variable Customer loyalty is in the range of 66-80,99 with the category high.

### Data analysis with SEM-PLS

The following can be seen in Table 2 of the results of data analysis using Smart PLS version 4:

**Table 2. Cronbach Alpha, Composite Reliability and Average Variance Extracted (AVE) test results**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
COSE	0.937	0.948	0.947	0.691
<i>Customer Loyalty</i>	0.874	0.889	0.913	0.725
<i>Customer Satisfaction</i>	0.935	0.935	0.953	0.837
<i>Perceived Price</i>	0.902	0.908	0.932	0.775
<i>Service Quality</i>	0.941	0.945	0.948	0.569

Source: Data processing (2024)

From Table 2 you can see the values of Cronbach Alpha, Composite Reliability and Average Variance Extracted (AVE) for each latent variable. The Cronbach alpha value measures the internal construct of an indicator with the minimum expected value being 0.7. Based on Table 2, the Cronbach alpha value of all latent variables is > 0.7. So it is concluded that each variable is supported by a valid statement item. The composite reliability value is expected to be at least 0.7. A composite reliability value above 0.8 means that the data has high reliability. From Table 2, the composite reliability variable values are all above 0.9. The minimum expected AVE value is 0.5, while from the results of data analysis according to Table 2, all AVE values of all latent variables are above 0.5. Thus it is concluded that the indicators in the construct in each latent variable have intercorrelation.

**Table 3. Fornell Larcker Criterion test results**

	COSE	<i>Customer Loyalty</i>	<i>Customer Satisfaction</i>	<i>Perceived Price</i>	<i>Service Quality</i>
COSE	<b>0.831</b>				
<i>Customer Loyalty</i>	0.625	<b>0.852</b>			
<i>Customer Satisfaction</i>	0.668	0.796	<b>0.915</b>		
<i>Perceived Price</i>	0.645	0.716	0.760	<b>0.880</b>	
<i>Service Quality</i>	0.757	0.613	0.692	0.611	<b>0.754</b>

Source: Data processing (2024)

In the Fornell-Larcker Criterion test, discriminant validity is said to be good if the root of the AVE in the construct is higher than the correlation of the construct with other latent variables. From Table 3, it can be seen that the AVE root of COSE is 0.831 greater than the AVE root of the variables below, namely Customer Loyalty, Customer Satisfaction, Perceived Price Service Quality. This shows that the discriminant validity of the COSE variable is met and so on.

This Structural Model is used to predict quality or causal relationships between latent variables that cannot be measured directly. Below you can see the structural model of the variables in the research:

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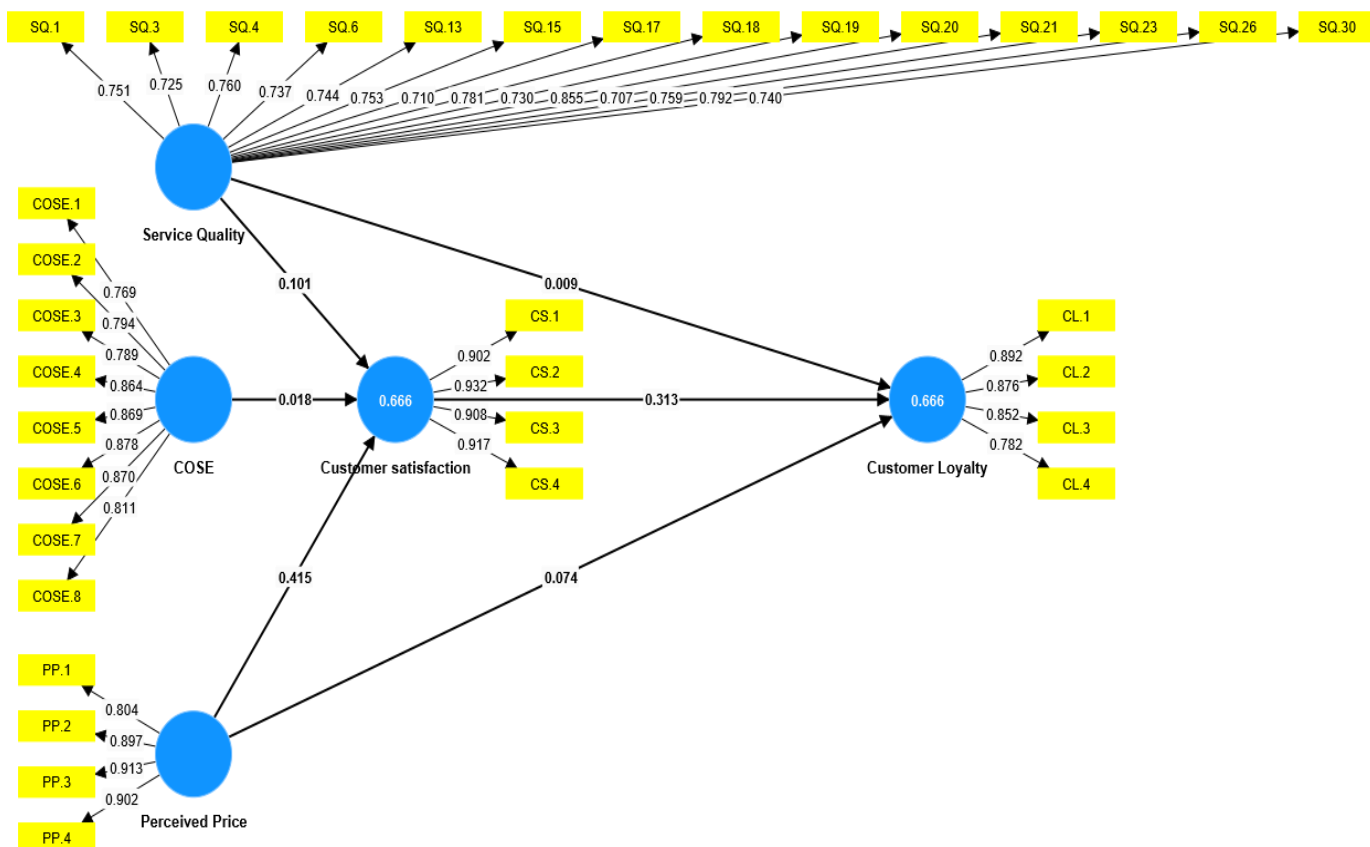


Figure 1. Structural Model

Based on Figure 1, the relationship between variables can be seen. Where the value of each outer loading is >0.7. Apart from that, customer satisfaction has an r-square value of 0.666 and customer loyalty 0.669. Apart from that, you can see the f-square value for each variable to see how big the influence is between the variables. Service quality has an influence of 0.101 on customer satisfaction and so on. An f-square value of 0.02 is considered low, 0.15 is considered medium and 0.35 is considered high. And if the f-square value is <0.02 it can be ignored or considered to have no effect.

Hypothesis testing is carried out by looking at the T-statistic value and p-value. For further information, see Table 4:

Table 4. P-value test results

	Original sample (O)	T statistics ( O/STDEV )	P values	Results
Service Quality -> Customer satisfaction	0.290	3,786	0,000	Accepted
Service Quality -> Customer Loyalty	0.079	1,321	0.187	Rejected
COSE -> Customer satisfaction	0.125	1,995	0.047	Accepted
Perceived Price -> Customer satisfaction	0.502	6,902	0,000	Accepted
Perceived Price -> Customer Loyalty	0.245	4,044	0,000	Accepted
Customer satisfaction -> Customer Loyalty	0.555	7,228	0,000	Accepted

Source: Data processing (2024)

From Table 4 you can see the results of the p-square test of the relationship between variables. The hypothesis is accepted if the T-statistic value is >1.96 and the p-value is <0.05. Based on the table above, it can be seen that one hypothesis is rejected, namely that service quality has a direct effect on customer loyalty. Based on the p-value test above, it can be concluded:

**H1:** The results of the first hypothesis test the relationship between service quality and customer satisfaction. Based on the table above, the results show that service quality has a significant influence on customer satisfaction of 0.290 with a T-statistic of 3.786 (>1.96) or a p-value of 0.000 (<0.05). This means that every increase in service quality significantly increases customer

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satisfaction. Several studies conducted by Rini & Nugroho (2023), Cesariana et al., (2022), Michelle & Siagian (2019) and Thungasal & Siagian (2019) prove that service quality can create customer satisfaction. Jalaludin (2021) explains that there is a significant influence between service quality and customer satisfaction. Mori, (2021) explains that customer satisfaction is influenced by the quality of a service. In research Wibisono (2020) the data produced shows the influence of service quality on customer satisfaction. The results of research Sumiati et al., (2021) conclude that Service Quality has a positive and significant effect on Customer Satisfaction.

**H2:** the results of the second hypothesis test the relationship between service quality and customer loyalty. Based on the table above, the results show that service quality does not have a significant influence on customer loyalty, supported by a p-value > 0.05. This means that every increase in service quality has no effect on customer loyalty. This is in accordance with research by Rahmadiane et al., (2022) which found that service quality had no effect on customer loyalty at Bank BRI Brebes Branch. Thus, the quality of service provided by the company cannot directly encourage the creation of customer loyalty.

**H3:** the results of the third hypothesis test the relationship between COSE and customer satisfaction. Based on the table above, the results show that COSE has a significant influence on customer satisfaction of 0.125 with a T-statistic of 1.321 (>1.96) and is supported by a p value of 0.047 (<0.05). This means that every increase in COSE has an effect on increasing customer satisfaction. In research Wismantoro (2013) it is known that COSE has a positive influence on customer satisfaction. Sanny et al., (2020) also explains that there is a significant relationship between COSE and customer satisfaction.

**H4:** The results of the fourth hypothesis test the relationship between Perceived Price and customer satisfaction. Based on the table above, the results show that Perceived Price has a very significant influence on customer satisfaction of 0.502 with a T-statistic of 6.902 (>1.96) and is supported by a p value of 0.000 (<0.05). This means that every increase in Perceived Price has an effect on increasing customer satisfaction. In research Sutanto & Keni (2020) it was found that perceived price has a positive and significant influence on customer satisfaction. Hapsari (2023) found the results of his research that perceived price had a positive and significant effect on customer satisfaction. Severt et al (2022) stated that perceived price is an important factor that can influence customer satisfaction. Mori (2021) also explains in his research that price perceptions influence customer satisfaction.

**H5:** The results of the fifth hypothesis test the relationship between Perceived Price and customer loyalty. Based on the table above, the results show that Perceived Price has a very significant influence on customer satisfaction of 0.245 with a T-statistic of 4.044 (>1.96) and is supported by a p value of 0.000 (<0.05). This means that every increase in Perceived Price has an effect on increasing customer loyalty. Research results Arifin & Soediono (2021) show that there is a positive relationship between perception of price and customer loyalty. According to research results, in addition, research Setiawan et al., (2020) also concluded that perception of price has a significant influence on customer loyalty Bali (2022). Apart from that, research Hapsari (2023) states that perceived price has a positive and significant effect on customer loyalty.

**H6:** The results of the sixth hypothesis test the relationship between customer satisfaction and customer loyalty. Based on the table above, the results show that customer satisfaction has a very significant influence on customer loyalty of 0.555 with a T-statistic of 7.228 (>1.96) and is supported by a p value of 0.000 (<0.05). This means that every change in customer satisfaction has an effect on customer loyalty. Research Hapsari (2023) states that customer satisfaction has a positive and significant effect on customer loyalty. In research Bali (2022) the results also show that customer satisfaction has a significant effect on customer loyalty.

In this research, the indirect relationship between variables can be seen as follows:

**Table 5. Specific Indirect Effect test results**

	Original sample (O)	T statistics ( O/STDEV )	P values	Results
Service Quality -> Customer satisfaction -> Customer Loyalty	0.161	3,515	0,000	Accepted
Perceived Price -> Customer satisfaction -> Customer Loyalty	0.279	4,897	0,000	Accepted

**Source:** Data processing (2024)

Based on table 5 above, there is an indirect relationship that influences the latent variable as follows:



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**H7:** The results of the seventh hypothesis test the relationship between service quality and customer loyalty which is mediated by customer satisfaction. Based on the table above, the results show that service quality indirectly has a significant influence on customer loyalty through customer satisfaction of 0.161 with a T-statistic of 3.515 ( $> 1.96$ ) and is supported by a p-value  $> 0.000$ . This means that customer satisfaction significantly acts as a variable that mediates the indirect influence on customer loyalty. Aramita et al., (2018) prove that customer satisfaction can play a mediating role in the relationship between quality and customer loyalty. These results are also in line with research by Novandy and Rastini (2018) which found that customer satisfaction was able to significantly and positively mediate the influence of service quality on customer loyalty Sumiati et al., (2021) in their research also obtained results that customer satisfaction was able to mediate between service quality and customer loyalty.

**H8:** The results of the eighth hypothesis test the relationship between perceived price and customer loyalty which is mediated by customer satisfaction. Based on the table above, the results show that perceived price indirectly has a significant influence on customer loyalty through customer satisfaction of 0.279 with a T-statistic of 4.897 ( $> 1.96$ ) and is supported by a p-value  $> 0.000$ . This means that customer satisfaction significantly acts as a variable that mediates the indirect influence on customer loyalty. Research conducted by Setiawan et al., (2020) concluded that customer satisfaction can mediate the influence of perception of price on customer loyalty. In research Hapsari, (2023) it was found that customer satisfaction was able to mediate the relationship between price and customer loyalty

### V. CONCLUSIONS

Based on the analysis of the results and discussion in the research, the following conclusions were obtained:

1. Service Quality has a significant effect on customer satisfaction for Honda Gajah Motor Bypass Dealer Workshop customers
2. Service Quality does not have a significant effect on Customer Loyalty for Honda Gajah Motor Bypass Dealer Workshop customers
3. COSE has a significant influence on Customer Satisfaction among Honda Gajah Motor Bypass Dealer Workshop customers
4. Perceived Price has a significant effect on customer satisfaction for Honda Gajah Motor Bypass Dealer Workshop customers
5. Perceived Price has a significant effect on customer loyalty among Honda Gajah Motor Bypass Dealer Workshop customers
6. Customer Satisfaction has a significant effect on customer loyalty among Honda Gajah Motor Bypass Dealer Workshop customers
7. Customer satisfaction is able to mediate the indirect relationship between service quality and customer loyalty
8. Customer satisfaction is able to mediate the indirect relationship between Perceived Price and Customer Loyalty

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