



Analysis of Perceived Quality, Customer Satisfaction, and Customer Experience in Customer Loyalty at the Astra Daihatsu Surabaya workshop

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How to Cite :

Ulfirin, D. S., Indayani, L., Yani, M. (2026). Analysis of Perceived Quality, Customer Satisfaction, and Customer Experience in Customer Loyalty at the Astra Daihatsu Surabaya workshop. *Bima Journal : Business, Management and Accounting Journal*, 7 (1) 473-490. DOI: <https://doi.org/10.37638/bima.7.1.473-490>

ARTICLE HISTORY

Received [1 January 2026]

Revised [27 January 2026]

Accepted [1 June 2026]

KEYWORDS

Perceived Quality;
Customer Satisfaction;
Customer Experience;
Customer Loyalty.

ABSTRACT

Purpose: This study aims to analyze the influence of perceived quality, customer satisfaction, and customer experience on customer loyalty at the Astra Daihatsu Surabaya Workshop. This research is important to identify key factors that can strengthen customer loyalty amid intense competition in the automotive service industry and declining market conditions. **Methodology:** This research uses a quantitative approach with primary data collected through questionnaires distributed to 100 customers of the Astra Daihatsu Surabaya Workshop using purposive sampling. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS to test validity, reliability, and hypothesis relationships. **Results:** The results indicate that perceived quality, customer satisfaction, and customer experience have positive and significant effects on customer loyalty. Customer experience shows the strongest influence, followed by perceived quality and customer satisfaction. **Findings:** The study reveals that customer experience is the most dominant factor in shaping customer loyalty, highlighting the importance of service interactions, comfort, and emotional engagement. **Novelty:** This research integrates customer experience alongside perceived quality and customer satisfaction as independent variables influencing customer loyalty in the automotive workshop context. **Originality:** The study positions customer satisfaction as an independent variable and applies the Theory of Planned Behavior to explain customer loyalty behavior. **Conclusion:** Improving service quality, enhancing customer experience, and maintaining customer satisfaction are crucial strategies for strengthening customer loyalty. **Type of Paper:** Empirical research article.

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INTRODUCTION

In the era of globalization, industries and business organizations face increasingly intense competition, including the automotive industry. In Indonesia, the automotive sector represents a strategic contributor to the national economy. However, the national automotive market currently experiences a slowdown that leads to declining vehicle sales and profitability, encouraging firms to shift their strategic focus from product sales toward strengthening after-sales services as a source of competitive advantage. This company was formed through a joint venture between Daihatsu Motor Company and Astra International. Astra Daihatsu Surabaya Waru is an official dealer branch company, the largest Daihatsu sales and service center in East Java, serving car sales, spare parts, and body repair services. This company, which operates in the automotive products and automotive

service sector, is faced with many competitors from various circles (Pribadi & Sayidah, 2024).

Daihatsu is facing significant challenges due to the sluggish national automotive market, leading to declining sales and profits. Under these conditions, it is crucial for Daihatsu to focus on improving after-sales service to maintain customer satisfaction and loyalty. When customers feel cared for and facilitated, such as through Daihatsu Mobile Service, they tend to feel more comfortable and loyal to the brand. This service can be an effective way to build long-term relationships with customers, which can ultimately help maintain or even increase market share, even during challenging market condition (Supriyanto et al., 2021).

One way to achieve competitive advantage in business is to demonstrate the utmost commitment to customers. PT Astra Daihatsu Waru must be willing to create products and services that evoke a sense of satisfaction and a superior experience to foster customer interest and loyalty. A positive image, superior products, and a convenient and excellent service system will undoubtedly improve customer perceptions of the company.

Customer loyalty is a positive attitude of consumers that reflects their loyalty to the company and the products or services provided. This loyal attitude indicates that customers will remain loyal to the company, as long as the company can maintain its product quality standards and quality excellence. This will ultimately trigger a change in better attitudes from customers in the future. Astra Daihatsu Waru Consumer Satisfaction Level Customer satisfaction can be achieved if their perception of the performance of the product or service exceeds the expectations they had before using the product or service (Pribadi & Sayidah, 2024).

Because aspects deemed important by customers should be the focus of attention of the Astra Indonesia Dealer operational unit, therefore, an analysis is needed on the relationship between perceived quality, customer satisfaction, and customer experience at the Astra Daihatsu Dealer in Waru, Surabaya. Furthermore, to create customer loyalty, companies must pay attention to more than just providing services, but companies must also focus on creating satisfying experiences for customers (Yolanda et al., 2021).

Perceived Quality is a consumer's view of the overall quality or superiority of a product or service. If the quality perceived by consumers is low, they tend to switch to competing products or services that offer better value and higher quality standards. Perceived Quality is crucial in business, especially for service providers, because it can provide an overview of the comparison of products and services offered. If Perceived Quality is high, this indicates the ability to improve the quality of services and products, as well as strengthen the company's existence as a competitive advantage. Thus, consumers will be loyal and continue to make purchases when they are satisfied (Barrado-Timón et al., 2020).

Satisfaction can be defined as the effort to fulfill needs or make something suitable and satisfying for the person concerned. One factor that drives consumers to decide to shop at a location is the belief that they will be satisfied. When consumers are satisfied with a product, they will usually continue to choose to buy it again and use it, as well as share their positive experiences with others (Kusuma et al., 2021) After they are satisfied and enjoy using goods and services, consumers will naturally recommend them to others (Putra, 2021).

In this case, the consumer recommendation above is related to customer experience. Customer experience can be viewed as the quality of all customer interactions with a company's products, services, and brands. There is a strong relationship between customer experience and customer loyalty. The experience customers receive from a company can influence their level of loyalty. Positive experiences felt by customers can create a tendency to be more loyal to the company, based on their customer experience. Therefore, customer experience can be one of the elements related to and contributing to the formation of customer loyalty (Syafiudin et al., 2024).

Based on the analysis results, perceived quality has the smallest influence on brand loyalty. This occurs because quality, assessed from three dimensions: trust in quality, service provided, and satisfaction with service, is perceived as lacking by Generation Y consumers. In terms of direct influence on brand loyalty, brand awareness has the highest influence, followed by brand image,

and then perceived quality. Product quality has a significant positive impact on customer loyalty through the satisfaction it creates.

Based on the phenomena and relationships between related variables, this research leads to a type of grand theory, namely the Theory of Planned Behavior (TPB). This theory is a development and refinement of the limitations of the Theory of Reasoned Action (TRA) by Ajzen (1988). This theory explains that consumer behavior is shaped by attitudes, subjective norms, and perceived behavioral control (PBC), which form intentions. Intentions then influence how a person behaves. Loyalty is one form of behavior, in this case consumer behavior. The theoretical basis for studying individual behavior logically is by referring to theories that explain individual behavior. Therefore, in this study, one theory that can explain consumer behavior is the Theory of Planned Behavior. According to Jill Griffin (in customer loyalty), loyalty tends to be closer to behavior than attitude. Thus, if a customer has repeatedly used the same product/service from a company, they are automatically classified as loyal customers (Singh et al., 2023).

This research is motivated by a research gap, where the study conducted by Mardiana and Simajuntak only explored the relationship between consumer perception and customer satisfaction. This study expands this scope by adding other, broader variables, namely customer loyalty and customer experience. The addition of these variables aims to provide a more comprehensive understanding of the factors influencing customer satisfaction and loyalty towards auto repair shops. In the three journals analyzed, customer satisfaction is generally placed as a dependent variable. However, in this study, customer satisfaction functions as an independent variable. In research conducted by Quantrianto, the variable Perceived Quality has an influence on the variable customer loyalty. Meanwhile, Burhani's study states that the variable Perceived Quality has no impact on customer loyalty (Subudhi, n.d.).

In Nurhidayati's research, the customer satisfaction variable influences the Customer Loyalty variable. Meanwhile, in Najmudin and Widiyanto's research, the Customer Satisfaction variable has no impact on the Customer Loyalty variable. In Susilawati, Prastiwi, and Kartika's research, the Customer Experience variable influences the Customer Loyalty variable. Meanwhile, Pratama's research states that Customer Experience has no impact on the Customer Loyalty variable (Tyrväinen et al., 2020).

Formulation of the problem

How can Perceived Quality, Customer Satisfaction, and Customer Experience influence Customer Loyalty at the Astra Daihatsu Surabaya Workshop?

Research Questions

1. Does Perceived Quality influence customer loyalty at the Astra International Daihatsu Surabaya Workshop?
2. Does customer satisfaction influence customer loyalty at the Astra International Daihatsu Surabaya Workshop?
3. Does Customer Experience affect customer loyalty at the Astra International Daihatsu Surabaya Workshop?

SDGs Categories

This research aligns with indicator 8 outlined in the SDGs: equitable economic growth, an optimal workforce, and decent work. It also aims to consider, improve, and create quality standards for both micro and macro aspects.

Perceived Quality (X1)

Perceived quality is a consumer's view of the overall quality or superiority of a product or service in relation to their expectations. The perceived quality of a product or service can determine its value and influence purchasing decisions and brand loyalty. Furthermore, perceived quality plays a role in shaping a product's image or reputation and the company's responsibility for it. Due to

buyers' limited knowledge of the attributes or characteristics of the product they are purchasing, consumers often judge its quality based on price, brand name, advertising, company reputation, and country of origin. Perceived quality shapes a product's overall perception, ultimately determining its value and directly influencing consumer purchasing decisions and brand loyalty (Sulyantri et al., 2023). Perceived quality refers to the extent to which a product is perceived to meet needs and expectations, especially when compared to other alternatives on the market. Customers will make subjective assessments based on their perceptions of both the product and its overall quality.

Perceived quality describes a customer's view of the overall quality or superiority of a product or service, in relation to their expectations. This model is used to assess the extent to which a product is considered perfect. If the perceived quality is high, then it can be ensured that the product being offered is a good quality product (Yuda Riskiawan, 2017).

Perceived Quality Indicators, namely:

1. Expected Service, Where the service standards desired by customers are formed from their past experiences, recommendations or information from others, as well as promises or promotions made by the company.
2. The product needed is the extent to which the product is able to meet the needs and desires of customers, which ultimately can have an impact on their level of loyalty to a brand or company.
3. Product Excellence, where a product has advantages or added value compared to competing products, which can encourage customers to continue to choose and be loyal to that brand or company.
4. Service Suitability, refers to the degree of fit between the services provided by the company and the customer's expectations, desires and preferences, which can play a role informing their loyalty to the brand or company.

Customer Satisfaction (X2)

Customer satisfaction can be defined as the emotional feeling that arises when someone receives a product or service, which also influences their desire to continue using the product and the level of satisfaction they feel. Consumer expectations are a major factor in determining the quality standards of goods and services, as these expectations serve as a benchmark for consumers. Customer satisfaction is a condition in which a product consumed is able to meet the needs, desires, and expectations of customers. This satisfaction appears in the form of feelings of pleasure or disappointment, depending on whether the purchased product meets the customer's expectations or not. Customer satisfaction has a significant influence, because satisfied customers tend to make profitable contributions to the company (Kuntari et al., 2016).

Satisfaction is the result of the relationship between perceived performance and consumer expectations. If a product or service does not meet expectations, consumers are disappointed. Conversely, if performance meets expectations, consumers are satisfied. And if performance exceeds expectations, consumers will feel highly satisfied. The level of customer satisfaction can arise from how the product and service are provided to them. Therefore, this satisfaction can be measured from a consumer's cognitive perspective, namely the extent to which they feel valued for the sacrifices they have made, whether it is worth it or not. One important aspect that shapes customer satisfaction is the experience they feel when using the product or service. Overall, the reciprocal attitude directed at consumers after they have obtained and used a product or service, with the aim of consumers recommending it to others, can also be categorized as consumers' satisfaction with the goods and services offered by a company. Several studies state that satisfaction is used as a consumer response to the perceived difference or discrepancy between initial expectations (or other norms) and the actual performance of a product after use. Customer satisfaction is defined as the level of consumer satisfaction after comparing it with their expectations (Sambodo Rio Sasongko, 2021).

Customer satisfaction plays a crucial role in creating value for both customers and the

company. This satisfaction strengthens the company's relationship with customers, generates positive recommendations, and increases customer interest in purchasing or using the company's services.

The indicators used in this study to measure customer satisfaction include (Kotler, 2017).

1. Experience, meaning an activity that has been done or experienced so that it can give rise to satisfaction.
2. Customer expectations, meaning the match between customer expectations and the actual performance of the company's products.
3. Needs, meaning the suitability between needs or requirements and the available products. If all are fulfilled, satisfaction will arise.

Customer Experience (X3)

Customer Experience refers to the results of interactions between consumers and companies, encompassing both emotional and cognitive aspects. The results of these interactions shape consumer perceptions, which will influence their views on the products or services offered by the company. In the retail industry, customer experience can be assessed through four main aspects, namely: thoughts or perceptions (cognitive), feelings or emotions (affective), sensory stimulation (sensory), and intentions or urges to act (conative) (Felix et al., 2024). In current marketing practices, customer experience has become a primary focus for many entrepreneurs, this experience is now considered as added value for consumers, which ultimately contributes to increasing company revenue. Customer experience is considered an indicator in the development of relationship-based marketing. Customer experience is an internal, subjective outcome, emerging in response to customer interactions with companies, either through direct or indirect contact. Customer Experience makes the experience experienced by customers that encourages them to make repeat purchases and continue using the same product or service after the initial transaction (Soleha et al., 2024).

Experience encompasses every aspect of every moment of life. In other words, marketers need to create the right environment for customers and deeply understand what they truly want. This is based on the overall experience a customer has when interacting with a business or company. Here are some indicators, as outlined by Shmitt (Putri, 2023):

1. Sense (experiences related to the five human senses such as smell, sight, hearing, taste and touch).
2. Feel (an emotional experience within the customer).
3. Think (experiences related to customers' creative thinking about a brand or company).
4. Act (related to lifestyle, physical activities, and the image formed).
5. Relate (related to the atmosphere or social community after visiting).

Customer Loyalty (Y)

Loyalty refers to customer behavior that emerges in response to the services provided, which makes them remain loyal and continue to return to purchase or visit on an ongoing basis (Marzuki et al., 2020).

Loyalty reflects a customer's commitment to a product or service's quality, encouraging them to continue using it. Customers will remain loyal to a company if they feel a high level of trust in the product or service. Maintaining customer loyalty is crucial for a company's survival, as it fosters a positive relationship between the company and its customers. Therefore, loyalty is a form of customer commitment to continue purchasing and using the company's goods or services (Juliana & Noval, 2020).

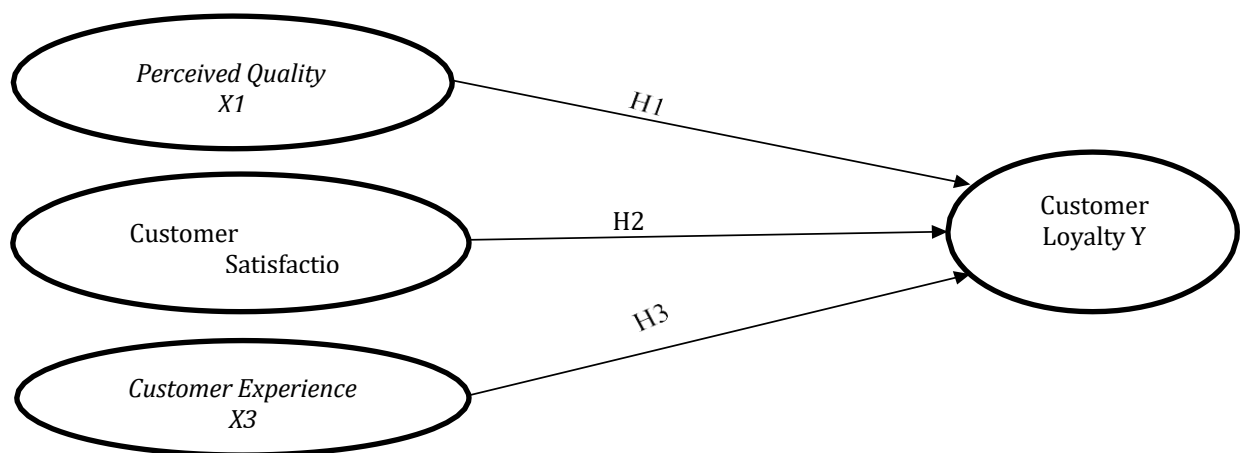
Customer loyalty refers to a consumer's level of loyalty to a brand, store, or service provider, reflected in positive attitudes that lead to repeat and consistent purchases. If a product meets customer expectations, customers will typically continue to choose and use that product. Customer loyalty means customers continue to use a product or service because they are satisfied with it

(Muljani, 2021).

Loyalty is a consumer's attitude and actions that reflect loyalty to a brand, as well as a desire to continue purchasing products from that brand in the future. Loyalty consists of repeat purchases and commitment to a product. Customer loyalty can be defined as an effort to provide quality service aimed at meeting customer expectations. This concept plays a very important role for every business organization. Customer loyalty has a positive effect on the company, because loyal customers tend to make repeat purchases of the products offered by the company. Customer loyalty reflects a strong desire from consumers to continue using or repurchasing certain products or services on an ongoing basis in the future, even though situational factors and marketing efforts can influence changes in their behavior. Loyalty Loyal customers have four indicators, namely (Syafiudin et al., 2024).

1. Making regular or repeat purchases, namely making consistent and continuous purchase transactions for products or services from a particular brand.
2. Recommendation, giving advice or invitation to other parties to use products or services based on positive personal experiences.
3. Making purchases across product categories, consuming a variety of products from a brand in various categories or types offered.
4. Demonstrating loyalty to a product and not being influenced by the attractiveness of similar products from competitors, continuing to choose and use products from a particular brand even though there are temptations or attractive promotions from other similar brands.

Figure 1. Conceptual Framework



Hypothesis

A hypothesis in research is a tentative answer or assumption to the problem being studied, the truth of which awaits verification through data collected in the study. It is called a hypothesis because the explanation provided is still theoretical and not yet supported by empirical evidence obtained from data collection in the field.

The Influence of Perceived Quality on Customer Loyalty.

Perceived brand quality refers to a customer's view of the overall quality or superiority of a product or service, as it relates to their expectations and intended use. Research by Astuti and Cahyadi shows that perceived quality significantly influences consumer loyalty. Therefore, it can be concluded that the higher the quality of a product, the more likely consumers are to remain loyal and return to that brand (Quantrianto et al., 2013).

H1: Perceived Quality has a positive and significant effect on Customer Loyalty.**The Influence of Customer Satisfaction on Customer Loyalty.**

Customer satisfaction and loyalty are closely linked and influence each other. Customer satisfaction reflects the extent to which consumers are satisfied with a company's products, services, or experiences. This satisfaction serves as a crucial foundation for building customer loyalty. High levels of satisfaction play a significant role in encouraging customers to make repeat purchases and maintain a positive relationship with the company. Therefore, the relationship between customer satisfaction and loyalty is crucial for building long-term engagement. Satisfaction is a key factor determining customer loyalty to a brand or company. Research by Yuniarta and Risal indicates a positive relationship between customer satisfaction and loyalty (Pangesti et al., 2024).

H2: Customer satisfaction has a positive and significant effect on customer loyalty.**The Influence of Customer Experience on Customer Loyalty.**

Customer experience is an effort to create superior value. Through customer experiences, it can add value to a product or service. In current marketing practices, customer experience has attracted the attention of many businesses. Experience is now considered an added value for consumers, resulting in increased company revenue. Research by Pratama and Adriyatno shows that customer experience has a positive impact on customer loyalty (Tyrväinen et al., 2020).

H3: Customer Experience has a positive and significant effect on Customer Loyalty.**METHOD**

This study applies a quantitative approach by utilizing primary data as a source of information. With this quantitative method, data can be collected in numerical form, which is then analyzed using statistical techniques to obtain answers to the research problem. A population is a collection of subjects or objects that have certain characteristics and properties, which are the focus of the research to be analyzed and used as a basis for drawing conclusions (Gunawan & Hasanah, 2019). The population in this study includes all customers who have visited and used services at the Astra Daihatsu Surabaya workshop, whether for car purchases, regular servicing, or other repair services. The sample is a part of the population selected for more in-depth research. In this study, the sample consists of Astra Daihatsu Surabaya workshop customers who have used the services available at the workshop.

Quantitative methods are considered more appropriate for research aimed at identifying and measuring relationships between variables in a measurable manner (Wajdi et al., 2024). This data collection technique involves the use of primary data by distributing questionnaires online or in person using purposive sampling techniques. Since the exact population size is unknown, the sample size is determined using the Lameshow formula (Azhari et al., 2025).

$$n = \frac{z^2 p (1 - p)}{d^2}$$

Information :

n = Number of samples

z = Value of moral table with certain alpha

p = Unknown population proportion

d = Distance in both directions

The formula shows that the sample size is determined using the Lameshow formula. The alpha used in this study is equal to a 95% confidence level, or z, or equal to 1.96. Furthermore, the unknown population size is 0.5 with a 10% confidence level. Therefore, the sample size can be determined using the following calculation:

$$n = \frac{z^2 p (1 - p)}{d^2} = \frac{1,96^2 \cdot 0,5 (1 - 0,5)}{0,1^2} = \frac{0,9604}{0,01} = 96,04 \approx 96$$

Based on the calculation results, the number of samples obtained and to be studied was 96 respondents. However, to obtain accurate results and avoid calculations in the questionnaire, the entire sample of this study was rounded to 100 respondents to obtain more accurate data. So that the number is already larger and is considered representative or representative of the minimum sample limit. The data source in this study was obtained from primary data. The primary data in this study is the results of distributing questionnaires conducted online using a predetermined Google Form platform by providing a series of questions or written statements to respondents to fill in their answers. The questionnaire distributed to respondents was based on a Likert Score.

The Likert score is used to determine the answer choices for statements that range from positive to negative, namely "strongly agree" to "strongly disagree". Each statement is scored from 1 to 5 using the following answer choices: Score = 5 for strongly agree, Score = 4 agree, Score = 3 neutral, Score = 2 disagree, Score = 1 (Strongly disagree).

The data analysis method applied in this study uses SmartPLS. SmartPLS is a statistical analysis software based on Partial Least Squares that is used to test the validity, reliability, and relationships between constructs in a structural equation model (SEM), both for prediction and theory confirmation purposes. SmartPLS tests the validity and reliability of instruments, measurement models (outer models), and structural models (inner models). PLS is a statistical analysis method used to solve multiple linear problems if specific problems occur in the data. The analysis method used using PLS in this study includes an outer model and an inner model. The outer model is used to test the validity of the research instrument because validity is used to define the accuracy of the results of a test. Testing the outer model includes convergent validity, discriminant validity, Average Variant Extracted (AVE), and composite reliability. While the inner model is used to design relationships between variables based on the research hypothesis. The inner model includes R square, f square, and hypothesis testing (Ekobis et al., 2025).

RESULTS AND DISCUSSION

RESULTS

Table 1. Respondent Characteristics

Characteristics	Respondents	Frequency	Presentation
Gender	Man	55	55.00%
	Woman	45	45.00%
Age	20 - 25 Years	94	94.00%
	26 - 35 Years	5	5.00%
	36 - 45 Years	0	0.00%
	45 - 55 Years	1	1.00%
Education	Secondary Education	51	51.00%
	Bachelor	34	34.00%
	Diploma	9	9.00%
	Postgraduate (S1, S2)	6	6.00%
Work	Students	74	74.00%
	Government employees	6	6.00%
	Private sector employee	15	15.00%
	Self-employed	5	5.00%
	Other	0	0.00%

Source : Data processed SmartPLS 4.0, 2025

Based on the results of distributing questionnaires to 100 respondents, it was found that the majority of respondents were male (55.00%), while women numbered 45.00%. In terms of age, the majority of respondents were in the 20–25 year age range, namely by 94.00%, followed by the 26–35 age group by 5.00%, while the 36–45 age group did not exist (0.00%), and the 45–55 age group was only 1.00%. From the education level, respondents with secondary education background

dominated with a percentage of 51.00%, followed by bachelor's graduates by 34.00%, diploma 9.00%, and postgraduate (S2) by 6.00%. Based on employment status, the majority of respondents were students or university students with a percentage of 74.00%, followed by private employees by 15.00%, civil servants 6.00%, and self-employed 5.00%, while other categories had no respondents (0.00%).

Table 2. Outer Loading

	Customer Experience	Customer satisfaction	Customer Loyalty	Perceived Quality
CE 1	0.728			
CE 2	0.725			
CE 3	0.811			
CE 4	0.791			
CE 5	0.763			
KP 1		0.906		
KP 2		0.954		
KP 3		0.912		
LP 1			0.779	
LP 2			0.851	
LP 3			0.807	
LP 4			0.783	
PQ 1				0.791
PQ 2				0.826
PQ 3				0.835
PQ 4				0.871

Source : Data processed SmartPLS 4.0, 2025

Based on the outer loading calculation, all indicators in the variables Customer Experience, Customer Satisfaction, Customer Loyalty, and Perceived Quality are declared valid, because each indicator has a loading value > 0.70.

Table 3. Cross Loading

	Customer Experience	Customer satisfaction	Customer Loyalty	Perceived Quality
CE 1	0.728	0.096	0.565	0.535
CE 2	0.725	0.149	0.518	0.688
CE 3	0.811	0.102	0.631	0.671
CE 4	0.791	0.160	0.673	0.684
CE 5	0.763	-0.017	0.648	0.607
KP 1	0.073	0.906	0.227	0.196
KP 2	0.161	0.954	0.299	0.287
KP 3	0.102	0.912	0.229	0.239
LP 1	0.659	0.107	0.779	0.662
LP 2	0.703	0.223	0.851	0.670
LP 3	0.626	0.293	0.807	0.605
LP 4	0.582	0.273	0.783	0.577
PQ 1	0.652	0.223	0.606	0.791
PQ 2	0.715	0.216	0.632	0.826
PQ 3	0.669	0.238	0.683	0.835
PQ 4	0.733	0.203	0.673	0.871

Source : Data processed SmartPLS 4.0, 2025

Based on the results of the discriminant validity analysis using the cross-loading method, all data were declared to meet the validity criteria because each indicator had the highest loading value on its respective construct compared to other constructs. Furthermore, discriminant validity can also be confirmed through the AVE value, where an AVE value exceeding 0.5 is considered good.

Table 4.AVE

	AVE	Information
Perceived Quality	0.691	Valid
Customer satisfaction	0.854	Valid
Customer Experience	0.584	Valid
Customer Loyalty	0.649	Valid

Source : Data processed SmartPLS 4.0, 2025

Referring to the AVE values in the table, all variables are declared valid because they have AVE values above 0.5. This condition indicates that each variable has met the discriminant validity criteria.

Table 5. Cronbach's alpha

	Cronbach's Alpha	Composite Reliability	Information
Perceived Quality	0.851	0.899	Reliable
Customer satisfaction	0.915	0.946	Reliable
Customer Experience	0.822	0.875	Reliable
Customer Loyalty	0.819	0.881	Reliable

Source : Data processed SmartPLS 4.0, 2025

Based on the test results, all variables were declared reliable because the Cronbach's alpha and composite reliability values obtained exceeded the minimum limit of 0.7, thus fulfilling the instrument reliability criteria.

The f-square value of customer experience on customer loyalty is 0.270, which is included in the medium influence category, indicating that customer experience has a fairly strong contribution in increasing customer loyalty at the workshop. Meanwhile, customer satisfaction has an f-square value of 0.049, which is included in the small influence category, but still indicates that customer satisfaction plays a role in forming loyalty, although its contribution is not as large as customer experience. Furthermore, perceived quality has an f-square value of 0.090 which is also in the small influence category, indicating that the quality of service perceived by customers has an effect on loyalty, but not as strong as overall customer experience. Overall, these f-square results indicate that of the three variables, customer experience is the most dominant factor in building customer loyalty, while perceived quality and customer satisfaction still contribute but with a lower influence strength.

Table 6. R Square

	R Square	R Square Adjusted
Customer Loyalty	0.698	0.688

Source : Data processed SmartPLS 4.0, 2025

The R Square value of 0.698 and the Adjusted R Square of 0.688 indicate that the research model in the article "Analysis of Perceived Quality, Customer Satisfaction, and Customer Experience on Customer Loyalty at the Astra Daihatsu Surabaya Workshop" has a fairly strong predictive ability. The R Square value of 0.698 means that 69.8% of the customer loyalty variable can be explained by

perceived quality, customer satisfaction, and customer experience. Meanwhile, the Adjusted R Square value of 0.688 confirms that after adjusting for the number of variables in the model, its predictive ability remains stable and high. Thus, it can be concluded that the three variables together have a significant and substantial influence in explaining customer loyalty at the Astra Daihatsu Surabaya Workshop, so this research model is classified as strong and reliable in describing the factors that shape customer loyalty.

Table 7. T-test

			Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Perceived Quality -> Customer Loyalty			0.311	0.297	0.099	3.133	0.002
Customer Satisfaction -> Customer Loyalty			0.128	0.134	0.051	2,526	0.012
Customer Experience -> Customer Loyalty			0.524	0.535	0.101	5.165	0.000

Source : Data processed SmartPLS 4.0, 2025

Based on the T-test results in Table 8, it is known that all variables have a positive and significant influence on customer loyalty. Customer experience shows the greatest influence with a coefficient value of 0.524 and a p-value of 0.000, which means that customer experience during using workshop services such as ease of process, comfort of facilities, and staff service are the main factors that increase loyalty. Perceived quality also has a significant influence with a coefficient of 0.311 and a p-value of 0.002, indicating that the perceived quality of service, from technician performance to punctuality of work, also encourages customers to continue choosing workshop services. Meanwhile, customer satisfaction has a smaller but still significant influence, with a coefficient of 0.128 and a p-value of 0.012, indicating that the more satisfied customers are with the services provided, the more likely they are to remain loyal. Overall, these results indicate that customer experience, perceived quality, and satisfaction levels play an important role in shaping customer loyalty at the Astra Daihatsu Surabaya Workshop.

DISCUSSION

The influence of perceived quality on customer loyalty

This study proves that perceived quality significantly influences customer loyalty at the Astra Daihatsu Workshop in Surabaya. This finding is in line with the Theory of Planned Behavior (TPB), which states that consumer behavior, including loyalty, is shaped by beliefs and perceptions of a service. In workshop services, perceived quality arises from actual customer experiences, such as timely service, technician expertise in handling vehicles, friendly employees, and comfortable waiting room facilities. Field observations show that customers tend to reevaluate their decisions based on these experiences. If customers feel they receive quality and consistent service, they form beliefs and positive control perceptions that choosing the Astra Daihatsu Workshop in Surabaya is the right choice. In line with Jill Griffin's opinion that loyalty is more reflected in behavior than attitude, customers who are satisfied and trust the quality of the workshop will demonstrate loyal actions, such as returning for routine service and providing recommendations to others. Therefore, continuously improving perceived service quality is a strategic step in building customer loyalty intentions and behavior. The results of this study are consistent with previous studies which found that perceived quality has an influence on customer loyalty.

The influence of customer satisfaction on customer loyalty

Research findings indicate that customer satisfaction has a positive influence on loyalty at the Astra Daihatsu Workshop in Surabaya. Within the Theory of Planned Behavior (TPB) framework, a high level of satisfaction can shape positive beliefs and perceptions that then influence customer loyalty intentions and behavior. The reality in the field shows that customers feel satisfied when the results of the work match their expectations, such as the timeliness of service, the technician's accuracy in repairing the vehicle, and the comfort of the service and workshop facilities. These experiences strengthen customers' confidence that the Astra Daihatsu Workshop in Surabaya is the right and trustworthy service choice. When satisfaction is achieved, customers will tend to use the same service again and will not hesitate to recommend it to others. Therefore, increasing and maintaining satisfaction levels is a key step. Strategic for workshops in building sustainable loyalty and maintaining long-term relationships with customers.

The results of this study are consistent with the findings of previous studies which showed that customer satisfaction has a significant influence on loyalty. Customers tend to be loyal when they experience experiences that truly provide convenience, benefits, or positive value, thus encouraging them to remain loyal to the product or service [50].

The influence of customer experience on customer loyalty

This study revealed that customer experience has the greatest influence on customer loyalty at the Astra Daihatsu Surabaya Workshop. The results of the T-test conducted in this study indicate that customer experience is not only a significant factor, but also a dominant factor influencing the level of customer loyalty. The higher the quality of the experience perceived by customers, the higher the level of loyalty they show to this workshop. This proves that the experience provided at every point of customer interaction with the workshop has a direct impact on their decision to continue using existing services.

Based on the Theory of Planned Behavior (TPB), a good experience will shape positive perceptions and beliefs in customers, which ultimately influence their loyalty intentions and behavior. In the context of the Astra Daihatsu Surabaya Workshop, customers tend to associate the positive experiences they receive with a deeper impression of the quality of service provided. For example, when the service process runs smoothly, the staff provides friendly service, and the waiting room facilities are comfortable, these things will add positive value to their overall experience. Furthermore, professionalism in every stage of the service also plays a crucial role in creating a memorable experience for customers.

Customers who experience a pleasant experience tend to develop a stronger emotional connection with the repair shop. This emotional connection significantly influences their decision to remain loyal to the service. A good customer experience not only increases customer satisfaction but also builds a strong sense of trust, making them feel more comfortable and confident in returning. On the other hand, if customers feel that their service experience is inadequate despite maintaining product or service quality, they are more likely to seek alternatives that provide a better and more comfortable experience.

Conversely, when the experience provided by a repair shop is consistently high-quality and meets customers' expectations, they will be less likely to switch to another repair shop. In fact, they will be more likely to recommend the repair shop to those around them, including family, friends, and colleagues. Positive customer experiences contribute to the creation of long-term, mutually beneficial relationships between repair shops and customers, where customers become not only loyal but also promote the repair shop.

The findings of this study also align with previous research showing that customer experience plays a significant role in shaping customer loyalty across various business sectors. This confirms that the experiences customers experience in every interaction with a company or service significantly influence their decision to continue choosing and entrusting their needs to that company in the long term.

Thus, customer experience is not merely a complementary factor in customer retention, but also a crucial element in creating strong and sustainable loyalty. Therefore, the Astra Daihatsu Surabaya Workshop needs to continuously improve the quality of service and customer experience to retain existing customers and attract new ones, ultimately contributing to the company's long-term success. The results of this study are consistent with the findings of previous research which showed that customer experience has a significant influence on customer loyalty.

CONCLUSION

Based on the results of the research and discussion that have been conducted, it can be concluded as follows: There is a significant influence between Perceived Quality (X1) on Customer Loyalty (Y) at the Astra Daihatsu Surabaya Workshop. This shows that the higher the customer's perception of the quality of service provided, the greater their tendency to remain loyal to using the workshop's services.

There is a significant influence between Customer Satisfaction (X2) and Customer Loyalty (Y) at the Astra Daihatsu Surabaya Workshop. This means that the higher the level of satisfaction felt by customers towards the service received, the stronger their commitment to remain loyal, recommend, and return to use the workshop's services in the future.

There is a significant influence between Customer Experience (X3) on Customer Loyalty (Y) at the Astra Daihatsu Surabaya Workshop. This means that the positive experience experienced by customers during their interaction with the workshop, both in terms of comfort, speed of service, and interaction with employees, plays an important role in building customer loyalty. Customer experience is not only a complementary factor in retaining customers, but also the most determining element in creating strong and sustainable loyalty. Therefore, in general, customer experience has a big influence in gaining customer loyalty.

The Astra Daihatsu Surabaya workshop is advised to continuously improve service quality, create a pleasant customer experience, and maintain customer satisfaction to maintain customer loyalty. Further research is recommended to explore other possible influences on customer loyalty.

ACKNOWLEDGMENTS

The authors would like to express their deepest gratitude to the Astra Daihatsu Surabaya Workshop for granting permission and support in conducting this research. They also express their gratitude to all respondents who took the time to participate and provided invaluable data for the success of this research. Hopefully, the results of this study will benefit service development and increase customer loyalty in the future.

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