

Quality of Service, Customer Satisfaction and Loyalty to The Bicycle Repair Shop Honda Motorcycles

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ABSTRACT

PT Astra Honda Motor is the company that owns the official ATPM (Sole Agent of Brand Holder) Honda motorcycles in Indonesia which was established in 1971. In addition to selling Honda motorcycles, PT Astra Honda Motor also has AHASS (Astra Honda Authorized Service Station) as the official Honda motorcycle workshop in Indonesia to carry out maintenance and repair of Honda motorcycles. The objectives of this study are (1) Identifying the quality of service, satisfaction and loyalty of AHASS workshop customers; (2) Analyze the effect of service quality on customer satisfaction and loyalty of AHASS workshops; and (3) Formulate marketing strategies in increasing the satisfaction and loyalty of motorcycle workshop customers. Quantitative analysis of this study uses the SEM-PLS (Structural Equation Modelling-Partial Least Square) method which is calculated and processed using SmartPLS 3.0 software. The results showed that the variables of service quality, namely reliability, responsiveness, assurance, empathy and tangibles, had a significant effect on customer satisfaction. This means that the better the reliability, responsiveness, assurance, empathy and tangibles, the more consumer satisfaction will increase. Likewise, the variables of service quality, namely reliability, responsiveness, assurance, empathy and tangibles, have a significant effect on consumer loyalty. That is, the better the reliability, responsiveness, assurance, empathy and tangibles, the more consumer loyalty will be, the more Consumer satisfaction has a significant influence on consumer loyalty

Keywords: PT Astra Honda Motor, SEM, Quality of service, reliability, responsiveness, assurance, empathy and tangibles

INTRODUCTION

In an effort to win the competition, the value of a business becomes a valuable capital in an era of increasingly open competition. Lovelock and Wirtz (2011) say that by creating more value to consumers, which can be measured by increasing satisfaction, it creates more value for the company or organization. Providing the best quality service so that it can create satisfaction to customers is one way to win the competition. The desire of customers to get maximum service becomes a kind of demand and challenge for service companies to create convenience and comfort for their customers.

The quality of service can strengthen the inner connection between the company and customers. When customer expectations and wishes are met, then customers will feel valued. The consumer feels that the money spent is worth his wishes and expectations. Kotler (2012) service quality is the performance offered by a person to others. Such performance can be in the form of an intangible act and does not result in the ownership of any goods and to anyone. If the service is in accordance with what consumers expect, then the quality of the service can be considered ideal. The quality of service can be considered low if what

consumers receive or feel is not as expected. The quality of service can be maximized through various means, such as always being polite, friendly, and professional. All employees must have a compact feeling and service in order to maintain professionalism. The quality of service is very important to understand because it can have a direct impact on the image of the company. A good quality of service can benefit the company. If a business has received positive values from consumers, then these consumers will provide good feedback and can become regular customers. Of course, this will have a big effect on business continuity. Thus, the quality of service can be a plus.

According to Mowen and Minor (2010) consumer behavior is as a study of buying units and the exchange process that involves the acquisition, consumption, and disposal of goods, experience services, and ideas. Understanding consumer behavior is not an easy job, but it is quite difficult and complex. This is due to the large number of differences in the perception and desires of consumers. Nevertheless, a company that produces goods and services will be able to achieve much greater profits compared to its competitors. Companies can understand consumer behavior in order to understand what consumers want.

The competition in the motor vehicle industry is triggered by the increasing public need for motor vehicles. This need will be very helpful in every activity carried out by the community. Motorcycles are a means of transportation that is widely used in Indonesia. According to the Central Statistics Agency, the most popular motor vehicles in Indonesia in 2019 were motorcycles totaling 112,771,138 out of a total of 133,617,012. People prefer to use motorbikes instead of using cars or other transportation equipment because they are considered more practical and easier to hit traffic jams. One of the motorcycle manufacturers from Japan in Indonesia is Honda. PT. Astra Honda Motor is the official ATPM (Sole Agent of Brand

Holder) company for the sale of Honda motorcycles in Indonesia. According to the Indonesian Motorcycle Industry Association, the level of motorcycle sales is dominated by Honda in Indonesia as much as 4,910,688 from a total of 6,487,430.

In addition to selling motorcycles, Astra needs to provide supporting facilities for its consumers so that they can carry out maintenance on their motorcycles. One of them opened an official workshop of Honda motorcycles. The increasing number of motorcycle users in Indonesia has resulted in competition not only in the purchase of motorcycle products but also in competition in motorcycle repair services. A company that provides good service quality can increase customer satisfaction so as to create an advantage over its competitors. Consumer satisfaction can be felt after the consumer uses the services or products offered by the company. Services according to Lupiyoadi (2013) are all economic activities whose results are not products in physical form or construction, which are usually consumed at the same time as the time produced and provide added value such as for example comfort, entertainment, pleasure, or health or solving problems faced by consumers.

To be able to meet consumer satisfaction in the service industry, service quality is very important for companies to be managed properly. According to Lovelock and Wright (2016) service quality is a long-term cognitive evaluation of customers' delivery of services. In general, the services provided by a good company will produce high satisfaction and very high repurchases as well. Parasuraman (1998) service quality can be seen from five dimensions, including: physical evidence (tangible), reliability (reliability), responsiveness (responsiveness), Assurance and empathy. According to Kotler (2012), that the relationship between service quality and consumer satisfaction there is a close relationship between product quality and service, consumer satisfaction and company profitability. The higher the level of quality

leads to higher consumer satisfaction and also supports higher prices. If an enterprise that produces quality services can meet or exceed consumer expectations, then it can be said that the company has satisfied its consumers and is also called a quality company. It can be argued that consumer satisfaction has a close relationship with quality, the more satisfied a consumer is, the more satisfied the company's income will be. Satisfaction can be defined as a person's feeling of pleasure or disappointment by comparing the performance of the services obtained and their expectations. According to Mowen and Minor (2010) consumer satisfaction is defined as the overall attitude that consumers show towards goods or services after they have acquired and used them. This is a post-selection evaluative assessment caused by the selection of specific purchases and the experience of using or consuming those goods or services. Moreover, in companies engaged in services, customer satisfaction is one of the benchmarks for the quality of services provided. Therefore, companies must have advantages, especially in satisfying their customers. If the customer is not satisfied with a service provided, the service is certainly ineffective and inefficient.

Efforts made to create consumer satisfaction are more likely to influence consumer attitudes. Meanwhile, the concept of consumer loyalty is more explained to the behavior of its buyers. Literally loyal means faithful, or loyalty can be interpreted as a loyalty. This loyalty is taken in the absence of coercion, but arises from one's own awareness of the past or the efforts made in the past. Consumer loyalty has a very important role in the company, the company must be able to retain consumers in order to improve financial performance and the survival of the company, this is the main reason for a company to maintain consumer loyalty. In an effort to achieve business continuity, business actors must first win the hearts of their consumers so that they can give rise to a loyal attitude which in marketing is known as consumer loyalty.

According to Oliver (1997), consumer loyalty is a form of strong commitment to make purchases, re-consume products or replace them with other products consistently in the future. This reveals that loyalty occurs because of consistency in making purchases on future products or services on the same brand, purchases made by these customers on the same brand show commitment.

Basically, every company that carries out a service quality program will create customer satisfaction. Customers who get satisfaction in service are the basic capital for the company in forming customer loyalty. Based on the results of research conducted by Lubis and Martin (2009) and Supranowo (2009) shows that the quality of service services has a positive and significant effect on customer satisfaction. Similarly, research conducted by Murjana and Oktavia (2020) shows that simultaneously service quality has a significant effect on consumer satisfaction. Partially the variables of tangible, reliability, responsiveness, assurance and empathy have a significant effect on the difference in consumer satisfaction. From the results of this study, it can be seen from the five dimensions of service quality that have different influences felt by customers. Therefore, the purpose of this study is to prove the Quality of Service, Customer Satisfaction and Loyalty at the Honda Motorcycle Workshop. In the current era of competition in the motor vehicle industry, companies are required to improve services professionally. The increasingly advanced technology and information today has encouraged companies to produce products or services that can meet the needs and desires of consumers. This can be seen from the many competitions that occur among the many companies in the motor vehicle industry.

The more companies that develop, the tougher the competition will become. In conditions of fierce competition like this, the main thing that must be considered and prioritized is to satisfy consumers, so that consumers can survive and the company can

compete, and can dominate the market share. In these circumstances, one way to win the competition is to improve services as well as possible, as well as provide the maximum possible performance so that consumers will feel satisfied and the company will stay afloat. The needs and desires of consumers are very varied and can be arbitrary due to the presence of factors that influence consumers in making purchases.

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AHASS was founded with few competitors when it was initially founded, so it was able to develop rapidly to have many branches in each city. Along with the growth of the population and the improvement of living standards, the need for motorcycles continues to increase, balanced with workshops as supporting facilities. Answering these needs, currently there are more and more motorcycle workshops that can do on all types of motorcycles. The increasing number of motorcycle repair shops has affected AHASS by the competition. This competition makes Honda motorcycle consumers even more critical in determining the best workshop for their Honda motorcycles.

AHASS must be able to maintain and maintain the quality of service, satisfaction and loyalty of its customers in order to be able to win the competition. Based on the background that has been presented, the author argues that AHASS needs to examine service quality, customer satisfaction to maintain and increase AHASS consumer loyalty. Therefore, the problems to be studied are formulated into several main problems related to service quality, customer satisfaction and loyalty. The

formulation of problems based on the previously described background includes, How is the quality of service, customer satisfaction and loyalty to the AHASS workshop? How does service quality affect the customer satisfaction of AHASS workshops? How does AHASS workshop customer satisfaction affect the loyalty of AHASS workshop customers?

METHODS

This research is located in the Jabodetabek area with the time the study was conducted in January 2022. This research approach uses quantitative descriptions using the online survey method to respondents who have performed improvement services at AHASS at least once in the past year. This research was conducted by descriptive method with quantitative type of research. According to Sugiyono (2016) quantitative approach or methodology is a research method based on the philosophy of positivity, used to examine certain samples by sampling and collecting data using research instruments that are analyzed quantitatively or statistically with the aim of testing predetermined hypotheses. According to Sugiyono (2016) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by the researcher and drawn conclusions. In this study, the sample used was respondents who had purchased spare parts or used service services at AHASS who had an age of 17 to 55 years. Then, the sampling technique is carried out by means of non-probability sampling, namely with a self-selected or volunteer sampling technique where the questionnaire will be distributed online through google docs and respondents fill out the questionnaire voluntarily. Dissemination of questionnaires through social media such as WhatsApp, Instagram and Facebook. The sample criteria referred to in this study are as follows:

1. Own a Honda motorcycle
2. Have done repair services at AHASS in the last 3 months.

The number of samples in this study is limited based on the analysis requirements that will be used in this study, namely the Structural Equation Model (SEM). Hair et al. (2010) argue that it is best that the sample size should be 100 or greater. The minimum sample number is at least five times more than the number of question items to be analyzed. In this study there were 33 question items, so the sample size required was at least $33 \times 5 = 165$ to $33 \times 10 = 330$ samples.

The questionnaire will be filled out by respondents using Google Docs in the form of links that are distributed online to various social media to respondents who have repaired Honda motorcycle repair services at AHASS or Non AHASS at least once in the past year. Meanwhile, secondary data was obtained from literature studies in the form of journals and theses, online media, and websites from institutions related to this research topic. The data in this study used primary data and secondary data. The data collection technique in this study was collected through a structured questionnaire (structural questionnaire) with a Likert scale technique then a validity test was carried out to determine whether or not a data was valid by looking at the loading factor value and AVE (Average Validity Extracted) of each indicator. Meanwhile, the statement is said to be reliable by looking at both cr (Composite Reliability) and Cronbach's Alpha values.

According to Suwandi et al. (2019) the Likert scale is used in questionnaires to take into account psychometric scales in the form of measurement surveys in research on the attitudes, opinions, and perceptions of a person or group of people about social phenomena that occur. Meanwhile, Sugiyono (2016) Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people. The order of choice in answering used is 1-5 with a sequence of values 1 (Strongly Disagree), 2 (Disagree), 3 (Sometimes), 4 (Agree), and 5 (Strongly Agree).

Data processing and analysis methods are described descriptively and quantitatively analyzed. Descriptive analysis was used to determine the characteristics and responses of respondents to customer satisfaction in AHASS and Non AHASS. According to Sumarwan (2011) descriptive analysis is a method of examining the status of a human group, an object, a set of conditions, a system of thought or a class of events in the present. The purpose is none other than to provide a systematic, factual, and accurate description, picture of the facts, properties, and relationships between the phenomena under investigation. CSI or Customer Satisfaction Index is a technique of weighting actions in order to meet customer satisfaction. Weighting can be carried out for each variable of the indicator that composes the quality of service. In this study, the calculation to determine customer satisfaction in a yeluh manner is by conducting a consumer assessment of the performance of the quality of service.

The measurement of customer satisfaction index in this study was measured by a traditional approach or an average approach. According to Sugiyono (2016), consumers in respondents in this study were asked to give an assessment of each indicator of each observed variable using a Likert scale of 1-5 in order (strongly disagree, disagree, neutral, agree, strongly agree). The value obtained is later divided by the maximum value and the number of indicators. The purpose of using this CSI calculation method is so that the results can describe the respondent's answer more clearly and easily to understand. Based on the scale range of the final results of the CSI calculation, it can be grouped the categories of the consumer satisfaction index as follows:

- $0 < x \leq 20$: not satisfied
- $20 < x \leq 40$: less satisfied
- $40 < x \leq 60$: neutral
- $60 < x \leq 80$: satisfied
- $80 < x \leq 100$: very satisfied

According to Anggelina and Japariato (2014) the analysis of the distribution of

respondents using top two boxes is a combination of respondents who answer agree and strongly agree to then divide the total number of respondents and bottom two boxes is a combination of respondents' answers strongly disagree and disagree and divided the total number of respondents. In short, the top two boxes are answers obtained from the Likert scale with values 4 (Agree) and 5 (Strongly Agree) to then be grouped as agrees. Then, for the bottom two boxes, it is a grouping of disagrees from the answers of Likert scale respondents with values 1 (Strongly Disagree) and 2 (Disagree).

Validity testing in this study was measured by looking at the value of the loading factor and the Average Validity Extracted (AVE) of each indicator on a variable that has a minimum value of 0.5 (Hair et al. 2010). The validity test was carried out using SmartPLS 3.0 software. All loading factor values and AVE values in each indicator tested in this study can be declared valid because they have met the minimum requirements for the validity value of an indicator.

Reliability testing in this study was measured by looking at the Composite Reliability (CR) and Cronbach's Alpha (α) values of each variable that had a minimum value of 0. Reliability tests are carried out necessary to measure the degree of reliability of the questionnaire. The test was carried out using SmartPLS 3.0 software. All CR values and α values in each indicator tested in this study can be declared reliable because they have met the minimum requirements for the validity value of a variable.

Quantitative analysis of this study uses the SEM-PLS (Structural Equation Modelling-Partial Least Square) method which is calculated and processed using SmartPLS 3.0 software (Hussein 2015). SEM stands for Structural Equation Model which according to Hair et al (2010) is a technique with a combination of path analysis and regression analysis that allows researchers to simultaneously test the series of

interrelated relationships between measured variables and latent constructs. The indicator variable is mentioned with several lists of questions that must be answered by respondents with an answer type with a Likert scale.

According to Ghazali (2014) the research procedure in general has three stages, namely: theoretical model development, model specification and evaluation, and estimation. Based on these three stages, SEM is used to test hypotheses in the study. In this study, SEM analysis was used to determine the relationship model and the magnitude of influence between the latent variables of free product and service quality, electronic word of mouth, brand image, and consumer satisfaction with latent variables not free of repurchase intentions. SEM analysis will be analyzed using SmartPLS 3.0 software.

RESULTS

In this study, the sample used was respondents servicing Honda motorcycles. The characteristics of the respondents asked included gender, level of education, occupation, age, expenses per month, and year of manufacture of the motor used.

This study had a total of 213 respondents, of which (75.6%) were men and (24.4%) were women. The age range of the most respondents was in the range of 16-25 years, which was 43.7 percent. Ranked second with a percentage of 28.2 percent, are respondents with an age range of 26-35 years. Meanwhile, the lowest respondents with an age range of more than 55 years with a percentage of 4.2 percent of all respondents.

The education level of respondents in this study was categorized into four groups, namely High School (SMA / SMK), Diploma (D3), Bachelor (S1), and Postgraduate (S2). The level of education that dominates in this study is 70 percent undergraduate. The level of high school education (SMA / SMK) is in second place with a percentage of 13.6 percent. Meanwhile, Diploma (D3) and postgraduate

education levels were the two lowest levels of education in this study, with percentages of 9.9 percent and 6.6 percent, respectively. In this study, respondents' jobs were categorized into six different groups,

namely students/ students, civil servants / TNI / POLRI, BUMN employees, entrepreneurs, private employees, and others.

Table 1 Demographic Characteristics of Respondents

Characteristic	Sum (n)	Percentage (%)
Gender		
Man	161	75,6
Woman	52	24,4
Education Level		
High School/Vocational School	29	13,6
Diploma	14	6,6
Bachelor	149	70
Postgraduate	21	9,9
Work		
PNS/TNI/POLRI	18	8,5
Private Employees	93	43,7
SOEs	18	8,5
Self employed	37	17,4
Student	27	12,7
Other	20	9,4
Age		
16 – 25 years old	93	43,7
26 – 35 years old	60	28,2
35 – 45 years old	30	14,1
46 – 55 years old	21	9,9
> 55 years old	9	4,1
Revenue per month		
< 2,000,000	29	13,6
2.000.000-3.000.000	19	8,9
3.000.001-4.000.000	14	6,6
4.000.001-5.000.000	44	20,7
>5,000,000	107	50,2
Year of manufacture of honda bikes used		
2021	17	8
2020	17	8
2019	19	8,9
2018	25	11,7
2017	25	11,7
2016	23	10,8
2015	13	6,1
2014	17	8
2013	17	8
2012	12	6,1
2011	5	2,3
2010	10	4,7

Of the six categories, 43.7 percent had jobs as private employees. Meanwhile, the second place was occupied by respondents with jobs as self-employed 17.4 percent. The third place is the respondents who are students with a percentage of 12.7 percent. Furthermore, in fourth place, it was occupied by respondents with jobs as civil servants / TNI / POLRI 9.4 percent. Meanwhile, for the last consecutive order with a percentage of 8.5 percent were respondents with jobs as STATE-OWNED

Employees and Other Workers. Information about monthly income is used to get an idea of the respondent's financial background. The income referred to in this study is the income of respondents obtained for one month. The income of respondents in this study was grouped into five categories, namely < of IDR 2,000,000, IDR 2,000,001 – IDR 3,000,000, IDR 3,000,001 – IDR 4,000,000, IDR 4,000,001 – IDR 5,000,000, and > IDR 5,000,001. The results showed that respondents with a monthly income of > Rp. 5,000,001 had the largest percentage, which was 50.2 percent. While the second

place is respondents with monthly expenses of Rp. 4,000,001 – Rp. 5,000,000 20.7 percent. The third and fourth place in a row were respondents with monthly income of < Rp. 2,000,000 13.6 percent and Rp. 2,000,001 – Rp. 3,000,000 8.9 percent. Meanwhile, for the last place with a percentage of 6.6 percent, respondents with income of Rp. 3,000,001 – Rp. 4,000,000.

The results showed the highest percentage in a row of 11.7 percent in Honda motorcycle manufacturing in 2017 and 2018. Furthermore, more than 6 percent of honda motorcycle manufacturing percentage in 2012, 2013, 2014, 2015, 2016, 2019, 2020, and 2021. While the lowest percentage in a row was 0.5 percent in Honda motorcycle manufacturing in 2004 and 2005.

In this study, the behavior of workshop users was that respondents serviced Honda motorcycles. The characteristics of the respondents asked include the number of motorcycles used in the family, the average expenditure for motorcycle service, In 1 year how many times to go to the AHASS workshop, The main reasons why to choose an AHASS workshop, Conditions when it is necessary to do service at AHASS, In 1 year how many times to a Non AHASS workshop, conditions when feeling sufficient to do service in Non AHASS, The main reason why to use Non AHASS workshops, Is always doing service to the same AHASS, Is there your alternative workshop besides AHA

Table 2 Workshop User Behavior

Characteristic	Sum (n)	Percentage (%)
The number of motors in the family		
1	76	35,7
2	84	39,4
3	34	16
4	13	6,1
≥5	6	2,8
Expenses for one motor service		
≤ IDR 100,000	26	12,2
IDR 100,001 – 200,000	82	38,5
IDR 200,001 – 300,000	55	25,8
IDR 300,001 – 400,000	30	14,1
> IDR 400,000	20	9,4
To AHASS workshop in 1 year		
1	53	24,9
2	71	33,3
3	34	16
4	36	16,9
≥5	19	8,9
3 Main reasons for choosing an AHASS workshop		
Price	97	45,5
Location	113	53,1
Original Guarantee	200	93,9
Fast Service	82	38,5
Other	9	4,5

Characteristic	Sum (n)	Percentage (%)
Conditions when you need to do services at AHASS		
Routine service	177	83,1
Replacement of spare parts	130	61
Oil change	156	73,2
Down the machine	32	15
Other	3	1,5
Non AHASS Workshop in 1 year		
1	59	27,7
2	39	18,3
3	19	8,9
4	7	3,3
≥ 5	15	7
Never	74	34,7

Table 2. To be Continued...		
3 Main reasons to choose Non AHASS workshop		
Price	115	54
Location	131	61,5
No Queue	96	45,1
Fast Service	45	21,1
Other	56	26,3
Conditions when you need to do service at Non AHASS		
Routine service	45	21,1
Replacement of spare parts	38	17,8
Oil change	121	56,8
Down the machine	10	4,7
Other	13	6,5
Never	66	31

SEM analysis was conducted to test the influence of the variables reliability (X1), responsiveness (X2), assurance (X3), empathy (X4), tangibles (X5) including service quality (Y1) on consumer satisfaction (Y2), the effect of service quality (Y1) on consumer loyalty (Y3) and

the effect of consumer satisfaction (Y2) on consumer loyalty (Y3). The data was processed using structural equation modeling with the Partial Least Square (SEM-PLS) estimation method. Figure 1 presents the path of the relationship between the variables.

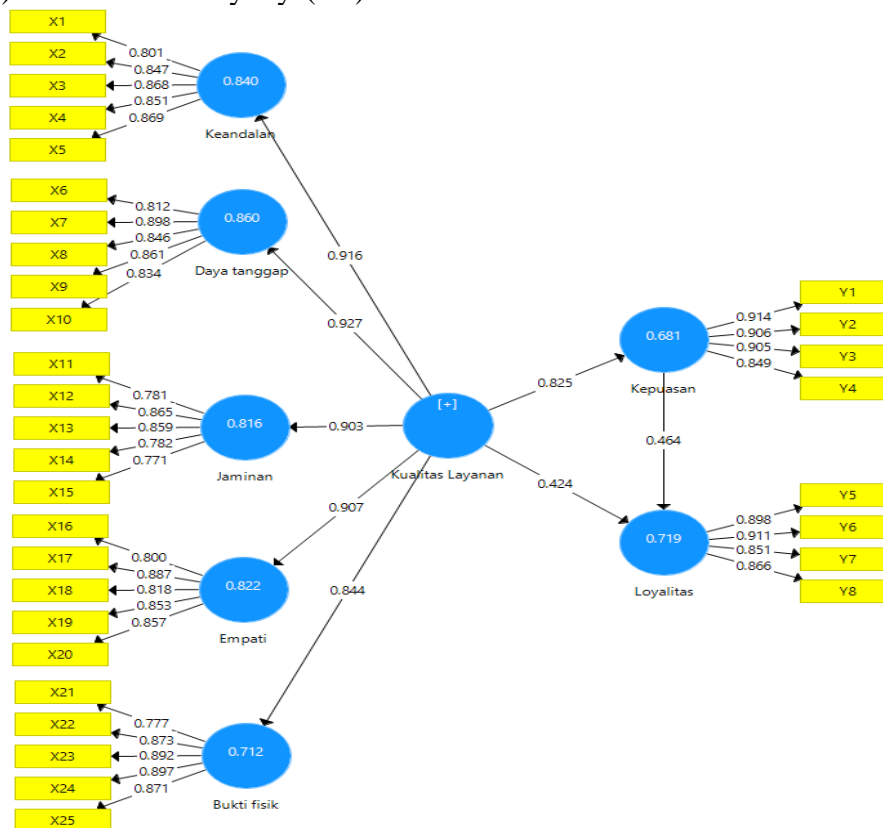


Figure 1 SEM Analysis Results

enurun Alma (2013), the hospitality industry has other characteristics of the commonly known industry. Consumers buy these services in the short term, influenced by physical, pricing strategies and communication promotions. Hotel services place more emphasis on imagery, variety, and distribution channels. With the selection of the highest Santika Hotel by respondents,

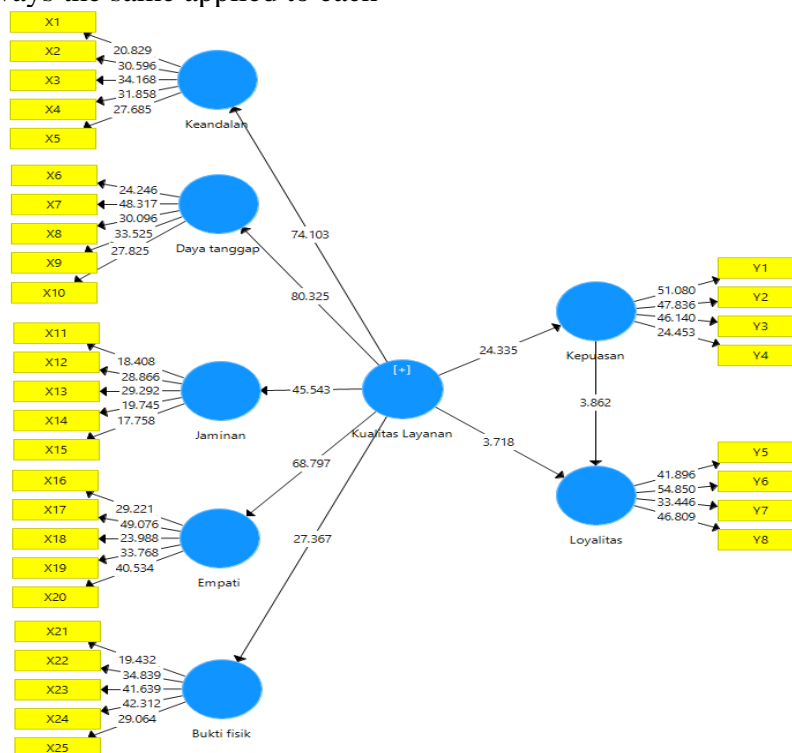
it shows that Santika Hotel has a physical, price strategy and promotion of fairly good communication with consumers. Hotel Santika also emphasizes imagery, variety, and distribution channels compared to other hotels.

The next stage after going through the measurement requirements, the next stage can be done, namely hypothesis testing with

the *bootstrapping* method on SmartPLS. According to Efron and Tibshirani (1998), the *bootstrapping* method is a procedure that is carried out by repeatedly taking a new number of N samples from n-sized origin data, in this case a new sample is obtained by taking sample points from the origin data one by one to n times. The purpose of using *bootstrapping* is to allow for freely distributed data and require normal distribution assumptions. *Quantiles* in the normal distribution can be used as a critical value or calculated t that can be compared with the table t value, then it can be said that the coefficient is significant at a certain probability of error or the degree of significance.

The determination of significant levels is not always the same applied to each

study. In marketing research, the significant level used usually assumes a significant level of 5% (Hair et al 2006). With a significant rate of 5% then the value of t 2-tailed is 1.96. Thus the calculated value of t must be more than 1.96 in order for it to be concluded that the hypothesis is accepted. If the test results on the *inner model* are significant, it can be concluded that there is a meaningful influence on the latent variable on other variables. In this study, the *bootstrapping* method was carried out by *resampling* as much as 500 times so that the results were more stable so that the value of statistical significance would remain consistent. The *bootstrap* results can be seen in Figure 4.2.



Source: processed data (2022)
Figure 4.2 Bootstrapping Output

A structural model is a model that relates *exogenous* latent variables with *endogenous* latent variables or the relationship of *endogenous* variables with other *endogenous* variables. In this study, structural models are related to nine research hypotheses that hint at causality relationships between latent variables. The

formulation of the hypothesis in this study is:

H₁: Service quality affects customer satisfaction

H₂: Service Quality affects consumer loyalty.

H₃: Customer Satisfaction affects consumer loyalty

Table 4.15 presents the results of the SEM analysis to answer eight research hypotheses.

Table 4.15 SEM analysis results

Line	Koef (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P -Value	Information
Y1→ Y2	0.825	0.831	0.034	24.335	0.000	Receive H0
Y1 Y3→	0.424	0.410	0.114	3.718	0.000	Thank YouH0
Y2 Y3→	0.464	0.481	0.120	3.862	0.000	Receive H0

Description: *) significant effect on the level of 5% (t-statistics) > t-table (1.96) or p-values < 0.05)

Source: processed data (2022)

Hypothesis one states that it tests the effect of service quality (Y1) on consumer satisfaction of AHASS workshops. Based on Table 4.15, the statistical T value of 24,335 is greater than the table T of 1.96 and the *p-value* of 0.000 is smaller than alpha (0.05), so a decision is obtained to accept H0. That is, based on the test results, it can be concluded that empirically state that there is an influence of service quality on consumer satisfaction of AHASS workshops. This means that the quality of service at the AHASS workshop will definitely increase the customer satisfaction of the AHASS workshop. The effect of service quality itself consists of *reliability, responsiveness, assurance, empathy and tangibles* on consumer satisfaction according to research conducted by Sulaeman (2015) said that *reliability, responsiveness, assurance, empathy and tangibles* affect consumer satisfaction in Charly VHT family karaoke Garut. Likewise, research conducted by Aini et, al. (2016) states that there is an influence on service quality consisting of *reliability, responsiveness, assurance, empathy and tangibles* on customer satisfaction in enjoying the services provided by the Ollino Garden Malang Hotel. Meanwhile, research conducted by Abi (2021) states that there is an influence of service quality on customer satisfaction at the Master Piece Karaoke company.

The results showed that the variable of service quality is one of the variables that makes consumers feel satisfied with the AHASS workshop, because consumers will feel that the AHASS workshop can always provide the best service to their consumers. This can be seen from the value of the variable coefficient of service quality to

customer satisfaction, which is 0.825, which means that the increasing quality of customer service, it will increase customer satisfaction by 82.5 percent.

Hypothesis one states that it tests the effect of service quality (Y1) on the loyalty of AHASS workshop consumers. Based on Table 4.15, the statistical T value of 3,718 is greater than the table T of 1.96 and the *p-value* of 0.000 is smaller than alpha (0.05), so a decision was obtained to accept H0. That is, based on the test results, it can be concluded that empirically state that there is an influence of service quality on the loyalty of AHASS workshops. This means that the quality of service at the AHASS workshop will definitely increase the loyalty of AHASS workshop consumers. The influence of service quality itself consists of *reliability, responsiveness, assurance, empathy and tangibles* on consumer loyalty according to research conducted by Rofiah and Dwi (2021) stated that there is an influence of service quality on consumer loyalty at Bank Muamalat Jombang. Likewise, research conducted by Dewi (2014) which states that service quality plays an effort to build and increase customer loyalty of internet café service users in Singaraja city. Meanwhile, research conducted by Martin and Arif (2020) states that there is an influence on service quality on customer loyalty at PT Adidaya Digital Printing Bandung.

The results showed that the variable of service quality is one of the variables that makes consumers feel loyal to the AHASS workshop, because consumers will feel that the AHASS workshop can always provide a positive experience so that consumers can be loyal. This can be seen from the value of the variable coefficient of service quality to

consumer loyalty, which is 0.424, which means that the increasing quality of consumer service, it will increase consumer loyalty by 42.4 percent.

Hypothesis one states that it tests the effect of consumer satisfaction (Y2) on consumer loyalty of AHASS workshops. Based on Table 4.15, the statistical T value of 3,862 is greater than the table T of 1.96 and the *p-value* of 0.000 is smaller than alpha (0.05), so a decision is obtained to accept H0. That is, based on the test results, it can be concluded that empirically state that there is an influence of consumer satisfaction on the loyalty of consumers of AHASS workshops. This means that customer satisfaction at AHASS workshops will definitely increase the loyalty of AHASS workshop consumers. The effect of consumer satisfaction itself on consumer loyalty according to research conducted by Ishak and Zhafri (2011) states that there is an influence of Consumer Satisfaction on Consumer Loyalty in the telecommunications industry. Likewise, research conducted by Molle et, al. (2019) which states that consumer satisfaction has a significant relationship with consumer loyalty at Restotan *Royal's resto and Function Hall Ternate*. Meanwhile, Rachmawati (2014) stated that Satisfaction has an effect on loyalty to the food business. Meanwhile, research conducted by Norhermaya and Harry (2016) states that customer satisfaction has a positive and significant effect on customer loyalty because with an increase in customer satisfaction, customers who survive will also increase.

The results showed that the consumer satisfaction variable is one of the variables that makes consumers feel loyal to the AHASS workshop, because consumers will feel that the AHASS workshop can always provide a positive experience so that consumers can be loyal. This can be seen from the value of the variable coefficient of consumer satisfaction with consumer loyalty, which is 0.464, which means that

the increasing consumer satisfaction, it will increase consumer loyalty by 46.4 percent.

To evaluate a structural model is to use the determinant coefficient (R^2) and the *path* or *t-value* coefficient. The value of R^2 is used to measure the degree of variation of an independent variable's change to the dependent variable. In Table 4.16, the *R-Square* values of the SEM model are presented for the endogenous variables of consumer satisfaction and consumer loyalty.

Table 4.16 R-Square

Dependent Variables	R-Square
Customer Satisfaction	0.681
Consumer Loyalty	0.719

Based on the results of the SEM analysis, the *R-Square* value of the consumer satisfaction variable is 0.681, so it can be said that the consumer satisfaction variable can be explained by the quality of service of 68.1 percent, while 31.9 percent is explained by other factors outside the model. The *value of the SEM model's R-Square* value for consumer loyalty is 0.719 meaning that consumer loyalty can be explained by consumer satisfaction and the quality of consumer service is 71.9 percent and the remaining 28.1 percent is explained by other variables. The total value of *R-Square* is used to calculate the *Goodness of Fit* (GOF). *Goodness of Fit* (GOF) Value:
 $GOF = 1 - [(1 - R1)(1 - R2)] = 1 - [(1 - 0.681)(1 - 0.719)] = 0.911$

The value on GoF has three parts, in the first part a small GoF value of 0.1, a medium Gof value of 0.25, and a large GoF value of 0.38 (Tenenhaus *et al.* 2005). From the above calculations obtained the value of $GOF = 0.911$ That is, 91.1 percent of the diversity of the total variables can be explained by the variables in the study, while the remaining 8.9 percent is explained by other variables outside the study.

AHASS was founded with few competitors when it was initially founded, so it was able to develop rapidly to have many branches in each city. Along with the growth of the population and the improvement of living

standards, the need for motorcycles continues to increase, balanced with workshops as supporting facilities. Answering these needs, currently there are more and more motorcycle workshops that can do on all types of motorcycles. The increasing number of motorcycle repair shops has affected AHASS by the competition. This competition makes Honda motorcycle consumers even more critical in determining the best workshop for their Honda motorcycles. AHASS must be able to maintain and maintain the quality of service, satisfaction and loyalty of its customers in order to be able to win the competition. Based on the background that has been presented, the author argues that AHASS needs to examine service quality, customer satisfaction to maintain and increase AHASS consumer loyalty. Therefore, the need to improve the quality of good service is expected to produce customer satisfaction and loyalty. Managerial implications that can be given to improve the quality, satisfaction and loyalty of consumers at AHASS workshops.

First, continue to maintain and improve the quality of service, especially on the authenticity of spare parts and employee hospitality to consumers and also good responsiveness when answering consumer complaints. Second, because many consumers choose non-AHASS workshops because of location, there is a need for positioning strategy analysis and strategic location based on consumer data, the author suggests that they re-establish cooperation with non-AHASS workshops with partner systems or partners, so that operational costs can be reduced. Third, the consumer behavior of AHASS workshops is seen that there are only once in a year, the author can provide input that there is education to consumers how important it is to service a motorbike at the AHASS workshop and provide attractive promos.

Fourth, in terms of the quality of AHASS services, it is good, but there are still complaints about speed and punctuality when servicing, it is necessary to re-

evaluate the time management and human resources in the process of servicing the motorbike from the registration process to the motor return to the consumer. Fifth, the quality of service on empathy there are still consumers who complain about operating hours that may not be suitable for some consumers, this can be overcome by providing regular announcements via social media or google business and there are still consumers who are not paid attention to when waiting for their vehicles in services such as being given drinking water, newspapers / books and reading materials, the author can provide a solution that at least consumers when registering directly are given drinking water first, henceforth either snacks or snacks or reading materials from the AHASS workshop must monitor at least assigning security or office boy so that the facility can be used properly. Sixth, improving the facilities and comfort of the waiting room and improving the cleanliness of the building so that consumers feel comfortable waiting for their vehicles to be serviced.

CONCLUSION

The profile of respondents of this study was dominated by men with a final education level of high school / vocational school graduates, private employee jobs with a dominant age of 16 to 25 years, an average monthly income of more than Rp. 5,000,000 and the majority had Honda motorcycles with the year of manufacture 2017 and 2018.

The results showed that the variables of service quality, namely reliability, responsiveness, assurance, empathy and tangibles, had a significant effect on customer satisfaction. This means that the better the reliability, responsiveness, assurance, empathy and tangibles, the more consumer satisfaction will increase. Likewise, the variables of service quality, namely reliability, responsiveness, assurance, empathy and tangibles, have a significant effect on consumer loyalty. This means that the better the reliability,

responsiveness, assurance, empathy and tangibles, the more consumer loyalty will be, the more Consumer satisfaction has a significant influence on consumer loyalty. There are several things that can be recommended based on managerial implications in forming alternative marketing strategies to improve quality, satisfaction and consumer loyalty. maintaining and improving the quality of service, especially on the authenticity of spare parts and employee hospitality to consumers and also good responsiveness when answering consumer complaints. Analysis of positioning strategies and strategic locations based on consumer data, the author suggests that you re-establish cooperation with non-AHASS workshops with partner systems or partners, so that operational costs can be reduced. needs to be re-evaluated time management as well as HR in the process of servicing the motor from the registration process to the motor Back to the consumer.

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