

Analysis of Satisfaction and Customer Loyalty: A Study on Low Cost Green Cars (LCGCs) in Indonesia

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This study aims to analyse the variables that influence customer satisfaction on fuel efficient and affordable price cars, also known as the Low Cost Green Car (LCGC) in Indonesia's national car industry. This study is also to investigate the relationship between customer loyalty and satisfaction. The variables arise to affect satisfaction based on the consumers' survey in Indonesia. These variables are the quality of the product, service quality, and perceived value. The concept of Indonesia's national car industry is the LCGC, which is when the manufactured local content level used is above 80 per cent. There are few empirical studies which examine the relationship between the quality of the product, service quality, perceived value to satisfaction, and the correlation between satisfaction and customer loyalty in Indonesia's national automotive industry. This study attempts to fill this gap in the literature, and to propose an integrated research model about the national car industry in Indonesia. The study used 375 respondents with the Structural Equation Modelling-Partial Least Square method, and the Warp-PLS 6.0 approach, to deliver the results that the quality of the product, service quality, and perceived value were empirically proven to significantly influence satisfaction. Furthermore, satisfaction significantly influences loyalty. This study contributes that in achieving customer loyalty in Indonesia's national car industry, customer satisfaction has to be maintained. In addition, to assure customer satisfaction, Indonesia's national car industry should improve the quality of the product, service quality, and perceived value. In this case, Indonesia is able to be independent in the competition of the four-wheeled vehicle industry. Future studies should focus on brand trust and price perception to measure the influence of customer satisfaction and customer loyalty.

Keywords: *Quality of product, Service quality, Perceived value, Satisfaction, Customer loyalty, LCGC national vehicle, Indonesia.*

Introduction

Customer loyalty is related to how a company utilises marketing activities to create customer satisfaction. Several pieces of literature from various researchers have explained the link between customer satisfaction and loyalty, more specifically explaining that customer satisfaction has a positive impact on customer loyalty (Lai-Ming Tam, 2012; Berman & Evans, 2010; Kuo et al., 2011; Lai & Chen, 2011; Fornell, 1992).

On the other hand, Dimitriadis (2006), Jones (1996), and Woodruff (1997) have shown that satisfied consumers does not always lead to customer loyalty, but satisfied consumers also purchase the same products from competitors. Jones (1996) said that when consumers are satisfied with a product, consumers also buy the same products and services at other companies. Fornell (1992) stated that customer satisfaction affects consumer buying behaviour, and satisfied consumers have a tendency to become loyal consumers, however, loyal consumers are not always satisfied consumers. Furthermore, there is still an ambiguity in the relationship between customer satisfaction and loyalty in the car industry (Avermann & Schluter, 2020, Wang et al., 2018).

The long-term success of Indonesia's national car industry is to create customer satisfaction as a first step. The concept of the Indonesian national car industry was initiated in 2009 and began to run in 2013. The concept was carried by the Indonesian Government and was known as the Low Cost Green Car (LCGC). This refers to the portion of the manufactured local content level, which uses above 80 per cent. It means that the Indonesian Government does not see the brand of the vehicles, however, instead considers the local components used. The use of local components above 80 per cent can be classified as a national car.

A preliminary survey used informal interviews about the uncertainties between the expectations and the performance of Indonesia's national cars, which was conducted during exhibitions at the 2016, 2017, and 2018 Jakarta International Motorshow in Kemayoran, Indonesia. The survey consistently showed that the determinants of customer satisfaction for national cars were the quality of products, the service quality of vehicle maintenance, and the perceived value.

Therefore, it is very important for the Indonesian Government, together with the national car industry, to be able to create satisfaction and increase customer loyalty to national cars. It is not surprising that there are still many people who doubt the quality of the product of the national car itself. Johnson et al. (1997) explained that the quality of the product is very

important in the automotive purchasing process and is a major driver in achieving customer satisfaction. Chang and Fong (2010) added that the quality of the product is the initial assessment with providing satisfaction and creating customer loyalty. Furthermore, it is not only from the quality of the product that creates consumer satisfaction, but also consumers' perceived value and service quality in car maintenance.

Woodruff (1997) stated that perceived value is a psychological assessment of consumers regarding the consumer expectations of a product or service performance. Zeithaml (1988) stated that perceived value is one of the important basic keys in creating customer loyalty. Furthermore, perceived value is a major factor influence upon customer satisfaction (Bolton & Drew, 1991; Parasuraman et al., 1988). Therefore, it requires re-examining the perceived value felt by consumers towards what consumers experienced from LCGC cars.

Consumers purchase a vehicle not only by examining at the quality of products offered, but also by examining the service quality after sales, especially in terms of the service on maintenance or repairs at an official garage. Busacca and Padula (2005: 543) in Martin (2016) stated that the service quality and customer satisfaction is known as the main determinant for the success of a business. Service quality has been a topic of research for a long time. Research on service quality is related to customer satisfaction, and in specific sectors, such as banking (Dhandabani, 2010; Bahia & Nantel, 2000), the telecommunications sector (Ilias & Panagiotis, 2010), and the tourism sector (Fah & Kandasamy, 2011), which has been covered extensively. However, the service quality in the official vehicle maintenance or repair garage industry in Indonesia has not been greatly researched.

This study fills the gaps by discussing the relationship between the quality of the product, the service quality at the vehicle maintenance, the perceived value to satisfaction, and the impact of satisfaction on customer loyalty on LCGC national vehicles in Indonesia. In short, the questions of the research are:

1. Does the quality of the product, service quality, and perceived value influence customer satisfaction in the LCGC national automotive industry in Indonesia?
2. Does customer satisfaction influence customer loyalty in the LCGC national automotive industry in Indonesia?

This study is ordered from the introduction, which is proceeded by a literature review of the variables with a focus on the automotive industry. It is followed by a conceptual model and research methodology, and the results together with a discussion of the study are reported. Lastly, the limitations and further research are outlined, as well as a summative conclusion.

Literature Review

Product Quality

Product quality is a comprehension that the products offered have more selling value than the competing products. The products offered must be able to meet the needs and desires of consumers. Flynn et al. (1994) stated that the quality of the product is often considered to be able to contribute to the development of competitive advantage. Thus, all designs, functions, and manufacturing are made according to the consumer needs. Garvin (1984) stated that quality is seen from five points of view, such as transcendent, product based, user based, manufacturing based, and value based. Furthermore, Lefkoff-Hagius and Mason (1993) measured the quality of the product from the three attributes of characteristics, benefits, and image. Therefore, in this study the researcher conceptualises the quality of product on the LCGC national vehicle with a quality-based focus on the user's perspective or the user-based value.

Jahanshahi et al. (2011) proposed additional quality of the product criteria in the automotive industry, which is seen from the safety, product design, and functional quality of the vehicle. Garvin (1987) proposed that the criteria of the product quality in the automotive industry can be viewed by performance, durability, and aesthetics. Therefore, this study refers to the vehicle quality of the product criteria from Garvin (1987) and refers to the research of Xu et al. (2017), which explains that performance refers to vehicle handling, braking systems, and acceleration. In addition, durability refers to durability in the vehicle components, such as engines, brakes, and tyres. Lastly, aesthetics refers to the user's personal judgment for the vehicle's interior and exterior design.

Service Quality

Evaluation of the services quality by consumers is an important point for a company and has an impact on the company's performance and market position (Cronin & Taylor, 1992; Jain & Gupta, 2004). Parasuraman et al. (1988) explained that service quality is the difference in the consumer perceptions and consumer expectations of a service provided. Thus, it can be said that the service quality is assessed from the perception of the actual service provided and the consumer expectations. There is five measurement instruments of service quality proposed by Parasuraman et al. (1985), as follows:

1. *Tangible*: it is the appearance of physical facilities on service providers and in the form of equipment, communication media, and personnel.
2. *Reliability*: it is the ability to provide services quickly and precisely.
3. *Responsiveness*: it is the desire of service providers to help customers and provide

appropriate services.

4. *Assurance*: it is the friendliness and knowledge of service providers and their capabilities in providing trust to consumers.
5. *Empathy*: it is an attention and care of the service provider to the customer.

Foster (2010) in Martin (2016) discussed that this measurement is popular and widely used in assessments of service quality in various industries due to its validity and reliability. However, on the other hand, the measurement of service quality has been the subject of debate regarding its use. This includes the perspective of Ladhari (2009), in relation to the mismatch in measuring service quality as seen from the use of different assessments, model reliability, convergent, and discriminant validity, the use of reflective or normative scales, and a focus on the process compared to the results. Cronin and Taylor (1992) proposed a service performance measurement instrument (ServPer) to measure only the performance side of the service quality that is provided. Xu et al. (2017) stated that measurements by performance with the service quality have shown good results due to the effectiveness and reliability that have been carried out in various industries.

Perceived Value

Perceived value is to see the overall assessment of the usefulness and cost of a product or service experienced by consumers. Gan et al. (2005) stated that value is a consumer study that refers to the assessment of the product consumed by the consumers. According to Sweeney and Soutar (2001), and Woodruff (1997), a value or benefit to consumers is the perception of choices for consumers and an evaluation on the attributes from a product given. It also includes consequences to be received, with reference to the intent, and the goals of consumers. Bigne et al. (2001), and Oh (2003) explained that the perceived value is a form of construct that is divided into two parts, such as the first benefit received by consumers (economic, social, and relationships), and the sacrifice incurred by consumers (price, time, effort, risk, and comfort).

A perceived value is the result of the customer experience when consuming, and after the consumption of a product. Thus, it can be further explained that the perceived value construct is cognitive and affective. The cognitive is the perceived value seen from how consumers judge, and is viewed from the mind of consumers' assessment results. Meanwhile, affective refers to the feelings or emotions of consumers, such as fear, anger, and pleasure (Ajzen & Fishbein, 2000). Regarding the dimensions of the perceived value construct, Lapierre (2000), Sweeney and Soutar (2001), Palmer and Ponsonby (2002), and Sanchez et al. (2006) stated that it can be seen from the identification of the functional factor, and from the price and quality. In terms of the affective factor, it is evident by feelings and the social impact. Sheth

et al. (1991) added the social impact, which is how values can be generated from social images for using the products offered.

Customer Satisfaction

Peter Drucker in Nagel and Cilliers (1990) discussed that the main and initial aspect of a business was to get and keep consumers. The concept of customer satisfaction itself was introduced in 1960 by Levitt, which stated that a process of satisfaction from customers is a basic principle of business and not a process in creating good products. Therefore, an industry starts from consumers and consumers' needs, and does not begin from raw materials or sales techniques. In this case, customer satisfaction is also related to the creation of value or the benefits provided to consumers. Thus, it is very important for business processes in any industry to systematically analyse the company's operations in relation to creating customer satisfaction (Nagel & Cilliers, 1990).

Customer satisfaction is created by providing value or benefits through the implementation of a series on any activities. The value or benefits created for consumers is a creation of satisfaction in terms of the product functions that are created from the factory process. Furthermore, for other users or utilities are place, time, and quantity, which is the creation of customer satisfaction in terms of getting products or services from the right place, at the right time, and at the right amount. The usefulness or utility of the time, place, and amount is provided by logistics. The marketing official provides utility from the ownership side (Stock & Lambert, 1987).

Churchill and Suprenant (1982) stated that the concept of satisfaction can be abstracted into two notions, such as conceptual understanding and operational understanding. Satisfaction, in terms of the concept, remains as explained by Churchill and Suprenant (1982), that satisfaction is the result of the purchase and use of the product, which results in a comparison between the rewards and costs incurred. From the operational concept, illustration is a satisfaction behaviour which is shown similarly as a result of the total satisfaction derived from various attributes on the product or service offered.

Customer Loyalty

The concept of loyalty first appeared around the 1940s. Guest (1944 and 1955) proposed two different concepts of loyalty, known as 'Brand Preference'. These two concepts by Cunningham (1956) refer to what is known as attitudinal loyalty and share of market or refer to behavioural loyalty. Referring to the theory of planned behaviour, Ajzen (1991) stated that attitudes affect behaviour directly. Behaviour is directly influenced by the intention to behave, meanwhile attitude influences behaviour indirectly through the intention to behave.

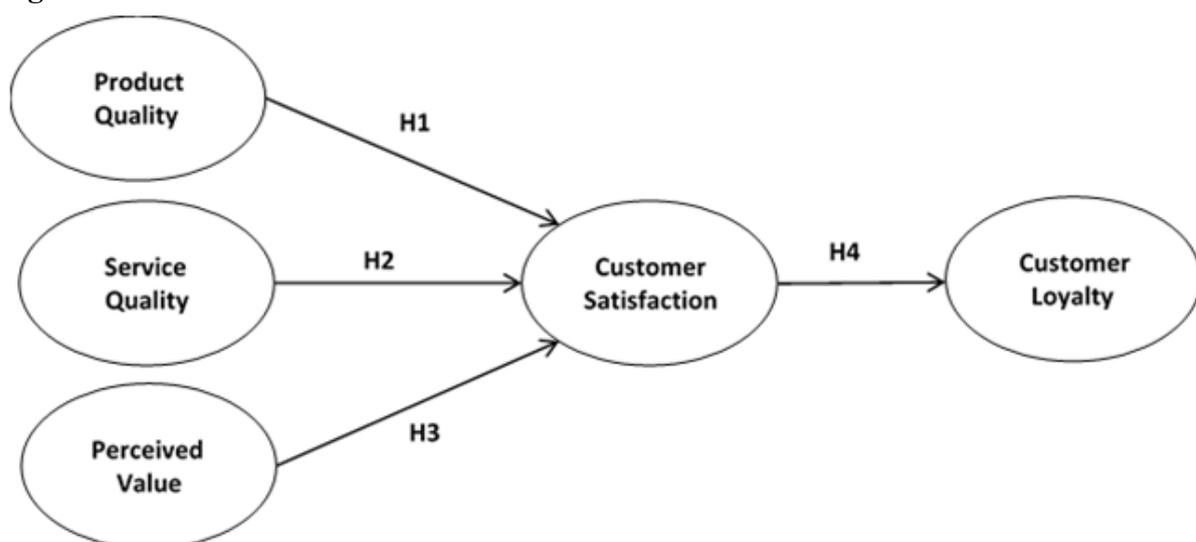
Several studies on consumer behaviour, such as Sancharan (2011), Lai and Chen (2011), and Clemes et al. (2008), stated that customer loyalty behaviour, which is shown from the act of repurchase and providing recommendations to other consumers, and is influenced by the variable intention to conduct, is called "customer loyalty". According to Sumaedi et al. (2012), and Kiran and Diljit (2011), using other variables, such as customer satisfaction or service quality, are forms of attitude that may or may not affect customer loyalty. Day (1969) stated that loyalty is simply attitudes and behaviours but also a combination by both, better known as a composite.

Attitudinal loyalty can be interpreted as the feelings or attitudes deeply possessed by consumers and the feeling of love that is very deep towards an offer of a product or service. In this perspective, customer loyalty also includes the intention to repurchase and recommendations to other consumers (Sumaedi et al., 2012; Lai & Chen, 2011). Behavioural loyalty is a tendency of consumers to buy back. This behaviour can be measured and have a direct impact on product sales. This perspective approach refers to actual recommendations and repurchases (Sancharan, 2011; Lai & Chen, 2011). A composite can be interpreted, according to Day (1969), as customer loyalty which can be known from the buying behaviour that comes from a positive attitude towards a brand or product.

Conceptual Model

The conceptual framework in this study can be seen in Figure 1. This framework shows the variables which affect satisfaction, and the effect of customer satisfaction on customer loyalty.

Figure 1. Research Model



Research Methodology

This research was held in Jakarta, Indonesia. The respondents were 375 buyers and users of LCGCs. The sampling technique used was a non-probability sampling approach with a purposive sampling technique.

This study used two types of data, primary and secondary data. The primary data techniques were performed through observation, interviews, and questionnaires. The secondary data was obtained from related institutions. The questionnaire contained a number of statements given to the respondents, who provided answers to the statements using a seven-point Likert scale which ranged from strongly disagree (1) to strongly agree (7). Before the questionnaire was distributed, the researcher first investigated the prospective respondents. Table 1 summarises the demographic profile of the respondents.

Table 1: Demographic Characteristic of Respondents

	%
Gender	
Male	64.3%
Female	35.7%
Total	100%
Age	
25–30	46.9%
31–35	27.7%
36–40	16.0%
Above 40	9.3%
Total	100%
Car Usage	
Own use	88.6%
For other families	7.3%
Business	2.4%
To be rented	1.6%
Total	100%

From Table 1 above, 64.3 per cent of the respondents were male, and a majority of 46.9 per cent were aged between 25–30 years old. In response to car usage, 88.6 per cent reported it was ‘for own use’, and the remainder were for the use of other families, business or to be rented.

Variables and Measurement

There were five variables measured, such as the quality of the product, service quality, perceived value, satisfaction, and customer loyalty. The product quality was measured by the three dimensions of performance, durability, and aesthetics, adapted from the measurements of Xu et al. (2017). The service quality is measured using five dimensions of empathy, tangible, assurance, responsiveness, and reliability, adapted from Izogo and Ogba (2015). The measurement of perceived value variables consists of seven indicators, adapted from Moliner et al. (2007). The satisfaction variable was adapted from Oliver (1997), and Sirdeshmukh et al. (2002), using five indicators. Lastly, customer loyalty was measured by four indicators, adapted from Kiyani et al. (2012), and Akbar and Parvez (2009).

Results

The data analysis used the Structural Equation Modelling-Partial Least Square (SEM-PLS) method and the WarpPLS 6.0 approach. The purpose of using the SEM-PLS is to predict the impact between product quality, service quality, perceived value, satisfaction, and customer loyalty. The PLS-SEM is preferable, when the aim of the study is to predict more than the confirmation of structural relationships (Hair et al., 2011). There are two steps in the SEM-PLS method. First, is to evaluate the measurement model, and second, is to evaluate the structural model of the hypothesised relationships between the variables (Lohmoller, 2013; Chin, 1998).

Reliability and Validity Evaluation

Construct validity includes content validity, convergent validity, and discriminant validity. Content validity ensures that some measurements include a sufficient and representative set of items, which reveals the concepts being studied (Sekaran & Bougie, 2016). In this research, content validity is conducting a literature review and assessment from experts for the variables to be measured. Convergent validity is declared valid if the loading factor value is above 0.7, and the p value is significant (Hair et al., 2013). Discriminant validity is determined by looking at the value of the average variance extracted (AVE).

The reliability test can be seen from the composite reliability and the Cronbach alpha meeting the reliability of research instruments (Fornell & Lacker, 1981; Nunnally, 1978). Table 2 shows a summary of the validity and reliability tests in this study.

Table 2: Summary of Validity and Reliability Testing

Variable	Dimension	Indicator	Convergent Validity			Ranking	Average Variance Extracted		Composite Reliability	Cronbach's Alpha	Desc.
			LF>0.6=Valid, p-value<0,05=valid				AVE	Desc	(CR>0.7=Reliable)	(Alpha>0.6=Reliable)	
			Loading Factor	p-value	Desc						
Quality of Product	Performance	PQ1.1	0.718	<0.001	Valid	6	0.587	Valid	0.895	0.859	Reliable
		PQ1.2	0.749	<0.001	Valid	4					
		PQ1.3	0.809	<0.001	Valid	1					
		PQ1.4	0.801	<0.001	Valid	2					
		PQ1.5	0.771	<0.001	Valid	3					
		PQ1.6	0.746	<0.001	Valid	5					
	Durability	PQ2.1	0.8	<0.001	Valid	2	0.62	Valid	0.891	0.847	Reliable
		PQ2.2	0.815	<0.001	Valid	1					
		PQ2.3	0.793	<0.001	Valid	3					
		PQ2.4	0.754	<0.001	Valid	5					
		PQ2.5	0.774	<0.001	Valid	4					
	Aesthetic	PQ3.1	0.77	<0.001	Valid	2	0.599	Valid	0.857	0.776	Reliable
PQ3.2		0.757	<0.001	Valid	3						
PQ3.3		0.813	<0.001	Valid	1						
PQ3.4		0.754	<0.001	Valid	4						
Service Quality	Empathy	SQ1.1	0.821	<0.001	Valid	2	0.635	Valid	0.897	0.856	Reliable
		SQ1.2	0.758	<0.001	Valid	5					
		SQ1.3	0.8	<0.001	Valid	3					
		SQ1.4	0.822	<0.001	Valid	1					
		SQ1.5	0.783	<0.001	Valid	4					
	Tangibles	SQ2.1	0.76	<0.001	Valid	3	0.588	Valid	0.851	0.766	Reliable
		SQ2.2	0.775	<0.001	Valid	1					
		SQ2.3	0.771	<0.001	Valid	2					
		SQ2.4	0.76	<0.001	Valid	4					
Service Quality	Assurance	SQ3.1	0.756	<0.001	Valid	4	0.639	Valid	0.876	0.811	Reliable
		SQ3.2	0.842	<0.001	Valid	1					
		SQ3.3	0.801	<0.001	Valid	2					
		SQ3.4	0.797	<0.001	Valid	3					

	<i>Responsiveness</i>	SQ4.1	0.767	<0.001	Valid	4	0.632	Valid	0.873	0.806	Reliable
		SQ4.2	0.802	<0.001	Valid	3					
		SQ4.3	0.803	<0.001	Valid	2					
		SQ4.4	0.808	<0.001	Valid	1					
	<i>Reliability</i>	SQ5.1	0.812	<0.001	Valid	1	0.608	Valid	0.861	0.785	Reliable
		SQ5.2	0.784	<0.001	Valid	2					
		SQ5.3	0.761	<0.001	Valid	3					
		SQ5.4	0.761	<0.001	Valid	4					
Perceived Value	PV1	0.818	<0.001	Valid	1	0.566	Valid	0.901	0.871	Reliable	
	PV2	0.793	<0.001	Valid	2						
	PV3	0.717	<0.001	Valid	6						
	PV4	0.755	<0.001	Valid	3						
	PV5	0.747	<0.001	Valid	4						
	PV6	0.691	<0.001	Valid	7						
	PV7	0.738	<0.001	Valid	5						
Customer Satisfaction	K1	0.778	<0.001	Valid	2	0.563	Valid	0.865	0.805	Reliable	
	K2	0.787	<0.001	Valid	1						
	K3	0.725	<0.001	Valid	4						
	K4	0.755	<0.001	Valid	3						
	K5	0.703	<0.001	Valid	5						
Customer Loyalty	KP1	0.759	<0.001	Valid	2	0.566	Valid	0.839	0.743	Reliable	
	KP2	0.805	<0.001	Valid	1						
	KP3	0.713	<0.001	Valid	4						
	KP4	0.727	<0.001	Valid	3						
Customer Orientation	<i>Technical Skill</i>	OP1.1	0.856	<0.001	Valid	1	0.732	Valid	0.845	0.634	Reliable
		OP1.2	0.856	<0.001	Valid	1					
	<i>Social Skill</i>	OP2.1	0.815	<0.001	Valid	1	0.639	Valid	0.842	0.717	Reliable
		OP2.3	0.81	<0.001	Valid	2					
		OP2.2	0.773	<0.001	Valid	3					
Motivation	Decision Making Authority	OP3.1	0.841	<0.001	Valid	1	0.666	Valid	0.857	0.749	Reliable
		OP3.2	0.83	<0.001	Valid	2					
		OP3.3	0.777	<0.001	Valid	3					
	Decision Making Authority	OP4.1	0.8	<0.001	Valid	1	0.595	Valid	0.815	0.66	Reliable
		OP4.2	0.765	<0.001	Valid	2					
		OP4.3	0.749	<0.001	Valid	3					

Table 2 shows that the variables meet the criteria of the validity test, with consistency between the convergent and reliability test. Table 3 below shows summary of discriminant validity:

Table 3: Square Root of AVE

Variables	PQ	SQ	PV	Satisfaction	Loyalty
PQ	0.863	0.781	0.717	0.74	0.589
SQ	0.781	0.819	0.749	0.757	0.637
PV	0.717	0.749	0.752	0.713	0.589
Satisfaction	0.74	0.757	0.713	0.75	0.663
Loyalty	0.589	0.637	0.589	0.663	0.752

Table 3 shows that the value of the square root AVE obtained from each construct is larger than the correlation value between the construct with other constructs in the same column. Therefore, it indicates that the requirement of the discriminant validity has been fulfilled.

Goodness of fit Evaluation

The goodness of fit model was used to determine the ability of endogenous variables and to explain the diversity of exogenous variables. In other words, to determine the contribution of the exogenous variables to the endogenous variables. The goodness of fit model in the PLS analysis is carried out by using the R-Square and Q-Square predictive relevance (Q²). The goodness of fit model results are summarised in Table 4.

Table 4: Summary of the Goodness of Fit

Variables	R ²	Q ²
Customer Satisfaction	0.667	0.663
Customer Loyalty	0.686	0.682

Table 4 shows the R-square of customer satisfaction is 0.667 or 66.7 per cent. This indicates that the diversity of customer satisfaction variables can be explained by the quality of the product, service quality, and perceived value, while the remainder of 33.3 per cent is the contribution of other variables which are not discussed in this study. The Q-square customer satisfaction is 0.663. This shows that the quality of the product, service quality, and perceived value have a strong predictive power on customer satisfaction.

The R-square variable of customer loyalty is 0.686 or 68.6 per cent. This indicates that the diversity of customer loyalty variables can be explained by customer satisfaction, customer

orientation, and interaction of customer satisfaction with customer orientation of 68.6 per cent. In other words, the contribution of customer satisfaction, customer orientation, and the interaction of customer satisfaction with customer orientation towards customer loyalty amounts to 68.6 per cent, while the remaining 31.4 per cent is contributed by other variables which are not discussed in this study. In this case, a Q-square variable of customer loyalty is 0.682. This shows that customer satisfaction, customer orientation, and the interaction of customer satisfaction with customer orientation have a strong predictive power over customer loyalty.

Results and Discussion

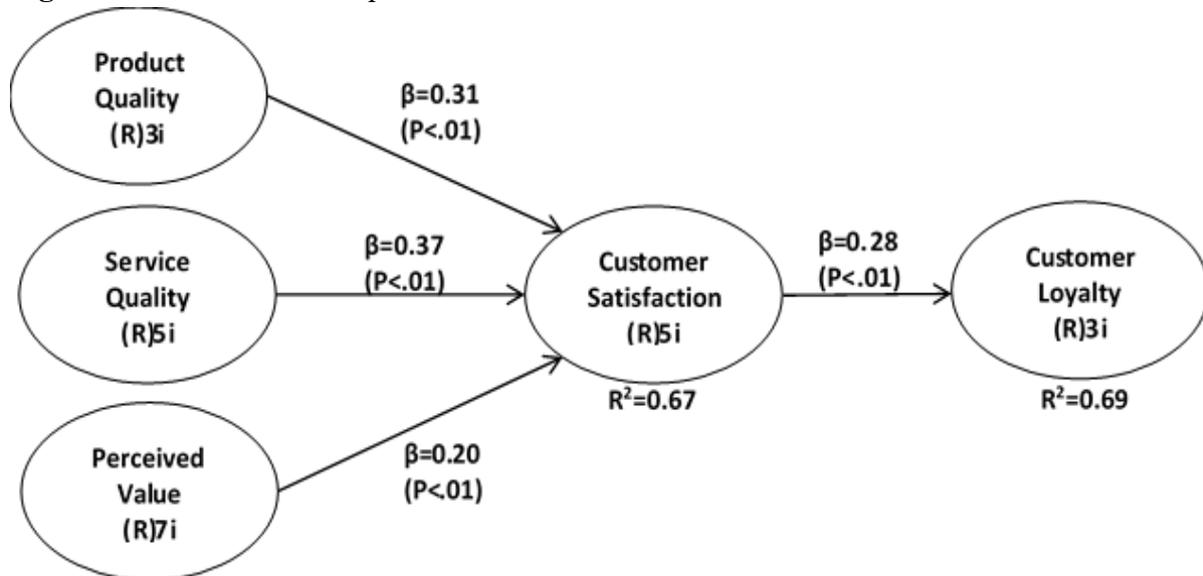
The hypothesis testing and the path coefficient of the direct influence to customer satisfaction can be explained by the quality of the product, service quality, and perceived value. In addition, customer loyalty is explained by customer satisfaction. The results of the direct influence test is shown in Table 5.

Table 5: Test Results of Direct Effects

Independent Variable	Dependent Variable	Path Coefficient	P Value	Conclusion
Quality of Product	Customer Satisfaction	0.307	<0.001	Significant
Service Quality	Customer Satisfaction	0.368	<0.001	Significant
Value	Customer Satisfaction	0.200	0.002	Significant
Customer Satisfaction	Customer Loyalty	0.285	<0.001	Significant

The path coefficients in the structural model, as well as the weight value of the manifest variable factor in the measurement model, can be illustrated through the following path diagram of the measurement model and structural model, as shown in Figure 2.

Figure 2. PLS Structural Equation Path Result



The Results of the Direct Influence Hypothesis

H1: The quality of the product has a positive effect on customer satisfaction.

The effect between the quality of the product and customer satisfaction produced a path coefficient of 0.307, and a p-value of <0.001. The results explain the positive path coefficient and p-value < level of significance (Alpha (α = 5%). This means that hypothesis one is accepted. This explains that there is a positive and significant influence on the quality of the product on customer satisfaction. In other words, the higher on the quality of product, the more it is able to increase customer satisfaction.

The product quality in the car industry is the main consideration of car manufacturers before the product is marketed. From the results of surveys and interviews with consumers and national car advocates, the main consideration of consumers in purchasing a vehicle is the quality of the product. This is also supported by Xu et al. (2017), who conclude that product quality is the first important factor in making a car purchase.

In addition, the quality of the product is also a crucial factor for the product to be accepted by the customer. Therefore, it can be said that when the purchase and use of vehicles in the automotive industry does not meet consumer expectations, it will create a consumer dissatisfaction. The results conducted by Xu et al. (2017) stated that the quality of the product in the automotive industry plays a major role and is also a major source in creating customer satisfaction. Further research by Johnson et al. (1997) stated that the purchase of a vehicle's product quality is the main driver in creating customer satisfaction. If the quality of the

product and the users' experience with the vehicle falls below expectations, the customer satisfaction will also decrease.

Increasing the customer satisfaction in terms of the driving experience can be improved by the increasing of performance quality, durability, and aesthetics of the vehicle. A performance by industry can offer vehicles with fuel efficiency, overall vehicle operating performance, and comfort in driving. Therefore, it is in line with Dunk's research (2002), which stated that the quality of the product is currently not a factor in creating competitive advantage, but it is a prerequisite factor.

H2: The service quality affects the customer satisfaction.

The effect of service quality on customer satisfaction produces a path coefficient of 0.368, and a p-value of <0.001. The test result shows a positive path coefficient and p-value <level of significance (Alpha ($\alpha = 5\%$)). It means that hypothesis two is accepted. There is a positive and significant influence of the service quality on the customer satisfaction. In short, the higher the service quality, the more it is able to increase the customer satisfaction.

The service quality in vehicle maintenance is the second most important factor after the product quality. The service quality is in accordance with its characteristics, which is intangible, but can deliver a direct impact on the sustainability of a business. This study is conducted with research by Izogo and Ogba (2015), who examined a car repair industry in Nigeria using the same dimensions, stating that the service quality can significantly predict the level of customer satisfaction when companies provide service quality in accordance with the customer expectations. Furthermore, it will most likely result in customer satisfaction. Another study on car repair services by Baumann et al. (2017) stated that there is a significant relationship between the service quality and customer satisfaction. To improve a service quality in achieving customer satisfaction, it can be achieved by examining the five dimensions related to service quality. All indicators of the service quality measurements are reflected in the five dimensions of measurement, which are perceived highly by LCGC national vehicle users. Empathy is an effort made by an organisation to provide more attention to customers with the aim of understanding, specifically customer needs and knowledge about customers. In rising the quality of empathy, it can be achieved by listening and helping to provide solutions to the customers.

The service quality is intangible, meaning that it cannot be smelled or touched. Thus, tangible aspects are important as a measurement of service. Customers will use their sense of sight to assess a quality of service. Therefore, by providing modern and sophisticated workshop tools, the availability of parking space at the workshop, and a professional appearance, can help to increase customer satisfaction. The assurance dimension provides a focus on creating

confidence in customers. In order to foster consumers' confidence, companies can apply hospitality and knowledge to consumers by providing solutions to help consumers' problems. If this can be fulfilled, it can create customer satisfaction. The dimension of responsiveness refers to the speed and accuracy of service providers to respond to customer needs. Generally, responsiveness can be seen from the eagerness in helping customers and speed in dealing with complaints. The last dimension is reliability on the company and provides accurate services to customers, such as providing services on time, without errors, and in a sympathetic way with a high accuracy, which is able to increase customer satisfaction.

H3: The perceived value affects the customer satisfaction.

The effect of the perceived value on customer satisfaction produces a path coefficient of 0.200, and a p-value of 0.002. The test results show a positive path coefficient and p-value < level of significance (Alpha ($\alpha = 5\%$)), so hypothesis three is accepted. This shows that there is a positive and significant influence of the perceived value on customer satisfaction. This means that the higher the perceived value, the more it will be able to increase customer satisfaction. The results conducted by Tam (2004) stated that perceived value can be assumed to a high relationship with customer satisfaction. Wang et al. (2006) explained that perceived value positively influences upon customer satisfaction. It can be said that it is important for marketers to evaluate the perceived value of consumers by increasing the value offered to consumers through a combination of maximising economic benefits, improving quality, and the function of the product offered. It includes reducing any costs that occur in a product or services. The measurement of perceived value consists of well-made LCGC vehicles, the quality of the product, long product durability, acceptable vehicle quality, and LCGC vehicles that have the expected performance. LCGC vehicles can be bought at reasonable prices, and price is the main criteria in the decision to purchase LCGC vehicles. All the measurements are perceived very well by the users of LCGCs. This indicates that the users are satisfied with the perceived value obtained from the LCGC vehicles.

H4: The customer satisfaction influences the customer loyalty.

The effect of customer satisfaction on customer loyalty produces a path coefficient of 0.285, and a p-value of <0.001. The test results show a positive path coefficient and p-value < level of significance (Alpha ($\alpha = 5\%$)), meaning that hypothesis four is accepted. There is a positive and significant influence between customer satisfaction and customer loyalty. This means that the higher the customer satisfaction, the more it will be able to increase the customer loyalty. Providing customer satisfaction is the company's top priority in marketing activities. Wong and Sohal (2003) stated that in regard to customer satisfaction, the more fulfilled customer expectations for products or services are bought and consumed, the higher the possibility of consumers to make repeat purchases. According to Wong and Zhou (2006),

customer satisfaction, along with other antecedent variables, is an important factor to customer loyalty, and will also result in the provision of recommendations to other customers. Several previous studies, such as Hennig-Thurau (2004), and Wong and Zhou (2006), stated that consumers, who receive products which meet expectations, will show a loyal behaviour. On the other hand, Miranda et al. (2005) proved that satisfaction does not affect customer loyalty. Kumar et al. (2013) said that customer satisfaction is not enough to explain customer loyalty. Thus, there is no strong enough relationship between the satisfactions of customer loyalty.

The results conducted by Xu et al. (2017) also used the automotive industry in America and mentioned that it is very important for the automotive industry to recognise and understand customer satisfaction because it can increase customer loyalty. Research by Jahanshahi et al. (2011) stated that there is a positive relationship between customer satisfaction and loyalty to the automotive industry in the Indian market. In short, it concludes that it is important for the LCGC industry to improve customer satisfaction and consequentially, increase customer loyalty.

Limitation and Further Research

It is necessary to consider the role of brand trust and price perception as variables that can cause affect between satisfaction and loyalty. Doney and Cannon (1997) explained that when a brand has received a good impression in the minds of consumers, consumers will trust the brand and it will produce a better customer satisfaction. Chaudhuri and Holbrook (2001) said that when consumers already have trust in a brand, it will increase product preferences, purchases in the future, and customers will be loyal to the brand. In respect to price increases, which up to 2019, the price of vehicles has reached 150 million Rupiah, it is necessary to consider the price perception as a variable to directly measure its impact on satisfaction and loyalty. A higher price will lead to the higher quality of the product offered (Lichtenstein et al., 1988). In this context, it is important for marketers to identify the subjective assessment of consumers regarding price perceptions, to enable creating more effective pricing strategies, and to produce accurate pricing decisions about the products offered.

Conclusion

The quality of the product can increase the consumer satisfaction. The result indicates that the quality of LCGC vehicle products has a good product quality from the aspects of performance, durability, and aesthetics, to build customer satisfaction.

The service quality has a significant effect on satisfaction. It explains that the service quality can increase the satisfaction. These results indicate that the quality of the after sales service



for the maintenance and repair of LCGC vehicles has a good service quality. Furthermore, it becomes a determining factor for creating satisfaction. The perceived value has a significant effect on satisfaction. The result stated that LCGC vehicles have an acceptable quality of product, in accordance with the money or sacrifice that has been incurred by the customer. Thus, increasing the economic benefits, product functions, emotional benefits, and or reducing one or more of the costs that exist in a product or service, may result in customer satisfaction for products purchased by consumers. The satisfaction has a significant effect on customer loyalty, meaning that customer satisfaction has been established for LCGC vehicles and impacts on the customer loyalty. Consequently, it is important to provide overall satisfaction for customers, starting from the process of finding information, purchasing, driving experience, and to maintenance and improvement in the quality, in creating customer loyalty.

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