

The Effect of Service Advisor Quality on Customer Loyalty: Evidence from an Authorized Toyota Dealership in Indonesia

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ABSTRACT

This study aims to analyze the effect of service advisor quality on customer loyalty toward routine maintenance services at Auto2000 Asia Afrika in Bandung. This study employed a quantitative approach using a survey method, in which questionnaires were distributed to customers receiving routine service who interacted directly with service advisors. Service quality was measured using the five dimensions of SERVQUAL (tangibles, reliability, responsiveness, assurance, and empathy), while customer loyalty was measured through indicators of willingness to return for service, willingness to recommend the service, and not switching to another repair shop. Data analysis was conducted using descriptive analysis and simple linear regression with the aid of SPSS. The results of this study are expected to provide an empirical picture of the extent to which the quality of service advisors' service affects the loyalty of customers receiving routine maintenance at Auto2000 Asia Afrika in Bandung. Theoretically, this study contributes to the development of research on service management, particularly regarding the relationship between service quality and customer loyalty in the automotive industry. Practically, the study's findings can serve as a basis for companies to evaluate and improve service advisor standards in order to maintain long-term customer loyalty. This study offers a novel perspective by specifically examining the role of service advisors as the frontline of customer service using the SERVQUAL model in the context of official Toyota service centers in Bandung, a topic that has not been extensively studied before.

Keywords: Service Quality; Service Advisor; Customer Loyalty; Service Quality Dimensions; Automotive After-Sales Service



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INTRODUCTION

The automotive service industry holds an important position in supporting the overall performance of the automotive sector, especially through after-sales services such as routine vehicle maintenance. For authorized dealerships, after-sales service is not merely a supporting activity; it is one of the main sources of recurring revenue that keeps the business running in the long term. In Indonesia, the number of passenger vehicles has grown steadily over the past five years, with an average annual increase of 6.66%, bringing the total to around 18.26 million units (Ridwan, 2026). This figure reflects how the national automotive industry has managed to recover after being significantly impacted by the COVID-19 pandemic. That said, the industry is now facing a new challenge in the form of a structural shift toward hybrid and electric vehicles, which, by nature, require less frequent maintenance. This means that the number of customer visits to authorized workshops will likely decrease over time, putting more pressure on dealerships to make the most out of every service interaction they have with customers.

Given this situation, keeping customers loyal is becoming one of the most important priorities for authorized dealers. When service visits become less frequent due to the growing adoption of electric and hybrid vehicles, every single visit takes on greater significance in determining whether a customer will choose to return. On top of that, the pandemic has changed the way customers think about service. People now expect faster service, clearer communication, and better digital responsiveness from the workshops they visit (Ibrahim, 2024). They are no longer just looking for technically sound repairs but they want the entire experience to feel smooth and satisfying. This means that customer loyalty today is shaped not just by whether the car gets fixed properly, but by how the customer feels throughout the entire service process.

At the center of that customer experience is the service advisor. As the frontline employee who interacts directly with customers, the service advisor serves as the main link between the customer and the workshop's internal operations. Their responsibilities cover a wide range, from initial service consultation and cost estimation to updating customers on service progress and handling vehicle handover (Samsudin et al., 2022). How a service advisor communicates, how quickly they respond to customer needs, and how much empathy they show during the interaction all play a significant part in shaping the customer's overall impression of the service (Njoku et al., 2024). In a situation where customers visit less frequently and expect more, the quality of each service advisor's interaction becomes one of the most important factors in building lasting customer relationships.

This situation is reflected in the real challenges faced by Auto2000 Asia Afrika Bandung, an authorized Toyota service center located in one of the most strategic commercial areas in Bandung. Looking at the branch's internal performance data from 2025, several concerning patterns emerge. The number of General Repair (GR) service unit entries fluctuated considerably throughout the year, peaking at 1,034 units in March and dropping to as low as 760 units in April, with monthly target achievement rates ranging between 82.0% and 98.4%. GR service revenue realization also consistently fell short of targets, reaching only 79% to 95% of the monthly goal. Beyond these numbers, data from the branch's Maintenance Reminder and Appointment (MRA) program shows that only about 30% of customers respond to service reminders, which means roughly 70% of customers are potentially not returning for their next service. Adding to these concerns, the most common customer complaints recorded by the branch were related to service time delays, an issue that points directly to how service advisor manage the service process, given their role from the moment a customer arrives until the vehicle is returned.

A number of studies have looked at the connection between service quality and customer loyalty (Februdianto et al., 2023; Rojuaniah et al., 2024; Yanti et al., 2023), but most of them discuss service quality at the workshop level in general terms, without zooming in on the specific role of the service advisor as the employee who is in direct contact with customers at every visit. This gap becomes even more relevant today, considering how post-pandemic behavioral changes and the shift toward vehicle electrification are reshaping the way customers engage with authorized workshops. As the frequency of service visits declines, what happens during each visit and more specifically, how the service advisor handles it becomes increasingly decisive. Yet this particular angle has not received enough attention in existing research, making it an important area worth exploring.

Based on the issues described above, this study aims to empirically examine the influence of service advisor quality on customer loyalty at Auto2000 Asia Afrika Bandung. More specifically, this study seeks to: (1) measure customer perceptions of service advisor quality, (2) assess the level of customer loyalty, and (3) analyze the effect of service advisor quality on customer loyalty.

LITERATURE REVIEW

Service Quality

The customer's assessment of the overall quality or superiority of the service is known as service quality (Parasuraman et al., 1988). The concept is assessed using five SERVQUAL dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions characterize the discrepancy between consumers' expectations and perceptions. The service sectors have made extensive use of these dimensions as a potent framework for identifying opportunities for improvement and diagnosing service faults.

The performance of a service advisor, who is responsible for customer interactions, is a good indicator of service quality in the automotive industry (Karza et al., 2024). Service quality is inherently experienced, in contrast to product quality, which may be evaluated before purchase. It is dependent upon how customers and front-line staff engage throughout delivery. Therefore, the performance of the service advisor to deliver timely, communicative, and technically dependable service at every level of the service process is operationalized as service quality in this study.

The significance of service quality has grown due to structural shifts in consumer behavior and automotive technology. Customers now have higher expectations for speed, transparency, and digital responsiveness due to post-COVID behavioral changes (Ibrahim, 2024). Additionally, the number of service visits per customer has decreased due to the increasing popularity of electric and hybrid vehicles. Because of this decrease, every interaction has a greater interest in preserving customer connections and influencing quality views. According to Paendong et al. (2025) and Samsudin et al. (2022), perceived service quality in authorized automobile workshops is significantly influenced by service advisor competencies, particularly in communication and technical expertise.

The quality of the service is also determined by the institutional standards of the principal in authorized Toyota workshops that include the regulated order of service, the target time of response, and the norms for engagement with the customers. The disparity between the institutional criteria and advisor performance is stark, given that these standards create a benchmark for customers who visit licensed service centres. The significance of service advisor performance as the primary element determining perceived service quality in the workshop environment is further underlined by the

finding of Kotler and Keller (2012) that service quality in customer-facing industries is finally decided at the point of face-to-face human interaction.

Customer Loyalty

Customer loyalty is defined as a deep commitment to repurchase or re-patronize a preferred product or service in the future (Griffin, 1995). Loyalty in service industries is expressed in behavioral dimensions (repeat usage) and attitudinal dimensions (positive disposition and willingness to recommend (Setiawan & Puspitadewi, 2022)). Griffin (1995) identified four main behavioral indicators of loyalty: repeat purchase, cross-purchasing, referral behavior, and resistance to competitive switching.

In the context of an automotive workshop, customer loyalty is of strategic importance as service visits are recurrent. But the rise of EVs and long-interval hybrid models is a structural threat to visit frequency. This underscores the importance of each individual service interaction in determining loyalty outcomes and raises the premium on service experience quality as a retention mechanism. Dharma and Aksari (2023) and Taufan and Ahsan (2023) found that customer loyalty to automotive workshops is more influenced by service quality than by price or location, suggesting that service experience is the primary factor motivating customers to return to the same service provider.

Moreover, behavioral retention is not the only important aspect; attitudinal loyalty in the form of willingness to recommend and positive word-of-mouth is becoming more critical for service industries to sustain competitive advantage (Setiawan & Puspitadewi, 2022). Both dimensions of loyalty are relevant outcomes of service quality performance in authorized workshops such as AUTO2000, in which brand trust and service consistency are primary differentiators.

In this way, the loyalty of authorised workshops is not just about return visits. Strongly committed consumers are more likely to refuse identical offers from independent workshops, which typically provide lower prices but do not provide the same level of service assurance as authorized facilities. This hesitation to convert is especially useful in this transitional period, as the monopoly of certified service centers is being slowly challenged by the increasing number of independent EV-specialist workshops. Thus, for authorized dealers such as AUTO2000 Asia Afrika Bandung, where each service encounter has increasing retention relevance, maintaining attitudinally committed consumers becomes a strategic priority. Therefore, this study adopts the multidimensional conceptualization of customer loyalty, which includes behavioral and attitudinal indicators following the frameworks suggested by Griffin (1995) and Setiawan and Puspitadewi (2022).

The Relationship Between Service Quality and Customer Loyalty

The relationship between service quality and customer loyalty has been extensively documented in the service management literature (Rahayu & Wati, 2018; Rojuaniah et al., 2024). High service quality fosters customer satisfaction and trust, which ultimately increases the likelihood of repeat purchases and service recommendations.

In the automotive context, Februdianto et al. (2023) found that service quality has a positive and significant effect on customer loyalty at AUTO2000 Sutoyo Malang; similar findings were reported across various authorized and independent workshops in Indonesia (Amir & Taufan, 2024; Rojuaniah et al., 2024; Yanti et al., 2023). The quality of service influences loyalty mostly through customer satisfaction. Service advisors who demonstrate strong communication skills, technical competence, and responsiveness are more likely to generate higher levels of customer satisfaction. This brings out the

behavioural and attitudinal features of loyalty. Dharma and Aksari (2023) and Taufan and Ahsan (2023) revealed that satisfaction partially mediates the effect of service quality on loyalty in the context of the automotive workshop. The findings confirmed the mediating role of satisfaction between service quality and loyalty and highlighted the importance of frontline service performance as a strategic retention mechanism.

In an industry undergoing transition, rising post-COVID service expectations and reduced service frequency due to hybrid and electric vehicles make the quality of service advisor interactions increasingly crucial in shaping customer loyalty. Based on these theoretical and empirical foundations, the hypotheses of this study are:

H1: The quality of service advisor service has a positive and significant effect on the loyalty of customers receiving periodic maintenance at AUTO2000 Asia Afrika Bandung.

Based on the theoretical and empirical review, the conceptual framework of this study is presented as follows:

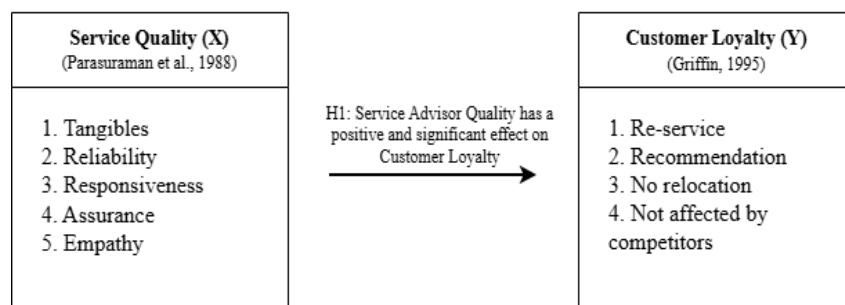


Figure 1. Conceptual Framework
 Own Compilation (2026)

RESEARCH METHOD

This study employed a quantitative research design with both descriptive and verificative approaches, conducted at Auto2000 Asia Afrika Bandung from January to February 2026. The descriptive approach was used to portray the actual conditions or phenomena of specific variables in a factual manner, while the verificative approach was applied to examine the relationships among variables through quantitative data processing (Sugiyono, 2019). In this context, the descriptive approach was utilized to illustrate customers' perceptions of service advisor quality and the level of periodic service customer loyalty, whereas the verificative approach was employed to empirically test the influence of these two variables through statistical analysis.

The population of this study consisted of all customers who underwent periodic vehicle servicing at Auto2000 Asia Afrika Bandung and had direct interactions with a service advisor, with an estimated average of 600 customers per month. Sampling was conducted using a non-probability sampling technique with a purposive sampling method Chaniago et al. (2023), based on the following criteria: (1) aged at least 17 years old, (2) had completed periodic servicing at the branch on at least two prior occasions, (3) were currently undergoing or had recently completed a periodic service appointment at the time of the study, (4) had direct interaction with a service advisor, and (5) were willing to complete the questionnaire in its entirety. The determination of sample size referred to a general guideline in quantitative research, which recommends a minimum ratio of 5 to 10 respondents per questionnaire item (Hair et al., 2010). Given a total of 28 questionnaire items, the recommended minimum sample size was 120 respondents. This study

successfully obtained 151 respondents, thereby satisfying and exceeding the required minimum threshold.

Data were collected through a closed-ended questionnaire measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Service advisor quality as the independent variable (X) was measured using the five SERVQUAL dimensions developed by Parasuraman et al. (1988), adapted from Syahrial et al. (2024) and Pratikya (2016), comprising 16 statement items that encompassed the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. Customer loyalty as the dependent variable (Y) was assessed through four indicators adapted from Griffin (1995) and Pratikya (2016), consisting of 8 statement items covering repurchase intention, recommendation intention, resistance to switching, and immunity to competition. All items were assessed using a perception-based measurement approach, in which respondents evaluated actual service performance based on their own perceptions, without calculating a gap score between expectations and perceptions (Cronin & Taylor, 1992). The operationalization of both variables is presented in Table 1.

Data analysis was carried out using SPSS version 23 software through several sequential stages: descriptive analysis to describe respondent characteristics and response distributions; validity testing using corrected item-total correlation with an r -table value of 0.1603 ($df = 149$, $\alpha = 0.05$); reliability testing using Cronbach's Alpha with a minimum acceptable value of 0.70; classical assumption testing comprising normality testing (Kolmogorov-Smirnov), linearity testing (deviation from linearity), and heteroscedasticity testing (Glejser Test); and simple linear regression analysis to examine the research hypothesis (Ghozali, 2018). Prior to their participation, all respondents provided voluntary informed consent. No personal identifying information was recorded, and all data were treated with strict confidentiality. The dataset and research instruments are available upon reasonable request.

Table 1. Operationalization of Research Variables

Variable	Dimension / Indicator	Operational Definition	Scale	Source
Service Advisor Quality (X)	Tangibles	Customer perception of physical facilities, service advisor appearance, and supporting service tools	Likert 1–5	Parasuraman et al. (1988); Syahrial et al. (2024)
	Reliability	The service advisor's ability to deliver services accurately, consistently, and as promised	Likert 1–5	Parasuraman et al. (1988); Pratikya (2016)
	Responsiveness	Service advisor's promptness in assisting and responding to customer needs	Likert 1–5	Parasuraman et al. (1988)
	Assurance	Service advisor's competence and behavior in building customer confidence and trust throughout the service process	Likert 1–5	Parasuraman et al. (1988)
	Empathy	Service advisor's personal attention and understanding of individual customer needs	Likert 1–5	Parasuraman et al. (1988); Pratikya (2016)
Customer Loyalty (Y)	Repurchase Intention	Customer's intention to return for routine maintenance services, Likert	Likert 1–5	Griffin (1995); Pratikya (2016)
	Recommendation Intention	Customer's willingness to recommend the service to others	Likert 1–5	Griffin (1995)
	Resistance to Switching	Customer's commitment not to switch to another workshop	Likert 1–5	Griffin (1995)

Variable	Dimension / Indicator	Operational Definition	Scale	Source
	Immunity to Competition	Customer's resistance to offers from competing workshops	Likert 1–5	Griffin (1995)

Source: Own Compilation (2026)

RESEARCH RESULTS

Respondent Demographics

Table 2. Respondent Demographics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	113	74.8
	Female	38	25.2
Age	20–30 years	33	21.9
	31–40 years	69	45.7
	> 40 years	49	32.5
Service Frequency	2–3 times	48	31.8
	4–5 times	60	39.7
	> 5 times	43	28.5
	Total	151	100.0

Source: Own Compilation (2026)

The majority of respondents were male (74.8%), aged 31–40 years (45.7%), and had visited the workshop 4–5 times (39.7%). Notably, 68.2% of respondents had completed four or more service visits, reflecting a pattern of behavioral loyalty that had already been established rather than merely potential loyalty. This is consistent with Griffin (1995), who notes that customers in this age segment tend to demonstrate stronger resistance to switching due to their prioritization of workshop reliability over price considerations. Furthermore, this finding aligns with Februdianto et al. (2023), who found that loyalty at authorized Toyota workshops develops through the consistency of long-term service experiences.

Validity and Reliability Test

Table 3. Validity and Reliability Test Results

Variable	Items	r Range	r Table	Criteria	Cronbach's Alpha	Criteria
Service Advisor Quality (X)	16	0.564 – 0.732	0.1603	All Valid	0.898	Reliable
Customer Loyalty (Y)	8	0.693 – 0.811	0.1603	All Valid	0.894	Reliable

Source: Own Compilation (2026)

All 16 items of the Service Advisor Quality variable (X) and all 8 items of the Customer Loyalty variable (Y) yielded Pearson correlation values above the *r* table of 0.1603, confirming that all items are valid. The Cronbach's Alpha values of 0.898 and 0.894 for variables X and Y, respectively, both exceed the 0.700 threshold, indicating that both instruments are reliable. The high alpha values for both variables confirm that the instruments consistently measure their respective constructs and provide a strong foundation for subsequent inferential analysis.

Normality Test

Table 4. Results of the Normality Test for Research Data

Variable	Tests of Normality		
	Kolmogorov-Smirnov ^a		
	Statistic	Df	Sig.
Service Quality	,069	151	,077
Customer Loyalty	,070	151	,064

Source: Own Compilation (2026)

Table 4 presents the normality test results using the Kolmogorov-Smirnov test. The significance value for Service Advisor Service Quality is 0.077, and for Customer Loyalty is 0.064. Both values are greater than the 0.05 significance threshold, indicating that the data for both variables are normally distributed. This result satisfies one of the key classical assumptions required for simple linear regression analysis. The normality of data distribution implies that the sample of 151 respondents is sufficiently representative of the population, and that the statistical inferences drawn from the regression model can be considered valid and generalizable within the study's scope.

Simple Linear Regression Analysis

Table 5. Results of Simple Linear Regression Analysis

Variable	B	Beta	t	Sig.
Constants	2,887	–	1,087	0,279
Service Quality (X)	0,432	0,626	9,795	0,000

Source: Own Compilation (2026)

Table 5 presents the results of the simple linear regression analysis. The regression coefficient (B) for Service Advisor Service Quality is 0.432, indicating that for every one-unit increase in service advisor quality, customer loyalty is predicted to increase by 0.432 units, holding other factors constant. The standardized coefficient (Beta) of 0.626 further confirms a moderately strong positive relationship between the two variables. The t-value of 9.795 with a significance value of 0.000, well below the 0.05 threshold, confirms that Service Advisor Service Quality has a statistically significant positive effect on Customer Loyalty. The regression equation derived from this analysis is: $Y = 2.887 + 0.432X$, where Y represents Customer Loyalty and X represents Service Advisor Service Quality.

Hypothesis Testing (t-test)

Table 6. Results of the Hypothesis Test (t-Test)

Variable	t-value	Sig.	Decision
Service Advisor Service Quality → Customer Loyalty	9.795	0.000	H ₀ rejected, H ₁ accepted

Source: Own Compilation (2026)

Table 6 shows the results of the hypothesis testing using the t-test. The t-value obtained is 9.795, which exceeds the t-table value, with a significance value of 0.000, far below the 0.05 significance level. Based on these results, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted, confirming that Service Advisor Service Quality has a positive and significant effect on Customer Loyalty at AUTO2000 Asia Afrika Bandung. This result is consistent with the theoretical framework proposed in this study and aligns with the empirical evidence from prior research in the automotive service industry.

Coefficient of Determination (R^2)

Table 7. Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.626 ^a	.392	.388	5,384

Source: Own Compilation (2026)

Table 7 presents the coefficient of determination. The R value of 0.626 indicates a moderate-to-strong positive correlation between Service Advisor Service Quality and Customer Loyalty. The R Square value of 0.392 shows that Service Advisor Service Quality explains 39.2% of the variation in Customer Loyalty, while the Adjusted R Square of 0.388 confirms the stability of this explanatory power after accounting for the number of predictors in the model. The standard error of the estimate is 5.384, reflecting the average deviation of the actual values from the predicted values. The remaining 60.8% of variance in Customer Loyalty is attributable to other variables not examined in this study, suggesting opportunities for future research to incorporate additional predictors such as pricing perception, digital service experience, and brand trust.

DISCUSSION

This study aimed to examine the influence of Service Advisor Quality on Customer Loyalty at AUTO2000 Asia Afrika Bandung. The results confirm that service advisor quality exerts a positive and statistically significant effect on customer loyalty, supported by a regression coefficient of 0.432 ($p = 0.000$) and a standardized Beta of 0.626, providing an affirmative answer to the research hypothesis.

The influence of service advisor quality on customer loyalty can be understood through the inherent nature of services as intangible and inseparable from the moment of delivery, meaning customers can only evaluate quality during and after the interaction itself (Parasuraman et al., 1988). In the authorized workshop context, the service advisor is the sole human touchpoint across the entire service journey, from initial consultation and cost estimation through to vehicle handover. Customers visiting AUTO2000 are simultaneously managing financial decisions, waiting periods, and uncertainty about their vehicle, and it is the service advisor's communication competence, technical credibility, and personal attentiveness that reduce this anxiety and build the trust through which satisfaction ultimately becomes loyalty (Kotler & Keller, 2012). This dynamic carries growing strategic weight as hybrid and electric vehicle adoption reduces routine visit

frequency, making the quality of each individual encounter increasingly decisive in sustaining the customer relationship over time.

Among the five SERVQUAL dimensions, responsiveness and reliability were most strongly associated with loyalty outcomes. Customers increasingly expect real-time communication and transparency throughout the service process, a behavioral shift well-documented in the post-COVID context by Ibrahim (2024), and any gap between what is promised and what is delivered, whether in time, price, or scope of work, directly undermines the trust that sustains loyalty. Assurance and empathy carry particular strategic relevance as the customer base transitions toward hybrid and electric vehicles, since advisor who can address unfamiliar concerns about battery management, regenerative braking, or software updates with both technical accuracy and genuine attention are better positioned to convert uncertainty into confidence and reinforce attitudinal loyalty (Parasuraman et al., 1988). Tangibles, while the least influential dimension, nonetheless shape the customer's first impression of the branch's operational standards before any conversation begins.

These findings are consistent with prior research in the Indonesian automotive service industry. Februdianto et al. (2023) found a positive and significant relationship between service quality and customer loyalty at AUTO2000 Sutoyo Malang, while Dharma & Aksari, (2023) and Taufan & Ahsan (2023) confirmed that service quality is the primary, though not exclusive, determinant of loyalty in automotive workshop settings Rojuaniah et al. (2024) and Yanti et al. (2023) further corroborate this pattern across different brands and geographic locations, suggesting that the relationship reflects a generalizable dynamic within the Indonesian automotive service sector rather than a context-specific anomaly. The present study extends this body of evidence by focusing specifically on the service advisor as the unit of analysis, offering a more precise understanding of which frontline competencies matter most for loyalty formation.

The findings carry practical implications for AUTO2000 Asia Afrika Bandung. Branch management should invest in structured competency development programs for service advisor that go beyond technical training to include interpersonal communication and expectation management skills, with particular attention to proactive progress updates during waiting periods, given that service time delays were the most frequently recorded customer complaint. Structurally, the significant fluctuation in monthly service volumes observed in 2025 suggests that scheduling optimization and digital queue management systems are needed to protect interaction quality during peak periods. Looking ahead, EV-specific product knowledge training should be prioritized as the proportion of hybrid and electric vehicle owners in the customer base continues to grow. The low response rate to the branch's Maintenance Reminder and Appointment program also warrants attention, as improving digital post-service communication could meaningfully complement the in-person service experience and strengthen retention between visits.

This study has several limitations that should be acknowledged. The single-predictor design leaves a substantial portion of loyalty variance unexplained, and factors such as pricing fairness, brand trust, location convenience, and digital service experience are likely additional contributors that future multivariate research should incorporate. The cross-sectional design captures perceptions at one point in time and cannot trace how loyalty evolves across repeated interactions, a gap that longitudinal research would address. The use of purposive sampling at a single branch further limits generalizability, and the perception-based measurement approach, while methodologically parsimonious, does not capture the expectation side of the service quality equation. Replication across multiple branches and the inclusion of expectation-performance gap analysis in future

studies would substantially strengthen both the explanatory power and external validity of the findings.

CONCLUSIONS

This study set out to measure customer perceptions of service advisor quality, assess the level of customer loyalty, and examine the influence of the two variables at AUTO2000 Asia Afrika Bandung. All three objectives have been satisfactorily addressed through the analysis presented.

The findings confirm that service advisor quality positively and significantly influences customer loyalty, with responsiveness and reliability emerging as the dimensions most strongly associated with favorable loyalty outcomes. Customers who consistently perceive high-quality interactions with a service advisor are more inclined to return, recommend the workshop, and resist switching to competitors. This finding is particularly relevant in the current automotive landscape, where the growing adoption of hybrid and electric vehicles is gradually reducing the frequency of routine service visits, making the quality of each individual interaction an increasingly decisive retention mechanism.

These results carry practical implications for AUTO2000 Asia Afrika Bandung and authorized dealerships more broadly. Branch management should prioritize structured competency development for service advisors, encompassing not only technical knowledge but also communication skills and product-specific expertise for emerging vehicle technologies. Complementary structural improvements, such as scheduling optimization and digital queue management, are equally important to ensure consistent service quality across varying workload conditions.

This study is limited by its single-predictor design and cross-sectional data collection at one branch, which constrain both the explanatory power of the model and the generalizability of the findings. Future research should adopt a multivariate approach incorporating variables such as pricing fairness, brand trust, and digital service experience, while longitudinal designs and multi-branch samples would provide a more complete and dynamic understanding of customer loyalty formation in the Indonesian automotive service industry.

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