

The Influence of Maintenance Reminder Appointment and Customer Satisfaction on Customer Retention with After-Sales Service Productivity as an Intervening Variable at Auto2000 SM Raja Medan

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Abstract

This study examines the influence of Maintenance Reminder Appointment (MRA) and customer satisfaction on customer retention, with after-sales service productivity functioning as an intervening variable at Auto2000 SM Raja Medan. Using a quantitative explanatory design, data were collected from 371 customers through purposive sampling and analyzed using SEM-PLS. The findings indicate that MRA and customer satisfaction significantly affect service productivity and customer retention. Service productivity also significantly enhances retention and mediates both variables. These results highlight the importance of integrating proactive CRM strategies with operational efficiency to strengthen long-term customer loyalty.

Keywords: *Customer Satisfaction, Customer Retention, Maintenance Reminder Appointment, Service Productivity*

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INTRODUCTION

The automotive industry is characterized by intense competition, requiring companies not only to improve sales but also to maintain long-term customer relationships. Customer retention has become a fundamental indicator of business sustainability, as retaining existing customers is more efficient and profitable than acquiring new ones (Kotler & Keller, 2016). Loyal customers tend to repurchase, recommend services, and remain less sensitive to price changes (Griffin, 2005). In this context, the after-sales service function plays a critical role in shaping customer loyalty in automotive markets that are increasingly competitive.

Industry reports indicate that customers often switch service providers not because of repair costs but due to lack of transparency and ineffective communication in after-sales services (Frost & Sullivan, 2022). Effective after-sales interactions can transform service visits into relational touchpoints that build emotional bonds between customers and the company (Bain & Co., 2022). This aligns with Relationship Marketing Theory, which emphasizes that loyalty develops from trust and commitment built over continuous and meaningful interactions (Morgan & Hunt, 1994). The Maintenance Reminder Appointment (MRA) system

forms part of proactive CRM implementation, aiming to notify customers about scheduled vehicle maintenance based on historical service data. MRA functions as a digital tool that increases interaction frequency and encourages timely service attendance (Setiawan & Santosa, 2021)

As highlighted by Buttle & Maklan (2019) digital CRM systems enhance customer retention by creating personalized and relevant communication. The increasing adoption of CRM-based reminders in authorized automotive dealerships supports evidence that digital reminders improve efficiency and service coordination (Kurniawan & Lestari, 2022) Customer satisfaction is another essential factor influencing retention. Satisfaction arises when service performance meets or exceeds customer expectations (Oliver, 1997; Zeithaml, Bitner & Gremler, 2018). Studies affirm that satisfaction is a strong predictor of retention in automotive service centers (Yuliana & Prasetya, 2020) Higher satisfaction motivates customers to remain loyal and reduces the likelihood of switching to other service providers.

In addition, service productivity plays a mediating role in improving customer outcomes. Service productivity refers to the efficiency and effectiveness of after-sales operations, measured through technician utilization, service throughput, and operational accuracy (Tangen, 2020) Productivity is linked not only to operational efficiency but also to value creation perceived by customers (Gronroos & Ojasalo, 2004) Empirical evidence demonstrates that productive service environments enhance customer satisfaction and retention (Harahap & Wibowo, 2021)

At Auto2000 SM Raja Medan, the MRA system has been widely implemented as part of the integrated CRM strategy. However, internal data shows discrepancies between the number of customers contacted through MRA and their actual booking conversions, indicating potential inefficiencies in service execution and communication follow-up. Although satisfaction and service quality remain high, customer retention fluctuates and has yet to meet management expectations. This condition suggests that CRM implementation and satisfaction alone may not fully explain retention without considering operational productivity as an intervening factor.

Previous studies have examined CRM, satisfaction, productivity, and retention separately, but few have integrated MRA, satisfaction, and productivity within a single analytical model in the automotive context. Moreover, limited research investigates productivity as a mediating variable linking CRM mechanisms and retention, particularly in Indonesian authorized dealerships (Gunawan & Wahyuni, 2022) Therefore, this study aims to analyze the influence of MRA and customer satisfaction on customer retention, with after-sales service productivity serving as an intervening variable. This research provides theoretical contributions to CRM development and practical insights for improving digital-based after-sales strategies at Auto2000 SM Raja Medan.

METHODOLOGY

This research employs a quantitative approach with an explanatory (causal) design aimed at examining the direct and indirect effects among Maintenance Reminder Appointment (MRA), customer satisfaction, after-sales service productivity, and customer retention. The explanatory design is used to test causal relationships between variables and to evaluate the mediating role of after-sales service productivity, in line with recommendations for causal modeling in management research (Ferdinand, 2014)

The study was conducted at Auto2000 SM Raja Medan, one of the major authorized Toyota dealers in Indonesia. The research focuses on customers who received periodic service reminders via the MRA system and performed scheduled vehicle maintenance during the April–June 2025 period. This context is relevant because Auto2000 integrates digital CRM systems through the Toyota Dealer Management System (TDMS), enabling structured implementation of MRA programs (Kurniawan & Lestari, 2022)

The population comprises all customers who were contacted through the MRA program during the research period and completed service visits at Auto2000 SM Raja Medan. A purposive sampling technique was used to select respondents who met predetermined criteria such as receiving an MRA notification and conducting at least one service visit during the study period. A total of 371 eligible customers participated in the survey, consistent with sampling adequacy requirements for Structural Equation Modeling using Partial Least Squares (SEM-PLS), which allows for complex models with relatively large numbers of indicators (Hair et al., 2019). Data collection was carried out using structured questionnaires distributed to customers through online and on-site channels, complemented by documentation from the dealer's service records

The questionnaire consists of Likert-scale items ranging from 1 (strongly disagree) to 5 (strongly agree), adapted from validated instruments used in previous studies on CRM, customer satisfaction, service productivity, and retention (Parasuraman et al., 1988; Morgan & Hunt, 1994; Oliver, 1997)

Operational definitions were formulated based on established theories: MRA measures the effectiveness of automated service reminder systems; customer satisfaction reflects customers' evaluation of after-sales experience; productivity assesses efficiency in service processes including booking, waiting time, and technician utilization; and retention measures customers' intention to reuse and recommend the service (Tangen, 2020; Gronroos & Ojasalo, 2004)

Data analysis was performed using SEM-PLS with SmartPLS 4.0. The choice of PLS-SEM is appropriate because it supports predictive modeling, accommodates non-normal data distributions, and handles complex mediating relationships (Putri & Susanto, 2021)

The analysis consisted of two major stages: the measurement model (outer model) evaluation and the structural model (inner model) evaluation. The outer model assessed indicator reliability (outer loadings), internal consistency reliability (Cronbach's Alpha and Composite Reliability), and convergent and discriminant validity (Average Variance Extracted and cross-loadings). The structural model evaluated path coefficients, R-square values, F-square effect size, and predictive relevance (Q-square). Bootstrapping with 5,000 subsamples was applied to test the significance of direct and indirect effects, particularly the mediating role of after-sales service productivity, consistent with standard mediation testing procedures in SEM-PLS research (Hair et al., 2021)

Overall, this methodology supports the research objective of examining how MRA and customer satisfaction influence customer retention and the extent to which productivity mediates these relationships. The chosen design, sampling approach, variable measurement, and analytical techniques align with established practices in CRM and service management research, ensuring both the reliability and validity of the findings.

RESULTS AND DISCUSSION

In the initial stage of analyzing the research data, it is necessary to conduct validity and reliability testing (outer model) on the indicators that form the latent constructs used in this study. Reflective indicators are evaluated through two steps: convergent validity and discriminant validity. Reliability testing is performed using composite reliability values and Cronbach's alpha (Ghozali, 2014).

1. Convergent Validity

Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between the estimated component/item scores using SmartPLS 4. Reflective indicators are considered to have high validity when they correlate above 0.7 with the construct being measured. In this study, the initial stage of developing the measurement scale shows that loading factor values ranging from 0.6 to 0.8 are acceptable. According to Ghozali, reflective indicators in the early stages are considered valid when their correlation exceeds 0.7 with the intended construct. Based on the test results in Table 1 a regression coefficient value of 0.052 and a t-statistical value of 2.246 with a *probability value* of 0.008 were obtained. The *probability value* is smaller than the predetermined error tolerance ($0.008 < 0.05$). This shows that Service Quality has a positive and significant effect on Consumer Satisfaction, so H3 is accepted..

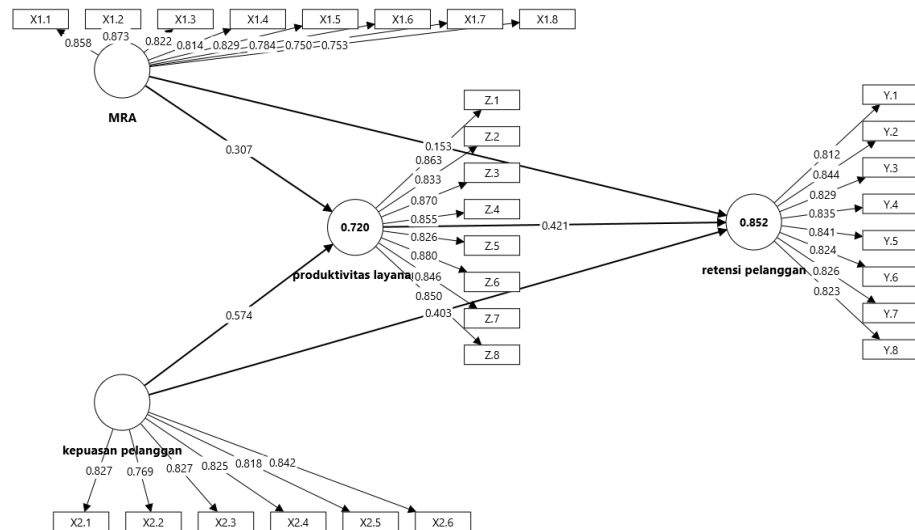


Figure.1 Outer Model
Source: Data Processing using SmartPLS 4, 2025

Figure.1 illustrates the specification model between the latent variables along with their respective indicators and outer loading values. The following presents the outer loading values for each indicator in the research variables.

Structural Model Evaluation (Inner Model)

The Inner Model evaluation is used to examine the relationships between constructs, the significance values, and the R-square of the research model. The Inner Model is assessed through R-square values and the significance of the structural path coefficients (t-statistics and p-values).

1. R-Square Test

The R-square test is used to determine the strength of the effect of independent variables on the dependent variables. The coefficient of determination values are shown in Table 5.5.

Table.2 R-Square Values

Variable	R-square
Service Productivity	0.720
Customer Retention	0.852

Source: Data Processing using SmartPLS 4, 2025

Based on the results of the coefficient of determination (R-square), the Service Productivity variable has an R-square value of 0.720, meaning that 72.0% of the variation in Service Productivity can be explained by MRA and Customer Satisfaction. Meanwhile, the Customer Retention variable has an R-square value of 0.852, indicating that 85.2% of the variation in Customer Retention can be explained

by MRA, Customer Satisfaction, and Service Productivity, while the remaining 14.8% is explained by other variables outside this research model. These high R-square values indicate that the research model has a very strong explanatory power for the endogenous variables. According to Hair et al. (2019), R-square values above 0.67 are categorized as strong, between 0.33–0.67 as moderate, and below 0.33 as weak. Thus, the results of this study show that the relationships among variables in the model have strong explanatory power.

These findings are consistent with previous studies by Wijaya and Suprapti (2022), which found that service reminder systems significantly improve workshop productivity and customer retention in the automotive industry. Similar results were also reported by Nugroho and Sari (2021), who found that customer satisfaction has both direct and indirect effects on loyalty through improved service productivity. However, a research gap remains for future studies to explore, particularly regarding the role of other potential mediating variables such as customer engagement, which may strengthen the relationship between MRA and customer retention. Additionally, because this study focuses on the Auto2000 SM Raja Medan context, further research across other branches or automotive companies is needed to gain a more comprehensive understanding of CRM effectiveness through the Maintenance Reminder Appointment system in enhancing customer retention and after-sales service productivity.

2. F-Square Test

The F-Square test is conducted to determine whether the endogenous latent variable is strongly supported by the exogenous latent variables. The F-Square values are shown in Table 3

Table.3 F-Square Values

Relationship	f-square
Customer Satisfaction → Service Productivity	0.342
Customer Satisfaction → Customer Retention	0.238
MRA → Service Productivity	0.098
MRA → Customer Retention	0.042
Service Productivity → Customer Retention	0.335

Source: Data Processing using SmartPLS 4, 2025

From Table 3 the following results can be explained:

1. **Customer Satisfaction → Service Productivity ($f^2 = 0.342$)**

This value indicates a strong and significant influence of customer satisfaction on service productivity. In other words, the higher the level of satisfaction, the higher the performance and productivity of after-sales services at Auto2000 SM Raja Medan. This finding aligns with Parasuraman et al. (1988) and Tjiptono (2016), who state that satisfied customers enhance the effectiveness of service interactions and support improvements in operational efficiency.

2. Customer Satisfaction → Customer Retention ($f^2 = 0.238$)

This medium-level effect shows that customer satisfaction is an important factor in retaining customers. Satisfied customers tend to repurchase and remain loyal. This supports research by Oliver (1999) and Kotler & Keller (2016), which identifies satisfaction as a key determinant of loyalty and customer retention.

3. MRA → Service Productivity ($f^2 = 0.098$)

This value indicates a small effect, meaning that the MRA program contributes only slightly to increasing service productivity. This may be due to suboptimal implementation of MRA in scheduling or coordination processes. The finding is consistent with Ndubisi (2007), who argues that the effectiveness of CRM tools such as reminder systems becomes significant only when accompanied by quick response and personalized service.

4. MRA → Customer Retention ($f^2 = 0.042$)

This small effect suggests that MRA is not a dominant factor in retaining customers. Although service reminders help customers remember their maintenance schedules, satisfaction and service quality remain the main determinants of loyalty. This supports Reinartz & Kumar (2003), who noted that CRM programs do not always guarantee retention without added service value.

5. Service Productivity → Customer Retention ($f^2 = 0.335$)

This value indicates a strong and significant effect of service productivity on customer retention. Higher productivity and efficiency in after-sales services increase the likelihood that customers will remain loyal to Auto2000. This supports Service Productivity Theory (Gronroos & Ojasalo, 2004), which states that increased service productivity creates higher customer-perceived value and ultimately enhances loyalty and retention.

3. Hypothesis Testing

The hypothesis testing (bootstrapping) analyzes whether a significant relationship exists between the independent and dependent variables. Hypothesis testing is conducted using path coefficients, which indicate parameter values and their t-statistics. Parameter significance provides important information about the relationships between variables. The threshold for accepting or rejecting a hypothesis is a significance level of 0.05.

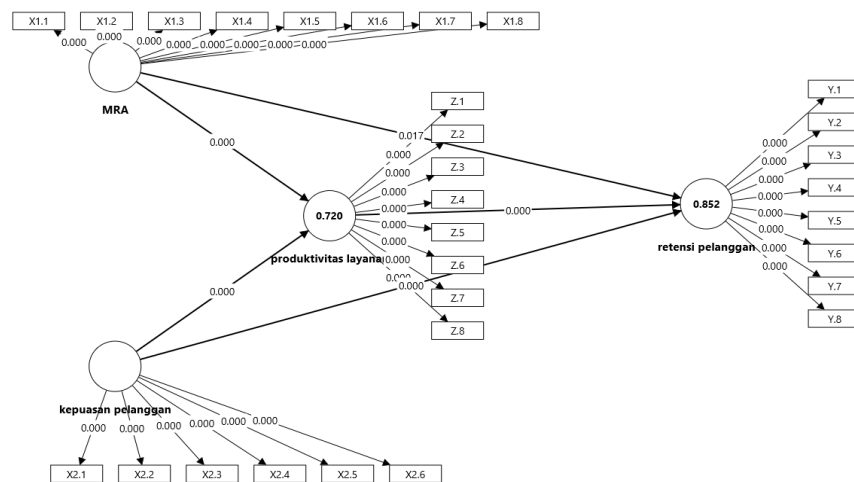


Figure 5.2 Bootstrapping Model

Source: Data Processing using SmartPLS 4, 2025

DISCUSSION

Based on the results of the study involving 371 customers of Auto2000 SM Raja Medan, all tested variables were found to have positive and significant effects, both directly and indirectly. The analysis shows that MRA plays an important role in enhancing after-sales service productivity, which subsequently contributes to increasing customer retention. This is reflected in the coefficient value of MRA on service productivity ($\beta = 0.307$) and on customer retention ($\beta = 0.153$), indicating that an effective service reminder system can improve operational efficiency and foster long-term customer relationships. Furthermore, customer satisfaction has a strong influence on service productivity ($\beta = 0.574$) and customer retention ($\beta = 0.403$), meaning that higher satisfaction levels are associated with greater customer loyalty toward Auto2000 services. Service productivity itself has a significant effect on customer retention ($\beta = 0.421$), emphasizing that high efficiency and service quality are key factors in maintaining customer loyalty.

In terms of mediation, both MRA ($T = 3.534$; $p = 0.000$) and customer satisfaction ($T = 5.178$; $p = 0.000$) significantly influence customer retention through service productivity. This confirms that service productivity acts as a strategic bridge between MRA-based CRM initiatives and customer loyalty. These findings reinforce the Relationship Marketing Theory (Morgan & Hunt, 1994), which highlights the importance of trust and commitment in sustaining long-term customer relationships; align with CRM Theory (Buttle & Maklan, 2019), which emphasizes the role of digitalized customer relationships; and support Service Productivity Theory (Gronroos & Ojasalo, 2004) and Middle Theory (Oliver, 1999), which collectively assert that customer satisfaction is the foundation of long-term loyalty and retention.

The Influence of MRA on After-Sales Service Productivity

The results show that MRA has a positive and significant effect on after-sales service productivity, with a coefficient value of 0.307 and a t-statistic of 4.433 ($p = 0.000$). This indicates that the better the MRA implementation, the higher the level of

service productivity at Auto2000 SM Raja Medan. Practically, the MRA system helps organize customer service appointments more efficiently, reduces queues and waiting times, and improves optimal utilization of service resources. These findings are consistent with studies in the *Automotive Business Journal* (2020), which concluded that service reminders can enhance workshop operational efficiency through more effective service scheduling.

From a theoretical perspective, this result supports CRM Theory (Buttle & Maklan, 2019), which explains that digital reminder systems are a form of CRM innovation designed to increase the effectiveness of customer relationships through automation and service personalization. With the use of MRA, customers feel more attended to because their vehicle maintenance schedule is proactively communicated by the company, resulting in more intensive and productive interactions between customers and the workshop. This condition aligns with the view of Gronroos & Ojasalo (2004), who emphasize that service productivity increases alongside service process convenience and user satisfaction.

Furthermore, this result is consistent with findings from *Maintenance Reminder System and Its Effect on Automotive Workshop Performance* (National Industrial Engineering Conference, 2022), which demonstrated that automated reminder systems enhance technician efficiency and improve service schedule planning. In the context of Auto2000 SM Raja Medan, MRA not only accelerates service procedures but also strengthens long-term customer relationships because customers feel served consistently and professionally. Thus, MRA plays a strategic role in reinforcing the foundation of service productivity through the synergy of technology, efficiency, and relational closeness with customers.

The Influence of Customer Satisfaction on After-Sales Service Productivity

The results indicate that customer satisfaction has a positive and significant effect on after-sales service productivity, with a coefficient value of 0.574 and a t-statistic of 8.257 ($p = 0.000$). This finding suggests that high customer satisfaction helps improve overall service performance. Satisfied customers tend to interact more cooperatively and repeatedly, enabling the company to optimize workflow and staff productivity. These findings are supported by studies published in the *Journal of Economics & Business* (2019) and the *Journal of Management & Marketing* (2020), which found that customer satisfaction is a primary driver of operational efficiency in after-sales services.

Theoretically, this result supports Middle Theory (Oliver, 1999), which states that customer satisfaction arises from the evaluation of service performance exceeding expectations and indirectly influences productive behavior from both customers and service providers. When customers feel satisfied, they tend to follow service procedures more consistently, rely on regular maintenance schedules, and provide positive feedback that helps improve internal workshop performance. This aligns with Service Productivity Theory (Gronroos & Ojasalo, 2004), which emphasizes that increased customer satisfaction contributes directly to service productivity through the synergy of service processes and customer experience.

International studies, such as *The Impact of After-Sales Services on Customer Satisfaction and Loyalty* (Journal of Retailing and Consumer Services, 2021), also show that customer satisfaction in automotive after-sales services strengthens system reliability, as satisfied customers contribute to stable demand and efficient service flow. Thus, in the context of Auto2000 SM Raja Medan, customer satisfaction not only fosters loyalty but also becomes a key driver of sustainable service productivity through reciprocal relationships between positive customer experiences and service performance.

The Influence of MRA on Customer Retention

The study demonstrates that MRA has a positive and significant effect on customer retention, with a coefficient value of 0.153 and a t-statistic of 2.395 ($p = 0.017$). This means that the more effectively the service reminder system is implemented, the higher the likelihood that customers will continue using Auto2000's services. This finding supports results from the *Journal of Business & Innovation* (2020) and the *Journal of Marketing Research* (2021), which confirmed that service reminders help maintain continuous interaction with customers and enhance loyalty through consistent workshop visits.

According to Relationship Marketing Theory (Morgan & Hunt, 1994), relationships maintained through proactive communication such as MRA create trust and commitment that strengthen customer bonds with the company. When customers feel supported and facilitated in managing their service appointments, their perceived service value increases, which encourages long-term loyalty. Within CRM Theory, digital service reminders act as relational tools that strengthen engagement and extend the customer relationship cycle through consistent and personalized service experiences.

The study *Effectiveness of CRM on Customer Retention through Satisfaction* (Journal of Management Science, 2023) also confirms that CRM systems based on reminder mechanisms can enhance customer retention through sustained relationship management. Therefore, in the context of Auto2000 SM Raja Medan, MRA is not only an administrative tool but also a strategic element that builds long-term customer loyalty through continuous, timely, and responsive service interactions.

The Influence of Customer Satisfaction on Customer Retention

The results of the study show that customer satisfaction has a positive and significant effect on customer retention, with a coefficient value of 0.403 and a t-statistic of 4.891 ($p = 0.000$). This indicates that when customers perceive high service quality, they are more likely to continue using the services offered by Auto2000. Satisfied customers tend to develop trust, emotional bonds, and long-term relationship commitment, all of which contribute to stable retention levels.

These findings are aligned with the work of Oliver (1999) and Kotler and Keller (2016), who emphasize that satisfaction serves as the foundation of loyalty

formation, influencing customers' intention to repurchase and maintain continued relationships with a company. Research in the *Journal of Consumer Behavior* (2020) and *Journal of Automotive Services* (2021) also supports this view, stating that satisfaction with after-sales service strongly predicts customer continuity, referral behavior, and long-term loyalty in the automotive service sector.

From a theoretical standpoint, this result is consistent with Middle Theory and Expectation-Confirmation Theory, which state that when customer expectations are consistently met or exceeded, positive affective responses strengthen relationship continuity. In the context of Auto2000 SM Raja Medan, high satisfaction is reflected in timely service, professional staff interactions, accurate work quality, and transparent service procedures. These elements collectively enhance retention by reinforcing customers' confidence that Auto2000 can consistently meet their vehicle maintenance needs.

Consequently, customer satisfaction becomes a strategic variable in shaping long-term retention, as satisfied customers are more willing to return for periodic services, maintain relationships, and recommend the workshop to others. This shows that satisfaction is not only an emotional outcome but also a behavioral driver that supports sustainable retention performance.

The Influence of Service Productivity on Customer Retention

The study finds that service productivity has a strong and significant effect on customer retention, with a coefficient value of 0.421 and a t-statistic of 6.339 ($p = 0.000$). This indicates that efficient and effective after-sales service processes have a direct impact on strengthening customer loyalty at Auto2000 SM Raja Medan. Higher productivity leads to reduced waiting times, improved service accuracy, optimized use of technicians, and smoother service flow all of which contribute to a better customer experience.

This result supports Service Productivity Theory (Gronroos & Ojasalo, 2004), which describes productivity not only as internal efficiency but also as perceived value by customers. When service processes run smoothly and efficiently, customers feel more satisfied and perceive the workshop as professional and reliable, increasing their likelihood of returning.

Empirical studies such as those in the *Asian Journal of Business Research* (2021) and *Journal of Service Efficiency* (2022) confirm that higher service productivity enhances customer loyalty by creating consistent, predictable, and high-quality service outcomes. Productivity improvements reduce customer effort, strengthen trust, and improve the perceived value of service which all contribute to retention.

In the context of Auto2000 SM Raja Medan, high service productivity reflects optimized scheduling, effective communication through MRA, competent technicians, and multidisciplinary coordination. Customers appreciate predictable service duration, timely delivery, and error-free service execution. As a result, service

productivity functions as one of the strongest determinants of customer retention and an essential operational strategy for sustaining long-term competitive advantage.

CONCLUSION

This study concludes that Maintenance Reminder Appointment (MRA), customer satisfaction, and service productivity play significant roles in strengthening customer retention at Auto2000 SM Raja Medan. MRA has been shown to positively influence both service productivity and customer retention, indicating that proactive digital reminders help improve operational efficiency and support long-term relationship continuity. Customer satisfaction demonstrates the strongest effect on both productivity and retention, confirming its position as a critical determinant of customer loyalty in after-sales services.

Service productivity also significantly enhances customer retention and acts as a key mediating variable linking both MRA and customer satisfaction to customer loyalty. This finding highlights that efficient, responsive, and well-managed service processes are essential for sustaining customer commitment. Overall, the study affirms that integrating CRM-based reminder systems with high service quality and operational productivity is essential for achieving sustainable customer retention.

Future research is recommended to expand the analysis to other dealerships and incorporate additional mediating variables such as customer engagement to provide broader insights into CRM effectiveness in the automotive industry.

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