

The Influence of Customer Experience and Customer Relationship Marketing on Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency

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Abstract

This study aims to analyze the influence of Customer Experience and Customer Relationship Marketing on Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency, both partially and simultaneously. The research employs a quantitative approach with an associative design. The sample was determined using the Lemeshow formula and the convenience sampling technique, involving 100 customers as respondents. Data were collected through observation, interviews, documentation, and questionnaires measured on a five-point Likert scale. Data analysis included validity and reliability tests, multiple linear regression, partial tests (t-test), simultaneous tests (F-test), and the coefficient of determination (R^2), processed with IBM SPSS. The results indicate that Customer Experience has a positive and significant partial effect on Customer Loyalty ($t = 5.689 > 1.985$; sig. $0.000 < 0.05$), and Customer Relationship Marketing also has a positive and significant partial effect on Customer Loyalty ($t = 4.784 > 1.985$; sig. $0.000 < 0.05$). Simultaneously, both variables have a significant effect on Customer Loyalty ($F = 47.152 > 3.090$; sig. $0.000 < 0.05$) with a coefficient of determination of 0.493, meaning that Customer Experience and Customer Relationship Marketing explain 49.3% of the variation in Customer Loyalty, while the remaining 50.7% is explained by factors outside the research model. Customer Experience is the more dominant determinant.

Keywords: *customer experience; customer relationship marketing; customer loyalty; service marketing; motorcycle workshop.*

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PENDAHULUAN

The increasingly competitive business landscape requires every entrepreneur to develop effective marketing strategies. Suharto et al. (2025) emphasize that marketing is no longer limited to offering products but also encompasses efforts to build long-term relationships. A company's failure to understand consumer needs risks causing decreased visits, reduced repeat purchases, and customer migration to competitors. In the context of service marketing, the challenge is even more complex because customers evaluate not only the quality of outcomes but also the entire experience during interaction (Setyowati, 2024). Speed of service, friendliness, facility comfort, and clarity of information become critical factors influencing loyalty. When

any of these aspects is unmet, customer loyalty potentially weakens even if the prices offered are relatively competitive.

One of the primary challenges facing business operators in the current era is increasing revenue while simultaneously retaining customers. Success in retaining customers creates mutually beneficial relationships, which ultimately build customer loyalty. Putri (2023) understands Customer Loyalty as a long-term commitment of customers to continue using products or services, reflected in consistent purchasing, preference for a particular brand, and resistance to switching to competitors. Loyal customers typically make repeat purchases, are willing to recommend to others, and possess strong emotional attachment arising from satisfaction obtained.

One critical factor in building Customer Loyalty is customer experience. Krisyanto and Ekasari (2024) identify customer experience as the primary predictor of customer loyalty. Customer experience encompasses all interactions before, during, and after transactions. Amanda et al. (2025) add that customer experience is formed from service quality, products, and marketing strategies involving sensory, emotional, cognitive, behavioral, and social aspects. Companies capable of delivering positive experiences consistently will drive customer satisfaction, which ultimately strengthens long-term loyalty.

In addition, the emotional factor of customer relationship marketing also plays an important role in building loyalty. Marsha (2024) defines customer relationship marketing as a marketing approach focused on forming and maintaining long-term relationships with customers. Customer relationship marketing encompasses effective communication, utilization of customer data for service personalization, and provision of direct service. When implemented well, this strategy can increase interaction, provide relevant information, and create sustainable relationships that encourage customers to remain loyal. Amiruddin et al. (2025) demonstrate that CRM strategies combined with excellent service are key to building customer loyalty in the digital era. Fajariyani and Halim (2023) also found that service quality significantly affects customer satisfaction, which constitutes an important antecedent of loyalty.

Jakarta Motor Tarailu is a motorcycle repair service business as well as a seller of accessories and spare parts located on the Trans Sulawesi Road, Tarailu Village, Sampaga Sub-district, Mamuju Regency. This workshop serves as one of the primary alternatives for the community in the Sampaga area because it offers relatively competitive prices. However, in recent times, a decline in customer numbers has occurred. Transaction data shows fluctuation over the past four years: in 2021 the number of transactions was recorded at 2,507, then increased significantly in 2022 with the highest achievement of 3,033 transactions, but since 2023 decreased to 2,676 transactions, and continued to fall in 2024, reaching only 2,153 transactions. This downward trend indicates weakening customer loyalty.

This phenomenon is reinforced by interview results with customers who complained about limited spare parts availability, excessively long service processing times without certainty, uncomfortable waiting areas, slowed service when the workshop was busy, and minimal communication from mechanics regarding stock availability and product recommendations. Furthermore, some customers assessed mechanics as less responsive and suspected dishonest practices such as replacing spare parts without prior confirmation or providing non-transparent cost information. Such practices not only reduce satisfaction but also erode customer trust in the workshop.

These findings are consistent with previous empirical studies. Sijabat (2024) found that the better the customer experience, the more customer loyalty increases. Amanda et al. (2025) strengthened this with results showing customer experience has a positive significant influence on customer loyalty. However, research by Isnaeni (2021) and Tendatio et al. (2023) found different results, that there is no significant influence of customer experience on customer loyalty. Regarding customer relationship marketing, Suryadi (2022) and Triana (2024) found a positive significant influence on customer loyalty, while Setyawan and Nabhan (2023) and Ummah and Walyoto (2024) concluded that customer relationship marketing does not have a significant influence on customer loyalty. These contradictory research results indicate the existence of a research gap that needs further exploration, particularly in the motorcycle workshop service sector which has rarely been studied.

Accordingly, the decline in transaction numbers, real customer complaints, and the contradiction of research gaps in previous empirical studies provide a strong basis for conducting this research. The scarcity of studies in the motorcycle workshop service sector further emphasizes the urgency. This study is directed toward three objectives: to analyze the partial effect of Customer Experience upon Customer Loyalty, the partial effect of Customer Relationship Marketing upon Customer Loyalty, and the simultaneous effect of both upon Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency.

LITERATURE REVIEW

Customer Experience

Customer Experience is understood as the entirety of experiences felt by customers in every interaction with the company, encompassing emotional, physical, and psychological dimensions. Suwardyanba et al. (2024) explain that customer experience directly influences customer perceptions and their future loyalty. Krisyanto and Ekasari (2024) view customer experience as the cognitive and affective result of consumer interaction with various elements such as people, processes, technology, products, and services offered. Schmitt, in Amanda et al. (2025), defines customer experience as a condition that emerges as a customer response to certain stimuli, including pre- and post-sale marketing strategies. Cintya and Prastiwi (2025) state that customer experience represents consumer perception formed from internal drives in evaluating products or services used. Customer experience is measured through five indicators: sense, feel, think, act, and relate (Schmitt in Amanda et al., 2025).

Customer Relationship Marketing

Customer relationship marketing is a strategic approach focused on forming, maintaining, and developing long-term relationships between companies and customers. Marsha (2024) conveys that customer relationship marketing plays an important role in building and maintaining long-term relationships, emphasizing honesty, service consistency, and concern for consumer needs. When applied appropriately, relationship marketing extends beyond transactional relationships to become a sustainable emotional bond. Amiruddin et al. (2025) demonstrate that CRM

and excellent service are key to building loyalty in the digital era. Nani et al. (2024) further strengthen that differentiation and image built through customer relationships influence consumer decisions. Customer relationship marketing is measured through five indicators: trust, communication, commitment, conflict handling, and relationship satisfaction (Sivensi in Sijabat, 2024).

Customer Loyalty

Customer Loyalty represents a long-term commitment of customers manifested in consistent purchasing, preference for a particular brand, and resistance to switching to competitors. Putri (2023) understands Customer Loyalty as a long-term commitment to continue using products or services, reflected in consistent purchasing and resistance to switching. Hadi et al. (2023) affirm that retaining customers is far more profitable than acquiring new ones, making loyalty a crucial factor for business sustainability. Customer loyalty is measured through five indicators: repeat purchase level, product loyalty level, positive response, product trust level, and recommending to others (Ramanta in Isharuddin, 2025).

Previous Studies and Research Gap

A review of prior empirical work reveals a pattern of partial convergence punctuated by notable disagreement. On one side, Sijabat (2024) demonstrates that customer experience positively and significantly influences consumer loyalty at Toko Mom Irma Dimsum Medan. Amanda et al. (2025) reinforce this finding with evidence that customer experience has a positive and significant effect on customer loyalty for Implora products. Pratama and Adriyanto (2023) similarly establish the significance of customer experience on customer loyalty at Ravi Motor Juwana-Pati. In respect of relationship marketing, Suryadi (2022) finds that the more effective customer relationship marketing is, the higher the loyalty level, and Triana (2024) concludes that customer relationship marketing positively and significantly affects customer loyalty.

On the other side, Isnaeni (2021) and Tendatio et al. (2023) find no significant influence of customer experience on customer loyalty, while Setyawan and Nabhan (2023) and Ummah and Walyoto (2024) conclude that customer relationship marketing does not have a significant influence on customer loyalty. These discrepancies are plausibly rooted in differences of industrial sector, sampling technique, geographical context, and the nature of service encounters examined. Where the service is standardized and the customer-provider interaction minimal, the scope for meaningful experience differentiation contracts, and its measurable influence upon loyalty correspondingly weakens.

Two conclusions follow. First, the literature has not settled the question of whether, and how strongly, customer experience and customer relationship marketing shape loyalty in the motorcycle workshop sector, leaving a substantive gap that invites further testing. Second, studies that model the two determinants jointly remain uncommon, and those situated within small-scale service enterprises in West

Sulawesi, and specifically in Mamuju, are scarcer still. The present research addresses both shortcomings by modeling the two constructs concurrently as predictors of customer loyalty within a locality whose empirical record has hitherto been thin.

Conceptual Framework and Hypotheses

Building upon the theoretical exposition and the review of earlier findings, this study advances a conceptual framework in which Customer Experience and Customer Relationship Marketing function as independent variables acting upon Customer Loyalty. Customer Experience is expected to supply the perceptual and emotional foundation that explains why a customer feels satisfied and attached to a service provider, whereas Customer Relationship Marketing is expected to furnish the relational mechanism through which that attachment is reinforced and sustained over time. The two determinants are further presumed to operate not only in isolation but also in concert

On the basis of this reasoning, three hypotheses are proposed:

H1: Customer Experience exerts a positive and significant effect upon Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency.

H2: Customer Relationship Marketing exerts a positive and significant effect upon Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency.

H3: Customer Experience and Customer Relationship Marketing, taken simultaneously, exert a positive and significant effect upon Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency.

METHODOLOGY

This investigation was conducted using a quantitative approach paired with a causal associative design grounded in the positivist paradigm, a combination chosen because the central aim is to establish the direction and to measure the magnitude of the influence exerted by the independent variables upon the dependent variable, rather than merely to describe the relationships that obtain among them (Sugiyono, 2021). The fieldwork was situated at Jakarta Motor Tarailu, located on Trans Sulawesi Road, Tarailu Village, Sampaga District, Mamuju Regency, Province of West Sulawesi. The location was selected purposively on the ground that the workshop exhibits a documented decline in transaction volume alongside customer complaints indicative of weakened loyalty. Data collection was organized in successive phases extending from preliminary observation through instrument construction and data collection to the final reporting of results.

The population of the study encompassed the entire body of customers of Jakarta Motor Tarailu, Mamuju Regency, who come to obtain workshop services, purchase spare parts, or acquire vehicle accessories. Because the population is infinite in character, its exact number being unknown and subject to continuous change over time, the sample size was determined using the Lemeshow formula for infinite populations at a 95 percent confidence level ($Z = 1.96$), with a proportion estimate of

0.5 and a margin of error of 0.05, yielding 96.04, which was rounded upward to 100 respondents. This decision was further supported by the guideline of Hair et al., as cited in Ibrahim (2023), which recommends a minimum sample of 100 respondents for quantitative research. The sampling technique employed was convenience sampling, whereby respondents were selected on the basis of accessibility and willingness to provide data (Sudaryono, 2021).

Primary data were gathered through a questionnaire serving as the principal instrument, supplemented by observation of workshop conditions, interviews with selected customers, and documentation of transaction records. The questionnaire comprised fifteen statement items distributed across three variables, with five items assigned to Customer Experience, five to Customer Relationship Marketing, and five to Customer Loyalty. Every item was scored on a five-point Likert scale ranging from one (strongly disagree) to five (strongly agree). The operational definitions and indicators of each variable are set out in Table 1.

Table 1. Operational Definition of Variables

Variable	Conceptual Definition	Indicators
Customer Experience (X1)	The totality of experiences perceived by customers in every interaction with the company, encompassing sensory, emotional, cognitive, behavioral, and relational dimensions that emerge as responses to service stimuli before, during, and after the transaction (Schmitt, as cited in Amanda et al., 2025).	Sense (X1.1); Feel (X1.2); Think (X1.3); Act (X1.4); Relate (X1.5).
Customer Relationship Marketing (X2)	A strategic marketing approach focused on forming, maintaining, and developing long-term relationships between the company and customers through trust, communication, commitment, and responsiveness to needs (Sivensi, as cited in Sijabat, 2024).	Trust (X2.1); Communication (X2.2); Commitment (X2.3); Conflict handling (X2.4); Relationship satisfaction (X2.5).
Customer Loyalty (Y)	The long-term commitment of customers manifested in purchase consistency, preference for a particular brand, and resistance to switching to competitors, reflecting emotional	Repurchase rate (Y.1); Product loyalty (Y.2); Positive response (Y.3); Trust in products and services (Y.4); Recommendation to others (Y.5).

	attachment and satisfaction with the service provider (Ramanta, as cited in Isharuddin, 2025).	
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Source: : Adapted from Schmitt, as cited in Amanda et al. (2025); Sivensi, as cited in Sijabat (2024); and Ramanta, as cited in Isharuddin (2025).

Analysis commenced with an examination of the quality of the measuring instrument. Validity was assessed through Pearson Product Moment correlation, an item being retained as valid where its calculated correlation exceeded the tabulated critical value at the five percent level of significance (Sugiyono, 2021). With 100 respondents and degrees of freedom of 98, the critical value employed was 0.197. Reliability was assessed through Cronbach's Alpha, a variable being judged reliable where the coefficient exceeded the conventional threshold of 0.60 (Sugiyono, 2021).

Hypothesis testing was conducted by means of multiple linear regression, expressed through the model $Y = a + b_1X_1 + b_2X_2 + e$, in which Y denotes Customer Loyalty, a the constant, b_1 and b_2 the regression coefficients of the two predictors, X_1 Customer Experience, X_2 Customer Relationship Marketing, and e the error term. The estimated model was interrogated through the partial t-test, which gauges the individual contribution of each independent variable and which accepts the hypothesis where the calculated t exceeds the tabulated value or where the significance falls below 0.05; through the simultaneous F-test, which evaluates the joint contribution of the predictors and the fitness of the model as a whole; and through the coefficient of determination, which quantifies the proportion of variance in Customer Loyalty explained by the model (Sudaryono, 2021). The tabulated t value was obtained by setting half of alpha at 0.025 with degrees of freedom of 97, yielding 1.985, while the tabulated F value was obtained with degrees of freedom of 2 and 97, yielding 3.090. All computations were performed with the assistance of IBM SPSS Statistics.

RESULTS AND DISCUSSION

Results

General Overview of the Research Location

Jakarta Motor Tarailu is a two-wheeled vehicle repair service enterprise established in 2017 by Mr. David Wiliyono, situated on the Trans Sulawesi Road, Tarailu Village, Sampaga District, Mamuju Regency, Province of West Sulawesi. The workshop operates daily from 08.00 to 17.00 WITA and is supported by seven employees consisting of mechanics, a cashier, and administrative staff. Its services encompass light and heavy vehicle servicing, electrical system maintenance, spare parts replacement, motorcycle accessories sales, and motorcycle washing. The workshop applies the principles of professionalism, timeliness, and honesty in serving customers, and provides a simple waiting area and adequate parking facilities.

Respondent Characteristics

The 100 respondents enrolled in the study were profiled according to gender, age range, subscription duration, and most frequently used service type. The distribution of respondent characteristics is presented in Table 2.

Table 2. Respondent Characteristics

Characteristic	Category	Frequency (People)	Percentage (%)
Gender	Male	73	73
	Female	27	27
Age Range	17-25 years	25	25
	26-35 years	41	41
	36-45 years	18	18
	> 45 years	16	16
Subscription Duration	0-1 year	25	25
	2-3 years	27	27
	4-5 years	28	28
	> 5 years	20	20
Most Used Service	Routine servicing	33	33
	Accessories purchase	25	25
	Machine repair/body repair	23	23
	Spare parts purchase	19	19
Total		100	100

Source: Primary data after processing, 2026.

As Table 2 discloses, the composition by gender shows 73 percent male and 27 percent female respondents, reflecting the dominance of male customers in motorcycle maintenance activities. The largest age cohort is 26 to 35 years at 41 percent, indicating that the majority of customers are in the productive age range with high mobility needs. By subscription duration, the 4 to 5 year cohort is the largest at 28 percent, suggesting an established level of trust in the workshop's services. The most frequently used service is routine servicing at 33 percent, followed by accessories purchases at 25 percent, machine repair at 23 percent, and spare parts purchases at 19 percent.

Validity and Reliability Test Results

Validity was examined by comparing the calculated correlation of each item against the critical value of 0.197 at the five percent level of significance with degrees of freedom of 98. The recapitulation of results is presented in Table 3.

Table 3. Validity Test Results

Variable	Item	Calculated r	Critical r	Sig. (2-tailed)	Description
Customer Experience (X1)	X1.1	0.712	0.197	0.000	Valid
	X1.2	0.698	0.197	0.000	Valid
	X1.3	0.745	0.197	0.000	Valid
	X1.4	0.681	0.197	0.000	Valid
	X1.5	0.627	0.197	0.000	Valid

Customer Relationship Marketing (X2)	X2.1	0.684	0.197	0.000	Valid
	X2.2	0.637	0.197	0.000	Valid
	X2.3	0.715	0.197	0.000	Valid
	X2.4	0.589	0.197	0.000	Valid
	X2.5	0.653	0.197	0.000	Valid
Customer Loyalty (Y)	Y.1	0.721	0.197	0.000	Valid
	Y.2	0.694	0.197	0.000	Valid
	Y.3	0.708	0.197	0.000	Valid
	Y.4	0.665	0.197	0.000	Valid
	Y.5	0.639	0.197	0.000	Valid

Source: Primary data processed with IBM SPSS, 2026

Table 3 establishes that all fifteen statement items record a calculated correlation greater than the critical value of 0.197 with a significance below 0.05, so that every item is retained as valid. The range of correlations extends from 0.627 to 0.745 for Customer Experience, from 0.589 to 0.715 for Customer Relationship Marketing, and from 0.639 to 0.721 for Customer Loyalty.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Critical Value	Description
Customer Experience (X1)	0.724	5	0.60	Reliable
Customer Relationship Marketing (X2)	0.629	5	0.60	Reliable
Customer Loyalty (Y)	0.669	5	0.60	Reliable

Source: Primary data processed with IBM SPSS, 2026

Table 4 shows that every variable attains a Cronbach's Alpha above the minimum threshold of 0.60, namely 0.724 for Customer Experience, 0.629 for Customer Relationship Marketing, and 0.669 for Customer Loyalty. The instrument is accordingly declared reliable and possessed of adequate internal consistency. It merits methodological note that the coefficient for Customer Relationship Marketing, while acceptable, lies relatively close to the threshold, a circumstance commonly encountered in instruments composed of a limited number of items, since Cronbach's Alpha is by construction sensitive to scale length.

Multiple Linear Regression and Partial Test Results

Multiple linear regression was employed to quantify the influence of Customer Experience and Customer Relationship Marketing upon Customer Loyalty, and the outcome of this estimation, together with the partial test, is displayed in Table 5.

Table 5. Results of Multiple Linear Regression and the Partial t-Test

Variable	Coefficient (B)	t-count	t-table	Sig.	Description
(Constant)	3.899	-	1.985	-	-
Customer Experience (X1)	0.446	5.689	1.985	0.000	Significant
Customer Relationship Marketing (X2)	0.369	4.784	1.985	0.000	Significant

Source: Primary data processed with IBM SPSS, 2025. Dependent variable: Customer Loyalty (Y); $t\text{-table} = 1.985$ with $df = 97$.

On the strength of Table 5, the estimated regression equation may be written as $Y = 3.899 + 0.446X_1 + 0.369X_2 + e$. The constant of 3.899 signifies that were Customer Experience and Customer Relationship Marketing both reduced to zero, Customer Loyalty would still register a baseline value of 3.899 units. This indicates that without the influence of both independent variables, the level of customer loyalty already stands at a fairly good category.

The regression coefficient for Customer Experience of 0.446 carries a positive sign, signifying that each increment of one unit in the Customer Experience score is accompanied by an increase of 0.446 units in Customer Loyalty, holding Customer Relationship Marketing constant. The coefficient for Customer Relationship Marketing of 0.369 likewise carries a positive sign, signifying an increase of 0.369 units in Customer Loyalty for each unit increment in Customer Relationship Marketing, holding Customer Experience constant. The magnitude of the coefficients establishes that Customer Experience, at 0.446, contributes more substantially to the explanation of Customer Loyalty than does Customer Relationship Marketing, at 0.369, and it accordingly emerges as the dominant predictor within the model.

The partial test lends statistical support to both relationships. Customer Experience returns a calculated t of 5.689, comfortably exceeding the critical value of 1.985, at a significance of 0.000, well below the 0.05 threshold; the first hypothesis is therefore accepted. Customer Relationship Marketing produces a calculated t of 4.784, again surpassing the critical value, at a significance of 0.000, likewise below 0.05, so that the second hypothesis is accepted as well.

Simultaneous Test and Coefficient of Determination Results

To ascertain whether the two predictors act jointly upon Customer Loyalty and to evaluate the fitness of the model as a whole, a simultaneous test was carried out, the results of which are set out in Table 6.

Table 6. Results of the Simultaneous F-Test (ANOVA)

Model	Sum of Squares	df	Mean Square	F-count	F-table	Sig.
Regression	371.782	2	185.891	47.152	3.090	0.000
Residual	382.408	97	3.942	-	-	-
Total	754.190	99	-	-	-	-

Source: Primary data processed with IBM SPSS, 2025. Dependent variable: Customer Loyalty (Y); predictors: Customer Experience (X1) and Customer Relationship Marketing (X2); F-table = 3.090 with $df_1 = 2$ and $df_2 = 97$.

Table 6 shows that the calculated F of 47.152 exceeds the tabulated value of 3.090 by a substantial margin, at a significance of 0.000 lying well below 0.05. Customer Experience and Customer Relationship Marketing therefore exert a positive and significant joint influence upon Customer Loyalty, and the regression model is declared fit for the purpose of prediction. The third hypothesis is accordingly accepted.

Table 7. Coefficient of Determination (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.702	0.493	0.483	1.986

Source: Primary data processed with IBM SPSS, 2026

The R Square value of 0.493 reveals that Customer Experience and Customer Relationship Marketing jointly account for 49.3 percent of the variation in Customer Loyalty. This value falls within the moderate category (0.400 to 0.599), indicating that both variables provide a reasonably meaningful explanation of customer loyalty. The residual 50.7 percent is attributable to variables situated beyond the model, such as service quality, competitive pricing, brand trust, promotion, and corporate image..

Discussion

The Effect of Customer Experience on Customer Loyalty

The partial test of the Customer Experience variable yields a t-value of 5.689, exceeding the critical t-value of 1.985, with a significance level of 0.000 ($p < 0.05$). It can therefore be concluded that Customer Experience has a positive and significant effect on Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency, and the first hypothesis (H1) is accepted. The positive direction of the regression coefficient indicates that an improvement in the quality of customer experience is accompanied by an increase in customer loyalty, whereas diminished experience quality has the potential to reduce loyalty outcomes. The descriptive analysis reveals that the relate

indicator records the lowest mean score at 3.69, indicating that emotional closeness between customers and the workshop remains an area requiring attention.

This finding may be explained through Schmitt's Experiential Marketing theory, which posits that customer experience formed through sense, feel, think, act, and relate dimensions creates a comprehensive impression that extends beyond functional satisfaction to encompass emotional and social dimensions. Customers who experience pleasant interactions, comfortable environments, clear information, and a sense of belonging tend to develop stronger loyalty. The present results are congruent with prior studies: Pratama and Adriyanto (2023) show that customer experience significantly influences customer loyalty at Ravi Motor Juwana Pati; Lubis et al. (2024) prove a positive and significant relationship between customer experience and customer loyalty at Suzuya Rantauprapat; and Ayesha and Muchtar (2025) affirm that improved customer experience increases the tendency for customers to remain loyal.

The consistency of these findings strengthens the empirical evidence that customer experience constitutes a strategic factor in forming customer loyalty. Positive experiences encompassing facility comfort, employee friendliness and professionalism, and clarity of service information create emotional satisfaction that strengthens customer attachment. Conversely, negative experiences can reduce satisfaction and encourage customers to switch to competitors. The practical implication is that Jakarta Motor Tarailu should strengthen the relate dimension through community engagement programs, loyalty incentives, and more personalized interactions between mechanics and regular customers.

The Effect of Customer Relationship Marketing on Customer Loyalty

The partial test of the Customer Relationship Marketing variable yields a t-value of 4.784, exceeding the critical t-value of 1.985, with a significance level of 0.000 ($p < 0.05$). It can therefore be concluded that Customer Relationship Marketing has a positive and significant effect on Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency, and the second hypothesis (H2) is accepted. The positive direction of the regression coefficient indicates that enhanced relationship marketing practices are accompanied by increased customer loyalty. The descriptive analysis reveals that the conflict handling indicator records the lowest mean score at 3.61, suggesting that the workshop's capacity to resolve complaints requires improvement.

This finding is consistent with Relationship Marketing theory, which asserts that long-term relationships built upon trust, commitment, effective communication, and responsiveness to customer needs generate emotional bonds that transcend mere transactional convenience. The results align with Suryawan et al. (2024), who prove that customer relationship marketing positively and significantly affects customer loyalty at Laughing Buddha Bar; Ulum et al. (2025) similarly find a significant correlation between customer relationship marketing and customer loyalty at Bengkel Resmi Honda AHASS Sahabat Motor; and Zainur and Othman (2025) confirm that the

better the quality of relationships between companies and customers, the higher the tendency for customers to remain loyal.

The consistency of various research findings strengthens the empirical evidence that customer relationship marketing is a strategic factor in building and maintaining customer loyalty. The application of open communication, swift complaint handling, and commitment to maintaining customer trust creates strong emotional bonds between customers and the company. The practical implication is that Jakarta Motor Tarailu should improve its conflict resolution mechanisms through clear complaint procedures, fair guarantee policies, and responsive follow-up after service delivery.

The Simultaneous Effect of Customer Experience and Customer Relationship Marketing on Customer Loyalty

The results of the simultaneous test reveal an F-value of 47.152, which exceeds the critical F-value of 3.090, with a significance level of 0.000 ($p < 0.05$). Customer Experience and Customer Relationship Marketing therefore jointly exert a positive and significant effect on Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency, and the third hypothesis (H3) is accepted. The coefficient of determination (R Square) of 0.493 indicates that 49.3 percent of the variance in Customer Loyalty is explained by the two independent variables, while the remaining 50.7 percent is attributable to factors beyond the research model, such as service quality, competitive pricing, brand trust, promotion, corporate image, spare parts availability, and mechanic professionalism.

The synergy between positive customer experience and effective relationship marketing strategies is proven capable of enhancing loyalty comprehensively. Customers who enjoy pleasant experiences through fast service, transparent communication, and professional employee conduct tend to possess higher emotional satisfaction. That satisfaction encourages them to continue using the workshop's services and to build long-term relationships with the company. The combination of both variables not only creates added value for customers but also strengthens the competitive position of Jakarta Motor Tarailu amid competition in the motorcycle repair service industry. Accordingly, the integrated reinforcement of experiential and relational dimensions constitutes a pertinent strategy for enhancing customer loyalty.

Research Limitations

Several limitations attend this study and should be borne in mind in interpreting its results. The research was conducted within a single workshop with 100 respondents selected through convenience sampling, so that the generalization of its findings to other institutions requires caution. It employed a cross-sectional design, with the consequence that causality cannot be established definitively and the relationships observed are more properly construed as predictive influence. All data were gathered through respondent self-report at a single point of measurement, which admits the possibility of common method bias and of socially desirable responding.

The limited number of items per variable (five each) yielded a reliability coefficient for Customer Relationship Marketing that is adequate yet close to the threshold. And the model incorporated only two independent variables, leaving a substantial proportion of variance unexplained.

Conclusion

Drawing together the evidence presented above, three conclusions may be stated concerning Customer Loyalty at Jakarta Motor Tarailu, Mamuju Regency.

First, Customer Experience exerts a positive and significant partial effect upon Customer Loyalty, as evidenced by a regression coefficient of 0.446, a calculated t of 5.689 exceeding the tabulated value of 1.985, and a significance of 0.000 below the 0.05 threshold. The stronger and more positive the customer experience provided through sensory comfort, emotional warmth, cognitive clarity, service efficiency, and relational closeness, the greater the loyalty that customers develop. By reference to the magnitude of its regression coefficient, Customer Experience constitutes the dominant predictor within the model.

Second, Customer Relationship Marketing likewise exerts a positive and significant partial effect upon Customer Loyalty, as evidenced by a regression coefficient of 0.369, a calculated t of 4.784 exceeding the tabulated value of 1.985, and a significance of 0.000 below the 0.05 threshold. The greater the trust, communication quality, commitment, conflict resolution capacity, and relationship satisfaction that a workshop cultivates with its customers, the stronger the loyalty that ensues.

Third, Customer Experience and Customer Relationship Marketing, acting simultaneously, exert a positive and significant effect upon Customer Loyalty, as evidenced by a calculated F of 47.152 exceeding the tabulated value of 3.090 at a significance of 0.000, so that the regression model is declared fit for purpose. The coefficient of determination of 0.493 establishes that the two variables jointly account for 49.3 percent of the variation in Customer Loyalty, the residual 50.7 percent being attributable to factors beyond the model, among them service quality, competitive pricing, brand trust, promotion, and corporate image.

Recommendations

In light of these findings, the owner of Jakarta Motor Tarailu is advised to accord first priority to the strengthening of emotional closeness with customers through more personalized, communicative, and consistent service delivery. Relationships can be built through loyalty programs, post-service follow-up, swift and equitable complaint handling systems, and the development of empathic communication skills among mechanics so that customers feel valued and trust in the workshop's services is enhanced. Attention should additionally be directed to the improvement of waiting area comfort, transparency of pricing information, and

certainty of service time estimates, given that these aspects were identified as sources of customer complaint in the preliminary investigation.

Customers are encouraged to provide constructive feedback and to share positive experiences with others as a form of support for quality improvement. Such feedback will help the workshop understand customer needs more effectively, strengthen mutual trust, and maintain long-term loyalty toward Jakarta Motor Tarailu.

Researchers who pursue this line of inquiry in future would do well to widen the respondent base, to employ probability sampling techniques for enhanced representativeness, and to introduce additional explanatory variables such as service quality, brand trust, perceived value, customer satisfaction, or competitive pricing in order to illuminate the 50.7 percent of variance that the present model leaves unexplained. The testing of customer satisfaction as a mediating variable in the relationship between customer experience and customer loyalty represents a particularly promising theoretical agenda. The use of longitudinal designs is likewise recommended to establish causal relationships with greater confidence.

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