

The Influence of After-Sales Service, Product Quality, and Brand Resonance on Brand Loyalty with Customer Satisfaction as an Intervening Variable at PT Suzuki Indomobil Motor

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Abstract — This study examines the relationship between after-sales service, product quality, and brand resonance on brand loyalty with customer satisfaction acting as a intervening variable at PT Suzuki Indomobil Motor. This study uses a non-probability sampling method with purposive sampling, by applying the Slovin formula to determine the sample size. Data were collected through questionnaires, resulting in a sample of 400 consumers of PT Suzuki Indomobil Motor in Jabodetabek. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results showed that after-sales service has a significant and positive influence on customer satisfaction. Product quality also has a significant and positive influence on customer satisfaction. In addition, brand resonance also significantly and positively affects customer satisfaction. Furthermore, the results of this study show that customer satisfaction mediates the relationship between after-sales service, product quality and brand resonance among PT Suzuki Indomobil Motor customers. These findings provide valuable insights for PT Suzuki Indomobil Motor as well as other four-wheeler automotive companies, regarding the importance of creating after-sales service that meets consumer expectations, good product quality and creating and maintaining good relationships between brands and consumers.

Keywords — After-sales service, product quality, brand resonance, customer satisfaction, brand loyalty.

I. INTRODUCTION

The automotive industry in Indonesia plays a significant role in the country's economy. With millions of vehicles sold annually, this sector has become one of the most competitive and dynamic. Over the years, consumer preferences have changed rapidly, especially with the development of technology, changing lifestyles, and increased awareness about environmental issues. This situation pushes automotive companies to continue improving their products and services to maintain their market position.

One of the well-known automotive brands in Indonesia is Suzuki, operated by PT Suzuki Indomobil Motor. The company has been a key player in the industry for many years, offering various types of vehicles for different market segments. However, in recent years, Suzuki has faced several challenges, especially a decline in customer satisfaction and loyalty. These issues have impacted the company's overall performance, particularly in the Jabodetabek area, which is the largest market for Suzuki, contributing around 35% of national sales.

From 2020 to 2024, Suzuki's vehicle sales in Indonesia have been decreasing. This trend is concerning because it occurs not only in small regions but also in major markets like Jabodetabek. Several reasons may explain this situation. One key reason is the increasing number of competitors in the Indonesian automotive market. New brands, especially those offering electric vehicles (EVs) and advanced safety features, have started to gain the attention of Indonesian consumers. These new offerings are seen as more innovative and better suited to current needs. As a result, many consumers begin to see Suzuki as a brand that lacks innovation and is falling behind in technology. This perception negatively affects customer satisfaction and makes it harder for the brand to build and maintain customer loyalty. When consumers are not satisfied, they are unlikely to buy the same brand again, and they may even share their negative experiences with others, damaging the brand's reputation.

According to Faizal and Nurjanah (2019) customer satisfaction is a form of satisfied behavior with the product or service purchased or used. Customer satisfaction is the company's ability to be able to recognize and meet customer needs well, is a strategy for every company (Arman, 2021). Customer Satisfaction is a very important thing to be assessed by a company in order to create stable and sustainable sales. Therefore,

understanding and improving customer satisfaction is very important for any company that wants to survive and grow in a competitive market.

Several factors affect customer satisfaction in the automotive industry. Some of the most important ones include the after-sales service. Based on research by Nasir et al. (2021) one of the factors that affect customer satisfaction which will result in brand loyalty is after sales service. (Kristiyanti, 2014) explains that after sales service actually covers a wider range of issues, and mainly includes issues of certainty over warranty, service, and spare parts availability. One critical aspect of after-sales service that presents a significant concern is the handling of warranty claims. In 2024, Suzuki recorded a noticeable increase in the number of warranty claims. However, this rise was not accompanied by a corresponding increase in vehicle sales, suggesting that the surge in claims may be indicative of underlying issues in product or service quality rather than reflecting a growth in the customer base. A high volume of warranty claims, particularly when not adequately addressed, can signal deficiencies in manufacturing or post-sale support systems. If customers frequently encounter problems with their vehicles and fail to receive satisfactory assistance, it may erode their trust in the brand and ultimately jeopardize long-term customer loyalty.

Product quality is another major factor that affects customer satisfaction. Arif and Syahputri's re-search (2021) states that product quality has a strong beneficial effect on customer satisfaction. Product quality is something that is given or owned by the product to help fulfill the wants and needs of the people who will buy it. According to Kotler and Armstrong (2008) product quality refers to how the product has a value that can satisfy consumers both physically and psychologically, showing the characteristics inherent in an item and its results. According to Ernawati (2019) product quality is an important component that influences consumer choices when making buying and selling transactions with product sellers. Quality includes how well the vehicle performs, how reliable it is, how long it lasts, and what features it offers. In 2024, Suzuki had to recall several vehicle models such as the Jimny, Baleno, Wagon R, and S-Presso due to problems with fuel pumps and steering parts. These recalls show that there were serious problems with the product quality. When a company recalls its products, it can affect how customers see the brand.

Besides the technical aspects, the emotional connection between a brand and its customers also plays a big role in customer satisfaction and loyalty. This emotional connection is known as brand resonance. It includes how much customers know about the brand, how they feel about it, and how closely they relate to its image and values. Based on the research of Megawati et al. (2019) stated that brand resonance has a positive and significant effect on customer satisfaction. Brand resonance is represented in brand awareness, performance, image, feelings, and judgment. Brand resonance includes brand awareness, performance, image, judgment, and feelings (Raut and Brito, 2014). Suzuki has tried to build brand resonance by engaging with customer communities and organizing events like the Suzuki Club Jamboree. These efforts aim to create a stronger bond between the company and its customers. However, despite these activities, many customers still share negative reviews and feedback online, especially regarding poor service and disappointing product experiences. These negative reviews can harm the brand's image and reduce customer satisfaction.

Many studies have discussed the importance of customer satisfaction, product quality, after-sales service, and brand resonance in creating brand loyalty. However, there are still gaps in understanding how all these factors work together, especially in the automotive industry in Indonesia. There is limited research that looks at how after-sales service, product quality, and brand resonance influence brand loyalty through the role of customer satisfaction as a mediating factor. This study aims to fill that gap by exploring the relationships among these variables in the context of PT Suzuki Indomobil Motor in the Jabodetabek region. The findings are expected to provide useful insights for both academics and business practitioners who want to understand what drives customer loyalty in a highly competitive market.

II. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1 Customer Relation Management

According to Brata et al. (2022) Customer Relation Management (CRM) is one of the means to establish a sustainable relationship between the company and its stakeholders and shareholders. According to Hikmawati et al. (2020) CRM allows companies to provide consistent and excellent service and support to all the contacts their customers want so that customers have a pleasant experience. All of these benefits provide strategic business value for the company as well as perceived value for its customers. According to Hikmawati et al. (2020) the CRM agenda includes centralizing all company customer data and automating tedious sales, marketing, and customer service management activities so that professionals can use their time to serve their customers more effectively and efficiently, especially in carrying out administrative activities.

2.2 Brand Equity

According to Aaker (2018) brand equity is a set of brand liabilities and assets associated with a brand, its symbols and names that are intended to add or reduce the value generated by the product to the company and consumers. According to Motherbaugh et al. (2020) in Praesetio et al. (2022) brand equity is the value that consumers give to brands above and beyond the functional characteristics of the product. Brand equity is almost close to or identical to brand reputation, but brand equity contains economic value, which means that if the brand has a “positive” reputation, it has a high potential brand equity value. According to Kotler and Keller (2016) brand equity has several indicators, namely: brand priority, brand performance, branding, brand feeling, and brand resonance.

2.3 After Sales Service

Dharmmesta and Handoko (in Noeryakin and Eriza, 2022) state that after sales service is a benefit offered by businesses to customers who have claims or complaints after the transaction ends. According to Gupta and Raman (2022) after sales service is defined as a series of services provided to customers after purchasing a product, which primarily aims to ensure satisfaction and build customer loyalty. According to Pratama et al. (2023) after-sales service is usually carried out as a form of responsibility given by sellers for the goods they have sold. After sales service components according to Kotler and Keller in Irawati et al. (2020) are as follows: guarantee, provision of accessories, advanced consulting and maintenance, facilities and equipment. This study emphasizes that the after-sales service experience is not only important for meeting customer expectations, but also acts as a major factor influencing customer satisfaction and brand loyalty.

Thus, we hypothesize the following:

H1. After-sales service has a significant and positive effect on customer satisfaction.

2.4 Product Quality

According to Daga in Subrata (2024) product quality is how a product performs its functions such as durability, accuracy, reliability ease of operation and repair, and other valuable attributes that the product has. According to Kotler and Armstrong (2018) product quality is a characteristic of a product or service that has the ability to satisfy customer needs. Product quality includes various aspects such as durability, reliability, accuracy, ease of use, and repairability all of which influence consumer decisions when choosing a product to purchase and use. Product quality represents the value that consumers assign to the product, where quality is defined as the extent to which the product meets its standards.

Thus, we hypothesize the following:

H2. Product quality has a significant and positive effect on customer satisfaction.

2.5 Brand Resonance

Brand resonance refers to the level of consumer involvement and attachment to a brand, capturing consistent and harmonious consumer brand interactions in terms of values and goals (Keller, 2012 in Husain et al. 2022). Brand resonance is a relational construct that encompasses intense psychological and emotional connections and a series of cognitive and affective consequences associated with consumers' relationships with brands (Shieh and Lai, 2017). Brand resonance has been explored in several contexts and appears to be effective in improving brand image and potential future relationships with consumers (Donvito et al. 2020). According to Gul et al. (2018) Brand resonance describes the psychological bond and level of identification that customers have with the brand. Brand resonance refers to the level of closeness, connectedness, and emotional connection that forms between brands and consumers. This concept reflects the extent to which brands manage to create strong bonds with consumers and become an important part of their lives.

Thus, we hypothesize the following:

H3. Brand resonance has a significant and positive effect on customer satisfaction.

2.6 Customer Satisfaction

Customer satisfaction is a measurement index to see how well the service or product provided by the company meets their expectations. According to Zeithaml and Bitner in Faizal and Nurjanah (2019) customer satisfaction is a form of satisfied behavior for products or services purchased or used. Customer satisfaction is the company's ability to be able to recognize meet and, satisfying customer needs properly, is a strategy for every company (Arman, 2021). By being able to measure customer satisfaction, companies can predict business growth and revenue, because this is an important assessment for companies.

Thus, we hypothesize the following:

H4. Customer satisfaction has a significant and positive effect on brand loyalty.

2.7 Brand Loyalty

Brand loyalty is a positive feeling of consumers towards a brand by using its products regularly. Brand loyalty contains the word loyalty which means loyalty, so in this case there is loyalty to the use of brands by consumers (Rahayu, 2021). According to Dirgantari et al. (2022) brand loyalty is a customer commitment to re-purchase or use a brand on an ongoing basis and can be demonstrated by making repeated purchases of a product/service, or other positive behaviors such as word of mouth advocacy. According to Ghorbanzadeh and Rahegh (2020) brand loyalty is a form of great consumer commitment to the brand and how consumers choose to be loyal to the same brand. Basically, a good customer relationship with a brand is an expectation that companies strive for because with a good relationship between the two, the company wants as many customers as possible who have loyalty to the company's brand, so that customers will continue to buy and use what the company offers (Khan and DePaoli, 2023).

2.8 After Sales Service on Brand Loyalty through Customer Satisfaction

After sales service is a service provided by the company to consumers after the sales transaction process, good after sales service can increase customer satisfaction. Based on Kurniawan's research (2022), it shows that after sales service has a significant effect on customer satisfaction which in turn can also increase consumer loyalty. After-sales service plays an important role in influencing brand loyalty through customer satisfaction as an intervening variable. When companies provide quality after-sales service, consumers feel more satisfied because their needs are still met after purchase. This satisfaction strengthens their positive perception of the brand, which in turn increases consumer loyalty to the brand. Research conducted by Haryadi et al. (2022) states that after-sales service supports brand loyalty indirectly through its direct impact on customer satisfaction, indicating that high-quality after-sales service results in satisfied customers who in turn show increased loyalty to the brand.

Thus, we hypothesize the following:

H5. After-sales service has a significant and positive effect on brand loyalty through customer satisfaction

2.9 Product Quality on Brand Loyalty through Customer Satisfaction

Product quality is one aspect that affects brand loyalty. When a product has high quality, consumers tend to use the product, regardless of whether the product is expensive or not. Based on Research Purwati et al. (2020) states that product quality has a significant effect on loyalty. This is supported by previous research (Chang and Fong, 2010; Razak et al. 2016), which shows that product quality can increase customer loyalty both directly and indirectly. Product quality can also affect brand loyalty indirectly through customer satisfaction as an intervening variable. When the quality of the product offered is high, consumers feel more satisfied because the product meets or even exceeds their expectations. This level of satisfaction then encourages consumers to become more loyal to the brand, because they feel consistent value and quality. Thus, customer satisfaction is an important bridge that strengthens the relationship between product quality and brand loyalty. Based on research (Damayanti and Wahyono, 2015 in Arif and Syahputri, 2021) states that customer loyalty is influenced by product quality, which is strengthened by customer satisfaction as an intervening variable.

Thus, we hypothesize the following:

H6. Product quality has a significant and positive effect on brand loyalty through customer satisfaction

2.10 Brand Resonance on Brand Loyalty through Customer Satisfaction

Brand resonance has a considerable influence on brand loyalty. Based on research by Nizarikhutama and Murwanti (2023), there is a positive and statistically significant correlation between brand resonance and brand loyalty. Brand loyalty can be achieved through efforts to foster strong relationships with its consumers through an effective brand resonance strategy. This relationship fosters feelings of happiness, loyalty and pride among consumers, which in turn strengthens brand loyalty. Keller, 2013 in Gunduzyeli (2022) highlights brand resonance as a concept that describes the deep psychological attachment between customers and brands, which is the basis for active loyalty to brands. According to Oktavenia and Martini (2024) Brand resonance also has a positive and significant effect on brand loyalty. Brand resonance refers to the consumer's emotional connection with the brand; the stronger this resonance, the greater the consumer's tendency to re-main loyal to the brand. According to research by Megawati et al. (2019) stated that brand resonance can affect brand loyalty through customer satisfaction as an intervening variable, but the effect is not significant. This means that brand resonance does have a positive effect on creating customer satisfaction, but this satisfaction is not strong enough to significantly strengthen customer loyalty.

Thus, we hypothesize the following:

H7. Brand resonance has a significant and positive effect on brand loyalty through customer satisfaction

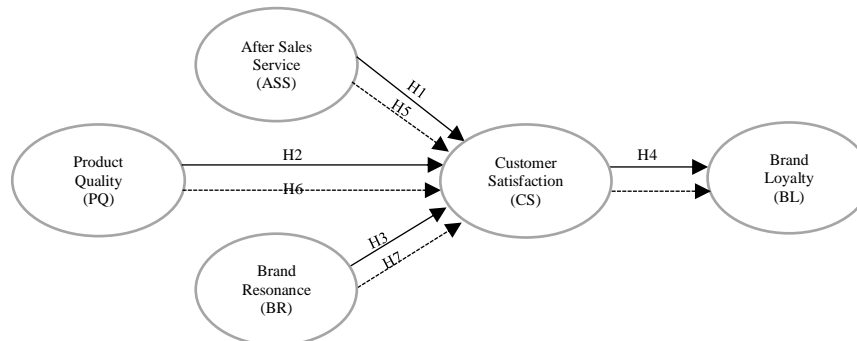


Figure 1. Research framework

III. RESEARCH METHOD

This study employs quantitative methods, specifically focusing on descriptive-causal analysis. The primary objective is to examine the relationship between after-sales service, product quality, brand resonance, towards customer satisfaction with brand loyalty as an intervening variable among customer PT Suzuki Indomobil Motor. The research process comprises three essential stages. First, the outer model is evaluated to assess the validity and reliability of the measurement indicators. Second, the inner model is analyzed to examine the structural relationships between the independent and dependent variables, ensuring the model's overall robustness. Finally, hypothesis testing is performed using the bootstrapping method, with particular attention to t-statistics, p-values, and path coefficients to determine the significance of the proposed relationships.

The population in this study consists of Suzuki vehicle users in Indonesia, specifically within the Jabodetabek area. The total population is defined as consumers who purchased Suzuki products between 2019 and 2023 and meet the criterion of having made more than one purchase. Based on the identified population, this study employs a non-probability sampling technique using purposive sampling. Therefore, to determine the required sample size, the researcher will apply Slovin's formula.

$$n = \frac{N}{1 + N \cdot e^2} = \frac{12,451}{1 + 12,451 \cdot (0.05)^2} = 387,67$$

The sample criteria for this study are as follows: (1) individuals who reside in the Jabodetabek area, and (2) individuals who have purchased Suzuki products between 2019 and 2023, with the specific criterion of having made more than one purchase.

Data collection was conducted online over a period of one month and one week, from January 16, 2025, to May 16, 2025. A questionnaire was created using Google Forms and distributed to respondents via social media platforms such as Instagram, Twitter, Facebook. In addition, the researcher sought assistance from relatives and colleagues working at official Suzuki workshops in the Jabodetabek area to distribute the questionnaire link via WhatsApp. The questionnaire was designed to gather responses on after-sales service, product quality, brand resonance, towards customer satisfaction and brand loyalty.

The measurement of variables was based on established instruments, modified for the purposes of this study. After sales service was assessed using the Kotler and Keller theory, which evaluates dimensions such as guarantee, provision of accessories, advanced consulting and maintenance, facilities and equipment (Irawati et al., 2020). Product quality was measured using the Tjiptono and Chandra (2017) theory, which includes dimensions such as performance, features, reliability and durability. Brand resonance was measured using theory by Husain et al. (2022) which includes dimensions such as brand attachment, brand engagement dan brand judgement. Customer satisfaction is measured using Priansa's theory expectation, performance, comparison, experience, dan confirmation/disconfirmation. Brand loyalty is measured using Kotler and Keller's theory with dimensions such as word of mouth, reject another, and repeat purchasing.

The analytical technique employed in this study is Partial Least Squares-Structural Equation Mod-eling (PLS-SEM), conducted using SmartPLS software version 4.0.9.9. PLS-SEM is employed in this study due to its

suitability for analyzing complex models with multiple constructs and pathways, especially when the research is exploratory in nature. It is particularly effective in handling small to medium sample sizes, non-normal data distributions, and both reflective and formative constructs. PLS-SEM also prioritizes maximizing the explained variance of dependent variables, and is effective for testing relationships between variables. The analysis aimed to explore the relationships and impacts among after-sales service, product quality, brand resonance, customer satisfaction and brand loyalty, in line with the study's objectives. Likert scale was used as the measurement instrument to quantify respondents' agreement with statements related to the variables' indicators (Arikunto, 2014). The scale ranged from 1 (strongly disagree) to 5 (strongly agree).

IV. DATA ANALYSIS AND DISCUSSION

4.1 Characteristics of Respondents

Table 1 summarizes the demographic characteristics of the respondents, including gender, age, occupation, and educational background. Screening questions were used to ensure that respondents met the study's population criteria: individuals residing in Jabodetabek who have purchased and used Suzuki products more than once and have utilized official Suzuki service centers. In the gender category, male respondents constituted the majority, representing 72.3% of the sample. Regarding age, the largest group of respondents was between 35 and 44 years old, accounting for 36% of the sample. In terms of occupation, majority of respondents are employed in the private sector, comprising 46% of the sample. Finally, in the education category, the majority of respondents held a bachelor's degree (S1), making up 59% of the sample. Overall, the majority of respondents were male, aged 35 to 44, employed in the private sector and a bachelor's degree. These findings offer valuable insights for automotive companies in Indonesia, underscoring the importance of addressing factors that can improve customer satisfaction within this demographic segment.

Table 1. Demographic Respondents

	Category	Frequency	Percentage (%)
Gender	Man	289	72.3
	Woman	111	27.8
Age	17 - 25 Years old	62	15.5
	26 - 34 Years old	102	25.5
	35 - 44 Years old	144	36.0
	> 45 Years old	92	23.0
Recent Education	Junior High School	37	9.3
	Senior High School / Equivalent	86	21.5
	Diploma (D3) / Bachelor's Degree (S1)	236	59.0
	Master's Degree (S2)	41	10.3
Occupation	Student	65	16.3
	Private Sector Employee	184	46.0
	Civil Servant (ASN)	33	8.3
	Entrepreneur / Self-Employed	118	29.5

4.2 Descriptive Analysis

Based on the results of the questionnaire, the majority of respondents were aged between 35 and 44 years, comprising 144 individuals or 36% of the total sample. Individuals in this age range are generally considered to have attained financial stability and often carry family responsibilities, both of which contribute to an increased need for private vehicle ownership. In terms of gender, most respondents were male, accounting for 289 individuals or 72%. This aligns with historical and cultural norms in which men are more frequently responsible for decisions involving major financial investments, such as automobile purchases. Regarding occupation, the largest proportion of respondents were private sector employees, totaling 184 individuals or 46%. This group tends to have steady incomes and easier access to vehicle credit, while also requiring higher mobility for work related activities factors that position car ownership as both a practical necessity and a symbol of social achievement. In terms of education, 236 respondents, or 59%, held either a Diploma (D3) or a Bachelor's degree (S1), indicating that higher education is positively associated with car ownership. This is likely due to the

correlation between educational attainment and stable income, as well as a greater awareness of the functional and symbolic value associated with owning a vehicle.

The descriptive analysis also provided an overview of after-sales service, product quality and brand resonance on brand loyalty with customer satisfaction acting as a mediating variable at PT Suzuki Indomobil Motor in Jabodetabek. After sales was analyzed using four dimensions: guarantee, provision of accessories, advanced consulting and maintenance, facilities and equipment comprising. Based on the questionnaire results, after sales service variable is included in the "Good" category. This is evidenced by the results of the overall value on the after sales service variable, which is 74.4%. This shows that Suzuki's after sales service is good, meaning that Suzuki provides good after-sales service and in accordance with consumer expectations. Of the 15 statements (see Appendices), the one that received the highest score was the statement "The provision of warranty service is in accordance with the service promised during the warranty period", this proves that according to most respondents Suzuki has provided warranty service in accordance with consumer expectations. While the statement that has the lowest score is "The supply of spare parts is always on time when I do service", this proves that it still cannot provide timely service in the provision of spare parts supply.

Product quality was analyzed using four dimensions: performance, features, reliability and durability. The results showed that product quality variables are included in the "Fair" category. This is evidenced by the results of the overall value on the product quality variable, which is 67.36%. This shows that Suzuki's product quality is categorized as quite good, meaning that Suzuki has good quality related to its products and is quite in line with consumer expectations. Of the 9 statements, the one that received the highest score was the statement "The performance of Suzuki products is in accordance with its function". this proves that according to most Suzuki respondents, they feel that the performance of Suzuki products is in accordance with its function. While the statement that has the lowest score is "Suzuki has varied product features", this proves that Suzuki still needs to improve its features and add product variations.

Brand resonance was analyzed using three dimensions: brand attachment, brand engagement and brand judgement. The results showed that brand resonance is included in the "Good" category. This is evidenced by the results of the overall value on the brand resonance variable, which is 78.4%. This shows that Suzuki's brand resonance is good, meaning that Suzuki has succeeded in building longterm, strong, and mutually beneficial relationships with its consumers. Of the 8 statements, the one that scored the highest was the statement "I feel the Suzuki brand is relevant to my values and personality", this proves that according to most Suzuki respondents feel that there is an attachment between their personality and the Suzuki brand. While the statement that has the lowest score is "Suzuki always presents innovative products", this proves that the Suzuki brand is still unable to present innovative products to create consumer interest.

Customer satisfaction was analyzed using five dimensions: expectation, performance, comparison, experience, and confirmation/disconfirmation. The results showed that customer satisfaction is included in the "Good" category. This is evidenced by the results of the overall value on the customer satisfaction variable, which is 77.2%. This shows that Suzuki's customer satisfaction is good, meaning that Suzuki has succeeded in creating value that is perceived positively by consumers. Of the 15 statements, the one with the highest score is the statement "I believe that Suzuki service provides optimal performance", this proves that according to most respondents Suzuki has provided satisfactory and optimal service. While the statement that has the lowest score is "I feel Suzuki customer service is responsive and professional", this proves that the Suzuki brand is still not responsive in fulfilling consumer complaints.

Brand loyalty was analyzed using three dimensions: word of mouth, reject another, and repeat purchasing. The results showed that brand loyalty is included in the "Good" category. This is evidenced by the results of the overall value on the brand loyalty variable, which is 75.0%. This shows that Suzuki's brand loyalty is good, meaning that Suzuki has succeeded in building long-term trust and satisfaction which encourages consumers to remain loyal and continue to choose Suzuki. Of the 6 statements, the one with the highest score is the statement "I recommend the Suzuki brand to others because I believe in its quality.", this proves that according to most Suzuki respondents feel that Suzuki products are worth recommending. While the statement that has the lowest score is "I feel loyal to the Suzuki brand and do not want to switch to another brand", this proves that consumers are still vulnerable to switching to other brands.

4.3 Measurement Model Evaluation(Outer Model)

4.3.1 Validity Test

Validity tests are conducted to determine whether the measurement instruments accurately assess the intended constructs. These tests include convergent validity and discriminant validity. Convergent validity refers to the extent to which items measuring the same construct are highly correlated. It is evaluated using loading factor values and the Average Variance Extracted (AVE), as shown in Table 2. A construct is considered valid if each item has a loading factor greater than 0.7 and an AVE value greater than 0.5 (Ghozali,

2021). As presented in Table 2, all items have loading factor values exceeding 0.7, and Table 3 confirming their validity. Additionally, all variables have AVE values greater than 0.5, indicating strong convergent validity.

The next phase involves testing discriminant validity using the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT). Discriminant validity ensures that measures of different constructs are not highly correlated. A construct is considered valid if the square root of its AVE is greater than its correlations with other constructs, and if the HTMT ratio is less than 0.9 (Ghozali, 2021). As shown in Table 3, all variables meet the Fornell-Larcker Criterion, as the square root of each construct's AVE is greater than its correlations with other constructs. Additionally, Table 4 demonstrates that all variables have HTMT ratio values below 0.9, confirming strong discriminant validity.

Table 2. Convergent validity

Variable	Item	After Sales Service	Product Quality	Brand Resonance	Customer Satisfaction	Brand Loyalty
After Sales Service	ASS1	0.896				
	ASS2	0.919				
	ASS3	0.931				
	ASS4	0.916				
	ASS5	0.918				
	ASS6	0.810				
	ASS7	0.923				
	ASS8	0.946				
	ASS9	0.902				
	ASS10	0.935				
	ASS11	0.826				
	ASS12	0.919				
	ASS13	0.930				
	ASS14	0.923				
	ASS15	0.883				
Product Quality	PQ1		0.855			
	PQ2		0.833			
	PQ3		0.892			
	PQ4		0.779			
	PQ5		0.891			
	PQ6		0.861			
	PQ7		0.864			
	PQ8		0.795			
	PQ9		0.856			
Brand Resonance	BR1			0.840		
	BR2			0.849		
	BR3			0.839		
	BR4			0.819		
	BR5			0.848		
	BR6			0.836		
	BR7			0.748		
	BR8			0.825		

Customer Satisfaction	CS1	0.758
	CS2	0.779
	CS3	0.788
	CS4	0.762
	CS5	0.768
	CS6	0.799
	CS7	0.805
	CS8	0.842
	CS9	0.777
	CS10	0.804
	CS11	0.704
	CS12	0.809
	CS13	0.816
	CS14	0.794
	CS15	0.746
Brand Loyalty	BL1	0.816
	BL2	0.785
	BL3	0.777
	BL4	0.755
	BL5	0.798
	BL6	0.808

Table 3. Composite reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
After Sales Service	0.984	0.985	0.986	0.821
Product Quality	0.951	0.954	0.958	0.719
Brand Resonance	0.933	0.936	0.945	0.683
Customer Satisfaction	0.955	0.956	0.960	0.615
Brand Loyalty	0.879	0.879	0.909	0.624

Table 4. Discriminant validity fornell-larcker criterion results

Variable	After Sales Service	Brand Loyalty	Brand Resonance	Customer Satisfaction	Product Quality
After Sales Service	0.906				
Brand Loyalty	0.728	0.790			
Brand Resonance	0.458	0.580	0.826		
Customer Satisfaction	0.626	0.721	0.515	0.784	
Product Quality	0.407	0.541	0.182	0.491	0.848

Table 5. Discriminant validity HTMT

Variable	After Sales Service	Brand Loyalty	Brand Resonance	Customer Satisfaction	Product Quality
After Sales Service					
Brand Loyalty	0.781				
Brand Resonance	0.474	0.638			

Customer Satisfaction	0.641	0.782	0.540	
Product Quality	0.417	0.588	0.189	0.510

4.3.2 Reliability Test

The stability, consistency, and dependability of a measurement instrument are evaluated through reliability testing. This process typically involves assessing Cronbach's alpha and composite reliability values. A construct is considered reliable if both Cronbach's alpha and composite reliability values exceed 0.7 (Ghazali, 2021). As shown in Table 3, all variables have Cronbach's alpha and composite reliability values greater than 0.7. Based on the results of the validity and reliability tests, it can be concluded that all variables meet the required criteria for validity and reliability, indicating a robust measurement model.

4.4 Structural Model Evaluation (Inner Model)

4.4.1. R Square (R^2)

R-squared (R^2) represents the coefficient of determination for the dependent variable, indicating the proportion of variation explained by the independent variables. R^2 values are typically categorized as weak (0.19), medium (0.33), and strong (0.67) (Duryadi, 2021). As shown in Table 6, brand loyalty accounts for 51.9% and indicating a medium level of influence. The remaining 48.1% of the variation is explained by other external factors. Similarly, customer satisfaction explain 52.2%, which is also classified as a medium level of influence. The remaining 47.8% is attributed to factors outside these variables.

Table 6. R Square

Variable	R-square	R-square adjusted	Q-square
Brand Loyalty	0.521	0.519	0.317
Customer Satisfaction	0.526	0.522	0.315

Table 7. Hypothesis test results

Variable	Original sample	Sample mean	Standard deviation	T statistics	P values	Hypothesis Results
Direct Effect						
ASS -> CS	0.377	0.376	0.038	9.966	0.000	Accepted
PQ -> CS	0.285	0.286	0.033	8.751	0.000	Accepted
BR -> CS	0.291	0.291	0.038	7.622	0.000	Accepted
CS -> BL	0.721	0.722	0.030	24.164	0.000	Accepted
Indirect Effect						
ASS -> CS-> BL	0.272	0.272	0.032	8.612	0.000	Accepted
PQ -> CS -> BL	0.206	0.206	0.025	8.321	0.000	Accepted
BR-> CS -> BL	0.210	0.210	0.031	6.698	0.000	Accepted

4.4.2. Q Square (Q^2)

Q Square is used to evaluate the predictive relevance of a model by measuring the accuracy of observations based on parameter estimation and model results. A model is considered to have predictive relevance if the Q^2 value is greater than 0 (Duryadi, 2021). As shown in Table 5, the brand loyalty variable has a Q^2 value of 0.317, and the customer satisfaction variable has a Q^2 value of 0.315. Since both values are greater than 0, this indicates that the model has predictive relevance.

4.5. Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping method following the evaluation of the inner model. The purpose of hypothesis testing is to assess the validity of a statement, determine whether it is accepted or rejected, and evaluate the significance of the relationships between variables. The results of the bootstrapping analysis, performed using SmartPLS software version 4.0.9.9, are as follows. The analysis revealed that after-sales service has a significant and positive effect on customer satisfaction, as indicated by a t-

statistic value of 9.966 (greater than the critical value of 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.377, which demonstrates a positive relationship. Similarly, product quality was found to have a significant and positive effect on customer satisfaction, supported by a t-statistic value of 8.751 (greater than 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.285, indicating a positive relationship. In addition, the brand resonance variable also demonstrates a positive and significant effect, supported by a t-statistic value of 7.622 (greater than 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.291, indicating a positive relationship. Furthermore, the results showed that customer satisfaction has a significant and positive effect on brand loyalty, as evidenced by a t-statistic value of 24.164 (greater than 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.721, confirming a positive relationship.

Based on the results of indirect testing, after-sales service was found to have a significant and positive effect on brand loyalty through customer satisfaction, with a t-statistic value of 8.612 (greater than 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.272, indicating a positive mediating relationship. Product quality also have a significant and positive effect on brand loyalty through customer satisfaction, with a t-statistic value of 8.321 (greater than 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.206, indicating a positive mediating relationship. Brand resonance was found to have a significant and positive effect on brand loyalty through customer satisfaction, with a t-statistic value of 6.698 (greater than 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.210, indicating a positive mediating relationship. These findings provide strong evidence supporting the acceptance of all four hypotheses (H1, H2, H3, H4, H5, H6 and H7).

4.5.1 The Effect of After-sales Service on Customer Satisfaction

The first hypothesis of this study posits that after-sales service significantly and positively affects customer satisfaction of Suzuki's Indonesia customer. Based on the results of hypothesis testing, it can be concluded that after-sales service has a significant and positive effect on customer satisfaction. This conclusion is supported by the statistical findings, which show a t-statistic value of 9.966 (greater than the critical t-table value of 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.377, indicating a positive relationship. Therefore, hypothesis H1 is accepted, confirming that after sales service significantly and positively influences customer satisfaction at PT Suzuki Indomobil Motor. This finding aligns with several previous studies, which have consistently demonstrated that after-sales service has a significant and positive effect on customer satisfaction (Gupta & Raman, 2022, Haryadi et al., 2022; Kurniawan, 2022; Purwati et al, 2020; Irawati & Nuraeni, 2020).

4.5.2 The Effect of Product Quality on Customer Satisfaction

The second hypothesis of this study posits that product quality significantly and positively affects customer satisfaction of Suzuki's Indonesia customer. Based on the results of hypothesis testing, it can be concluded that product quality has a significant and positive effect on customer satisfaction. This conclusion is supported by the statistical findings, which show a t-statistic value of 8.751 (greater than the critical t-table value of 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.285, indicating a positive relationship. Therefore, hypothesis H2 is accepted, confirming that product quality significantly and positively influences customer satisfaction at PT Suzuki Indomobil Motor. This finding aligns with several previous studies, which have consistently demonstrated that product quality has a significant and positive effect on customer satisfaction (Arif & Syahputri, 2021; Irawati & Nuraeni, 2020; Damayanti & Wahyono, 2015; Hartono & Sugiharto, 2018; Azzahra & Madiawati, 2024; Maharani & Saraswati, 2024).

4.5.3 The Effect of Brand Resonance on Customer Satisfaction

The third hypothesis of this study posits that brand resonance significantly and positively affects customer satisfaction of Suzuki's Indonesia customer. Based on the results of hypothesis testing, it can be concluded that brand resonance has a significant and positive effect on customer satisfaction. This conclusion is supported by the statistical findings, which show a t-statistic value of 7.622 (greater than the critical t-table value of 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.291, indicating a positive relationship. Therefore, hypothesis H3 is accepted, confirming that brand resonance significantly and positively influences customer satisfaction at PT Suzuki Indomobil Motor. This finding aligns with previous studies, which have consistently demonstrated that brand resonance has a significant and positive effect on brand satisfaction (Megawati et al, 2019).

4.5.4 The Effect of Customer Satisfaction on Brand Loyalty

The fourth hypothesis of this study posits that customer satisfaction significantly and positively affects brand loyalty of Suzuki's Indonesia customer. Based on the results of hypothesis testing, it can be concluded that

customer satisfaction has a significant and positive effect on brand loyalty. This conclusion is supported by the statistical findings, which show a t-statistic value of 24.164 (greater than the critical t-table value of 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.721, indicating a positive relationship. Therefore, hypothesis H4 is accepted, confirming that brand resonance significantly and positively influences customer satisfaction at PT Suzuki Indomobil Motor. This finding aligns with several previous studies, which have consistently demonstrated that customer satisfaction has a significant and positive effect on brand loyalty (Haryadi et al., 2022; Kurniawan, 2022; Thomas, 2021; Arif & Syahputri, 2021; Tanoto et al., 2022; Damayanti & Wahyono, 2015; Hartono & Sugiharto, 2018; Azzahra et al., 2023).

4.5.5 The Effect of After-sales Service on Brand Loyalty through Customer Satisfaction

The fifth hypothesis of this study posits that after-sales service has a significant and positive effect on brand loyalty, mediated by customer satisfaction of Suzuki's Indonesia customer. Based on the results of hypothesis testing, it can be concluded that after-sales service significantly and positively affects brand loyalty through customer satisfaction. This conclusion is supported by the statistical findings, which show a t-statistic value of 8.612 (greater than the critical t-table value of 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.272, indicating a positive relationship. Therefore, hypothesis H5 is accepted, confirming that after-sales service significantly and positively influences brand loyalty when mediated by customer loyalty at PT Suzuki Indomobil Motor.

This finding is consistent with several previous studies, which have demonstrated that after-sales service has a significant and positive effect on brand loyalty when mediated by customer satisfaction (Haryadi et al., 2022; Kurniawan, 2022; Purwati et al., 2020). The higher the customer satisfaction, the higher the consumer loyalty. Therefore, increasing consumer loyalty can be done by increasing after-sales service directly or through customer satisfaction (Haryadi et al., 2022). The results showed that customer satisfaction was able to mediate after-sales service to customer loyalty. Customer loyalty is a customer's psychological commitment to a brand based on a very positive nature in long-term purchases (Tjiptono, 2015). After-sales service has become increasingly crucial, as the competitive landscape in the automotive industry demands continuous improvement in all areas to ensure market share growth and prevent falling behind brands that are consistently innovating.

According to Thomas (2021) since customer satisfaction acts as a mediating variable in the relationship between after-sales and customer loyalty, the indirect effect of after-sales on customer loyalty through customer satisfaction is weak or unsupported. This suggests that while after-sales services may be perceived positively, they are not a key driver of satisfaction or loyalty within the context of this study. Businesses should therefore consider strengthening other factors such as service quality or price perception that have a more direct and meaningful impact on customer satisfaction and loyalty. Based on Purwati et al. (2020) confirm that after-sales service has a significant positive effect on both customer satisfaction and customer loyalty.

To quantify the magnitude of this relationship, the path coefficient shows that the effect of after-sales service on brand loyalty mediated by customer satisfaction is 0.272, or 27.2%. This indicates that customer satisfaction mediates 31.1% of the relationship between after-sales service and brand loyalty, while the remaining 72.8% is influenced or mediated by other variables not examined in this study.

4.5.6 The Effect of Product Quality on Brand Loyalty through Customer Satisfaction

The fifth hypothesis of this study posits that product quality has a significant and positive effect on brand loyalty, mediated by customer satisfaction of Suzuki's Indonesia customer. Based on the results of hypothesis testing, it can be concluded that product quality significantly and positively affects brand loyalty through customer satisfaction. This conclusion is supported by the statistical findings, which show a t-statistic value of 6.698 (greater than the critical t-table value of 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.210, indicating a positive relationship. Therefore, hypothesis H7 is accepted, confirming that product quality significantly and positively influences brand loyalty when mediated by customer loyalty at PT Suzuki Indomobil Motor.

This finding is consistent with several previous studies, which have demonstrated that product quality has a significant and positive effect on brand loyalty when mediated by customer satisfaction (Damayanti & Wahyono, 2015; Nwiepe & Grend, 2019; Hartono & Sugiharto, 2018; Maharani & Saraswati, 2024). Based on Damayanti & Wahyono (2015) the results of the study indicate that customer satisfaction acts as a mediating variable in the relationship between product quality and customer loyalty. Therefore, increasing customer loyalty can be effectively achieved by improving product quality, which in turn leads to greater customer satisfaction. However, this research is not in line with the results of research by Purwati et al. (2020) which states that product quality has no significant effect on customer satisfaction, but has a positive and significant effect on customer

loyalty. Based on Arif & Syahputri (2021) indicate that consumer satisfaction does not significantly mediate the relationship between product quality and customer loyalty. This finding contrasts with previous research by Damayanti & Wahyono (2015), which suggested that customer satisfaction plays a mediating role in linking product quality to loyalty.

To quantify the magnitude of this relationship, the path coefficient shows that the effect of product quality on brand loyalty mediated by customer satisfaction is 0.206, or 20.6%. This indicates that customer satisfaction mediates 20.6.1% of the relationship between product quality and brand loyalty, while the re-maining 79.4% is influenced or mediated by other variables not examined in this study.

4.5.7 The Effect of Brand Resonance on Brand Loyalty through Customer Satisfaction

The fifth hypothesis of this study posits that brand resonance has a significant and positive effect on brand loyalty, mediated by customer satisfaction of Suzuki's Indonesia customer. Based on the results of hypothesis testing, it can be concluded that brand resonance significantly and positively affects brand loyalty through customer satisfaction. This conclusion is supported by the statistical findings, which show a t-statistic value of 8.612 (greater than the critical t-table value of 1.65), a p-value of 0.000 (less than 0.05), and a path coefficient of 0.206, indicating a positive relationship. Therefore, hypothesis H6 is accepted, confirming that brand resonance significantly and positively influences brand loyalty when mediated by customer loyalty at PT Suzuki Indomobil Motor.

This finding demonstrated that brand resonance has a significant and positive effect on brand loyalty when mediated by customer satisfaction. Megawati et al (2019) stated that brand satisfaction does not significantly mediate the relationship between brand resonance and brand loyalty. Although the indirect effect of brand satisfaction on brand loyalty is positive, it is statistically insignificant, suggesting that brand satisfaction alone is not a strong driver of loyalty in this context. These results contrast with the findings of Raut & Brito (2014), who emphasized the importance of both brand satisfaction and trust in building brand loyalty. In the context of this study, brand trust stands out as the primary psychological mechanism that strengthens loyalty, while brand satisfaction's role appears limited and statistically unsupported.

Based on Oktavenia & Martini (2024) concluded that Brand Resonance has a positive and significant effect on Brand Loyalty. These findings indicate that the stronger the resonance a customer feels with a brand reflected through emotional connection, personal relevance, and engagement the greater their loyalty to that brand. This emphasizes the importance for brands to foster deep, meaningful relationships with consumers to enhance loyalty and long-term commitment. Murwanti & Saputro (2024) stated that brand resonance has a significant impact on brand loyalty, as meaningful and powerful brand experiences foster emotional attachment that drives ongoing customer commitment. Based on this theoretical foundation and empirical evidence, this study proposes a hypothesis to further examine the critical role of brand resonance in shaping customer loyalty.

To quantify the magnitude of this relationship, the path coefficient shows that the effect of brand resonance on brand loyalty mediated by customer satisfaction is 0.210, or 21.0%. This indicates that customer satisfaction mediates 21.0% of the relationship between brand resonance and brand loyalty, while the re-maining 79.0% is influenced or mediated by other variables not examined in this study.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

The findings of this study indicate that Product Quality, product quality, and brand resonance at PT Suzuki Indomobil Motor have a consistently positive and statistically significant impact on customer satisfaction, which then contributes to the development of consumer brand loyalty. Nevertheless, certain areas remain in need of improvement, particularly the accuracy and timeliness of spare parts supply, the diversity and durability of products, as well as the responsiveness and quality of customer service across the dealership network. Despite these challenges, overall customer satisfaction is categorized as good and serves as a critical determinant in fostering customer loyalty toward the Suzuki brand. These results underscore the importance of sustained enhancements in service delivery, product quality, and brand engagement strategies to further solidify Suzuki's competitive position in the Indonesian automotive market.

The results of this study indicate after sales service has a positive and significant effect on Suzuki's customer satisfaction. This shows that the after sales service provided by Suzuki contributes to increasing customer satisfaction. However, the resulting satisfaction is not fully optimal, which indicates that the quality of after sales service still needs to be improved to better match consumer expectations. The study further confirms that Product quality has a positive and significant effect on Suzuki's customer satisfaction. This shows that Suzuki's product quality has been able to meet consumer expectations, thus having a positive impact on customer satisfaction. However, Suzuki needs to maintain product quality consistency in the production process, including quality control in each production line. The match between product specifications and user needs is a key factor in shaping high satisfaction. Furthermore, brand resonance has a positive and significant effect on

Suzuki customer satisfaction. This shows that Suzuki consumers have a strong emotional bond and involvement with the brand, which in turn has an impact on increasing consumer satisfaction with the products and services received. However, Suzuki needs to strengthen brand communication through campaigns that touch on the emotional side and local cultural values.

The results of this study also show that customer satisfaction has a positive and significant effect on Suzuki brand loyalty. This shows that customer satisfaction is the main determinant in shaping brand loyalty. The higher the level of satisfaction felt by consumers, the higher the possibility that they will remain loyal and make repeat purchases of the Suzuki brand. Based on the results of indirect testing, after sales service has a positive and significant effect on Suzuki brand loyalty through customer satisfaction. This shows that customer satisfaction acts as a mediator in the relationship between after sales service and brand loyalty. After sales service that meets expectations can increase satisfaction, which in turn has a positive impact on customer loyalty to the Suzuki brand. The study further confirms that product quality has a positive and significant effect on Suzuki brand loyalty through customer satisfaction. This shows that good product quality not only increases customer satisfaction, but also indirectly shapes brand loyalty. Consumers who are satisfied with product quality tend to show long-term commitment to the brand. Furthermore, brand resonance has a positive and significant effect on Suzuki customer satisfaction. This shows that Suzuki consumers have a strong emotional bond and involvement with the brand, which in turn has an impact on increasing consumer satisfaction with the products and services received. However, Suzuki needs to strengthen brand communication through campaigns that touch on the emotional side and local cultural values. Finally, the results showed that brand resonance has a positive and significant effect on Suzuki brand loyalty through customer satisfaction. This indicates that Suzuki's success in building emotional relationships and strong attachments with its customers can drive satisfaction which then impacts brand loyalty.

Based on this research, there are several things that Suzuki can do to improve aspects to increase customer satisfaction so as to generate customer satisfaction with strong brand loyalty. In the after sales service, there are indicator items that get low scores from respondents, such as related to the supply of spare parts which according to consumers is less timely so that it can affect the quality of after sales service that is felt directly by consumers. To address this issue, Suzuki may consider optimizing its spare parts supply chain management. This includes improving delivery lead times from the ATPM central warehouse to dealership locations, implementing demand forecasting models based on historical data, and conducting in-depth analyses to determine the optimal type and volume of inventory for both fast-moving and slow moving parts. Additionally, enhancing the integration of logistics and distribution systems, as well as digitizing stock management processes, can help ensure consistent and timely availability of spare parts across the entire dealership network.

Within the product quality, there are indicator items that get low scores from respondents, particularly those concerning product variation, an aspect that also overlaps with the brand resonance as well as product performance, specifically in terms of durability and reliability. These findings suggest the need for Suzuki to strengthen its research and development (R&D) processes to ensure that new products are aligned with evolving market demands and consumer preferences. In addition, for product durability, it can conduct periodic evaluations of what aspects of the product are often a recurring complaint by consumers, such as evaluating the entire production process to supplier aspects that are a complaint for these consumers. It is expected that with Suzuki's internal improvements related to product quality can minimize consumer complaints about the product so as to increase customer satisfaction and consumers who are loyal to the Suzuki brand. These improvements are expected to reduce the frequency of consumer complaints related to product issues, thereby enhancing customer satisfaction and fostering stronger brand loyalty toward Suzuki.

In the customer satisfaction, the item that received a low score from respondents related to Suzuki's customer service was considered less responsive and professional. This can be interpreted that there is a lack of service provided by the Suzuki dealer network. To address this issue, Suzuki can improve the quality of man power throughout the Suzuki dealer network by conducting regular competency training and certification for all frontliners and customer service officers in the dealer network and monitoring its sustainability, developing standard operating procedures (SOPs) that prioritize speed of response, communication ethics, and empathy towards customer complaints, and implementing a real-time customer satisfaction survey-based service performance evaluation system, to identify and address service weaknesses proactively.

The findings of this study have both theoretical and practical implications. Theoretically, the study contributes to the existing body of knowledge in marketing and consumer behavior by empirically validating the relationships between Product Quality, product quality, brand resonance, customer satisfaction, and brand loyalty within the context of the Indonesian automotive industry. It reinforces the mediating role of customer satisfaction in linking operational and emotional brand factors to consumer loyalty, thus supporting and extending existing models of customer relationship management and brand equity. Practically, the results offer valuable insights for practitioners, particularly for strategic decision makers at PT Suzuki Indomobil Motor. The

identification of specific areas requiring improvement such as spare parts logistics, product durability, and the responsiveness of customer service to provides a clear roadmap for enhancing customer satisfaction and fostering long-term brand loyalty. These insights can inform the development of targeted interventions, policies, and quality improvement programs aimed at strengthening Suzuki's competitive positioning in the market.

This study has several limitations. Firstly, the variable of product quality, which received the lowest score among respondents, was examined in a general context. Future studies are encouraged to investigate this variable in greater detail by analyzing its specific dimensions such as performance, features, reliability, and durability as independent variables. This approach has the potential to generate more detailed insights and serve as a strategic reference for Suzuki in aligning product development more closely with consumer expectations and market demands. Secondly, this study did not explore other potentially influential variables such as price, brand trust, customer experience, and brand image. The inclusion of these variables in future research may contribute to a more holistic understanding of the determinants influencing customer satisfaction and brand loyalty. Future researchers can also conduct comparative study research between Suzuki and other automotive brands such as Toyota, Honda, or Mitsubishi to provide greater insight into competitive positioning and consumer perceptions across different market players.

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APPENDICES

Appendix 1. Research instruments

Variable	Dimension	Indicators
After-sales Service	Guarantee	Clarity of warranty information
		Delivery of promised services during the warranty period
		Duration of the warranty period
		Consistency of service quality during the warranty period
	Provision of Accessories or Spare Parts	Availability of spare parts during service calls
		Timely supply of spare parts
		Quality of spare parts upon receipt
		Price of spare parts
	Advanced Consulting and Maintenance	Service technician competence
		Professionalism of service staff
		Attitude and behavior of technicians
	Equipment and Service Facilities	Overall satisfaction with after-sales service
		Convenient operating hours
Product Quality	Performance	Cleanliness of service waiting area facilities
		Comfort of service waiting area facilities
		Promised product quality is better than competitors
		Effectiveness of usage

	Features	Visual appearance of the product Variety of features Sophistication of features
	Reliability	Ability to accurately deliver promised services Product capability and reliability
	Durability	Product durability (not easily damaged) Quality of product durability
Brand Resonance	Brand Attachment	Self-identification with the brand Attitudinal attachment
	Brand Engagement	Sense of belonging Emotional involvement with the brand Consumer involvement and active participation
	Brand Judgement	Brand credibility Brand innovation Brand reputation
Brand Loyalty	Word of Mouth	Willingness to recommend to others Willingness to share positive reviews
	Reject Another	No interest in switching to another brand Brand loyalty
	Repeat Purchasing	Tendency to repurchase Primary purchase preference
Customer Satisfaction	Expectation	Expectations of product quality Expectations of service performance Expectations of customer service
		Product reliability Product usage efficiency Responsiveness to needs
		Quality comparison Price comparison Brand reputation comparison
	Experience	Experience using the product Quality of interaction with customer service Overall satisfaction
		Fulfillment of quality expectations Fulfillment of performance expectations Fulfillment of service expectations
	Confirmation/ Disconfirmation	