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AUTHOR(S)	Siska Ernawati Fatimah
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CUSTOMER SATISFACTION ASSESSMENT THROUGH IMPORTANCE-PERFORMANCE ANALYSIS

Siska Ernawati Fatimah
Faculty of Economics and Business, Universitas Swadaya Gunung Jati, Indonesia

ABSTRACT

The mini market business represents the modernization of traditional markets. However, with the enactment of Presidential Regulation No. 44/2016, which permits foreign retailers to open stores in Indonesia, foreign retailers have gained confidence in penetrating both major city malls and even trying their hand in smaller towns. The research aims to assess the quality of service and the trust associated with satisfaction using the Importance Performance Analysis (IPA) method. The population consists of all consumers in various mini markets in the city of Cirebon. The sampling technique utilized is random sampling. Data collection is done through questionnaires, and data analysis employs multiple regression analysis and the IPA method. The research results, based on multiple regression analysis, demonstrate a positive and significant influence between the variables of service quality and trust on customer satisfaction. Meanwhile, based on the IPA method, the average level of conformity reveals that satisfaction is at 90%. Therefore, it is apparent that 21 indicators are distributed across Quadrants A, B, C, and D, signifying a conformity in service quality and trust toward customer satisfaction.

Introduction.

The emergence of the retail business is part of the modernization of traditional markets, enabling people to shop safely with convenient facilities and services, along with affordable product prices for consumers. Changes in the behavior of business owners are part of the trend in foreign markets that have made their way into Indonesia. As a result, modern markets have become increasingly appealing to foreign individuals, leading to increased market competition. This has primarily impacted medium-sized businesses like stores selling similar products, some of which have struggled to stay afloat. Some even believe this has had a negative effect on Indonesia's economy. Consequently, Presidential Regulation No. 39/2014 was issued to determine which business areas are open or closed to foreign investors through capital investment requirements. Department stores with a sales floor area of up to 2000 square meters were fully open to foreign entities.

In the second year of Jokowi's administration, Government Regulation No. 44/2016 was introduced, allowing foreign entities to own department stores with sales floor areas ranging from 400 to 2000 square meters, up to a maximum of 67%, provided the investors had special permits from the Ministry of Trade. This move has emboldened foreign retail outlets to penetrate large cities, venture into medium-sized towns, and even test smaller cities. Currently, local businesses and retail suppliers are struggling to compete with foreign retailers and their imported products.

At present, in districts, cities, and especially in villages in Indonesia, the retail business is

gaining the attention of entrepreneurs because it can positively influence employment opportunities and offer promising profits. This is achieved through the self-service marketing system, where consumers pay at the provided cashier. Integrated technology with software makes recording activities and transactions by administrators, cashiers, warehouse managers, and others straightforward, ensuring efficient company management and controlled operations. Additionally, transaction reports can be evaluated monthly, resulting in a cleaner and more comfortable shopping atmosphere, creating a new shopping culture.

The Indonesian Retail Entrepreneurs Association (Aprindo) reported that the retail industry has not fully recovered since 2015, and although there was a 7.5% growth in 2017, it was a decrease from the 9% retail industry performance in 2016. According to the Chairman of Aprindo, Roy N. Mandey, the decline in retail sales volume is due to the national economic downturn, which has led to reduced purchasing power and shifting consumption patterns among the public. This optimism is supported by Indonesia's targeted economic growth of 5.7%. Roy N. Mandey, Head of the Data and Market Information Department at Aprindo, noted that other factors contributing to retail industry growth include population growth, people's inclination to follow media and global trends, and an increased consumer confidence index in local products.

Retail trade involves the sale of goods and services directly to consumers for personal and non-business use (Kurniawan Edi, 2020). In line with this optimism, especially in mini-markets, competition has intensified in the market expansion efforts of two major mini-market businesses. Mini-markets are now located very close to each other, both in terms of their presence and product offerings. Given the issues regarding the alignment of service quality and trust in some mini-markets, the researcher was motivated to conduct a study to measure the alignment of service quality and trust in several mini-markets in Cirebon City regarding customer satisfaction using Importance Performance Analysis (IPA).

The research aims to assess the combined influence of service quality and trust on customer satisfaction, as well as to understand the alignment of service quality and trust with customer satisfaction. The results of this research are expected to serve as a reference for future researchers in the field of marketing management, particularly in the area of customer satisfaction. Furthermore, the findings can be considered by mini-market owners in Cirebon City as they strive to enhance customer satisfaction.

LITERATURE REVIEW.
Service Quality.

Service quality is a dynamic condition influenced by products, services, human factors, processes, and the environment that either meet or exceed expectations (Bintang Pratama & munarsih, 2022). Service quality is defined as the effort to fulfill consumer needs and desires and to deliver accurately, aligning with consumer expectations (Wulur et al., 2020). Service quality (service quality) is understood by comparing consumer perceptions of the received service with the actual service expected regarding service attributes from the company. If the received or perceived service aligns with expectations, it is considered of good quality and satisfying. If the received service exceeds consumer expectations, it is perceived as excellent and of high quality. Conversely, if the received service falls below expectations, it is perceived as poor. Parasuraman et al. provide indicators of service quality as follows (Herawaty et al., 2022):

a.   Reliability: Timely service, Error-free and accurate service, Service provided as promised.
b.   Responsiveness: Quick responses to inquiries, Prompt handling of complaints, Swift service delivery.
c.   Assurance: Staff's skills and expertise in providing service, Politeness, respect, and courtesy of the service provider, Assurance of service security.
d.   Empathy: Ability to interact, Effective communication, Understanding consumer needs and desires.
e.   Tangibles: Facilities, Employee appearance, Communication tools.

Trust.

Trust is of paramount importance because a company cannot build a relationship without trust from both parties. Trust is particularly critical for service providers as they promise consumers products that cannot be seen, where consumers pay before experiencing them (Fatimah, Purdianto, et al., 2021). Trust is the belief in the fulfillment of promises in a relationship (Chan et al., 2020). Consumer trust is the belief of consumers based on their knowledge of the product, including its attributes and benefits (Mahaputra, 2020). Indicators of trust in Ganesan and Sankar (Mahaputra, 2020) are as follows:
a.   Honesty in providing accurate information during transactions.
b.   Company responsibility towards consumers.
c.   Trust that the company is ethical.

Customer Satisfaction.

Satisfaction or dissatisfaction arises after comparing perceptions or impressions of product performance with expectations. According to Kotler & Keller, (2016), satisfaction is a function of perceptions or impressions of performance and expectations. If performance falls below expectations, customers are not satisfied. If performance meets customer expectations, satisfaction arises. If performance exceeds expectations, customers are highly satisfied. To foster customer loyalty by delivering high customer value, customer satisfaction or dissatisfaction is the result of differences between customer expectations and perceived performance (Dhiranty et al., 2017).

Customer satisfaction depends on customer perceptions and expectations. Customer perceptions and expectations during the purchase of a product or service are influenced by the customer's needs and desires at the time of purchase, past experiences with the product or service, experiences of friends who have used the product or service, and can be influenced by advertising (Fatimah, Herdinadiatin, et al., 2021).

Indicators of satisfaction in Fornell et al. (Dhiranty et al., 2017) state that:
a.   Satisfaction with product or service use.
b.   Alignment between performance and expectations.
c.   Comparison of product performance with the ideal product desired.
d.   Importance Performance Analysis.

The Importance Performance Analysis (IPA) method, also known as quadrant analysis and consumer perception IPA, is used in various research areas because it is easy to apply and provides analysis results that facilitate performance improvement proposals. Its purpose is to present information related to service factors and customer satisfaction, and service factors that customers believe need improvement because they are currently unsatisfactory (Lubis et al., n.d.).

Theoretical Framework.

Elements of service quality, including tangibles, reliability, responsiveness, assurance, empathy, are used to assess whether the service quality provided by the company aligns with consumer expectations, resulting in customer satisfaction (Singh, 2020). Consumer expectations for service quality have increased and evolved over time with the increasing amount of information and consumer experiences. Consequently, service quality and consumer expectations are directly related to customer satisfaction, which, in turn, can affect consumer behavior toward the company. Therefore, this needs to be a continuous effort by companies (Yuan et al., 2020). Good service quality will lead to an increase in the product/service's reputation, resulting in increased customer purchases and company profits.

In addition to enhancing service quality for customer satisfaction, trust is another crucial aspect. In retail companies, maintaining consumer trust is essential to create customer satisfaction. Throughout the transaction process, the product is the company's responsibility until the transaction is completed. Customer trust depends on the company because customer satisfaction lies in customer trust in the company (Fida et al., 2020). Customer satisfaction determines the necessary steps for improvement, and one strategy that can be used to measure it is the Importance Performance Analysis. Based on this theoretical framework, the research hypothesis is the alignment of service quality and trust with customer satisfaction.
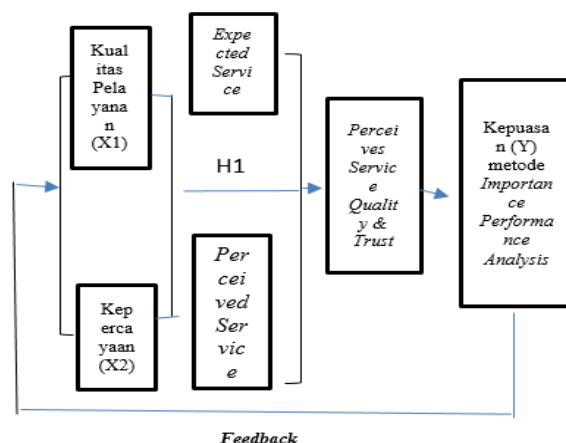
Figure 1. Framework of Thought.

METHOD.

This research employs a quantitative research method, aiming to ascertain the influence of service quality and trust variables on customer satisfaction, supported by statistical evidence. The variables used in this study consist of independent variables, namely service quality (reliability, responsiveness, assurance, empathy, tangible), and the dependent variable (satisfaction level).

The research population comprises all customers who shop at various minimarkets in Cirebon, totaling 100 individuals. The sampling technique used in this research is incidental sampling, while data collection is carried out using a questionnaire with a Likert scale for measurement. The data analysis techniques applied are multiple regression analysis and the Importance Performance Analysis (IPA) method.

The analysis method employed is Importance Performance Analysis, a tool used to determine a company's performance assessment score alongside the importance score for customers. The formula used for the Respondent Compatibility Index (TKi) is as follows:

$$\frac{Xi}{Yi} \; x \; 100\%$$

To find out the average score of the performance level and the average importance which aims to determine the improvement of items that affect customer satisfaction using the following formula:

$$x = \frac{Xi}{n} \qquad dan \qquad Y = \frac{\sum yI}{n}$$

Furthermore, the items of customer satisfaction will be translated into an analysis on Importance (Lubis et al., n.d.) as follows:

Cartesian Diagram Quadrant Distribution
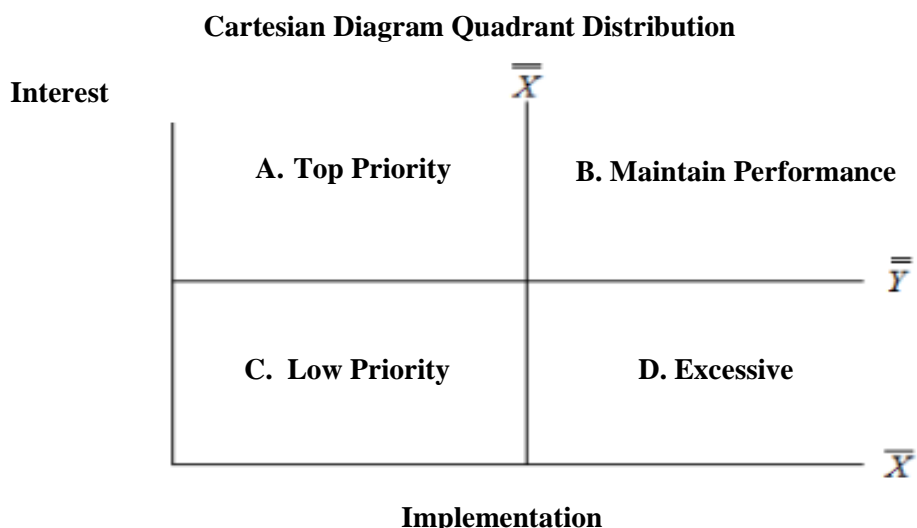
Figure 2. Cartesian Diagram.

Explanation of each quadrant:

Quadrant A, "Top Priority" (High importance & Low execution):

a. Factors in this quadrant are considered highly important by customers, but their current conditions are unsatisfactory. Therefore, the company must allocate sufficient resources to improve performance in various factors. The factors in this quadrant take priority for enhancement.

b. Quadrant B, "Maintain Performance" (High importance & High execution).

In this quadrant, the factors are considered supportive of customer satisfaction. Therefore, management is obligated to ensure that the company's performance can consistently maintain the achievements.

c. Quadrant C, "Low Priority" (Low importance & Low execution).

Factors in this quadrant have low satisfaction levels and are not considered very important to customers. Hence, management does not need to prioritize or pay too much attention to these factors.

d. Quadrant D, "Excessive" (Low importance & High execution).

This quadrant indicates that the factors are not very important. As a result, management should allocate resources related to these factors, while factors with higher priority that still require improvement should receive more attention.

RESULT.
Characteristics of Respondents.

Table 1. Characteristics of Respondents.

Category	Description	Total	Percentage (%)
Gender	Male	44	44
	Female	56	56
Age	≤ 25 years old	32	32
	26 - 35 years old	42	42
	36 - 45 years old	17	17
	≥ 46 years old	9	9
Number of Visits	1-5 times	8	8
	6-10 times	22	22
	11-16 times	13	13
	>16 times	57	57

Based on the table regarding the characteristics of the respondents, it shows that the respondents who are the object of this study consist of men as many as 44 consumers or 44% of the total number of respondents, while women are 56 consumers or 56% of the total number of respondents. So, it can be concluded that the majority of respondents in this study are women.

Validity and Reliability Test.

Table 2. Instrument Validity Test Results.

Quality of Service		Belief		Satisfaction	
Item	**R statistic**	**Item**	**R statistic**	**Item**	**R statistic**
1	0,515	1	0,961	1	0,272
2	0,501	2	0,902	2	0,717
3	0,552	3	0,905	3	0,769
4	0,544				
5	0,558				
6	0,525				
7	0,407				
8	0,507				
9	0,552				
10	0,544				
11	0,552				
12	0,544				
13	0,501				
14	0,525				
15	0,413				

From the table above, it can be seen that r statistic for this research variable can be said to be valid because it is greater than the r table 0.196. As for the reliability test, it can be seen from the table below:

Table 3. Reliability Statistic.

Variables	Cronbach's Alpha	N of Items
Quality of Service	0,736	15
Belief	0,869	3
satisfaction	0,964	3

The table above indicates that the reliability testing for the research variables is considered reliable because the Cronbach's Alpha value is above 0.60.

To determine the extent of the influence of service quality and trust variables on customer satisfaction, you can refer to the model summary table as follows:

Table 4. Model Summary.

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	,933a	0,871	0,869	0,522
a. Predictors: (Constant), x2, x1				
b. Dependent Variable: y				

Based on the table above, it is known that the correlation coefficient value between the competency and motivation variables on employee performance is 0.933. This means that the degree of the relationship between service quality and trust variables on job satisfaction falls into the category of strong.

The coefficient of determination for the competency and motivation variables on employee performance is 0.871, which means that the influence of service quality and trust variables on customer satisfaction is 87.1%. To determine the significance of the impact of service quality and trust variables on customer satisfaction, you can refer to the table below:

Table 5. Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	2,781	,604		4,602	,000
	x1	,602	,012	,807	4,823	,002
	x2	,812	,040	,938	20,180	,000
a. Dependent Variable: y						

Based on Table 5, it is evident that the Sig value for the service quality variable is 0.02, which is less than 0.05. This signifies that there is a significant influence of service quality on satisfaction. Furthermore, it is known that the Sig value for the trust variable is 0.00, which is also less than 0.05. This means that trust has a significant impact on satisfaction. To determine the simultaneous significance of the influence of service quality and trust on satisfaction, you can refer to the ANOVA table below:

Table 6. ANOVA[a].

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178,904	2	89,452	328,589	,000b
	Residual	26,406	97	,272		
	Total	205,310	99			
a. Dependent Variable: y						
b. Predictors: (Constant), x2, x1						

Based on the table above, it is known that the Sig value is 0.00, which is less than 0.05. Therefore, we can conclude that there is a significant simultaneous influence of service quality and trust on customer satisfaction.

To perform an Importance-Performance Analysis (IPA), the analysis measures the performance of satisfaction by calculating the average values based on customer expectations/importance and the actual service performance for each statement attribute within each variable under investigation. The primary objective of the IPA method is to serve as a diagnostic tool, facilitating the identification of attributes based on their respective importance. This helps determine whether a product or service is performing poorly or excessively. To achieve this, the interpretation of product or service performance is displayed on a graph (degree/cartesian diagram) that consists of four quadrants: Quadrant A (Top Priority), Quadrant B (Maintain Performance), Quadrant C (Low Priority), and Quadrant D (Excessive).

The IPA analysis that uses the cartesian diagram is conducted by processing primary data obtained from all respondents using SPSS 23.

Table 7. Calculation of the average Performance and Importance Values for the Service Quality, Trust and Customer Satisfaction Variables.

NO	STATEMENT	(X) PERFORMANCE SCORE	(Y) IMPOTANCE SCORE	$(\bar{X})$	$(\bar{Y})$
Reliability					
1.	Product promotion programs are carried out in a timely manner	373	418	3.73	4.18
2.	The price tag on the product is written very clearly	381	420	3.81	4.20
3.	The accuracy of the transaction at the cashier with the label included in the display is in accordance with what was promised	380	418	3.80	4.18
Responsiveness					
4.	The mini market waiter can answer questions clearly	380	420	3.80	4.20
5.	Mini market waiters handle complaints quickly	368	421	3.68	4.21
6.	Mini market waiters are swift in serving consumers	375	420	3.75	4.20
Assurance					
7.	Mini market waiters have skills and expertise in providing services	379	419	3.79	4.19
8.	Mini market waiters are friendly and polite in providing services	380	420	3.80	4.20
9.	Mini market service guarantees the safety of delivery services to consumers	375	418	3.75	4.18

Table 7. Continuation.

Empathy					
10.	Mini market waiters help consumers find the items they need	365	404	3.65	4.04
11.	Mini market waiters are able to communicate with consumers	380	409	3.80	4.09
12.	Mini market promotion program in accordance with consumer desires	380	418	3.80	4.18
Tangibles					
13.	Mini Market has good and complete facilities	382	411	3.82	4.11
14.	Mini market waiters look neat in serving consumers	382	418	3.82	4.18
15.	Mini markets have good communication facilities to use	383	411	3.83	4.11
Credibility					
16	Honesty of mini market services in providing correct information in transactions	392	422	3.92	4.22
17	Mini markets are responsible for the products sold by consumers	377	420	3.77	4.20
Benevolence					
18	I trust shopping at this convenience store	379	420	3.79	4.20
General or Overall Satisfaction					
19	I am satisfied with the service from the convenience store	376	419	3.76	4.19
Confirmation of Expectations					
20	I am satisfied that the mini market service meets my expectations	375	418	3.75	4.18
Comparison with Ideal Situation					
21	I am satisfied because the mini market service exceeds my expectations.	375	419	3.75	4.19
Rata – rata				$\overline{\overline{X}}$ =3,78	$\overline{\overline{Y}}$ =4,17
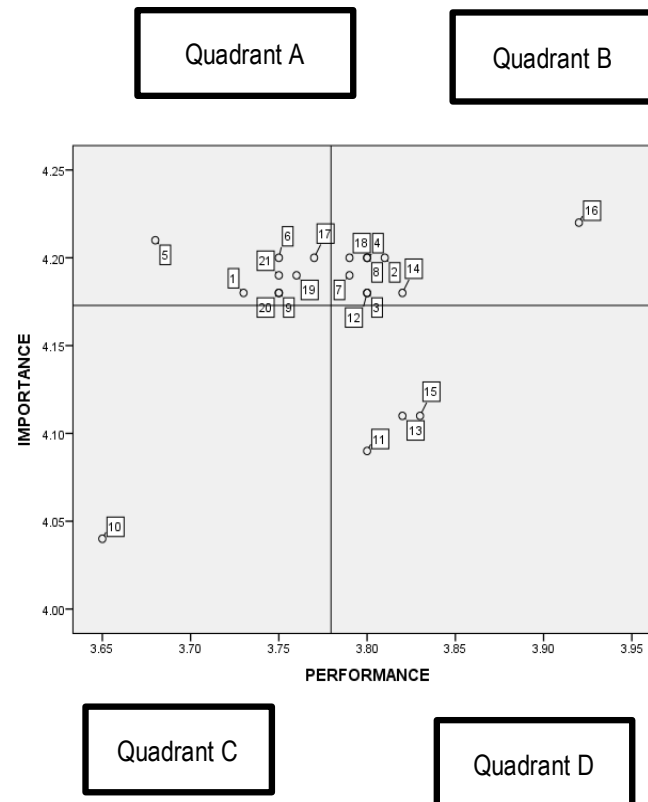
Figure 3. Cartesian Diagram.

From the description in the Cartesian diagram above, it shows that there are a total of 21 attributes/indicators. Specifically, eight (8) attributes/indicators are in quadrant A, nine (9) attributes/indicators are in quadrant B, one (1) attribute/indicator is in quadrant C, and three (3) attributes/indicators are in quadrant D.

DISCUSSION.

The results of the research using the Importance Performance Analysis method depict the position of attributes/indicators in a Cartesian diagram formed based on the calculation of the average values of customer importance and perceived performance. The results show that several attributes/indicators fall into Quadrants A, B, C, and D, each with its own meaning.

Quadrant A (Top Priority).

Quadrant A represents the top priority, where customer importance (importance) is above the average while performance is below the average. This indicates that customers feel the performance provided by the mini-market is not optimal. Attributes/indicators in this quadrant become the top priority for the mini-market to ensure that they align with customer expectations. This alignment can lead to customer satisfaction with the services provided by the mini-market.

The attributes/indicators in this quadrant include indicators 1, 5, 6, 9, 17, 19, 20, and 21. In Quadrant A, four (4) attributes/indicators originate from the service quality variable, one (1) attribute/indicator comes from the trust variable, and three (3) attributes/indicators are from the satisfaction variable.

Quadrant B (Maintain Performance).

Quadrant B represents maintaining performance, where customer importance (importance) is above average, and the performance provided by the company is also above average. Therefore, the attributes/indicators in this quadrant should be maintained by the company to ensure customer satisfaction and meet their expectations. These attributes/indicators can also strengthen the company

as part of positive word of mouth, which can enhance customer loyalty.

The attributes/indicators in this quadrant include indicators 2, 3, 4, 7, 8, 12, 14, 16, and 19. From this quadrant, it is evident that seven (7) indicators come from the service quality variable, and two (2) come from the trust variable.

Quadrant C (Low Priority).

Quadrant C represents low priority, as customer importance (importance) is below average, and the performance provided by the company is also suboptimal. In other words, even if the performance provided is not optimal, customers do not prioritize it as their importance/expectations are also below average. Therefore, attributes/indicators in this quadrant are not a high priority.

The attribute/indicator in this quadrant is indicator 10. From Quadrant C, we can see that only one (1) indicator originates from the service quality variable.

Quadrant D (Excessive).

Quadrant D represents excess, where performance is above average, but customer importance (importance) is below average. This means that for the attributes/indicators in this quadrant, customers do not consider them very important even if the company's performance is well above average. Therefore, it would be better for the company to focus on improving the performance of attributes/indicators that have importance/expectations above the average.

The attributes/indicators in this quadrant are indicators 11, 13, and 15. From Quadrant D, it is evident that all three (3) indicators originate from the service quality variable.

CONCLUSION.

In conclusion, this research highlights the importance of good service quality and trust in making customers happy at a mini-market. To achieve this, the mini-market needs to provide helpful and quick service, especially when customers need assistance finding products. Keeping products fresh and well-organized is also important for building trust. By focusing on these aspects, the mini-market can make customers happier and earn their trust.

In light of the conclusions drawn from this research, there are several key suggestions for the mini-market. Firstly, there is a need for continuous efforts to enhance service quality, particularly in assisting customers who may have difficulty finding products. Customer service training and prompt responsiveness to inquiries should be prioritized. Secondly, maintaining trust is imperative, and this can be achieved by strictly monitoring product expiration dates and maintaining cleanliness and organization in product displays. This will help ensure that customers feel confident in the products and services offered. Implementing these suggestions will not only lead to higher customer satisfaction but also foster lasting relationships with the customer base, ultimately benefiting the mini-market in the long term.

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