

THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM), SERVICE QUALITY, GREEN PERCEIVED VALUE, AND CUSTOMER SATISFACTION ON CUSTOMER LOYALTY TOWARD HONDA MOTORCYCLES AT PT ASTRA MOTOR

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Abstract

The increasingly competitive motorcycle industry in Indonesia has encouraged companies to focus not only on increasing sales but also on maintaining customer loyalty. PT Astra Honda Motor, as the market leader, faces challenges related to product quality issues, particularly concerning the Enhanced Smart Architecture Frame (eSAF), which may affect customer satisfaction and loyalty. Under these circumstances, the implementation of Customer Relationship Management (CRM), Service Quality, and Green Perceived Value has become increasingly important in maintaining long-term relationships with customers. This study aims to analyze the effects of Green Perceived Value, Service Quality, and Customer Relationship Management on Customer Satisfaction and their subsequent impact on Customer Loyalty among Honda motorcycle customers at PT Astra Motor. This study employs a quantitative approach using a survey method involving Honda motorcycle customers at PT Astra Motor. The independent variables include Green Perceived Value, Service Quality, and Customer Relationship Management, while Customer Satisfaction serves as a mediating variable and Customer Loyalty as the dependent variable. Data analysis is conducted to examine the relationships among the variables based on the proposed research model. This study is expected to provide a theoretical contribution to the development of marketing management literature, particularly regarding the dynamics of customer satisfaction and loyalty in the context of a product quality crisis. Furthermore, the findings are expected to provide practical implications for PT Astra Honda Motor and its dealer network in formulating CRM strategies, improving service quality, and creating more effective customer value to sustainably maintain customer satisfaction and loyalty.

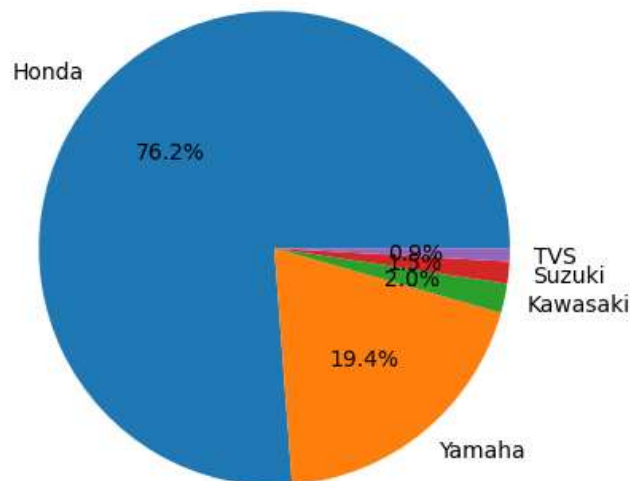
Keywords: Customer Relationship Management, Service Quality, Green Perceived Value, Customer Satisfaction, Customer Loyalty, Honda, eSAF.

INTRODUCTION

The motorcycle industry in Indonesia is characterized by high levels of growth and competition due to its important role as a primary means of transportation for the public and as a means of supporting economic and social activities. Throughout 2025, domestic motorcycle sales reached more than 6.41 million units, reflecting strong market demand and encouraging companies not only to increase sales but also to retain customers over the long term (Detik Oto, 2026). Market competition is reflected in Honda's dominance, with a market share of approximately 76.2%, followed by Yamaha

at 19.4%, while Kawasaki, Suzuki, and TVS account for relatively smaller shares (AISI, 2026). Furthermore, the automatic scooter segment, which accounted for approximately 91.7% of total sales, has become the primary arena for competition among brands in addressing consumer needs and preferences (Oto, 2026).

Figure 1. Market Share of Motorcycle Brands in Indonesia in 2025



Sumber : AISI

In an increasingly competitive industrial environment, customer loyalty has become a strategic asset for companies. Loyal customers not only make repeat purchases but also tend to continuously use after-sales services and provide positive recommendations to others. Therefore, companies are required to create sustainable customer satisfaction as a foundation for building customer loyalty.

The emergence of issues concerning the Enhanced Smart Architecture Frame (eSAF) used in several Honda motorcycle models, which has reportedly experienced corrosion, has attracted widespread public attention. This issue not only affects perceived product quality but may also influence the value perceived by consumers (Perceived Value). In the highly competitive motorcycle industry, perceptions of frame strength, durability, and safety are core attributes that determine consumers' overall evaluations of a product. The eSAF frame issue, which has been widely discussed in various national media outlets, indicates that product quality remains an important factor in shaping consumer perceptions and trust in a brand (CNBC Indonesia, 2023; DetikOto, 2023).

Consumers who previously perceived Honda motorcycles as strong, durable, and high-value products may experience a decline in perceived value when the frame quality is considered inconsistent with their expectations. The discrepancy between initial expectations and actual product performance may result in negative disconfirmation, which can ultimately reduce Customer Satisfaction. In the long term, this condition may affect customer commitment and Customer Loyalty, particularly when consumers perceive an increased risk associated with product use. Media reports regarding consumer complaints about eSAF frames allegedly experiencing corrosion and breakage have further intensified public concerns regarding product safety and durability (ANTARA News, 2023).

In such a product quality crisis, the role of Customer Relationship Management (CRM) becomes particularly crucial. CRM is understood not merely as a customer database management system but also as a relational strategy through which companies establish two-way communication, address complaints, and maintain long-term relationships with customers. The company's response to complaints regarding eSAF frames, the clarity of information provided, transparency in complaint-handling procedures, and empathy demonstrated toward customers significantly influence how consumers evaluate their overall experience. Effective customer relationship management may mitigate the negative effects of perceived quality issues and help maintain customer satisfaction. According to several media reports, Astra Honda Motor (AHM) has stated that it conducted product quality testing and provided inspection services through its authorized workshop network in response to consumer concerns regarding the eSAF issue (CNBC Indonesia, 2023; OTO.com, 2023).

In addition to CRM, Service Quality, particularly in after-sales services and authorized AHASS workshops, also plays a strategic role in mitigating the negative consequences of product quality issues. Service quality, encompassing technician reliability, responsiveness in handling complaints, repair assurance, and employee empathy, can influence consumers' evaluations of the company. Responsive, professional, and solution-oriented services may reduce dissatisfaction arising from product-related problems while helping restore consumer trust in the brand. Through its AHASS network, AHM has also emphasized its commitment to providing inspections and assistance to consumers experiencing problems with eSAF frames in accordance with company procedures (DetikOto, 2023).

Furthermore, consumers' perceptions of the value received (Green Perceived Value) are determined not only by product quality but also by service quality, the convenience of the claim process, and their overall interaction experience with the company. If consumers continue to perceive that the benefits received, including safety, comfort, and after-sales services, are comparable to or even exceed the sacrifices incurred, customer satisfaction may be maintained despite problems related to certain aspects of the product.

Previous studies have demonstrated that CRM, Service Quality, and Green Perceived Value significantly influence Customer Satisfaction, which subsequently has implications for Customer Loyalty. However, most previous studies have been conducted under relatively stable and normal market conditions. Research specifically examining the relationships among these variables in the context of a product quality crisis or declining consumer trust remains relatively limited. This condition indicates a **contextual gap**, namely the limited empirical evidence examining the role of relational strategies and service quality in maintaining customer satisfaction and loyalty when a company faces product quality issues.

Empirically, the relationships among Customer Relationship Management (CRM), Service Quality, Green Perceived Value, Customer Satisfaction, and Customer Loyalty have produced inconsistent findings. Several previous studies have found that CRM has a positive and significant effect on customer satisfaction and loyalty because of its ability to facilitate long-term relationships between companies and customers. However, other studies have indicated that CRM does not always directly enhance

customer loyalty, particularly when consumers encounter product quality problems involving safety and trust. These divergent findings indicate an **empirical gap** regarding the effectiveness of CRM in maintaining customer loyalty during a product quality crisis involving Honda motorcycles.

Furthermore, findings regarding the effects of Service Quality on Customer Satisfaction and Customer Loyalty remain inconsistent. Some studies have reported that high-quality after-sales services significantly improve customer satisfaction and loyalty, whereas others have found that service quality may not be sufficiently strong to maintain loyalty when the quality of the core product is perceived as problematic. These findings suggest that the relationship between service quality and customer loyalty is strongly influenced by the research context and consumers' perceptions of product-related risks.

Inconsistent findings have also been identified regarding Green Perceived Value. Several studies have demonstrated that high perceived value can enhance customer satisfaction and loyalty because consumers perceive the benefits received as commensurate with the sacrifices made. However, other studies have found that perceived value does not always significantly influence customer loyalty, particularly when consumers experience declining trust due to product quality issues. These differences indicate that the influence of Green Perceived Value on customer loyalty requires further investigation, particularly within the automotive industry.

Theoretically, most previous studies have employed Expectation Confirmation Theory (ECT), SERVQUAL, and Relationship Marketing Theory to explain the formation of customer satisfaction and loyalty. However, these theories have generally been developed and applied under normal and stable market conditions and therefore may not fully explain customer behavior when a company faces a product quality crisis that may undermine consumer trust. In the context of Honda's eSAF frame issue, consumers evaluate not only product benefits and service quality but also risk, safety, and corporate transparency in addressing complaints. This condition indicates a **theoretical gap**, namely the limitations of relationship marketing and service quality theories in explaining the dynamics of customer satisfaction and loyalty during a product quality crisis.

The selection of Customer Relationship Management (CRM), Service Quality, and Green Perceived Value as variables in this study is based on their relevance to the phenomenon surrounding Honda's eSAF frame issue. CRM was selected because a company's ability to establish communication and address customer complaints is essential for maintaining long-term relationships with consumers. In the eSAF case, Honda's ability to provide transparent information, promptly address complaints, and maintain communication with customers may substantially influence customer satisfaction and loyalty. Studies by Ramadonna et al. (2019), Sulaiman and Musnadi (2020), and Emaluta et al. (2019) demonstrated that CRM positively influences Customer Satisfaction, while other research has found that CRM also affects Customer Loyalty (Khan et al., 2023).

Service Quality was selected because the negative issues surrounding eSAF are related not only to the product itself but also to the quality of after-sales services and complaint handling provided to affected consumers. Service quality therefore serves as

an important factor in rebuilding customer trust following the emergence of product quality concerns. Previous research has demonstrated that Service Quality has a positive effect on Customer Satisfaction (Supriyanto et al., 2021).

Green Perceived Value was selected because consumers' perceptions of product benefits, safety, and value are expected to change following the emergence of the eSAF frame issue. These three variables are considered strongly interconnected in influencing Customer Satisfaction and Customer Loyalty in the motorcycle industry. Previous research has shown that Green Perceived Value positively affects Customer Satisfaction (Kusumawati & Rahayu, 2020), while Perceived Value positively influences Customer Loyalty (Ramadhan & Siagian, 2019).

Based on the preceding discussion, this study is important for analyzing the effects of Customer Relationship Management (CRM), Service Quality, and Perceived Value on Customer Satisfaction and Customer Loyalty among Honda motorcycle customers at PT Astra Motor, particularly in the context of the reported eSAF frame corrosion issue. The findings are expected to contribute theoretically to the development of marketing management literature, particularly regarding the dynamics of customer satisfaction and loyalty during a product quality crisis. Furthermore, the study is expected to provide practical implications for the company in formulating strategies for customer relationship recovery and strengthening in a sustainable manner.

Therefore, research on maintaining customer loyalty through Customer Relationship Management programs among Honda motorcycle users is important. This study is expected to provide empirical evidence regarding the extent to which CRM implementation can maintain customer loyalty amid emerging product quality challenges. In addition to contributing to the development of Relationship Marketing and Customer Relationship Management theories, the findings are expected to provide valuable insights for PT Astra Honda Motor and its dealer network in designing more effective CRM strategies to sustainably maintain customer satisfaction, trust, and loyalty.

RESEARCH METHOD

This study employs a quantitative approach using an explanatory research design to analyze the effects of Customer Relationship Management (CRM), Service Quality, Green Perceived Value, and Customer Satisfaction on Customer Loyalty among Honda motorcycle customers at PT Astra Motor. Data were collected online using a Google Forms questionnaire distributed to customers who had purchased Honda motorcycles and/or used after-sales services at PT Astra Motor. A quantitative approach was employed because the study focuses on measuring numerical data and statistically examining relationships among variables (Creswell & Creswell, 2018; Sugiyono, 2019). Jakarta was selected as the research location because of its high level of mobility and motorcycle usage, as well as the availability of PT Astra Motor's after-sales service network and digital facilities relevant to the variables examined in this study (Sugiyono, 2019; BPS, 2024).

The study population consisted of 7,000 Honda motorcycle customers who purchased motorcycles equipped with eSAF frames during the 2019–2025 period. Based

on the 31 research indicators and the recommended sample size of 5–10 times the number of indicators, a sample of 250 respondents was established (Hair et al., 2013). Data were collected using an online questionnaire with a five-point Likert scale. The research instrument comprised five variables: Customer Relationship Management, Service Quality, Green Perceived Value, Customer Satisfaction, and Customer Loyalty. The indicators were adapted from previous studies and adjusted to the context of Honda motorcycle customers and AHASS services (Hair et al., 2013; Ishak et al., 2006; Demo & Rozzett, 2013; Wang & Feng, 2012; Hafiduddin et al., 2023; Fauzi et al., 2017). Data were analyzed using Structural Equation Modeling (SEM) with AMOS to assess validity, reliability, model goodness of fit, and the research hypotheses. Convergent validity was evaluated using factor loadings and Average Variance Extracted (AVE), with the criteria of factor loadings ≥ 0.70 and $AVE \geq 0.50$. Instrument reliability was assessed using Cronbach's Alpha, Composite Reliability, and Error Reliability (ER), while model fit was evaluated based on CMIN/DF, GFI, AGFI, CFI, TLI, and RMSEA indices. Subsequently, hypothesis testing was conducted using the Critical Ratio (CR), with a CR value > 1.96 indicating a statistically significant relationship (Setiawan & Susanto, 2024).

RESULTS AND DISCUSSION

Descriptive Analysis

Based on the descriptive analysis, all research variables, namely Customer Relationship Management, Service Quality, Green Perceived Value, Customer Satisfaction, and Customer Loyalty, received highly positive evaluations, as indicated by the predominance of respondents selecting the agree and strongly agree categories. Customer Relationship Management was perceived as capable of building customer-oriented relationships through appropriate services and programs, while Service Quality was reflected in competent and responsive AHASS services supported by adequate facilities. Green Perceived Value indicates that Honda's technological innovations, such as PGM-FI, eSP, and Electric Vehicles, are perceived as providing benefits in terms of fuel efficiency as well as environmental value. Meanwhile, the high level of Customer Satisfaction, resulting from product performance, affordable costs, service quality, and ease of obtaining spare parts, contributes to strengthening Customer Loyalty, as reflected in customers' intentions to continue using, repurchasing, and recommending Honda motorcycles and services to others.

Measurement Model Test (Outer Model)

a. Validity Test

Table 1. Loading Factor Results

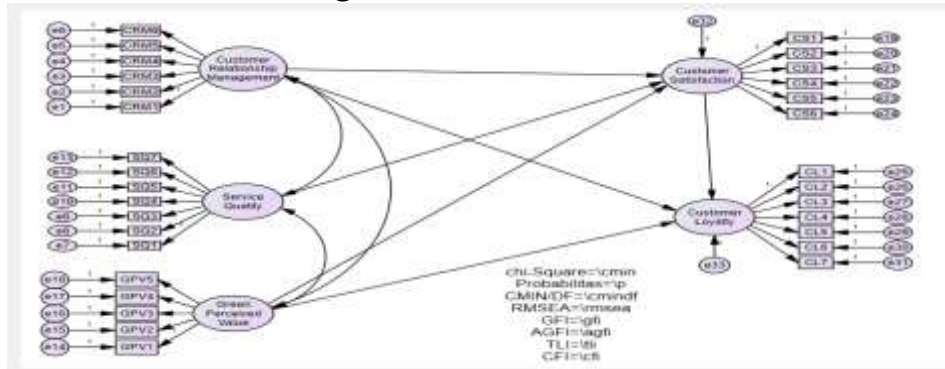
Variable	Indicator	Loading	Factor	Threshold	Description
Customer Relationship Management	CRM1	0.861		> 0.5	Valid
	CRM2	0.847		> 0.5	Valid
	CRM3	0.842		> 0.5	Valid
	CRM4	0.816		> 0.5	Valid
	CRM5	0.792		> 0.5	Valid
	CRM6	0.782		> 0.5	Valid

Variable	Indicator	Loading Factor	Threshold	Description
Service Quality	SQ1	0.886	> 0.5	Valid
	SQ2	0.835	> 0.5	Valid
	SQ3	0.827	> 0.5	Valid
	SQ4	0.825	> 0.5	Valid
	SQ5	0.807	> 0.5	Valid
	SQ6	0.785	> 0.5	Valid
	SQ7	0.679	> 0.5	Valid
Green Perceived Value	GPV1	0.858	> 0.5	Valid
	GPV2	0.854	> 0.5	Valid
	GPV3	0.826	> 0.5	Valid
	GPV4	0.796	> 0.5	Valid
	GPV5	0.707	> 0.5	Valid
Customer Satisfaction	CS1	0.881	> 0.5	Valid
	CS2	0.844	> 0.5	Valid
	CS3	0.828	> 0.5	Valid
	CS4	0.797	> 0.5	Valid
	CS5	0.732	> 0.5	Valid
	CS6	0.691	> 0.5	Valid
Customer Loyalty	CL1	0.813	> 0.5	Valid
	CL2	0.808	> 0.5	Valid
	CL3	0.798	> 0.5	Valid
	CL4	0.759	> 0.5	Valid
	CL5	0.749	> 0.5	Valid
	CL6	0.735	> 0.5	Valid
	CL7	0.700	> 0.5	Valid

Source: Processed by the researchers

Based on Table 1, the validity test conducted on 250 respondents and 31 questionnaire items indicates that all indicators of Customer Relationship Management, Service Quality, Green Perceived Value, Customer Satisfaction, and Customer Loyalty have loading factor values greater than 0.50. Therefore, all indicators are considered valid and appropriate for use in further structural model testing.

Figure 2. Research Model



Sumber: Data diolah oleh peneliti (2026)

a. Discriminant Validity (Validitas Diskriminan)

Table 2. Discriminant Validity Cross-Loading Results

Indikator	CRM	SQ	GPV	CS	CL
CRM1	0,853	0,426	0,436	0,507	0,588
CRM2	0,812	0,357	0,436	0,477	0,577
CRM3	0,785	0,433	0,442	0,495	0,540
CRM4	0,847	0,407	0,443	0,477	0,549
CRM5	0,775	0,446	0,441	0,485	0,544
CRM6	0,866	0,409	0,440	0,502	0,597
SQ1	0,433	0,831	0,290	0,601	0,543
SQ2	0,361	0,824	0,259	0,527	0,517
SQ3	0,352	0,827	0,276	0,554	0,524
SQ4	0,450	0,790	0,299	0,499	0,523
SQ5	0,402	0,812	0,316	0,543	0,534
SQ6	0,445	0,679	0,382	0,563	0,559
SQ7	0,397	0,881	0,280	0,596	0,553
GPV1	0,461	0,370	0,850	0,516	0,556
GPV2	0,419	0,265	0,800	0,421	0,531
GPV3	0,406	0,281	0,832	0,449	0,554
GPV4	0,441	0,249	0,703	0,467	0,492
GPV5	0,437	0,323	0,855	0,466	0,589
CS1	0,558	0,622	0,476	0,838	0,719
CS2	0,442	0,517	0,416	0,796	0,631
CS3	0,422	0,512	0,457	0,735	0,583
CS4	0,487	0,552	0,456	0,832	0,649
CS5	0,444	0,509	0,453	0,692	0,648
CS6	0,491	0,564	0,479	0,879	0,681
CL1	0,607	0,557	0,532	0,675	0,795
CL2	0,522	0,521	0,517	0,626	0,811
CL3	0,466	0,449	0,490	0,548	0,735
CL4	0,503	0,471	0,506	0,621	0,763

CL5	0,471	0,511	0,525	0,644	0,752
CL6	0,573	0,530	0,485	0,634	0,704
CL7	0,546	0,509	0,559	0,631	0,801

Source: Processed by the researchers

Based on the results of the discriminant validity test using the cross-loading approach presented in Table 2, all indicators have the highest loading values on their respective constructs compared with the other constructs. The indicators of Customer Relationship Management (CRM), Service Quality (SQ), Green Perceived Value (GPV), Customer Satisfaction (CS), and Customer Loyalty (CL) demonstrate the highest cross-loading values on their respective constructs, indicating that each indicator represents its intended construct more strongly and that there is no measurement overlap among the constructs. Therefore, the research model meets the discriminant validity criteria based on cross-loading (Hair et al., 2021), which can be further confirmed through the Fornell–Larcker criterion.

Table 3. Fornell–Larcker Results

	X1 (CRM)	X2 (SQ)	X3 (GPV)	Y (CS)	Z (CL)
X1 (CRM)	0,824				
X2 (SQ)	0,504	0,808			
X3 (GPV)	0,536	0,573	0,810		
Y (CS)	0,598	0,692	0,575	0,798	
Z (CL)	0,691	0,666	0,674	0,767	0,821

Source: Processed by the researchers

Based on the results of the discriminant validity assessment using the Fornell–Larcker criterion presented in Table 3, the square root of the Average Variance Extracted (AVE) for each construct is higher than its correlations with the other constructs. The square root of the AVE is 0.821 for Customer Loyalty, 0.824 for Customer Relationship Management, 0.808 for Service Quality, 0.810 for Green Perceived Value, and 0.798 for Customer Satisfaction. Although several correlations are relatively high, all values remain below the square root of the AVE for their respective constructs, indicating that each construct demonstrates adequate distinctiveness and that there is no measurement overlap among the constructs. Therefore, the research model meets the discriminant validity criteria based on the Fornell–Larcker approach (Hair et al., 2021).

b. Reliability Test

Table 4. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1 (CRM)	0,905	0,906	0,927	0,679
X2 (SQ)	0,910	0,912	0,929	0,653

X3 (GPV)	0,867	0,871	0,905	0,656
Y (CS)	0,884	0,888	0,913	0,637
Z (CL)	0,883	0,884	0,909	0,588

Source: Processed by the researchers

Ghozali (2017) states that the test results are considered reliable when the construct reliability value is > 0.7 . The results of this study indicate that the CR values of all five research variables are greater than 0.7. Based on these results, it can be concluded that all research instruments are reliable and therefore appropriate for use in this study.

Research Results (Hypothesis Testing)

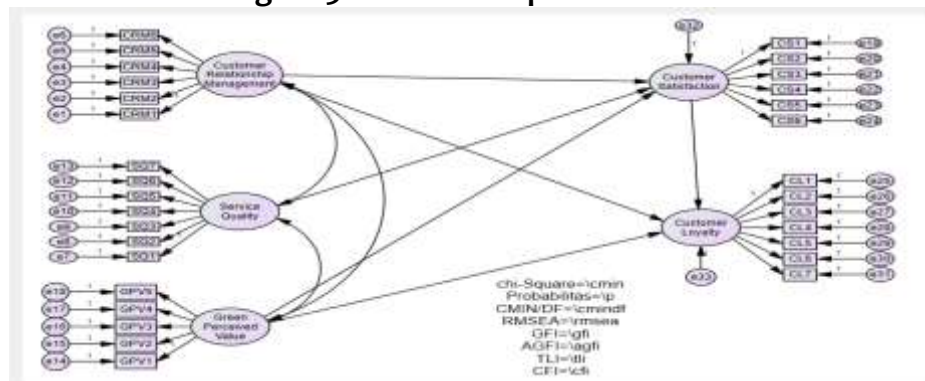
a. Research Results (Hypothesis Testing)

In general, the research model consists of five variables, namely Customer Relationship Management, Service Quality, Green Perceived Value, Customer Satisfaction, and Customer Loyalty.

b. Developing the Path Diagram

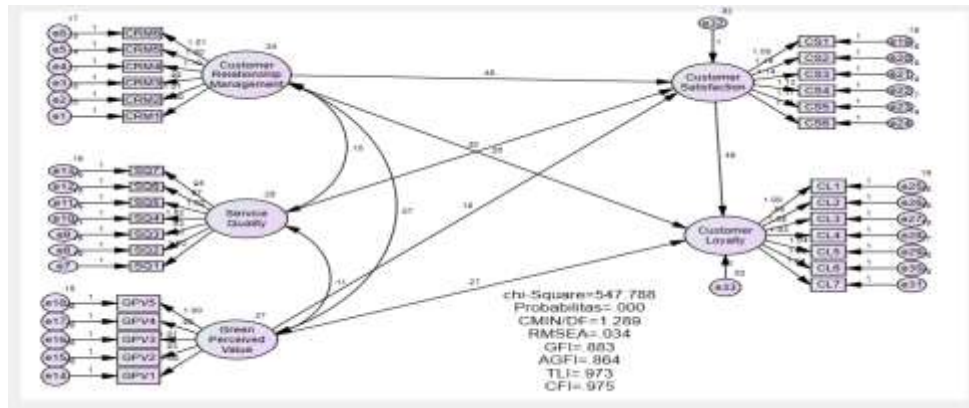
Following the development of the theory-based model, the next step is to represent the model in the form of a path diagram, which facilitates the examination of the causal relationships to be tested. In the path diagram, relationships among constructs are represented by arrows. Straight arrows indicate direct causal relationships between one construct and another. In SEM, the relationships among variables are represented through the structural model.

Figure 3. Structural Equation Model



c. Struktural Conversion of the Path Diagram into Structural Equations

Figure 4. Structural Equation Model



d. Matrix Input and Model Estimation

1) Sample Size

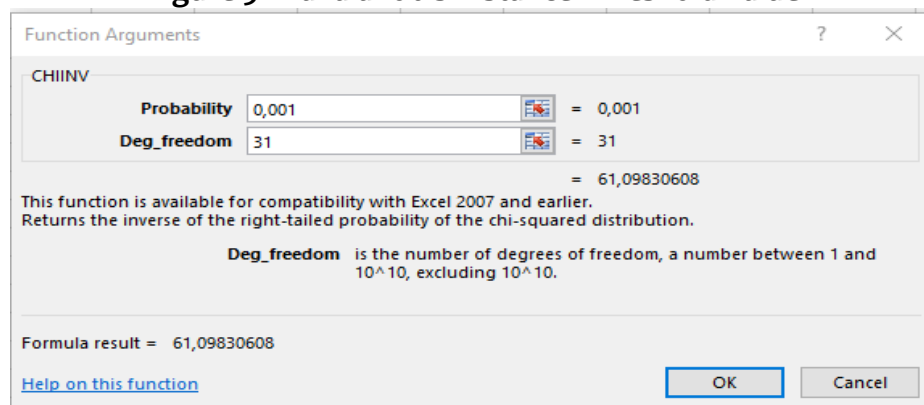
This study used a sample of 250 respondents. Referring to Ghazali (2017), who states that a representative sample size ranges from approximately 100 to 200 respondents, the sample size used in this study satisfies the requirements for SEM analysis.

2) Data Normality Test

Based on the normality test results, the multivariate critical ratio (C.R.) value was 2.425, which falls within the acceptable range of ± 2.58 . This indicates that the research data meet the assumption of multivariate normality. Therefore, the data can be considered normally distributed and appropriate for further analysis.

3) Outlier Identification

Figure 5. Mahalanobis Distance Threshold Value



Based on the outlier test results, the Mahalanobis Distance threshold used to identify multivariate outliers was 61.09; therefore, observations with values exceeding this threshold were categorized as outliers. The analysis of 250 observations showed that the highest Mahalanobis d-squared value was 49.366 for observation 23, which remained below the threshold of 61.09. Thus, no multivariate outliers were identified in the research data, and all observations could be retained for further analysis.

4) Structural Model Identification

Table 5. Structural Model Identification

Number of distinct sample moments:	496
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Number of distinct parameters to be estimated:	71
Degrees of freedom (496 - 71):	425

Source: Processed by the researchers

Based on Table 5, the AMOS output shows that the model has 425 degrees of freedom (df). This indicates that the model is categorized as over-identified because it has a positive df value. Therefore, the data analysis can proceed to the next stage.

5) Assessment of Goodness of Fit Criteria

Table 6. Goodness-of-Fit Assessment

Goodness of fit index	Cut-off value	Model Penelitian	Model
Chi-square	$\leq 474,065$ (df=425)	547,788	Tidak Fit
Significant probability	≥ 0.05	0,000	Tidak Fit
RMSEA	≤ 0.08	0,034	Fit
GFI	≥ 0.90	0,883	Marginal
AGFI	≥ 0.90	0,864	Marginal
CMIN/DF	≤ 2.0	1,289	Fit
TLI	≥ 0.90	0,973	Fit
CFI	≥ 0.90	0,975	Fit

Source: Processed by the researchers

Based on the results presented in Table 6, the research model can generally be considered to approach a good fit.

a) RMSEA

Table 7. RMSEA Results

Model	RMSEA
Default model	.034
Independence model	.208

Source: Processed by the researchers

Table 7 shows an RMSEA value of 0.034. This result indicates that the model is fit because the value is below 0.08.

b) GFI

Table 8. GFI Results

Model	GFI
Default model	.883
Saturated model	1.000
Independence model	.164

Source: Processed by the researchers

Table 8 shows a GFI value of 0.883. This result indicates a marginal fit because the value is close to the recommended threshold of 0.90.

c) AGFI

Table 9. AGFI Results

Model	AGFI
Default model	.864
Saturated model	

Model	AGFI
Independence model	.109

Source: Processed by the researchers

Table 9 shows an AGFI value of 0.864. This result indicates a marginal fit because the value is close to the recommended threshold of 0.90.

d) CMIN/DF

Table 10. CMIN/DF Results

Model	CMIN/DF
Default model	1.289
Saturated model	
Independence model	11.755

Source: Processed by the researchers

Table 10 shows a CMIN/DF value of 1.289. This result indicates that the model is fit because the value is below 2.

e) TLI

Table 11. TLI Results

Model	TLI rho2
Default model	0.973
Saturated model	
Independence model	.000

Source: Processed by the researchers

Table 11 shows a TLI value of 0.973. This result indicates that the model is fit because the value exceeds 0.90.

f) CFI

Table 12. CFI Results

Model	CFI
Default model	0.975
Saturated model	1.000
Independence model	.000

Source: Processed by the researchers

Table 12 shows a CFI value of 0.975. This result indicates that the model is fit because the value exceeds 0.90.

Hypothesis Testing

Table 13. Hypothesis Testing Results

No.	Hypothesis	Estimate	S.E.	C.R.	P	Result
H1	Customer Relationship Management → Customer Satisfaction	0.398	0.042	9.389	<0.001	Significant
H2	Customer Relationship Management → Customer Loyalty	0.260	0.055	4.742	<0.001	Significant
H3	Service Quality → Customer Satisfaction	0.303	0.042	7.305	<0.001	Significant

No.	Hypothesis	Estimate	S.E.	C.R.	P	Result
H4	Green Perceived Value → Customer Satisfaction	0.178	0.031	5.804	<0.001	Significant
H5	Green Perceived Value → Customer Loyalty	0.274	0.040	6.775	<0.001	Significant
H6	Customer Satisfaction → Customer Loyalty	0.482	0.099	4.867	<0.001	Significant

Source: Processed by the researchers

Based on the data analysis results presented in Table 13, all relationships among the variables have C.R. values > 1.96 and probability values of $0.000 < 0.05$, indicating positive and significant effects (Ghozali, 2017). Customer Relationship Management has a positive and significant effect on Customer Satisfaction (estimate = 0.398; C.R. = 9.389) and Customer Loyalty (estimate = 0.260; C.R. = 4.742), while Service Quality has a positive and significant effect on Customer Satisfaction (estimate = 0.303; C.R. = 7.305). Green Perceived Value also has a positive and significant effect on Customer Satisfaction (estimate = 0.178; C.R. = 5.804) and Customer Loyalty (estimate = 0.274; C.R. = 6.775), while Customer Satisfaction has a positive and significant effect on Customer Loyalty (estimate = 0.482; C.R. = 4.867). Therefore, all hypotheses tested in this study, namely H1, H2, H3, H4, H5, and H6, are supported..

Discussion

The findings indicate that Customer Relationship Management (CRM), Service Quality, and Green Perceived Value have positive effects on Customer Satisfaction. The implementation of CRM through customer relationship management practices, service reminders, loyalty programs, digital communication, and complaint handling contributes to creating positive customer experiences and maintaining customer satisfaction, particularly following the emergence of the eSAF frame issue. In addition, the quality of AHASS services, as reflected in service speed, mechanic competence, the friendliness of Service Advisors, spare-parts availability, and facility convenience, contributes to higher customer satisfaction. Green Perceived Value, reflected in technologies such as PGM-FI, eSP, ISS, and the development of electric vehicles, also provides functional and environmental value through improved fuel efficiency and reduced emissions, thereby strengthening customer satisfaction with Honda. These findings are consistent with previous studies emphasizing the importance of CRM, service quality, and perceived value in shaping customer satisfaction.

In terms of loyalty, Customer Relationship Management and Green Perceived Value were found to have positive effects on Customer Loyalty. CRM practices implemented through continuous communication, customer appreciation programs, complaint-handling services, and interactions through dealers, AHASS, and digital media contribute to building emotional closeness and long-term relationships with customers. Meanwhile, consumers' perceptions of the economic and environmental benefits offered by Honda's technologies strengthen their commitment to continue using, repurchasing, and recommending Honda products. Thus, customer loyalty is determined not only by product quality and performance but also by the company's

ability to maintain customer relationships and provide environmental value that is relevant to consumer needs.

Customer Satisfaction also plays an important role in enhancing Customer Loyalty, as positive experiences with both products and after-sales services encourage customers to make repeat purchases, continuously use AHASS services, provide positive recommendations, and become less likely to switch to competing brands. In the context following the eSAF frame issue, customer satisfaction becomes increasingly important because responsive service, effective complaint handling, transparent information, and high-quality after-sales services can help maintain consumer trust and loyalty. This finding is consistent with Expectation Confirmation Theory (ECT), which explains that when consumer expectations are met or exceeded, satisfaction is formed and subsequently develops into long-term commitment and loyalty. Overall, the findings confirm that strengthening CRM, service quality, environmental value, and customer satisfaction constitutes a strategic approach to maintaining Honda customer loyalty amid intense competition in the motorcycle industry and challenges arising from product quality issues.

CONCLUSION

Based on the findings of this study, the conclusions of the hypothesis testing are as follows:

- a. The first hypothesis states that Customer Relationship Management has a positive and significant effect on Customer Satisfaction. This means that the better Honda's CRM implementation, the higher the level of satisfaction experienced by Honda motorcycle customers. Honda's ability to establish customer-oriented relationships, provide appropriate services and programs, and offer beneficial solutions contributes to increased customer satisfaction with its products.
- b. The second hypothesis states that Customer Relationship Management has a positive and significant effect on Customer Loyalty. This indicates that better CRM implementation by Honda leads to higher levels of customer loyalty. A well-established relationship between Honda and its customers encourages them to continue choosing and using Honda motorcycles and recommending them to others.
- c. The third hypothesis states that Service Quality has a positive and significant effect on Customer Satisfaction. This indicates that better service quality provided by Honda through its dealers and authorized AHASS workshops leads to higher customer satisfaction. When the entire service process is delivered professionally, promptly, accurately, and in accordance with customer expectations, customers are more likely to have positive experiences, thereby increasing their satisfaction.
- d. The fourth hypothesis states that Green Perceived Value has a positive and significant effect on Customer Satisfaction. This means that the higher consumers' perceptions of the environmental value offered by Honda motorcycles, the higher their level of satisfaction. When consumers perceive that Honda's technologies and innovations provide environmental benefits while simultaneously delivering strong functional value, their satisfaction with Honda's products and services increases.
- e. The fifth hypothesis states that Green Perceived Value has a positive and significant effect on Customer Loyalty. This indicates that higher consumer perceptions of the

environmental value offered by Honda motorcycles lead to greater customer loyalty. Consumers who perceive Honda as capable of providing environmentally friendly technologies with tangible benefits are more likely to continue choosing and using Honda motorcycles and recommending them to others.

f. The sixth hypothesis states that Customer Satisfaction has a positive and significant effect on Customer Loyalty. This means that the higher the level of customer satisfaction with Honda's products and services, the higher the level of customer loyalty. Satisfied customers are more likely to continue using Honda motorcycles, make repeat purchases, utilize authorized AHASS workshop services, and recommend Honda to others.

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