

## Strategic Decision-Making to Increase Transaction Volume and Customer Loyalty at AHASS Bersama Jaya Prima

Zahran Hanawa<sup>1\*</sup>, Pri Hermawan<sup>2</sup>

<sup>1,2</sup> School of Business and Management, Institut Teknologi Bandung, Jl. Ganesha No. 10, Bandung, West Java 40132, Indonesia

\* Corresponding Author:

Email: [zahranhanawa@gmail.com](mailto:zahranhanawa@gmail.com)

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### Abstract.

*The goal of this study was to find out how to make smart choices that would lead to more sales and more loyal customers at AHASS Bersama Jaya Prima, the official Honda workshop in Bekasi. Even though the economy is getting better again after the pandemic, their business is still stuck. This is mostly because service visits have dropped by about 40% from what they were before the pandemic. For this study, we ran a qualitative case study. We basically talked to key people, like the customers, the staff, and the suppliers, to understand the whole picture. The main way we analyzed the data was using Root Cause Analysis (5 Whys), and then we used the Theory of Planned Behavior (TPB) idea to explain what was going on. The results showed that the biggest problem is that things aren't run efficiently. Especially, they keep messing up the Standard Operating Procedures (SOPs) because everyone is so focused on serving many people fast instead of giving good quality service. This situation just gives customers a bad time, makes them wait longer, and makes them unhappy with the service. We then used Analytic Hierarchy Process (AHP) to pick the best move, and the clear winner was setting up a digital queue and booking system. This new system should help customers feel more in control (perceived behavioral control), fundamentally smooth out service bottlenecks, and definitely help bring customer loyalty back up so the business can recover properly.*

**Keywords:** SOP; AHP; Decision-making and customer loyalty.

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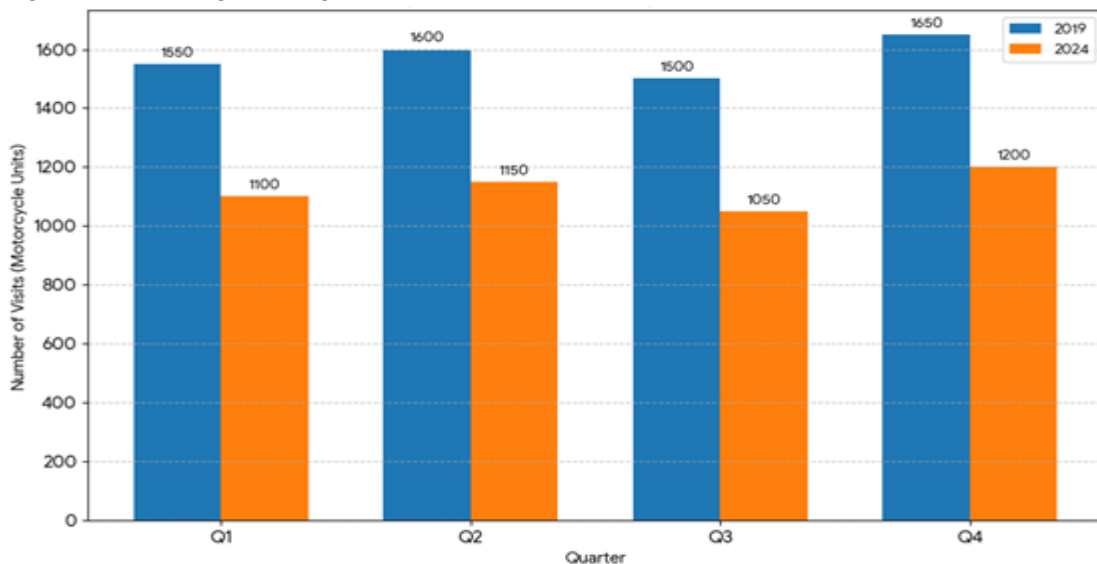
## I. INTRODUCTION

The COVID-19 pandemic is a situation that has not only changed the global health order but has also paralyzed various economic sectors, especially those that depend on mobility and physical interaction. As the owner of AHASS Bersama Jaya Prima, an official Honda workshop in Bekasi, I witnessed firsthand how the social restrictions (PSBB) policy and public concerns about the transmission of the virus drastically reduced the number of customers coming for routine service or repairs. There is a general expectation, including from myself, that after the restrictions are lifted and community activities return to normal, business rates will recover and return to pre-pandemic levels. However, the reality on the ground shows a different picture; the sales figures for spare parts and the number of motorbikes coming in for service at my workshop have persistently not reached the numbers I used to see before 2020. This is the point of departure of the issue that points to urgent concerns on what actually prevents or promotes recovery in this period called the new normal. My initial analysis is that the slow recovery cannot be separated by the macroeconomic conditions that will occur after the pandemic. The decline in purchasing power because of inflation, the increase in cost of basic goods, and uncertainty in income. To the majority of my clients, a motorbike is a necessity in work and everyday life but in the current economic conditions, spending money on regular maintenance or buying new original spares could have ceased to be a priority. The customers have become significantly more price conscious, they are starting to delay services which they view as non urgent or even beginning to seek alternative non-official workshops that can offer them cheaper prices.

This move towards consumer behavior founded on fiscal factors has greatly altered the landscape of demand of services and goods within the workshop industry and strategies, which were previously good might no longer be considered pertinent in the face of the current economic reality. Conversely, the pandemic has been the initiation of the digital technology adoption that transformed the information search and interaction between consumers and service providers. Word of mouth and strategic physical locations might

be sufficient previously, but the competitive world now has moved to the online world. The current customers compare the prices of spare parts in the marketplaces, check the reviews of the workshops on Google Maps, and see the promos of the competitors on the Instagram and Tik Tok. This causes challenges and opportunities. There is the growing expectation of convenience by the customers like online booking, communication through WhatsApp and digital payments. Blending of economic forces that shift consumer priorities and technological upheavals that shift the manner in which they make decisions is what makes business environment a complex one. Thus, it is important not only as a compulsory requirement of the academic study, but also as a strategic necessity of the sustainability and development of AHASS Bersama Jaya Prima in the future. AHASS Bersama Jaya Prima is one of Honda's official workshops under the auspices of the AHASS (Astra Honda Authorized Service Station) network.

As an official partner of Astra Honda Motor, this workshop has a license and service standards that have been set by AHM to guarantee the quality of Honda motorcycle services. Ahass Bersama Jaya Prima is a business sector engaged in the field of maintenance services (H2) and sales of spare parts (H3). Ahass Bersama Jaya Prima is an official Honda motorcycle workshop under the auspices of PT Daya Adicipta Motora as the main dealer in the Bekasi area. The main business issue faced by AHASS Bersama Jaya Prima is the stagnation of post-pandemic revenue recovery that is not in line with the normalization of economic activities and community mobility. Although theoretically the market has opened and customers are back to their activities, the volume of spare part sales and the number of service services are consistently below pre-pandemic levels (still around 40% below the 2019 monthly average). This stagnation indicates that the operational and marketing strategies that have been effective so far are no longer strong enough to respond to fundamental changes in consumer behavior and the intensity of competition in the new era. Failure to adapt to this new reality creates significant risks to business continuity. If not immediately explained and addressed, AHASS Bersama Jaya Prima has the potential to experience market share erosion, long-term decline in profitability, and loss of relevance in the eyes of target consumers who now have different expectations and priorities. Therefore, this research is a strategic necessity to identify the most effective levers (factors) to encourage to accelerate growth again.



**Fig 4.** Honda Bersama Jaya Service Visit Per Quarter (2019 vs 2024)

**Table 1.** Honda Bersama Jaya Service Visit Per Quarter (2019 vs 2024)

Year	Quartal	Number of Visits
2019	Q1	1550
2019	Q2	1600
2019	Q3	1500
2019	Q4	1650

2024	Q1	1100
2024	Q2	1150
2024	Q3	1050
2024	Q4	1200

The market shows a major performance difference between 2019 and 2024 because total visits decreased from 6,300 units to 4,500 units. The data shows that 1,800 visits disappeared from the system during the previous twelve months. The 40% reduction exceeds standard market fluctuations, which means that it is a strong sign of fundamental structural change. The data provides proof for the "Business Issue" I identified because it shows recovery progress is not meeting expected benchmarks. From the chart, if we compare the orange bar of 2024 with the blue one of 2019, it is always below the latter in every quarter: Q1, Q2, Q3, and Q4. The problem is not seasonal or a one-off event. The fall occurs at specific times throughout the year. The evidence suggests my current approach might not work anymore for handling the changing market environment. The data shows this pattern most clearly through its daily operational records. The business faces major consequences because customer numbers dropped from 21 per day in 2019 to 15 per day in 2024.

- Cash Flow: Losing 6 customers every day means daily income is also reduced. This directly affects my ability to cover daily operational costs such as mechanic salaries, electricity, and spare part purchases.
- Resource Efficiency: My workshop capacity (number of mechanics and service bays) which is designed to service 20-25 motorbikes per day is not being optimally utilized (underutilized). My fixed costs are the same, but revenue is decreasing, which ultimately reduces profit margins.

Based on the background and business issues that have been described previously, to provide direction and focus for this research, the main problems can be formulated into several research questions as follows:

1. What internal factors and external factors, change the shift in customer behavior in terms of service frequency and purchasing, are influencing the current sales and services at AHASS Bersama Jaya Prima?
2. How to improve effectiveness for AHASS's current strategies in encouraging customer return?
3. What the best strategic improvements to increase transaction volume and customer loyalty?

## II. METHODS

The research design of the study was a qualitative research design followed by a case study strategy to acquire a holistic and in textualized view of the customer decision-making process in AHASS Bersama Jaya Prima. The philosophical school of thought behind this research is the interpretivism one where the emphasis is placed on the comprehension and interpretation of the subjective meaning of the experiences of the informants, and not on the objective measurement of reality. The case, which is the focus of inquiry in this study, is a particular business unit AHASS Bersama Jaya Prima, which will be examined as a tool to figure out the phenomenon of business recovery in post-pandemic automotive service industry. The strategy of data collection will be completed using a triangulation approach to enhance the research results and provide credibility. The primary methodology is in-depth interviews with informants who will be identified with the use of purposive sampling. The sample of the informants will include different customer groups (loyal, lost and new) and top internal employees to have a 360-degree view. These interviews are going to be complemented with participant observation, during which I will be the owner of the workshop and will observe the actual interactions and the atmosphere of the workshop as well as record some studies, including the analysis of the promotional material and online reviews. The process of data collection will go on until it attains saturation point when no additional significant information is discovered. Thematic analysis will be used to systematically analyze the collected data which will mostly be in the form of interview transcripts.

This analysis process will be informed by the Theory of Planned Behavior (TPB) framework upon which the codes and themes that will be identified will be classified into three core components themes associated with customer Attitudes, Subjective Norms which affect their Attitudes and Perceived Behavioral Control which they believe. To make the findings of the research credible, member checking (checking the

interpretations against the sources) and development of an audit trail (record of the processes carried out in a transparent manner) will be employed. The final product of this type of research is not a numerical demonstration of the hypothesis, but a detailed and full narrative that will serve as the foundation of developing contextual and practical strategic suggestions to the business. The process of analysis involves a combination of multiple techniques, which involve three main analytical models and have a particular role to play in each step 5 Whys analysis when identifying the root cause, TPB-based Thematic Analysis when interpreting data, and the AHP framework when developing recommendations. The first diagnostic tool that was applied to frame the research problem was 5 Whys Analysis before the in-depth analysis of primary data. This approach is aimed at avoiding superficial symptoms, including the drop in sales, and getting to the most root cause of operation or management. It started with a statement of the main problem, then asking the question why, then why, etc. five times.

The answer to each question was the foundation of the next question, which enabled the researcher to explore the issue, which was service inconsistencies, further, down to the performance metrics system employed. The outcome of this examination is a precise articulation of the underlying cause that in this dissertation is the emphasis of the management on the quantity of services rather than the quality of the customer experience—that in turn is the point of departure of the whole investigation. The thematic analysis is the core analytical approach applied to the processing of the primary data i.e. interview transcripts which are conceptually guided by the theory of planned behavior (TPB). The objective will be to define patterns of meaning (themes) between customer and staff accounts and subsequently explain them using the TPB paradigm to respond to the first and second research questions. It starts with the coding of the data where they are classified in groups according to the three fundamental elements of TPB. Attitude Analysis examines the themes connected to the beliefs and evaluation of the service by the customers. Subjective Norm Analysis is centered on themes in terms of the effects of the social environment. Lastly, the Perceived Behavioral Control Analysis reveals the themes of the perceived barriers or conveniences of customers.

Following the conclusion of the qualitative data analysis, the decision-making tool is the Analytic Hierarchy Process (AHP) which is based on ranking the most effective strategic recommendations first. Applicability of AHP is to ensure every suggested strategy is appraised in a methodical manner in terms of its relative significance, logical consistency and its contribution to the perceived root causes. At this step, all the improvement options that have arisen during the preceding analysis are organized in a hierarchical framework comprising of the overall goal, criteria and the strategy alternatives. The elements of the hierarchy are compared by pairwise comparison and their priority weights are determined. The respondents calculate the relative importance of each criterion and alternative with the help of 1-9 scale. The matrices of pairwise comparisons are then done to produce normalized weights and priorities of each criterion and alternative. Consistency Ratio (CR) is also computed so that the decisions made by the respondents should be logically consistent and within the acceptable range ( $CR \leq 0.10$ ). The result of such AHP process is the ranking of the strategic alternatives in terms of the overall score of their priorities. This makes sure that the proposed strategies are not just made on the basis of qualitative information, but also confirmed in a systematic and quantitative decision-making process, thus the final suggestions will be more authoritative and prepared to be implemented by the managers.

### III. RESULT AND DISCUSSION

The following is the application of 5-Whys analysis.

Problem: Customer satisfaction and retention levels are not high enough to return business performance to pre-pandemic levels. Why 1? Why are satisfaction and retention not high enough? Because there are inconsistencies in the service experience that customers receive, which do not meet their expectations for an official workshop. Why 2? Why is the service experience inconsistent? Because although as an AHASS we have Standard Operating Procedures (SOPs) from AHM, their implementation on the ground is often not optimal or varies, especially during peak business hours. Why 3? Why is the SOP implementation inconsistent? Because there is no effective internal monitoring and feedback loop to ensure that every stage of the service from the way the Service Advisor greets customers to the final check

consistently meets the established quality standards. Why 4? Why is there no effective monitoring and feedback system? Because the daily management focus is more geared towards completing a target number of service units (quantity) rather than monitoring and ensuring the quality of the experience at every customer touchpoint (quality). Why 5? Why is the focus more on quantity than the quality of experience? Because the key performance metrics currently in use only measure throughput (how many motorcycles are completed), not the quality of the service outcome or the level of customer satisfaction derived from each service.

With regard to thematic analysis, the following is the list of the interviewees.

**Table 2.** List of Research Participant

No.	Internal / External	Code	Position
1.	Internal	O-1	Operations Manager
2.	Internal	SA-1	Service Advisor
3.	Internal	M-1	Mechanics
4.	External	C-1	Loyal Customer
5.	External	C-2	Loyal Customer
6.	External	EC-1	Lapsed Customer
7.	External	EC-2	Lapsed Customer
8.	External	NC-1	New Customer
9.	External	NC-2	New Customer
10.	External	MD-1	Main Dealer
11.	External	S-1	Supplier

Based on the above, the themes of the issues faced by AHASS Bersama Jaya Prima could be formulated through the thematic analysis executed by NVIVO as follows.

**Table 3.** The Themes of the Issue

Theme	Code	Quotation
<b>Systemic &amp; Cultural Barriers to SOP Adherence</b>	Belief that SOP are time-consuming under pressure	"The biggest challenge is maintaining consistent SOP implementation, especially during peak hours. The pressure to complete numerous service units often leads to small details being overlooked." (O-1)
	Conflict between quality (SOP) and speed norms	"We have to choose between following SOP perfectly or making customers not wait too long. In many cases, we have to compromise this means the quality of interaction is not maintained." (SA-1)
	Perceived need to choose between speed and perfection	"It's like having to choose between speed and perfection certain situations forced us to compromise between speed and perfection. As a result, some parts of the SOP could not be followed carefully." (M-1)
<b>Operational Inefficiency &amp; Time Pressure</b>	Time pressure from customer queues	"Time is the greatest challenge. The unpredictable volume of vehicles and the still-manual queuing system create a situation where we have to choose between following SOP perfectly or making customers not wait too long." (SA-1)
	Long and uncertain customer wait times	"You could spend hours. The queue is unclear, there's no certainty about when it will be finished, I feel like I'm wasting valuable time that could be used to make money." (EC-1)
	Internal administrative delays	"Their system is well-planned, but the administrative process often takes quite a long time. For order changes or urgent requests, the process can take more than 3 days." (S-1)
	Slow response to urgent supply needs	"When there are sudden changes in needs, order changes are too long Around 4-5 days. We need swifter response." (S-2)



<b>Price Sensitivity &amp; Perceived Value</b>	Perception of high cost compared to competitors	"I admit the quality is good, but in my opinion, the price is a bit higher compared to other workshops for regular periodic maintenance, I can pay half the price of AHASS at my current regular workshop." (EC-2)
	Need for financial prioritization post-pandemic	"My priority after this pandemic is to be stricter with my finance, currently even a difference of a hundred thousand is very significant to me." (EC-2)
<b>Inadequate Customer Experience &amp; Facilities</b>	Uncomfortable waiting room facilities	"The waiting room is also uncomfortable, hot, and the seats are not very good, I felt like I was in a sauna while waiting." (EC-2)
	Lack of proactive communication and progress updates	"I had to call first to ask about the progress. Communication is not proactive enough." (EC-2) "I've been waiting for two hours, but I haven't gotten any word on how much longer it will be." (NC-1)
	Issues with spare parts availability	"I once experienced a service delay because the necessary spare parts weren't available. In my opinion, for a workshop of AHASS's caliber, something like parts stock shouldn't be an issue." (C-2)
<b>Performance Measurement Misalignment</b>	Performance metrics prioritize quantity over quality	"When team performance is evaluated by the number of motorcycles done, it is natural to have speed as a priority. However, should there be an evaluation for customer satisfaction and consistent application of SOPs, then we will be permitted to spend the time required on every customer." (SA-1)
	Corporate focus on quantity sacrifices quality	"There's still too much focus on the quantity of service units, which sacrifices the quality of interactions and consistent SOP implementation." (MD-1)

The Theory of Planned Behavior (Ajzen 1991), explains that the three major determinants of behavior are attitude of the individual toward the behavior, subjective norms, and perceived behavioral control. During the context of the AHASS service, the customers' perceptions and beliefs as identified in the interviews closely overlap with these three constructs. The general perception of AHASS is divided. Both customers and employees recognize and appreciate the high technical quality, professionalism, and trust embodied by the brand and its Standard Operating Procedures (SOP). This positive attitude is significantly compromised by considerable frustrations related to long and unpredictable wait times, elevated prices, and perceptions of hurried service during peak hours. Subjective norms create two separate impacts which function in opposite directions. The primary dealer AHM along with loyal customers who spread positive word-of-mouth create strong social pressure that forces customers to keep using official workshop services for all their maintenance needs. The established procedures face direct opposition because peers suggest faster budget-friendly alternatives and customers in the waiting area create immediate pressure which forces staff to operate quickly instead of following established procedures. The perceived behavioral control among both customers and employees is significantly low. Customers perceive a lack of control over their time as a result of inefficient queuing, inadequate communication, and substandard facilities. Employees, regardless of their training and intentions, perceive a lack of control over their workflow due to manual systems, administrative delays in the supply chain, and performance metrics that emphasize quantity over quality. The systemic lack of control constitutes a primary obstacle that hinders the translation of positive attitudes toward SOP into consistent, high-quality customer experiences. Based on the above, the following four strategies are proposed.

#### *Operational Strategy*

Perceived behavioral control could be enhanced and subjective norms could be altered by making customers feel at ease in the form of not waiting too long, one of the main issues from the interview. Long

waiting time detracts from the perception of the quality of service although technical work is excellent. A booking and queuing system provided digitally can provide the customers with confidence. It is able to minimize bottleneck and even enable staff to be more effective.

#### *Customer Experience Strategy*

Apart from that, the difficulty of perceiving the service could be minimized by improving the quality of the waiting room that is currently seen as subpar. This could be done by installing Wi-Fi, comfortable seats, air-conditioning, and children space. The progress would be evaluated with the help of monthly surveys.

#### *Loyalty-Building Strategy*

To remove the barriers from the attitude, subjective norms, and perceived behavioral control, tangible incentives must be provided to encourage repeat customers. Loyal clients will be well treated in terms of a membership club that offers a discount, priority booking, and free check-ups. It will also reward the fleet drivers, individuals who listen to other motorists.

#### *Competitive Differentiation Strategy*

Certain independent dealers are luring customers with cheaper prices and quick service. Subjective norms of the customers could be altered from visiting the competitors by competing in different arenas. AHASS can emphasize safety, authenticity, and warranty. One will market these advantages by means of advertising, extended warranty service, and real parts demonstration. Due to limited resources, AHASS needs to decide to select the most appropriate strategy that could bring the most impact first. This aligns with the Pareto principle where the 20% could generate the 80% results. Thus, to decide the best alternative, the AHP technique would be employed.

Based on the AHP analysis, the following is the result.

**Table 4.** AHP Prioritization Result

Strategic Alternatives	AHP Priority Score	Rank
Digital Queue and Booking System	0.468	1
Enhanced Staff Training and Rewards	0.333	2
Digital Marketing Promotional Programs	0.106	3
Workshop Expansion and New Staff Recruitment	0.097	4

The results of the AHP analysis place the implementation of a digital queueing and booking system as the highest priority operational strategy, reinforcing its critical role in resolving AHASS Bersama Jaya Prima stagnation in post-pandemic revenue recovery. This solution directly addresses one of the most dominant barriers identified in the TPB framework, particularly within the construct of Perceived Behavioral Control. Interviews with lapsed, new, and even loyal customers indicate that long and unpredictable waiting times significantly reduce their sense of convenience and control, ultimately weakening their intention to return. Although AHASS Bersama Jaya Prima has strong technical capabilities their service quality runs into problems when customers face operational problems like long waiting times and crowded spaces and unclear information about service duration. A digital queueing and booking system implementation by AHASS will transform customer experience management methods. A digital system delivers uninterrupted data about queue positions and service duration estimates and peak operational times which enhances customer satisfaction through better service accessibility.

The enhancement leads to higher behavioral intention because it creates professional service delivery experiences which boost customer attitudes while showing modern trustworthy service that generates positive word-of-mouth and online reviews and gives customers total control over their service planning. Through digital queue management systems businesses can prevent operational blockages which leads to better resource management between service advisors and mechanics who distribute their work according to demand patterns. The system enables staff to work with reduced stress from emergencies which leads to improved performance through better organization and higher efficiency when following SOP protocols. The

organization implements this strategy to meet the new customer needs which emerged after the pandemic because customers now base their service choices on quick access and digital convenience. The market faces competition from various general workshops which provide quick service delivery but AHASS needs to take corrective measures to stop its market share from declining further. Through its adoption of a digital queue system AHASS demonstrates its commitment to modernization and customer service excellence and operational efficiency which represent essential values for present-day customers. The operational transformation leads to better service delivery which creates a long-lasting base for customer loyalty that results in higher satisfaction and faster revenue recovery to pre-pandemic levels.

#### IV. CONCLUSION

The following are the conclusions to answer the previously formulated research questions.

1. The internal factors and external factors that cause the shift in customer purchase are poor service in terms of waiting time and amenities that are not in a good shape, including the competitors that set the price much lower.
2. To improve effectiveness for AHASS's current strategies in encouraging customer return, some of the feasible solutions include digital booking & queue system, improvement in waiting area, membership program, and safety & reliability branding
3. The best strategy to increase transaction volume and customer loyalty is to apply digital booking and queue system by activating the unused Daya Auto system

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