

The Impact of Company Reputation, Service Quality, and Satisfaction Toward Customer Loyalty: In an Indonesian Mining and Construction Supply Company

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Abstract

This paper research the impact of company reputation, service quality and customer satisfaction towards customers' loyalty and investigate the relationships among these variables. The investigation is undertaken at an Indonesia's mining and construction end users or customers of a ground engaging tools (GET) supplier. The research should fill the gap in the customer loyalty study within the mining and construction segment globally and specifically, Indonesia. This research surveyed 25 past and current customers of a Ground Engaging Tools supplier in the mining and construction market in Indonesia by way of questionnaires online form. This research empirically tested all variables to measure the effect and significance between supplier reputation, service quality and customer satisfaction toward enduser loyalty. Data was processed using SPSS and SEM PLS. The result shown both service quality and customer satisfaction have positive and significant effect toward customer loyalty, however, company reputation showed an insignificant or weak effect towards loyalty. With this analysis, GET supplier can formulate appropriate responses to strategize the company's resources to improve market requirements in the mining and construction segment.

Keywords: Customer loyalty, Mining industry, Company reputation, Service Quality
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1. Introduction

The impact of globalization has shown to be stronger and stronger in the past few decades. Participating countries, especially globalized industries within those countries have been able to develop better and more efficient products and services. These companies are able to move and sell goods with ease from one producing country to another. Amongst those numerous innovations and products are GroundEngaging Tools (GET in short). GET's are used in almost all aspects of mining and construction activities as they are the consumables products being replaced on a periodical basis as they are worn down as rocks and dirt are being moved from point A to point B. GET is the "teeth" or point in front of a typical excavator, loader, and shovel bucket. In the dirt or rock removal business, the better the GET in reducing the cost of production per hour or per ton of rock or dirt being moved, the more likely customers will continue to utilize a certain GET product. Competition in GET space is fierce as new players emerge from low-cost producing countries that introduce cheaper-than-ever products.

The author uses ESCO as a case for this research due the fact that they have been in the GET-producing business for more than 100 years and are well-known in the mining and construction market as the leading value-driven products. ESCO itself has supported the same market in Indonesia since 2011. Competition in the GET space has been fragmented as OEMs through their dealership models throughout the countries have also carried their own GET brands. The emergence of newer players in the market is becoming more aggressive and confident in penetrating existing businesses and pose erosion of customer base. Customers in turn have more alternatives to choose from and it has become a challenge for ESCO to maintain and improve customer loyalty in order for the sustainability of its business and grow its business by gaining new customers and expansion of product lines.

In coping with the current dynamic business situation, understanding consumer needs and preferences is an essential factor. There was therefore a shift from the product-centric role to the customer-centric position of the organization at first. Also, because of its major impact on customer retention, satisfaction is very interesting for professionals (Patterson & Spreng, Modelling the relationship between perceived value, satisfaction and repurchase intentions in a business-to-business, services context: an empirical examination, 1997). Retention is by far the biggest problem, as consumers can quickly switch from one service provider to another, cheaper service provider professionals (Liu & Khalifa, 2003). It is very interesting to research the determinants of customer satisfaction by considering the high costs and risks of getting new clients professionals (Van Riel, Liljander, & Jurriens, 2001).

The author has not been able to find much customer loyalty research conducted in the mining and construction industry globally, let alone in Indonesia. There have been, however, significant studies of loyalty in the higher education of students, banking, airlines, and travel, as well as in retail. Further research is needed in the mining and construction segment, may that be at the global level or local level.

Weir ESCO (ESCO) is a subsidiary of Weir Group LLC. Weir ESCO designs manufactures, and services mission-critical equipment used by companies in mining and infrastructure markets since 1913. With more than 100 years of experience in the science of wear materials, ESCO is recognized as an industry leader in delivering innovative products and custom-engineered solutions that enhance customer safety and productivity. Our global sales and support footprint enables availability and service in all key markets. The brand itself has a reputation worldwide as the safest to use and robust in any digging conditions.

Weir Group LLC history dates back to 1871. The group has two divisions, they are Weir Minerals and Weir ESCO. In Indonesia, Weir ESCO was established in

2011 and quickly established its footprint in major mining cities in East Kalimantan and Jakarta. The company grew significantly in its support to major mining companies in East Kalimantan, Papua, Sulawesi, and Nusa Tenggara Barat. It currently services more than 20 customers.

ESCO has been established in the mining and construction industry for more than a decade in Indonesia, however, until today, it has not implemented a comprehensive method or tool to find out and measure the level of customer's loyalty for the products and services provided by ESCO. By understanding and knowing the level of customer's loyalty, ESCO can assess strategies that work for the certain customers and improve them to keep retaining the existing business and keep them engaged in product expansion from ESCO. There have been instances where ESCO customers have ceased business as this can also be a learning lesson on what improvements can be done to eliminate such events in the future.

With the increasing competition in the mining industry, customers have many choices and increasingly attractive offers, therefore ESCO must be more vigilant and intense in maintaining customer satisfaction so that customers do not switch to competitors. In order to support the findings in this area, this research is designed to analyze the relationship between customer satisfaction and customer loyalty and

decreasing commodity prices and customer loyalty. The objective of the research is to understand current customer satisfaction and understand how to maintain and increase customer loyalty.

This study is anchored on Social Exchange Theory (SET). According to Wangenheim (2003), SET has been identified as a useful theoretical basis for explaining the formation of loyalty (Wangenheim, 2003).

The theory proposes that an exchange relationship develops between two parties when one party provides a benefit to the other party resulting in the other party countering with something beneficial. In other words, social exchange relationships are formed when the first party supplies benefits to the second party which obligates him/her. To discharge this obligation, the second must furnish benefits to the first in turn. The exchange of benefits could involve a wide range, such as services, money or even social-emotional benefits such as prestige, respect, and loyalty (Blau, 1964).

Blau (1964) described relationships, or “social associations,” as “an exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons.” He went on to distinguish two specific kinds of relationships: social and economic exchanges. Social exchanges represent a more invested relationship that is based on and motivated by obligatory exchanges of unspecified favors and benefits, over an open-ended and long-term time frame. In contrast, economic exchanges represent a less invested and more contractual relationship where benefits and repayment schedules are clearly specified.

The author uses a framework based on SET approach and customer loyalty survey as the dependent variable in order to understand the impact of three independent variables being company reputation, service quality and customer satisfaction. The authors adapted the framework to include data collection from both ESCO's manager and ESCO Indonesia's customers. The following section will explore three foundational concepts in more detail.

1. LITERATURE REVIEW

In this chapter, two main constructs, being dependent variables and independent variables. They are, Loyalty, the effect of company reputation, service quality and customer satisfaction, including a review of the most relevant research in the literature. Empirical studies that described the relationships between the variables, were reviewed and summarized in the table to help the author identify the literature gap if any. Hypothesis development and the research model were developed toward the literature review on the relationship between variables.

1.1. Company Reputation

A considerable body of literature in economics, marketing, and organizational theory has examined the construct of company reputation. In an online setting, many consumers are unwilling to purchase from companies online about which they have little information. Therefore, having a strong reputation is a valuable asset for an online business. In addition, economists have analyzed company reputation and its relationship to price and product quality (Caruana & Ewing, 2010). The concept of reputation can be considered in relation to the concept of brand equity, which refers to a company's trustworthiness and dependability, based on this connected research. Organizational literature, on the other hand, stresses reputation as a social identity and classifies it as the main, intangible asset of modern companies, one that has a considerable impact on their performance and contributes significantly to their survival (Aaker, 1996).

According to (Fombrun & Shanley, 1990), the attitudinal definition of organization reputation holds that it consists of the net full of feeling or enthusiastic response as well as the general estimation in which a company is held by its constituents (Caruana & Ewing, 2010). We can define 'reputation' in this context as an individual or group's opinion of another person or entity. This belief stems from other people's perceptions about the person or corporation in issue, and it combines the expectations, norms, and values that underpin and shape beliefs (Merlo et al., 2012). (Gardberg & Fombrun, 2002) in 2002 defined corporate

reputation as a collective representation of an organisation's past actions and results that describes its ability to deliver valued outcomes to multiple stakeholders.

The impact of reputation on enterprises is enormous and long-lasting, and it is frequently deliberately influenced and directed through impression management tools and strategic media use (Ranft et al., 2006). We can define reputation as a functional phenomenon resulting from the development of a variety of distinguishing features that identify firms, fosters relationships, and creates businesses over time through formal and informal lines of organizational relationships (Miremadi et al., 2011). Corporate reputation, according to (Gotsi & Wilson, 2001), should be viewed as a stakeholder's overall opinion of a business over time. Similarly, company reputation has been defined as stakeholders' evaluation of how a corporation keeps its agreements and meets the expectations of beneficiaries. Similarly, based on organizational stakeholders, corporate reputation can be used to assess the company's position among internal and external stakeholders. For their part, Reuber and Fischer (2010) have defined organizational reputation as the overall attractiveness of a company to beneficiaries outside of the company. Indeed, although corporate reputation is recognized as a company-level resource, it also includes the cognitive assessment of an organization held by external stakeholders. Customers are one of the important external stakeholders the good reputation of an organization could have a considerable impact on their trust based on previous accomplished research, satisfaction, and loyalty to the organization.

Accordingly, the role of reputation in an electronic context is more important and critical than in a non-electronic and traditional environment. Because when people have little information and knowledge about a firm and seller, confirming that an e-seller has a good reputation can result in decreasing of consumer consideration about a purchase, reducing customer commitment and trust, and discouraging purchasing in a web environment (Li et al., 2006). Because customers are hesitant to pay via the internet in many circumstances, they know little about and have difficulties remembering even well-known websites, therefore a strong organizational reputation is a significant and necessary benefit for online shops.

One of the most significant factors in the business world is a company's reputation, which is a key indicator of its success. Even business titans have stated that a company's reputation takes 20 years to develop and only five minutes to destroy (Syahfudin & Ruswanti, 2017). The company's reputation is one of the most valuable assets in achieving competitiveness (Syahfudin & Ruswanti, 2017). Reputation is a perception of quality coupled with the name (brand name) or is a trust in the good name of the service provider by consumers. Customer satisfaction is defined as a buyer's feeling that a company's performance satisfies their expectations, and a good reputation influences customer satisfaction.

The study by (Nguyen, Leclerc, & LeBlanc, 2013) looked at the effects of corporate identity, corporate image, and corporate reputation on customer loyalty, as well as the mediating influence of trust. They came to the conclusion that when corporate reputation was mediated through trust, it was effective.

Abd-El-Salam et al. (2013) studied the effects of company image and reputation, as well as service quality, on customer loyalty, as well as the mediating effect of satisfaction. Customer loyalty and corporate image and reputation have strong and favorable links, according to their research. Their research also discovered that satisfaction, loyalty and business image have strong and favorable links.

Awang and Jusoff (2009) state that the existing reputation literature has revealed that competing organizations that offer the same range of product/services could differentiate themselves from their competitors and stand out, thus creating a competitive advantage for themselves. Therefore, the reputation of an organization is a very important asset. It will provide the company with a competitive advantage over its competitors since it will be seen as dependable, trustworthy, and accountable to their stakeholders (Awang & Jusoff, 2009).

Besides being a predictor of loyalty, the review of the literature has found that satisfaction functioned as an antecedent on independent variables of this study (reputation) and mediator (service quality and reputation). The subsequent sections discussed in detail these relationships.

Walsh et al. (2009) wanted to clear up the ambiguity of whether reputation was a predictor or consequence of other variables. Many researchers have confirmed reputation as a major predictor of loyalty (Fares et al., 2013; Helgesen & Nasset, 2007; Nguyen & LeBlanc, 2001) and (Sung & Yang, 2009). However, these researchers had not assessed whether reputation was a consequence of some other variables. A general assumption existed that when the stakeholders estimation were more favorable, the more positive the stakeholders' attitude, action and behavior towards the organization. This prompted the researchers to hypothesize that satisfaction was an antecedent of reputation. Customer satisfaction was an antecedent of reputation, and reputation was an antecedent of loyalty, according to the findings of their study done among consumers of an international energy supply firm in Germany. Their findings concluded that there was a causal association between the satisfaction-reputation relationship. Their findings confirmed that reputation be deemed as a predictor of loyalty and a consequence of satisfaction. This implied that a customer must be satisfied first with an organization before an organization would have a positive reputation. Company reputation has a positive and significant effect on customer loyalty. It echoes other previous studies (Arlı et al., 2017; Loureiro et al., 2017). Previous studies suggested that organizational reputation can enhance customer loyalty and trust toward the organization (McIntosh et al., 2015). A study conducted in Pakistan on a medium-sized enterprise also found that customer satisfaction positively mediates reputation and loyalty of its customers (Khan, Salamzadeh, Iqbal, & Yang, 2022).

1.2. Service Quality

The service quality of an organization is becoming an important competition factor in the business field (Veldhuisen, 2011). In service quality literature the first model to measure service quality was presented by (Grönroos, 1984). Gronroos (1984) stated that a service is 'an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and /or systems of the service provider, which are provided as solutions to customer problems.' Gronroos used a two-dimensional model to study the quality of service. The first dimension was 'technical quality', by which the outcome of service performance was meant. The

second dimension was 'functional-quality', meaning subjective perceptions of how service is delivered. Functional quality reflects consumers' perceptions of their interactions with the service providers. The model of Gronroos compares the two dimensions of service performance with the expectations of customers. Gronroos' general conclusion was that each single customer has its own single perception of the quality of a service.

A few years later, Parasuraman et al., (1988) developed a gap analysis model to measure the influence of service quality based on the integrated view of the consumer-company relationship. This model provides five generic dimensions of service quality, namely tangible, reliability, responsiveness, assurance, and empathy. For example, if customers believe that incorporating quality dimensions into daily job execution will significantly meet their wants and expectations, this condition may result in induced positive customer behavior. The spirit of this idea has received a lot of support in the literature on service quality. (Parasuraman, Zeithaml, & Berry, 1988) defined Service Quality as 'A global judgment, or attitude, relating to the superiority of the service'.

One of the most used research models of perceived service quality is the SERVQUAL model (Parasuraman et al., 1988), also referred as the GAPS model. It has been modified and revamped since by various scholars ever since. The model comprises of 22-item scale items which are used to assess customer expectations and their perceptual experience of service quality and have been used in broad spectrum of services such as healthcare, banking, telecommunications, higher education, airlines, tourism, and hospitality.

Although SERVQUAL is known for its comprehensive conceptualization, it has also been criticized by (Cronin Jr & Taylor, 1992) for its disconfirmation model, by (Dahyat et al., 2011) over its dimensionality, (Babakus and Boller, 1992) on methodological and measurement flaws, (Cronin and Taylor, 1992) on the purpose, by (Newman, 2001) on feasibility and on the format by (Carman, 1990). Various tools have been derived since such as LODGSERV (Knutson et al., 1990), DINESERV (Stevens et al., 1995), SERVPERF (Cronin and Taylor, 1992).

Several recent studies were conducted using a direct effects model to examine service quality in different service based organization such as 357 patients at dental care in Australia (Baldwin & Soha, 2003), 1,261 customers at a large chain department store in Victoria, Australia (Wong & Sohal, 2003), 105 hotel guests in Penang (Akbar et al., 2010), 749 patients at public and private hospitals in Saudi Arabia (Al-Borie & Damanhour, 2013), 377 customers at telecom firms in Jordan (Muhammed et al. 2014), 253 passenger at Dubai International Airport (Hussain et al., 2015), 475 patients at five Indian private hospitals (Rao Kondasani & Panda, 2015), 100 customers at armed forces health organizations in Malaysia (Azman, Hafizah et al., 2016), small and medium-size hotels in the UAE (Ahmad, S. Z., Ahmad, N., & Papastathopoulos, A. 2018), 100 budget hotel respondents in Indonesia however found that trust mediated service quality to consumer loyalty (Barusman, Virgawenda, & Arwis, 2020).

These surveys reported that the capability of service providers to appropriately practice tangible, responsive, reliable, assured and emphatic in performing daily job had enhanced positive customer outcomes, especially customers' satisfaction (Al-Borie & Damanhour, 2013, and customer loyalty (Akbar et al. 2010, Kitapci et al. 2014).

A study by (Wong & Sohal, 2003) of 1,261 people in Australia's retail survey found that customer loyalty is strongly correlated with service quality, and the link between the two is stronger at the corporate level than at the interpersonal level. This effect might originated from customers perception of the employees as part of the company, and that positive feeling toward the contact employee often carry over the feelings towards the firm (Geoff et al., 1997).

Another study in the higher education examined the relationships between service quality, satisfaction, and student loyalty (Munizu and Hamid, 2015). The researchers determined that service quality had a direct and indirect effect on student loyalty. Their findings indicated that satisfaction was not a prerequisite for service quality to have an effect on student loyalty. Another important finding was that the researchers found that the indirect effect of service quality via satisfaction on student loyalty was stronger than the effect of service quality directly on student

loyalty, which was similar to the findings by Leonnard et al. (2013) which found that the higher the student's level of satisfaction towards service quality, the higher the student's loyalty level (Leonnard, Daryanto, Sukandar, & Yusuf, 2013). Munizu and Hamid (2015) concluded that the formation of loyalty was more dependent on student satisfaction than service quality.

Given the importance of service quality in influencing customer loyalty, service managers should be concerned about whether customers acquire positive attitudes toward contact staff as well as the retail organization. An unsatisfactory service encounter or "moment of truth" can obviously lead to a lost sale and potentially to diminished customer loyalty (Carlzon & Peters, 1987). Heng et al. (2010) found a direct positive link between quality factors such as reliability, empathy and assurance and customer loyalty.

1.3. Customer Satisfaction

One of the ultimate goals that a service organization seeks is satisfying its customers. Satisfied customers can result in long term benefit such as positive word of mouth commentary, customer loyalty and eventually sustainable profitability (Greenwell et al., 2002; Liu and Jang, 2009; (Hallowell, 1996). Customer satisfaction has widely been studied in past research as a unidimensional construct that measures the overall satisfaction with the service organization because of the overall judgement of all interactions and touch points with the service organization (Yang and Peterson, 2004; Chen and Tsai, 2008). In the present study, author will also conceptualize customer satisfaction as a unidimensional construct that reflects a customer's overall satisfaction that formed over time over the company's performance.

Customer satisfaction is frequently considered as a function of transaction-specific satisfaction and multiple transaction-specific satisfactions in quality management and marketing literature (Fornell, 1992; Rust & Oliver, 1994). Customer satisfaction, for example, is characterized from this perspective based on a variety of factors such as a customer's choice on service quality, product quality, and pricing (Parasuraman et al. 1991, Zeithaml et al. 1996), an inner view resulted from customer's own experience from the service, an output of customers'

comparison between expected performance and actual performance (Churchill & Surprenant, 1982, Rosen, Surprenant & Rosen, 1998), a series of customer post experience decisions with a product or service over time (Clemes, Gan & Ren, 2011, Fournier & Mick, 1999) and a difference between customers' expectations and experience performance after using the particular services (Kotler & Clarke, 1985, Ramayah, Osman & Rahbar, 2010). Customer satisfaction is defined as the difference between what customers expect and what they get after utilizing a service or product for a particular amount of time (Azman, Ilyani Ranlan et al. 2016, Mosahab, Mahamad & Ramayah 2010).

Several studies showed that customer satisfaction is achieved if a customer feels that services delivered by a service provider may fulfill his/her requirements, sets of expectations and/or goals. Several studies have been done to test the relationship between service quality and customer satisfaction such as Thai (2015) with 175 respondent from Singapore Shipping Association and Singapore Logistics Association, Bellingkrodt & Wallenburg (2015) with 778 respondents from IT service provider company and Herman (2014) 200 students involved, and Özkan, P., Süer, S., Keser, İ. K., & Kocakoç, İ. D. (2019) with their research into Turkish bank industry.

The results of a study based on data from a large bank's retail banking activities by Hallowell, R (1996) found that using numerous measurements of satisfaction, loyalty, and profitability, showed the relationship between customer satisfaction and customer loyalty, as well as customer loyalty and profitability. According to an assessment of the effects of greater customer satisfaction on profitability (assuming postulated causation), attainable gains in satisfaction could significantly improve profitability.

Another research conducted by (El-Adly, 2019) resulted in hotel perceived value was defined as a seven-dimensional entity having both cognitive and emotive characteristics. Five of the seven dimensions were found to have a large direct beneficial effect on customer satisfaction and/or loyalty, specifically the self-gratification, price, quality, transaction, and hedonic dimensions. Two dimensions of hotel perceived value (aesthetics, prestige) were found to have no significant

direct positive effect either on customer satisfaction or customer loyalty. Customer satisfaction was found to have an indirect significant beneficial effect on customer loyalty across four hotel perceived value aspects (hedonic, price, quality, and transaction). Finally, customer satisfaction was found to have a direct positive effect on customer loyalty. Researchers studied the significance of trust, customer satisfaction and commitment toward customer loyalty in a minimarket business in Surabaya, Indonesia. They concluded that trust significantly played a major role in the minimarket customer loyalty and the others were not as significant (Sutanto & Djati, 2019).

An important concept that must be considered in developing customer loyalty is customer satisfaction. Customer satisfaction is the antecedent of customer loyalty. Satisfaction is measured by how well the customer expectations are fulfilled and loyalty is a measure of how much the customer wants to make a repeated purchase. Consequently, customer satisfaction is positively related to customer loyalty. Decreased loyalty has more impact in the case of reputation. That is, when a crisis strikes, loyalty to organizations with a strong reputation declines more slowly than loyalty to companies with a negative reputation (Waluya et al., 2019). A corporate reputation influences customer satisfaction significantly (Walsh et al., 2015). On the basis of the previous literature (Gul, 2014; Liung & Liung, 2017; Lv et al., 2018), customer's satisfaction is essential for company reputation and customer loyalty.

1.4. Customer Loyalty

Customer loyalty is difficult to define. Customer loyalty is defined as customers' willingness to purchase a good or service again, coupled by a psychological bond and favorable attitudes toward the good or the company that provides the goods or services (Deng et al. 2010, Wong & Sohal 2003, Gede Mahatma Yuda Bakti & Sumaedi, 2013, Prakash, 2011; Yeo et al. 2015). In general, there are three distinctive approaches to measure loyalty:

1. behavioral measurements;
2. attitudinal measurement; and

3. composite measurements.

In line with (Dick & Basu, 1994), Rauyruen, Miller and Barrett (2007) stated that there are three fields of research in customer loyalty: behavioral loyalty, attitudinal loyalty and composite loyalty. Where behavior loyalty is focusing on the patterns of repeat purchasing, attitudinal loyalty is focusing on the willingness to recommended a product or service and the positive word of mouth. Composite loyalty is mix of both.

The behavioral measurements consider consistent, repetitious purchase behavior as an indicator of loyalty. One problem with the behavioral approach is that repeat purchases are not always the result of a psychological commitment toward the brand (Tepeci, 1999).

For example, a traveler may stay at a hotel because it is the most convenient location. When a new hotel opens in proximity to or even across the street, he or she may switch to that new hotel because perhaps the new hotel offers better value. Thus, repeat purchase does not always mean commitment. Attitudinal measurements use attitudinal data to reflect the emotional and psychological attachment inherent in loyalty. The attitudinal measurements are concerned with the sense of loyalty, engagement, and loyalty. There are instances when a customer holds a favorable attitude toward a hotel, but he/she does not stay at the hotel (Tohet al., 1993). A guest may have stayed in a particularly expensive hotel one day, and hold that hotel in high regard, recommend the hotel to others, but feel the hotel was too expensive for him/her to use on a regular basis. The above approaches measure loyalty uni-dimensionally.

The third approach, composite measurements of loyalty, combine the first two dimensions and measure loyalty by customers' product preferences, tendency of brand-switching, frequency of purchase, recency of purchase and total amount of purchase (Pritchard and Howard, 1997; Hunter, 1998; Wong et al., 1999). The use of both attitude and behavior in a loyalty definition substantially increases the predictive power of loyalty (Pritchard and Howard, 1997). The two-dimensional composite measurement approach has been applied and supported as a valuable tool to understand customer loyalty in several fields, such as retailing, recreation,

upscale hotels and airlines (Day, 1969; Jacoby and Kyner, 1973; Backman and Crompton, 1991; Pritchard et al., 1992; Pritchard and Howard, 1997; Wilson, N., 2018).

The customer's intention to utilize the service again is influenced by the quality of the service. These will increase client loyalty to the company. Client service quality has emerged as a superior characteristic that has resulted in customer loyalty. (Zeithaml, Berry & Pasuraman 1996) and there are strong relationships between service quality and customer loyalty (Kuo, Wu & Deng 2009, Saura et al. 2008). In the previous studies, customer satisfaction is considered as the former of the loyalty in service (Belás & Gabčová 2016; Coelho & Henseler 2012; Lam Shankar, Erramilli & Murthy 2004). Therefore, the relationship between these two factors possesses the positive result in a business organization which is referred to as a success.

The high quality of service will persuade the client to request the service again. It depicts the customer's attitude toward the service provider. Client loyalty is earned by providing a level of service that meets or exceeds customer expectations. Customers' favorable propensity will become a service in comparison to other firms providing the identical service as a result of this aim (Kaura & Prasad, 2015). Customers' loyalty is a significant effect of the relationship between service quality and customer pleasure, according to further research. Customers' pleasure in relationships is frequently examined using an indirect effects model based on numerous samples, such as 542 shoppers' impressions in a retail department store scenario (Sivadas & Baker-Prewitt 2000), 500 respondents at the Chinese Petroleum Corporation (Bei & Chiao 2006), 505 supermarket customers in Turkey (Kitapci et al. 2013) and 300 Islamic banking customers located in the city of Kuching, MY (Muhammad et al. 2015), and 300 Turkish retail banking customers (Özkan, P., Süer, S., Keser, İ. K., & Kocakoç, İ. D., 2019).

The ability of service providers to appropriately apply tangible, responsiveness, reliability, assurance, and empathy in conducting everyday jobs had substantially generate client pleasure, according to the findings of these

surveys. As a result, it may result in increased consumer loyalty (Bei & Chiao 2006, Muhammad et al., 2015, Kitapci et al. 2013, Sivadas & Baker-Prewitt 2000).

The researcher of this study has adopted the composite approach to customer loyalty. For this study, loyal customers are customers who hold favorable attitudes toward the company, commit to repurchase the product/service, and recommend the product to others.

3. RESEARCH METHODOLOGY

The purpose of this research is to analyze the relationship between four variables of company reputation, service quality, customer satisfaction, and customer loyalty and to describe the understudy conditions and phenomena, for a better understanding of present conditions, and to help the decision-making process. This research can be categorized as descriptive research based on the method of obtaining the considered data.

Survey data is divided into two sections. Section 1 provides a customer demographic profile. Some classifications are (1) Gender, (2) Position in the company, (3) Years of service as customers, (4) Location of customers. Section 2 is followed by descriptive analysis.

The self-made questionnaire was distributed to respondents who were ESCO customers or previous ESCO customers who had experience with ESCO products.

The author used Google form for this survey, respondents then filled out this questionnaire online via gadget or computer, and the results were collected within a week. The number of respondents who answered as many as 2 respondents covering 100 percent of customers and ex-ESCO customers, the number of respondents was quite representative and if there were additional respondents would not change the survey results.

The researcher uses a five-point Likert scale to measure satisfaction or performance (1 = highly disagree to 5 = strongly agree) and importance (1 = strongly not important to 5 = strongly important).

3.1. Data collection

3.1.1. Selection of participants

Researcher created questionnaires for all of ESCO's customers. Selected customers are both existing customers (actively using ESCO's products) as well as ESCO's inactive customers (previously used ESCO but currently not utilizing them). Respondents or participants were contacted by ESCO's sales managers by email, phone as well WhatsApp.

3.1.2. Survey tools

The data collection used multi-choices and open-end questions through online survey (in this google form was used). ESCO's customers filled out all questions properly. The Survey entries are automatically recorded and stored on Google Drive, and the names that fill out the questionnaire are immediately recorded properly. The number that filled out the questionnaire met the minimum standards, namely 25 samples being 25 active customers.

3.2. Operational variables

3.2.1. Company Reputation

Customer reputation is defined as "the customer's unconditional commitment and a strong relationship with loyalty, which is not likely to be affected under a normal circumstance." In the current study, I utilized 4 items based on past research (Sung & Yang, 2009) to measure a company's reputation, and a sample item is "The services of this company make me feel a sense of security," etc.

Table 1. Operational Variable - CR

Variable	Indicator	Code	Measurement Item	Reference
Company Reputation	Emotional Dimension	CR1	I admire and respect the product's brand that I am currently using.	Sung and Yang 2009
		CR2	My choice to use the product's brand that I am using was a wise one.	
	Management Dimension	CR3	The product's company I am currently using is well managed	
		CR4	The product's that I am using fulfills the promises it makes.	
		CR5	I believe the company behind the product that I am using has excellent leadership.	
	Perceived Reputation dimension	CR6	I believe the product that I am currently using is superior to other products.	
		CR7	I believe the product that I am currently using has a better reputation than its competitors.	
	Perceived Media reputation dimension	CR8	The product that I am currently using has a good reputation among customers.	
		CR9	The product that I am currently using receives favorable and positive news among customers.	

3.2.2. Service Quality

According to the conclusion from previous research, quality service is the rate of excellence expected and control over the level of excellence to meet customer desires. Service quality is also generally defined as the overall assessment of service by the customers. If services are received or perceived are lower than expected, then the quality of service is perceived poorly. If the services are received or perceived as expected, then the quality of service is perceived as good and satisfying. Conversely, if the services received exceed consumer expectations, then the quality of services is perceived as very good and good quality (Razak, et al., 2013).

The Impact of Company Reputation, Service Quality, and Satisfaction Toward Customer Loyalty: In an Indonesian Mining and Construction Supply Company

Table 2. Operational Variable - SQ

Variable	Indicator	Code	Indicator	Reference
Service Quality	Tangibility: Physical evidence (Tangible) is the real aspects that can be seen and felt. The following indicators of Embodiment in this study	SQ1	Appearance of ESCO's GET and other products	Wahab 2013
		SQ2	Appearance and design of the ESCO's personnel's clothing	
	Reliability: the ability to provide services as promised with accuracy and reliability	SQ3	ESCO's GET performance	
		SQ4	Timely delivery of GET products	
		SQ5	Speed and dexterity of operation and technical team in serving the needs of customer on site	
	Responsiveness: the ability to help consumers and provide the right services.	SQ6	The technical services provided by ESCO Indonesia to handle complain are served quickly and responsively	
		SQ7	ESCO's management is always responsive to provide information and guidance for any initiatives/improvements	
	Assurance: the ability of knowledge and propriety of the service providers and its ability to generate trust and confidence. The following indicators that can be used for the variables of warranty and certainty	SQ8	Knowledge and ability of the technical or Area Manager during site visit and inspections.	
		SQ9	Customers have a feeling of safety and feel secure during bucket inspections	
	Empathy: willingness to care and give personal attention to the consumer.	SQ10	The communication done by all level/layer of organization of ESCO to the customers is very close and intense	
		SQ11	The company in a sustainable manner provides customers the opportunity to provide input and information feedback by customers.	
		SQ12	ESCO's CS and Sales Team are always friendly in serving customers	

3.2.3. Customer Satisfaction

In addition, Customer satisfaction helps organizations and companies increase their returns and gain a competitive advantage. It is measured via 3 items based on past research (Ali et al, 2016), and the sample item is "the whole response which I got from the company is positive" etc.

3.2.4. Customer Loyalty

The items used to measure student loyalty were derived from the scale developed by Nguyen and LeBlanc (2001b). Item 1, 2 and 3 was related to recommendations and positive word of mouth (attitudinal loyalty), Item 4 was for supportive committed behavior/resistance to switch (attitudinal loyalty) and Item 5 and 6 was related to retention and repurchase intentions (behavioral loyalty).

Table 3. Operational Variable - CL

Variable	Indicator	Code	Measurement Item	Reference
Customer Loyalty	Attitudinal Loyalty	CL1	I would recommend the product that I am currently using to others.	Nguyen and LeBlanc (2001b)
		CL2	I say positive things about the product that I am currently using to others.	
		CL3	I have encouraged others to use the product that I am currently using.	
		CL4	I will continue using the current product even if other competitor's offers are better.	
	Behavioral Loyalty	CL5	If I still needed to find another products to use, the product that I am currently using would be my first choice.	
		CL6	Should I plan to move to another company, the product that I am using now would be my first choice to use.	

3.3. Population and sample

According to (Sekaran, 2006) that it is possible to have a small sample as small as 15 to establish the number of experimental studies as long as it is strictly controlled. As part of the research, the questionnaire shall be distributed to at least 25 list of customers covering more than 100% of ESCO's customers as well as past customers and they should more than enough to represent the sample required. These questionnaires shall be distributed using Google form and the result will be collected simultaneously.

The Structural Equation Model (SEM) is used to test the relationship between independent and dependent variables. From the model constructed in figure below, it shows the prediction of the left variable towards the right variable. Company Reputation, Service Quality and Customer Satisfaction are the Independent Variable and Customer Loyalty as the Dependent Variable. Coefficient between dependent variable toward independent variables and the coefficient of the determination (R^2) was consisted in the Partial Least Square (PLS) to be used to analyze the structural model.

The Impact of Company Reputation, Service Quality, and Satisfaction Toward Customer Loyalty: In an Indonesian Mining and Construction Supply Company

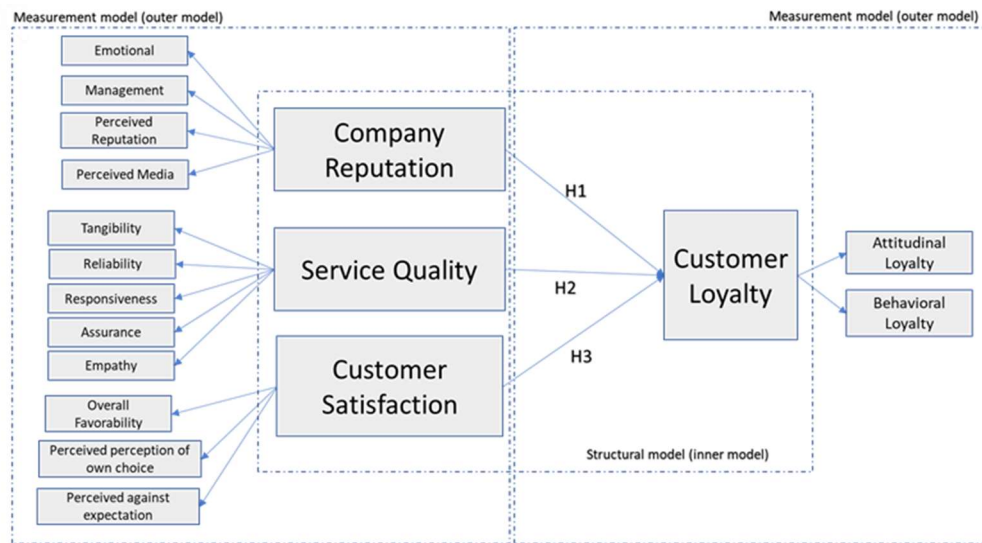


Figure 1. Structural Model - by researcher

4. RESULTS AND FINDINGS

The demographic information of the respondents showed 100% current customers and a couple of past customers whom have used the product in the past no longer an active one. Researcher has been able to attain 29 responses from the target of 25 active customers. The excess has been the inactive customers that are no longer purchasing goods from the supplier. Table below shows the demographic of the respondents.

Table 4. Respondents Demographic - 2022

Demographic	Category	%
Gender	Male	25
	Female	4
Age Group	20-30 yo	4
	31-40 yo	12
	41-50 yo	12
	51-60 yo	1
Years of Service	< 1 year	4
	2 - 5 years	9
	6 - 10 years	6
	> 10 years	10
Work locations	Headoffice	5
	Major City	4
	Mine Site	20
Total	29	100

To make it easier to interpret the variables being studied, the categorization of respondents' responses is carried out based on respondents' response scores. Categorization of respondents' response scores was carried out based on the range of maximum and minimum scores divided by the number of desired categories using the following formula. Respondents' responses to each statement item were categorized into 5 categories Poor, Satisfactory, Good, Very Good and Excellent with the following calculations:

- Maximum Index Score = Highest scale = 5
- Minimum Index Score = Lowest score = 1
- Interval = [Highest Score – minimum score] : 5
= (5 – 1) : 5 = 0,8

4.1. Descriptive Analysis result – Company Reputation.

Company Reputation consist of 9 (nine) statements. The analysis is below:

The Impact of Company Reputation, Service Quality, and Satisfaction Toward Customer Loyalty: In an Indonesian Mining and Construction Supply Company

Table 5. Descriptive Analysis - CR

No	Statement	1	2	3	4	5	Total Score	Average	Category
1	I admire and respect the product's brand that I am currently using.	0	4	6	14	5	107	3.7	Very Good
		0%	14%	21%	48%	17%	74%		
2	My decision to choose the product that I am currently using was a wise one.	0	2	9	10	8	111	3.8	Very Good
		0%	7%	31%	34%	28%	77%		
3	The product's company I am currently using is well managed	0	1	8	17	3	109	3.8	Very Good
		0%	3%	28%	59%	10%	75%		
4	The product's that I am using fulfills the promises it makes.	0	4	10	11	4	102	3.5	Very Good
		0%	14%	34%	38%	14%	70%		
5	I believe the company behind the product that I am using has excellent leadership.	0	3	7	14	5	108	3.7	Very Good
		0%	10%	24%	48%	17%	74%		
6	I believe the product that I am currently using is superior to other products.	0	2	11	12	4	105	3.6	Very Good
		0%	7%	38%	41%	14%	72%		
7	I believe the product that I am currently using has a better reputation than its competitors.	0	4	10	11	4	102	3.5	Very Good
		0%	14%	34%	38%	14%	70%		
8	The product that I am currently using has a good reputation among customers.	0	0	9	16	4	111	3.8	Very Good
		0%	0%	31%	55%	14%	77%		
9	The product that I am currently using receives favorable and positive news among customers.	0	1	10	13	5	109	3.8	Very Good
		0%	3%	34%	45%	17%	75%		
Company Reputation							964	3.7	Very Good
Percentage							74%		

Based on the results that has been described in the Table above, it can be seen that the total score for the Company Reputation variable is 964 with an average of 3.7. This average value is in the range of 3.41 – 4.20. Therefore, from the results it can be concluded that the respondent's perception of Company Reputation is in very good category.

4.2. Descriptive Analysis result – Service Quality

Service Quality variable are being represented by 12 (twelve) statements. They are:

Table 6. Descriptive Analysis - SQ

No	Statement	1	2	3	4	5	Total Score	Average	Category
1	ESCO product appears solid and robust.	0	0	7	17	5	114	3.9	Vergy Good
		0%	0%	24%	59%	17%	79%		
2	The personnel are neat and representative when at site.	0	1	8	12	8	114	3.9	Vergy Good
		0%	3%	28%	41%	28%	79%		
3	ESCO's GET is performing well.	0	0	5	18	6	117	4.0	Vergy Good
		0%	0%	17%	62%	21%	81%		
4	The GET is delivered as required.	0	0	10	14	5	111	3.8	Vergy Good
		0%	0%	34%	48%	17%	77%		
5	ESCO delivers the service and products in a timely manner.	0	1	11	14	3	106	3.7	Vergy Good
		0%	3%	38%	48%	10%	73%		
6	My complaints are handled quickly and responsively.	0	0	10	13	6	112	3.9	Vergy Good
		0%	0%	34%	45%	21%	77%		
7	ESCO is informative for any improvement my company may need.	0	1	6	14	8	116	4.0	Vergy Good
		0%	3%	21%	48%	28%	80%		
8	Area Manager that visit my sites are knowledgeable to address my requirement.	0	0	6	14	9	119	4.1	Vergy Good
		0%	0%	21%	48%	31%	82%		
9	I feel the Area Manager inspect the buckets safely.	0	0	5	17	7	118	4.1	Vergy Good
		0%	0%	17%	59%	24%	81%		
10	The communication between my company and ESCO is close and intense.	1	1	6	15	6	111	3.8	Vergy Good
		3%	3%	21%	52%	21%	77%		
11	ESCO is open to my suggestion and feedback.	0	2	6	15	6	112	3.9	Vergy Good
		0%	7%	21%	52%	21%	77%		
12	ESCO's customer service and Area Manager are always friendly and helpful.	0	0	3	17	9	122	4.2	Excellent
		0%	0%	10%	59%	31%	84%		
Service Quality							1372	3.9	Very Good
Percentage							79%		

Based on the results that has been described in the Table 4-4 above, it can be seen that the total score for the Service Quality variable is 1372 with an average of 3.9. This average value is in the range of 3.41 – 4.20. Therefore, from the results it can be concluded that the respondent's perception of Service Quality is in the very good category.

4.3. Descriptive Analysis result – Customer Satisfaction

Customer Satisfaction on the other hand has 6 (six) statements. The result can be seen here:

The Impact of Company Reputation, Service Quality, and Satisfaction Toward Customer Loyalty: In an Indonesian Mining and Construction Supply Company

Table 7. Descriptive Analysis - CS

No	Statement	1	2	3	4	5	Total Score	Average	Category
1	Overall, I am satisfied with the products/service offered by the company that I am using right now.	0	1	6	15	7	115	4.0	Very Good
		0%	3%	21%	52%	24%	79%		
2	My choice to use the product's brand that I am using was a wise one.	0	1	8	15	5	111	3.8	Very Good
		0%	3%	28%	52%	17%	77%		
3	I am satisfied with the decision to utilizing this product.	0	2	9	11	7	110	3.8	Very Good
		0%	7%	31%	38%	24%	76%		
4	I feel that my experience with the product that I am using has been enjoyable.	0	1	6	14	8	116	4.0	Very Good
		0%	3%	21%	48%	28%	80%		
5	Overall, the product that I am using is a good product.	0	1	6	16	6	114	3.9	Very Good
		0%	3%	21%	55%	21%	79%		
6	Overall, I am satisfied with the product I am currently using.	0	3	6	13	7	111	3.8	Very Good
		0%	10%	21%	45%	24%	77%		
Customer Satisfaction							677	3.9	Very Good
Percentage							78%		

Based on the results that has been described in the Table 4-5 above, it can be seen that the total score for the Customer Satisfaction variable is 677 with an average of 3.9. This average value is in the range of 3.41 – 4.20. Therefore, from the results of it can be concluded that the respondent's perception of Customer Satisfaction is in the very good category.

4.4. Descriptive Analysis result – Customer Loyalty

Customer Loyalty variable is being represented by 6 (six) statements. The result can be seen down here:

Table 8. Descriptive Analysis - CL

No	Statement	1	2	3	4	5	Total Score	Average	Category
1	I would recommend the product that I am currently using to others.	0	1	7	15	6	113	3.9	Very Good
		0%	3%	24%	52%	21%	78%		
2	I say positive things about the product that I am currently using to others.	0	0	10	15	4	110	3.8	Very Good
		0%	0%	34%	52%	14%	76%		
3	I have encouraged others to use the product that I am currently using.	1	4	6	14	4	103	3.6	Very Good
		3%	14%	21%	48%	14%	71%		
4	I will continue using the current product even if other competitor's offers better price.	1	2	11	11	4	102	3.5	Baik
		3%	7%	38%	38%	14%	70%		
5	If I still needed to find another products to use, the product that I am currently using would be my first choice.	0	2	9	13	5	108	3.7	Very Good
		0%	7%	31%	45%	17%	74%		
6	Should I plan to move to another company, the product that I am using now would be my first choice to use.	0	3	9	13	4	105	3.6	Very Good
		0%	10%	31%	45%	14%	72%		
Customer Loyalty							641	3.7	Very Good
Percentage							74%		

Based on the results that has been described in the Table 4-6 above, it can be seen that the total score for the Loyalty variable is 641 with an average of 3.7. This average value is in the range of 3.41 – 4.20. Therefore, from the results, it can be concluded that the respondent's perception of Customer Loyalty is in the very good category.

As this research intended to find the level of customer's loyalty in the GET market in Indonesian's mining industry, 3 (three) research questions were formulated to gauge the significance of 3 variables to loyalty of customers to that particular brand.

The first question is What is the level of customer's loyalty in a GET supplier in Indonesia?

Based on the descriptive analysis mentioned in the previous chapter, it can be seen that the total score for Customer Loyalty variable is 641 with an average of 3.7. As this value sits in the range of 3.41 – 4.20. Therefore, from the results of the it can be concluded that the respondent's perception of Loyalty is in the very good category.

The Impact of Company Reputation, Service Quality, and Satisfaction Toward Customer Loyalty: In an Indonesian Mining and Construction Supply Company

The second question is What are the relationship between Company Reputation, Service Quality and Customer Satisfaction towards customer's loyalty in a GET supplier in Indonesia?

Path coefficient of all independent variable toward Customer Loyalty have indicated a positive value, being 0.091 for CR \rightarrow CL, 0.386 for SQ \rightarrow CL, and finally 0.503 for CS \rightarrow CL. It can be concluded that these variables positively affect the level of customer loyalty in the GET supply company, especially in Indonesia's mining industry or sector.

Table 9. Hypothesis testing for research model – path of significant

Hypothesis		Path Coefficient	T Statistics	P Values	Remarks
H1	CR \rightarrow CL	0.091	0.356	0.361	H1 Not Supported
H2	SQ \rightarrow CL	0.386	1.957	0.025	H2 Supported
H3	CS \rightarrow CL	0.503	1.748	0.041	H3 Supported

These relationship have been confirmed by various studies in the past in the banking industry and high education alike.

Lastly, what are the significant effect between reputation, service quality, customer satisfaction and customer's loyalty in a GET supplier in Indonesia?

The hypotheses tests conducted using PLS-SEM showed both Service Quality and customer satisfaction have significant effect on customer loyalty. This is not the case of supplier's reputation where in the hypothesis testing phase, reputation showed insignificant or weak effect towards customer's loyalty, even though it showed a positive path coefficient.

Corporate reputation and customer loyalty are two valuable intangible resources for the company, and in a theoretical approach they should support and consolidate each other. For this reason, it should be supposed that the enterprises of strong, positive reputations possess high loyalty rates.

This finding is similar to study conducted by (Szwajca, 2016) an Polish banking industry resulted in different banks have higher customer loyalty however lower in reputation, and vice versa. It turns out that a positive dependence between the level of those resources cannot be determined, i.e. the banks with high reputation indexes obtained relatively low loyalty rates and vice versa in

other reputable banks. However, the results of research conducted did not confirm such direction of the dependence as the banks that took the highest places in terms of reputation, received relatively weaker loyalty rates.

5. CONCLUSION

This research's first objective is to evaluate the level of customer loyalty in a mining and construction supply business. The current study showed that the level of customer loyalty in a particular unique GET business is high among the current customer as well as past customers. The second objective is to evaluate the effect and significance of the supplier's reputation, their service quality as well as their customer service front towards their customer's loyalty. It has been found that all the relationship among the variables are showing positive effect towards loyalty and only significant between customer satisfaction and service quality and insignificant or weak between supplier reputation and their customer's loyalty toward the product and service.

By analyzing the relationship among variables in this research, business line and area managers as well as development managers can have a better understanding on how a company can react and adopt their resources to better equipsales, technical and customer service representative to gain knowledge in customer to supplier relationship and be better at it as part of their continuous improvement.

As indicated by the path coefficient mentioned in previous chapter, service quality significantly affect customer loyalty. Indicators SQ1 on tangibility and SQ3 on responsiveness contributed heavily to the correlation between the two variables.

In order to continue high performance of quality of service that will lead to retention and eventually a loyal customer, company such ESCO should continue to provide innovation in their products as part of the tangible (physical) aspect of the business. Customer have also responded highly on ESCO's responsiveness in addressing their complaints and its ability to inform customers of information on products that may add value or improvements to their process. In this front, ESCO may need to continue sharing information from other parts of the worlds where its

products can deliver what it says it could and relay the process and adjust accordingly to local standards.

From people perspective, managers should consistently monitor and improve all channel of capturing site visit report via CRM (Salesforce or the like), and joint call with their respective sales personnel. For this purpose, capacity planning of employees is necessary to avoid stressful situations where each area manager or sales manager can regularly visit and inspect mine sites to make sure every customers have same level of service. This would be difficult to achieve without enough salespeople to cover the vast area Indonesia mining and construction customer operate out of.

ESCO should invest in engaging the customers through periodical events close to the mine sites to gain insights on the value they seek to improve their productivity. Through these events such as trainings and product launch in major cities across mine clusters, company can gain knowledge, receive feedback from the customer and respond with a solution in a timely manner. The quicker the solution by the supplier, the quicker the customer can act to review their process and decide which product and service can deliver the cheapest ton-per-hour solution. This coincides with the customer service improvement piece in CS1 where the respondents gave high significance towards loyalty.

Target setting is another way of ensuring employees can engage in periodic basis with their superiors. Target setting needs to be clear, two discussions, and most importantly, achievable. Balanced Score Card help in setting targets and measuring performance by evaluating the amount of work employees can deliver monthly. Also, it is necessary to measure employee performances on monthly or quarterly basis and have feedback on what sales person should achieve and managers to offer what they can do help them achieve their set target. Quality checks and measurements on monthly basis can help to raise the quality standards.

As the result from this study has shown, there is one variable, that by theory and various studies should have a positive and significant impact, being Company Reputation towards Customer Loyalty. These two variables were tested and resulted CR insignificantly affected the latter. This concern should be rectified as quickly as

possible as the demographic of respondents shown close to 50% of them have been working in the same field and industry for more than 10 years and have gained the best knowledge on what affect reputation or lack thereof towards their loyalty. These respondents have a first-hand knowledge how supplier have performed in the past and tend to have the influence to decision maker on which products best to use in the mine. ESCO needs to continue to be transparent if product(s) or services are not going to be delivered on time and provide out of the box solution such as quicker delivery via airfreight and try their very best to keep their promise when missing out on a deadline.

Reputation is a strategic resource, created on the span of many years, on the grounds of experience of stakeholders and on close contacts with the supplier (i.e. company) and quite possible cannot be created using advertising or PR. The time and actions are the two main determinants of reputation (Rhee & Haunschild, 2006). Reputation represents a value judgement about the organization's qualities built up over a period of time and focuses on what it does and how it behaves. It requires time and a significant amount of effort to gain a reputation among mining customers and takes a short period of time to destroy it.

This research, just like any other research conducted in the past, do have several limitations. First is the number of respondents. Even though the number of respondents has exceeded the number of population, i.e. the number of active customers as the end user of the company's (supplier) product, it does not represent the whole end user of similar product within the country. There are at least 300 or more end users in the mining industry in Indonesia, and significantly more in the construction market. Current study only target active customers of 25 and exceeded it by 4 to a total of 29 respondents. Having a broader view of bigger population in the mining industry would be highly considered in future research to further understand the correlation between these variables. Second, given the demographic of the respondents whom have returned their answers via online form are 69% working from remote site locations, have workload that may cause disruption to their daily routine and submitted them in an untimely manner and may cause respondents rushing to get these survey back on time. Third, instances where respondents are not in the best position to answer the questionnaire as the customer.

could be used to others as a promoter or an avid advocate of the products. Fourth, mine operators and contractors are currently enjoying a never before seen coal prices where it one point reached above USD350 a ton. This effect could skew their view of suppliers where they could buy and use whatever products is available in the market as long, they are on the shelves, no matter what the costs they may be. Lastly, GET is highly considered as a consumable product by purchasing officers and they tend to deal with consumables based on price only (the cheaper the better) and given close to 14% respondents as being purchasing officers, this could have affected the result.

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