The Role of Customer Satisfaction as a Mediator for Price and Service Quality on Revisit Intention

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ABSTRACT

This study aims to empirically examine and analyze the effect of Price and Service Quality on Revisit Intention, with Customer Satisfaction acting as a mediating variable. The research focuses on customers of Tham-Tham Garage, a car modification workshop in Cirebon, Indonesia. **A quantitative approach** was used, employing a survey method via a questionnaire distributed to 140 customers who had visited the workshop at least five months prior. The data analysis utilized Partial Least Squares (PLS) with SmartPLS 3.2.8 software. **The results** indicate that Price has a positive and significant effect on Customer Satisfaction ($\beta = 0.178$, p = 0.045), and Service Quality also has a positive and highly significant effect on Customer Satisfaction ($\beta = 0.715$, p = 0.000). Furthermore, Customer Satisfaction significantly influences Revisit Intention. Customer Satisfaction successfully mediates the relationship between Price and Revisit Intention (β Indirect = 0.151, p = 0.046), and the relationship between Service Quality and Revisit Intention (β Indirect = 0.605, p = 0.000). **The findings** confirm that Customer Satisfaction is a crucial factor in driving the intention to return to the car modification service, where affordable pricing and high-quality service significantly contribute to this satisfaction.

1. INTRODUCTION

The Indonesian automotive sector is experiencing robust annual growth, which consequently intensifies competition, particularly within the car service and modification workshop industry in cities like Cirebon [1]. In this saturated market, a business's longevity and success are no longer solely determined by its core technical capability but rather by its strategic approach to customer retention, where Customer Satisfaction and Service Quality stand as the primary differentiators [2].

From a global perspective, the study of business sustainability is crucial [3]. The current research theme, focusing on achieving stable demand and repeated transactions, aligns directly with the spirit of the Sustainable Development Goals (SDGs), specifically Goal 8 (Decent Work and Economic Growth) and Goal 12 (Responsible Consumption and Production) [4, 5]. For Small-to-Medium Enterprises (SMEs) like car modification workshops, fostering Revisit Intention through perceived value and quality is an essential mechanism for establishing responsible production cycles, ensuring stable local economic growth, and minimizing the resource waste associated with acquiring new customers. The ability of an SME to maintain customer loyalty via quality service and fair pricing directly translates into economic sustainability and stability for the local

community [5, 6].

The challenge for businesses like Tham-Tham Garage, a car modification specialist established at Cirebon in 2019, is identifying the precise factors that transform a single transaction into customer loyalty [7, 8]. This transformation is generally mediated by Customer Satisfaction, which acts as a bridge between the service inputs and the desired behavioral output (revisit intention) [9]. Prior studies consistently identify two primary factors, including the Price (the monetary value customers exchange) and Service Quality (the extent to which customer needs and expectations are met). While these relationships are well-established in general retail, their synergistic effects and mediating mechanisms remain under explored within the highly customized and quality-sensitive segment of car modification services [10, 11].

Therefore, this study is motivated by the need to provide empirical evidence for Tham-Tham Garage and the broader automotive modification industry. Specifically, it seeks to analyze the mediating role of Customer Satisfaction in transmitting the effects of Price and Service Quality onto Revisit Intention [12]. The findings will not only offer practical recommendations for business operation but also contribute to the literature by demonstrating how robust customer relationship management driven by quality and value supports the broader agenda of sustainable economic practices (SDGs) at the micro-business level.

2. LITERATURE REVIEW

This literature review discusses the theoretical basis and empirical findings related to the four main variables in this study, namely Price, Service Quality, Customer Satisfaction, and Revisit Intention [13, 14]. These variables are commonly used to analyze consumer behavior and marketing performance in service-based business settings, particularly because the service sector relies heavily on intangible value, perceived experiences, and psychological evaluations rather than physical product attributes. In many service interactions, customers assess the fairness of the price they pay in relation to the quality of service they receive, forming impressions that influence their level of satisfaction [15]. Service quality itself involves the consistency, responsiveness, reliability, and professionalism demonstrated by the service provider, all of which shape customers emotional responses and subjective judgments [16, 17]. When the price is perceived as reasonable and the service quality meets or exceeds expectations, customers generally develop positive satisfaction, which strengthens their trust and encourages ongoing relationship building. Consequently, this satisfaction becomes a key determinant of revisit intention, where customers choose to return and reuse the service, showing loyalty behavior that benefits the business in the long term. Through this lens, the relationship among these variables forms an integrated framework that helps explain how customer experiences translate into behavioral outcomes within service industries [18, 19].

2.1. Price

Price refers to the amount of money charged for a product or service. [20] state that price represents the value that consumers exchange to obtain benefits from consumption. In service businesses, price fairness influences customers evaluation because consumers tend to compare price with perceived value. When the price matches the service result, the likelihood of satisfaction increases [21].

2.2. Service Quality

Service quality is the company's ability to fulfill customer expectations consistently. According to [22, 23], service quality is measured through five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. High service quality enhances customer perception, emotional experience, and trust.

2.3. Customer Satisfaction

Customer satisfaction is the feeling of pleasure or disappointment that arises after comparing expectations with actual performance [24]. Satisfied customers tend to maintain long-term relationships, show loyalty, and recommend the service to others [25, 26].

2.4. Revisit Intention

Revisit intention is the customer's willingness to return and reuse a product or service in the future. According to [27, 28], revisit intention is strongly influenced by perceived satisfaction and positive past experiences.

2.5. Previous Studies

The following Table 1 relevant research supporting the conceptual relationship among the variables.

Table 1. Previous Studies

No.	Title	Reference	Variables	Findings
1	Quality of Service and Price on Customer Satisfaction Coffee Shop in Bandung City (Case Study on Bandung City Coffee Shop Customers)	[29]	Service Quality, Price, Customer Satisfaction	Service quality and price both significantly and positively affect customer satisfaction.
2	The role of price, promotion and quality of service in improving honda motorcycle customer satisfaction and loyalty	[30]	Price, Service Quality, Customer Satisfaction, Customer Loyalty	Customer satisfaction mediates the effect of price and service quality on loyalty.
3	A study of service quality, corporate image, customer satisfaction, revisit intention and word-of-mouth: evidence from the KTV industry	[31]	Service Quality, Customer Satisfaction, Revisit Intention	Customer satisfaction has a significant positive effect on revisit intention.
4	Customer satisfaction and loyalty with online consumer reviews: Factors affecting revisit intentions	[32]	Customer Satisfaction, Revisit Intention	Higher satisfaction leads to stronger revisit intention.
5	Antecedents and consequences of fast-food restaurant customers perception of price fairness	[33]	Price, Customer Retention	Fair pricing significantly improves customer retention behavior.

Based on Table 1 this supports the conceptual logic of the present research is at Tham-Tham Garage, fair pricing and good service quality are expected to enhance customer satisfaction [34], which subsequently increases the intention of customers to return for future modification or repair services. Thus, the selection of variables Price, Service Quality, Customer Satisfaction, and Revisit Intention is theoretically well-grounded and empirically supported by recent studies [35].

2.6. Hypothesis

The development of hypotheses in this study includes relationships between constructs, divided into three parts. The first part develops a hypothesis regarding the effect of Price on Customer Satisfaction [36]. The second part concerns the impact of Service Quality on Customer Satisfaction. The third part develops a hypothesis about the effect of Customer Satisfaction on Revisit Intention. Each hypothesis will be explained in the following subsections [37].
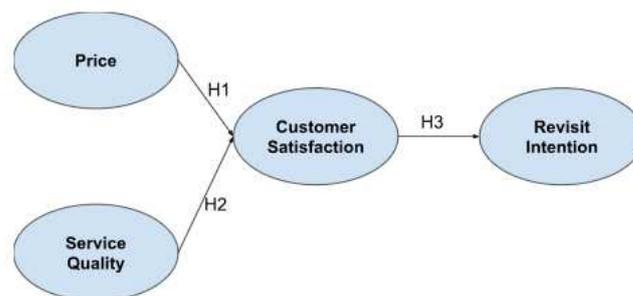

Figure 1. Conceptual Framework

Based on Figure 1 the conceptual framework above, Price (X1) and Service Quality (X2) are independent variables, while Customer Satisfaction (Z1) is the mediating variable, and Revisit Intention (Y1) is the dependent variable [38].

- **Price's Influence on Customer Satisfaction at Tham-Tham Garage Modification Workshop**

Price refers to the amount of money charged for a product or service, or the amount of value exchanged by the consumer for the benefits of owning or using a product or service. Price serves as a potential benefit perceived by the consumer when modifying their vehicle. Price is considered a factor that influences customer satisfaction levels [39].

- **Service Quality's Influence on Customer Satisfaction at Tham-Tham Garage Modification Workshop**

Service quality is a crucial foundation in business. It is a measure to assess the gap between customer expectations and the actual service received. Service quality influences consumer satisfaction in the Pesona Soccer Zone futsal. This shows that service quality is an effort to fulfill consumer needs and expectations and to deliver services that meet customer demands. Therefore, service quality has a significant influence on customer satisfaction [40].

- **Customer Satisfaction's Influence on Revisit Intention at Tham-Tham Garage Modification Workshop**

Customer satisfaction is a critical element in retaining existing customers and attracting new ones [41]. Customer satisfaction or dissatisfaction is a response to the evaluation of the discrepancy between previous expectations and the actual performance of a product or service after use. Satisfaction is the consumer's assessment of the features of a product or service that successfully meet their needs at a satisfactory level, whether below or above expectations. The results of testing Hypothesis 3 (H3) indicate that customers who experience satisfaction with the final result of their vehicle modification are likely to revisit Tham-Tham Garage [42].

3. RESEARCH METHOD

The research employs a quantitative approach utilizing a survey method with questionnaires, designed based on predefined indicators for each variable. These questionnaires were distributed to respondents who had visited Tham-Tham Garage in the past five months. The research was conducted at Tham-Tham Garage, located in Gintung Lor Village, Block A No. 001, Susukan District, Cirebon Regency, West Java, Indonesia. The data collected is primary data, directly obtained from respondents who are customers of Tham-Tham Garage. The study's population comprises customers who have previously visited the modification workshop, and a sample of 140 respondents was selected based on the recommendations of [43, 44], which suggests a minimum sample size of 70 for 14 indicators. The survey aimed to understand customer satisfaction and revisit intention by assessing the relationship between Price, Service Quality, and Customer Satisfaction.

The data analysis for this study was performed using SmartPLS 3.2.8 software, which employs Partial Least Squares (PLS) for causal and predictive analysis. PLS is an alternative to covariance-based Structural Equation Modeling (SEM) and is known for being effective with smaller sample sizes and non-specific data measurements [45]. PLS focuses on prediction rather than theory testing, making it suitable for the study's aims. The research examines the relationships between the latent variables using convergent validity (loading factors), discriminant validity (comparing correlations), and reliability (composite reliability). A model evaluation for outer and inner validity was conducted to assess the measurement accuracy and how well the variables explain each other. The relationships between variables such as Price (X1), Service Quality (X2), and Customer Satisfaction (Z1) were validated to confirm the model's robustness [46, 47].

For analysis, the research evaluates the measurement model by considering the loading factor and Average Variance Extracted (AVE) to determine convergent validity. All indicators had loading factors above 0.50, confirming the model's validity. For discriminant validity, the correlations between constructs were compared to ensure that each construct predicts its indicators better than those of others [48]. The reliability test ensured that the measurement instruments were consistent and accurate. The inner model analysis, based on R-square values, showed the influence of independent variables on dependent variables, with results indicating

a 75.6% influence of Price and Service Quality on Customer Satisfaction, and a 71.5% influence of Customer Satisfaction on Revisit Intention. The hypothesis testing, using bootstrapping, confirmed that all hypotheses were supported, with significant p-values (below 0.05) confirming the model's accuracy and reliability.

4. RESULT AND DISCUSSION
4.1. Company Overview

Tham-Tham Garage is an automotive modification workshop established in 2019 by a group of car enthusiasts who aimed to create a dedicated space for professional vehicle customization. In its early operations, the workshop focused on basic services such as repainting, simple body adjustments, and basic suspension installations. As customer demand continued to grow, the workshop expanded its capabilities to more advanced modifications, including custom body kit installations, performance upgrades, and specialized component fitting for various vehicle types. This development was supported by investments in modern equipment and continuous skill enhancement for technicians to ensure that every project is completed to a high professional standard.

Over time, Tham-Tham Garage has placed strong emphasis on delivering quality services and ensuring customer satisfaction. The workflow is designed systematically, beginning with consultation and planning, followed by execution and final evaluation to guarantee precise, safe, and customer aligned results. The workshop adheres to strict safety and operational procedures, ensuring transparency in work estimates, materials used, and progress updates. With additional services such as warranty support and flexible operating hours, Tham-Tham Garage has successfully built long-term trust and strengthened its position within the increasingly competitive automotive modification industry.

The organizational structure of Tham-Tham Garage consists of several functional units that enable efficient daily operations, including management, administration, operations, finance, mechanical technicians, and general support staff. Each unit plays a crucial role, ranging from documentation management and scheduling to task allocation and workshop maintenance. The mechanical team serves as the core operational strength, handling vehicle inspections, component installations, and performance adjustments according to established standards. This well coordinated structure ensures smooth execution of modification projects, maintains service quality, and allows the workshop to consistently deliver professional and reliable outcomes for its customers.

4.2. Descriptive Analysis of Respondents

A total of 150 questionnaires were distributed, and 140 valid responses were received, representing a 93.4% response rate. The respondents were customers who had previously visited Tham-Tham Garage. The analysis focuses on customer characteristics such as age, gender, and income, providing insights into the demographics of those who frequent the workshop.

Table 2. Data Collection Summary

Description	Number of Responses	Percentage (%)
Total Questionnaires Distributed	150	100%
Questionnaires Not Returned	10	6.6%
Questionnaires Returned & Valid	140	93.4%

Table 2 shows the summary of the data collection process. A total of 150 questionnaires were distributed, with 140 valid responses returned, representing a 93.4% response rate. This high response rate indicates that the data collected is reliable for analysis and provides a representative sample of customers who have visited Tham-Tham Garage [49].

Table 3. Respondents Based on Visit Frequency

Visit Frequency	Number of Responses	Percentage (%)
1-3 months	100	80%
3-6 months	40	20%
Total	140	100%

As shown in Table 3, the majority of respondents (80%) had visited Tham-Tham Garage within the last 1-3 months, while 20% visited within the last 3-6 months. This suggests that most respondents have had

a recent experience with the garage, which is crucial for understanding their current level of satisfaction and potential revisit intention [50].

Table 4. Respondents Based on Location

Location	Number of Responses	Percentage (%)
Cirebon Regency	72	50.7%
Cirebon City	45	31.7%
Others (Bandung, Jakarta, etc.)	23	17.6%
Total	140	100%

Table 4 shows the distribution of respondents based on their locations. The majority of respondents (50.7%) were from Cirebon Regency, followed by Cirebon City (31.7%). Other locations such as Bandung, Majalengka, and Kuningan also contributed smaller percentages of responses. This information is valuable for understanding the regional customer base and targeting future marketing strategies.

4.3. Measurement Model (Outer Model)

The measurement model in Table 5 was evaluated for convergent validity using loading factor values and Average Variance Extracted (AVE). All variables were found to have a loading factor greater than 0.50, confirming the convergent validity of the measurement model [51]. Similarly, the AVE values for each construct (Price, Service Quality, Customer Satisfaction, Revisit Intention) exceeded the recommended threshold of 0.50, indicating satisfactory validity.

Table 5. Convergent Validity Loading Factors

Variable	Indicator Code	Loading Factor
Price	X1.1	0.860
	X1.2	0.890
Service Quality	X2.1	0.872
	X2.2	0.926
Revisit Intention	Y2.1	0.872
	Y2.2	0.926
Customer Satisfaction	Z2.1	0.872
	Z2.2	0.926

4.4. Structural Model (Inner Model)

The R-square values in Table 6 for Customer Satisfaction (Z1) and Revisit Intention (Y1) were 0.756 and 0.715, respectively. These values indicate a strong explanatory power, meaning that Price and Service Quality significantly influence Customer Satisfaction, and Customer Satisfaction strongly influences Revisit Intention.

Table 6. R-Square Values for Structural Model

Variable	R-Square Value
Customer Satisfaction	0.756
Revisit Intention	0.715

These results show that Price and Service Quality together explain 75.6% of the variation in Customer Satisfaction, while Customer Satisfaction explains 71.5% of the variation in Revisit Intention.

4.5. Hypothesis Testing

The hypothesis tests conducted showed that all proposed hypotheses were supported, with p-values below 0.05, indicating statistical significance. This means that the relationships between the variables in the model are robust and reliable [52]. The path coefficients for each hypothesis were positive, suggesting that both Price and Service Quality have a significant and positive influence on Customer Satisfaction. Furthermore, Customer Satisfaction was found to have a strong positive effect on Revisit Intention, highlighting its critical role in encouraging customers to return. These results underscore the importance of providing high-quality

service and competitive pricing to enhance customer satisfaction, which, in turn, drives loyalty and repeat business.

Table 7. Path Coefficients for Hypothesis Testing

Path	Path Coefficient (O)	p-value
Price → Customer Satisfaction	0.178	0.045
Service Quality → Customer Satisfaction	0.715	0.000
Customer Satisfaction → Revisit Intention	0.845	0.000

Based on Table 7, these results support the theory that higher Price and better Service Quality lead to greater Customer Satisfaction, which, in turn, increases the intention to revisit the workshop. This suggests that customers are more likely to return to the workshop when they perceive the services provided are of high quality and reasonably priced. Additionally, it highlights the interconnectedness between customer satisfaction and their likelihood to re-engage with the business, emphasizing the importance of focusing on both pricing strategies and service quality to foster long-term customer loyalty.

5. MANAGERIAL IMPLICATIONS

The findings of this study offer several actionable insights for managers and practitioners in the service industry, particularly for businesses like Tham-Tham Garage. Firstly, the results emphasize the significant impact that Price and Service Quality have on Customer Satisfaction. For managers, this underscores the importance of balancing competitive pricing with high-quality service to ensure customer retention and satisfaction. Practically, managers should prioritize service improvements, focusing on training staff in responsiveness, courtesy, and communication to enhance the overall customer experience. This is especially crucial in a competitive market where service quality can differentiate a business from its competitors.

Additionally, the study highlights that Customer Satisfaction plays a pivotal role in driving Revisit Intention. Managers should focus on creating personalized experiences for customers, ensuring that their expectations are met or exceeded. Implementing a robust feedback loop where customers can easily share their experiences will allow businesses to continuously refine their services and address any pain points. Moreover, businesses should track satisfaction levels consistently and use the data to adjust pricing strategies and service offerings to align with customer preferences and market trends.

Finally, by investing in Customer Satisfaction, businesses can achieve long-term benefits such as increased customer loyalty, repeat visits, and positive word-of-mouth. The findings suggest that businesses that excel in both service quality and competitive pricing are more likely to foster a loyal customer base, which can lead to sustainable growth and a stronger brand reputation. Managers should integrate these insights into their strategic planning to enhance customer relationships and improve business outcomes in the long run.

6. CONCLUSION

In conclusion, this study offers significant contributions to the understanding of the factors that influence Customer Satisfaction and Revisit Intention in service-based businesses, particularly within the context of Tham-Tham Garage. By highlighting the key roles of Price and Service Quality, this research provides valuable insights into how these elements interact to shape customer perceptions and drive repeat business. The novelty of this study lies in its focus on the automotive modification industry, an area that has received limited attention in existing literature. This research adds to the body of knowledge by demonstrating how Service Quality and Price directly impact not only satisfaction but also the future behavior of customers, specifically their intention to revisit.

The urgency of this research lies in the increasing competition within the automotive service industry. With the rise of numerous service providers, businesses must focus on customer retention strategies that go beyond simply acquiring new customers. The study's findings underscore the critical need for businesses like Tham-Tham Garage to invest in improving service delivery while maintaining competitive pricing to stand out in a saturated market. The ability to predict Revisit Intention based on Customer Satisfaction allows businesses to prioritize areas that drive loyalty, which is crucial for sustaining long-term growth. In a market where

customer expectations are continually evolving, these insights are both timely and vital for businesses aiming to remain competitive and customer-centric.

Finally, this research provides a foundation for future studies in the field of service management. The results suggest that businesses in other industries, not just automotive services, can benefit from understanding the interplay between Price, Service Quality, and Customer Satisfaction. Future research could explore how these relationships vary across different cultural and geographic contexts, further expanding on the importance of customer retention strategies in global business settings. As industries continue to evolve with technological advancements and changing consumer behavior, the urgency of staying attuned to customer needs and continuously enhancing service offerings becomes even more critical. Businesses that leverage these insights are better positioned to build lasting customer relationships and gain a competitive edge.

7.   DECLARATIONS

7.1.   About Authors

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7.2.   Author Contributions

Conceptualization: UN; Methodology: AA; Software: MS; Validation: UN and MS; Formal Analysis: AA and UN; Investigation: AA; Resources: UN; Data Curation: MS; Writing Original Draft Preparation: UN and AA; Writing Review and Editing: MS and AA; Visualization: UN; All authors, AA, MS, and UN, have read and agreed to the published version of the manuscript.

7.3.   Data Availability Statement

The data presented in this study are available on request from the corresponding author.

7.4.   Funding

7.5.   Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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