# The Influence of Interpersonal Communication and Sales Marketing on Customer Loyalty: A Quantitative Study at Astra Motor BSD City

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## *Abstrak*

*Mempertahankan loyalitas pelanggan dalam industri otomotif yang semakin kompetitif menjadi penting, di mana kualitas produk relatif homogen sehingga aspek hubungan interpersonal dan strategi pemasaran menjadi faktor pembeda yang signifikan. Tujuan penelitian ini untuk menganalisis pengaruh komunikasi interpersonal dan sales marketing terhadap loyalitas pelanggan pada Dealer Astra Motor BSD City. Penelitian ini menggunakan metode kuantitatif dengan pendekatan asosiatif. Populasi penelitian adalah seluruh pelanggan Dealer Astra Motor BSD City, dengan jumlah sampel sebanyak 100 responden yang ditentukan menggunakan rumus Slovin. Teknik pengambilan sampel dilakukan dengan purposive sampling, sedangkan data dikumpulkan melalui kuesioner dengan skala Likert lima poin Hasil penelitian menunjukkan bahwa komunikasi interpersonal berpengaruh positif dan signifikan terhadap loyalitas pelanggan dengan koefisien regresi sebesar 0,645 dan korelasi sebesar 0,885. Demikian pula, sales marketing terbukti memiliki pengaruh positif signifikan dengan koefisien regresi sebesar 0,435 dan korelasi sebesar 0,873. Uji simultan menghasilkan nilai F hitung sebesar 254,903 dengan signifikansi 0,000, sedangkan nilai koefisien determinasi ($R^2$) sebesar 0,815, yang berarti 81,5% loyalitas pelanggan dijelaskan oleh kedua variabel tersebut. Dengan demikian, dapat disimpulkan bahwa komunikasi interpersonal dan sales marketing merupakan faktor strategis yang sangat menentukan terbentuknya loyalitas pelanggan pada Dealer Astra Motor BSD City.*

*Kata kunci: Komunikasi Interpersonal; Loyalitas Pelanggan; Pemasaran; Sales Marketing*

## Abstract

Maintaining customer loyalty in the increasingly competitive automotive industry is crucial, where product quality is relatively homogeneous, so interpersonal relationship aspects and marketing strategies become significant differentiating factors. This study aims to analyze the influence of interpersonal communication and sales marketing on customer loyalty at the Astra Motor BSD City Dealer. This study uses a quantitative method with an associative approach. The study population is all Astra Motor BSD City Dealer customers, with a sample size of 100 respondents determined using the Slovin formula. The sampling technique was purposive, while data were collected through a questionnaire with a five-point Likert scale. The study results indicate that interpersonal communication positively and significantly affects customer loyalty, with a regression coefficient of 0.645 and a correlation of 0.885. Similarly, sales marketing is proven to have a significant positive effect with a regression coefficient of 0.435 and a correlation of 0.873. The simultaneous test yielded a calculated F value of 254.903 with a significance of 0.000, while the coefficient of determination ($R^2$) value was 0.815, meaning that these two variables explained 81.5% of customer loyalty. Thus, it can be concluded that interpersonal communication and sales marketing are strategic factors that greatly determine the formation of customer loyalty at the Astra Motor BSD City Dealer.

Keywords: Customer Loyalty; Interpersonal Communication; Marketing; Sales Marketing

## INTRODUCTION

Competition in the retail automotive industry, including two-wheeled dealer networks, is increasingly determined by the ability of sales and marketing to build sustainable relationships with customers (Park et

al., 2022; Seturi, 2024). Amidst increasingly similar products and easily copied promotions, interpersonal sales communication is a service differentiation that is difficult to substitute because it relies on the quality of human interaction: listening, empathy, clarity of message, and consistency of behavior. Recent research shows that the quality of these interactions has a direct and indirect impact on trust, satisfaction, and commitment, ultimately driving customer loyalty (Alnakhli et al., 2021; Wang et al., 2025). In face-to-face selling, the literature confirms the core role of listening and empathy as communication skills that co-create value during the sales process. Effective listening helps salespeople capture latent needs, reduce information asymmetry, and personalize solutions, while empathy fosters psychological closeness that strengthens perceptions of service authenticity. Empirical evidence shows that various communication dimensions, including listening skills, clarity, and message adaptation, contribute differently to customer value creation, satisfaction, and loyalty (Itani et al., 2019)

The relationship marketing paradigm through personal selling emphasizes that the quality of relationships supported by consistent interpersonal communication will reduce the risk of customer perception, accelerate trust formation, and strengthen long-term bonds (Bogaard et al., 2020). Quantitative studies across retail contexts show that relationship practices such as proactive communication, personalization, and after-sales care are positively correlated with customer commitment and advocacy (Firmansyah et al., 2019; Mangus, 2023).

In high-value, high-involvement services like automotive, after-sales experiences and repeated interactions with sales advisors magnify the cumulative effect of interpersonal communication on loyalty. Recent automotive sector research confirms that well-managed service quality and price perceptions are catalysts for engagement; this engagement mediates the likelihood of loyalty to after-sales service (Amro et al., 2025). Digital transformation does not eliminate the importance of interpersonal communication. Instead, it expands interaction channels through chat, telephone, and video calls, which require consistency of tone, empathy, and clarity of message across media (Putri & Sidharta, 2025). Effective digital communication can increase loyalty through customer citizenship behavior, where customers who feel understood and valued are more likely to make voluntary contributions to the brand (Tran, 2024).

Mechanistically, many studies place satisfaction and trust as key mediators between communication quality and loyalty. Recent service research has found that service quality influences satisfaction, which impacts repurchase intentions and loyalty; however, the effect is more potent when interpersonal communication variables are explicitly included (Arli et al., 2024). Furthermore, the retail literature is reassessing the overly program-centric approach to loyalty. Rather than relying solely on loyalty programs, researchers emphasize social resources and the quality of interpersonal relationships as a more resilient foundation for loyalty (Wallström et al., 2024). Consistent with other findings, relational performance improves when salespeople balance sales targets with relationship-building behaviors (Mangus, 2023). Specifically in handling service failures, 2025 research shows that sales/CS rapport and emotional intelligence are crucial in building sustainable relationships after failure. Warm, authentic interpersonal relationships can maintain customers' intention to stay with a brand despite previous problems (Wang et al., 2025).

Based on this gap, the need for quantitative research that explicitly estimates the influence of interpersonal sales marketing communication on customer loyalty in the automotive dealership context is relevant and important. Theoretically, such research enriches the loyalty model by incorporating interpersonal communication constructs (e.g., listening, empathy, clarity, credibility). The research results can serve as a basis for dealership managers to map communication training priorities, design coaching based on measurable indicators, and integrate relational KPIs into sales performance evaluations (Wallström et al., 2024). Based on this background, this study aims to analyze the influence of interpersonal komunication on customer loyalty at the Astra Motor BSD City Dealer and test the influence of sales marketing on customer loyalty through the communication and negotiation skills of the sales staff.

## LITERATURE REVIEW

Interpersonal communication in the context of sales is understood as the ability of salespeople to establish quality interactions with customers through listening skills, empathy, message adaptation, and personalization of interactions (Manusov, 2020). According to Muzumdar et al. (2021), interpersonal sales skills are crucial in increasing customer repurchase intentions. However, certain retail practices, such as hard-selling, can undermine this positive effect. Furthermore, a customer-centric approach has strengthened long-term customer relationships (Muzumdar et al., 2021). In addition to individual factors, service climate also contributes to the effectiveness of interpersonal communication. An organizational environment that supports quality service encourages salespeople to deliver positive customer experiences more consistently, ultimately increasing loyalty (Schneider et al., 2013). Furthermore, customer experience management (CEM) is also a crucial element, particularly in the automotive industry. A Daimler AG study shows that CEM integrated across all customer touchpoints, from pre-sales to after-sales service, can strengthen customer brand engagement (Schmitt et al., 2018).

Interpersonal interactions in the context of after-sales service are crucial because customers often judge the quality of the relationship by the service they receive after a purchase. After-sales service's technical quality, support, and tangible aspects contribute directly to brand awareness and loyalty (Utari et al., 2025). Superior after-sales service maintains customer relationships and becomes a source of sustainable competitive advantage (Durugbo, 2019). Thus, interpersonal communication in sales marketing is a strategic capability beyond the transaction function, namely, building long-term customer relationships. Meanwhile, customer loyalty is defined as a customer's commitment to make consistent repeat purchases in the future, despite the opportunity to switch to competitors (Aulia & Ramadhan, 2025). Customer retention is often influenced by switching costs, particularly relational and emotional costs. Relational switching costs have been shown to substantially impact customer retention intentions more than financial or procedural costs (Ganaie & Bhat, 2021). Quality interpersonal relationships can be a natural barrier for customers to switch to another brand.

Furthermore, relationship marketing emphasizes the importance of ongoing interactions that generate long-term value. Customers who feel emotionally connected to a brand tend to exhibit loyal behavior through repeat purchases, recommendations, and positive advocacy (Bhavani & Sainy, 2023). This aligns with the customer intimacy strategy, emphasizing emotional closeness, deep understanding of customer needs, and creating unique personal value (Liu et al., 2024). In the automotive context, customer loyalty is not only formed at the time of vehicle purchase. However, it is also strengthened by subsequent experiences, such as after-sales service, easy access to spare parts, and quality communication with sales advisors. Recent research shows that after-sales service drives satisfaction and positive word of mouth (Delińska & Sliż, 2019; Chawla & Singh, 2022; Khan & Loomba, 2023). Therefore, customer loyalty in this sector can be understood as the result of product quality, the effectiveness of sales strategies, and the quality of interpersonal communication consistently built by salespeople.

Thus, interpersonal communication in sales, marketing, and customer loyalty are closely related concepts in the marketing and consumer behavior literature. Conceptually, interpersonal communication is defined as exchanging messages between salespeople and customers through listening skills, empathy, openness, clarity of message, and emotional support. This interaction aims to convey product information, build trust, strengthen relationships, and create valuable customer experiences. Meanwhile, customer loyalty is seen as a customer's commitment to repeat purchases, demonstrate positive advocacy, and maintain a long-term relationship with a company, despite offers from competitors.

To measure the relationship between interpersonal communication and customer loyalty in the context of marketing and after-sales service in the automotive industry, each research variable needs to be operationalized into empirically measurable dimensions and indicators. These variable operationalizations are based on relevant theory and previous research findings, such as those by Manusov (2020), Muzumdar et al. (2021), Schneider et al. (2013), Schmitt et al. (2018), Durugbo (2019), and Aulia & Ramadhan (2025). The following table presents the research variables, dimensions, indicators, operational

descriptions, and reference sources that serve as the basis for the measurements in this research questionnaire (see Table 1).

Table 1. Operationalization of Research Variables

| Variable | Dimension & Indicator | Operational Definition | References |
|---|---|---|---|
| Interpersonal Communication (X1) | Listening Skills:<br>a. Actively listens to customer needs and concerns.<br>b. Clarifies and paraphrases customer statements to ensure understanding. | The salesperson's ability to listen attentively and understand customer expectations and emotions during the sales interaction. | Manusov (2020); Itani et al. (2019) |
| | Empathy:<br>a. Demonstrates concern for customer satisfaction.<br>b. Responds sensitively to customer emotions. | The salesperson's ability to perceive and respond appropriately to customers' emotional states to build trust and closeness. | Manusov (2020); Wang et al. (2025) |
| | Message Adaptation:<br>a. Adjusts communication style to match customer type.<br>b. Uses clear and persuasive language. | The skill of modifying messages and communication approaches according to customer characteristics for effective interaction. | Muzumdar et al. (2021); Firmansyah et al. (2019) |
| | Personalization of Interaction:<br>a. Remembers customer preferences and past purchases.<br>b. Provides personalized recommendations or follow-ups. | The salesperson's ability to tailor communication and service based on the customer's individual needs and experience history. | Muzumdar et al. (2021); Bhavani & Sainy (2023) |
| | Emotional Support:<br>a. Offers reassurance and post-sale assistance.<br>b. Handles customer complaints patiently and constructively. | The ability to provide emotional and practical support after sales to maintain a positive customer relationship. | Schneider et al. (2013); Durugbo (2019) |
| | Service Climate:<br>a. Organizational encouragement for quality customer service.<br>b. Teamwork and management support in maintaining service excellence. | The organizational environment that supports consistent interpersonal communication and enhances customer experience. | Schneider et al. (2013); Schmitt et al. (2018) |
| Customer Loyalty (Y) | Behavioral Loyalty:<br>a. Intention to repurchase from the same dealer.<br>b. Recommends the dealer or brand to others. | The customer's behavioral commitment to continue purchasing and recommending the brand to others. | Aulia & Ramadhan (2025); Chawla & Singh (2022) |
| | Attitudinal Loyalty:<br>a. Feels emotionally attached to the dealer or brand.<br>b. Maintains trust despite competitor offers. | The emotional attachment and psychological commitment of customers toward the brand or company. | Bhavani & Sainy (2023); Liu et al. (2024) |
| | Relational Switching Cost:<br>a. Feels uncomfortable switching to other brands or dealers.<br>b. Values personal relationships with sales staff. | The emotional and relational barriers that discourage customers from switching to competitors. | Ganaie & Bhat (2021) |

| | After-Sales Experience:<br>a. Satisfied with technical and support quality after purchase.<br>b. Feels appreciated through consistent service follow-ups. | Customer evaluation of post-purchase service quality, including support, reliability, and follow-up activities. | Durugbo (2019); Utari et al. (2025); Khan & Loomba (2023) |
|---|---|---|---|
| | Customer Intimacy:<br>a. Feels personally understood and valued by the salesperson.<br>b. Perceives unique value from personalized interaction. | The customer's emotional closeness and perceived uniqueness in the relationship with the company or salesperson. | Liu et al. (2024); Bhavani & Sainy (2023) |

Table 1 presents the operational definitions of each research variable used in this study. The independent variable, Interpersonal Communication (X1), is measured through six dimensions listening skills, empathy, message adaptation, personalization, emotional support, and service climate each representing a core aspect of salesperson–customer interaction quality. The dependent variable, Customer Loyalty (Y), consists of five dimensions behavioral loyalty, attitudinal loyalty, relational switching cost, after-sales experience, and customer intimacy which collectively reflect both behavioral and emotional commitment to the brand. All indicators are measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) to enable quantitative analysis of the relationships between interpersonal communication and customer loyalty. This operational framework provides a structured foundation for testing the hypothesis that consistent, empathetic, and personalized communication positively influences customer loyalty in the automotive retail industry.

## RESEARCH METHODS

This study uses a quantitative and associative approach because the main objective is to determine the influence of independent variables on dependent variables (Zubkov & Darrin, 2023). The independent variables studied were interpersonal communication (X1) and sales marketing (X2), while the dependent variable was customer loyalty (Y). The quantitative approach was chosen because it allows for objectively measuring relationships between variables through numerical data and statistical analysis. The associative method was also considered relevant because this study describes the phenomenon and tests the hypotheses formulated within the theoretical framework. The research location was the Astra Motor BSD City Dealer, which was chosen purposively because this dealer is one of the authorized dealers with a large customer base and intense interaction between sales, marketing, and consumers.

The study population was all Astra Motor BSD City Dealership customers who had purchased a motorcycle and interacted with sales and marketing staff. Because the population size was large and uncertain, the sample size was determined using the Slovin formula with an error tolerance of 10% (Adhikari, 2021). These calculations obtained a minimum sample size of 100 respondents, which was considered capable of representing the population. The sampling technique used was purposive sampling, with the criteria for the respondents selected being: (1) customers who had previously purchased a motorcycle unit at the Astra Motor BSD City Dealer, (2) customers who interacted directly with sales marketing in the purchasing process, and (3) customers who were willing to become research respondents by filling out a questionnaire.

The research instrument was a closed questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree (Wu & Leung, 2017). This instrument was developed from indicators for each research variable. The interpersonal communication variable (X1) was measured using five leading indicators: openness, empathy, support, positive attitude, and equality, which were then translated into statement items. The sales marketing variable (X2) was measured using indicators of communication skills, negotiation skills. Meanwhile, the customer loyalty variable (Y) was measured using indicators of repurchase intention, giving recommendations to others, resistance to competitors' offers, and emotional attachment to the dealer. Before the questionnaire was widely distributed, validity and reliability tests were

conducted to ensure the instrument used could measure the variables accurately and consistently.
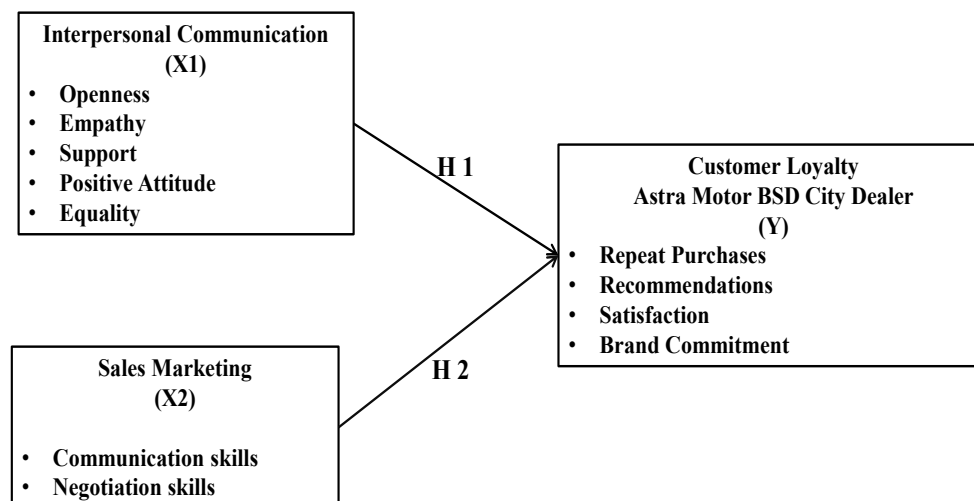


Figure 1. Relationship between variables

Data processing was carried out through several stages, namely instrument validity and reliability tests, classical assumption tests (normality, multicollinearity, heteroscedasticity), and multiple linear regression analysis to determine the simultaneous and partial influence of interpersonal communication and sales marketing on customer loyalty (Nakagawa et al., 2017). The t-test is used to test partial effects, while the F-test is used to test the simultaneous effects of both independent variables on the dependent variable. Furthermore, the coefficient of determination ($R^2$) is used to assess the extent to which interpersonal communication and sales marketing explain variations in customer loyalty. Based on the literature review, this study formulates the following hypothesis:

1. H1 Interpersonal communication influences customer loyalty
2. H2 Sales marketing influences customer loyalty.
3. H0 interpersonal communication and sales marketing have no influence on customer loyalty at the Astra Motor BSD City Dealer.

## RESULTS and DISCUSSION

In this study, researchers set the age range of respondents between 25 and 65 years. This range was chosen considering that those aged 25 and above generally entered a productive phase, career-wise and financially, thus possessing stable purchasing power. Meanwhile, the upper limit of 65 years was chosen because this age group is generally approaching or entering retirement, when purchasing activity tends to decrease. Thus, this age range allows researchers to capture variations in consumer perceptions and behaviors across various life stages, from early to middle age, to near-retirement.

The collected data revealed differences in the number of respondents within each age group. This classification was used to structure the analysis and facilitate researchers in understanding the distribution of respondents' demographic characteristics. The tabulation results show that the 25–35 age group was the most dominant category, with 73 respondents. This group's dominance suggests that most Astra Motor BSD City Dealer customers are young adults who are actively employed, highly mobile, and relatively open to new information and offers. Their characteristics as consumers also tend to be pragmatic and prioritize efficiency, enabling loyalty to be formed through satisfaction with a practical and fast purchasing experience.

Next, the 36–46 age group came in second with 32 respondents. This group is still in its productive age, but typically has more experience conducting transactions and making purchasing decisions. They tend to be more selective in choosing products and pay more attention to service, sales, and marketing

reliability. This means that loyalty in this age group can be built through quality interpersonal communication and long-term service guarantees that provide a sense of security and certainty in vehicle ownership. Third place was the 47–57 age group, with 12 respondents. This group is considered mature adults, most of whom are established in their jobs and social lives and are approaching retirement. This group makes relatively less frequent vehicle purchases, but when they do make a purchase, their decisions are usually more deliberate and oriented towards quality, comfort, and the dealer's reputation. Loyalty formed in this group tends to be more stable if the dealer can provide consistent and continuous service.

The 58–65 age group had the smallest respondents, representing only two people. This small number is understandable because the need for a new vehicle is generally no longer a top priority as they approach or enter retirement. Purchasing activity in this age group tends to decrease, and even if it does occur, it is usually driven by urgent needs or personal desires for comfort. These findings suggest that productive-age consumers dominate the primary market for the Astra Motor BSD City Dealership, so communication and sales marketing strategies need to be focused on this age group to build stronger and more sustainable loyalty.

Table 2. Respondents' Age Distribution

| Age Group | Number of Respondents | Percentage (%) |
|---|---|---|
| 25–35 years | 73 | 61.34 |
| 36–46 years | 32 | 26.89 |
| 47–57 years | 12 | 10.08 |
| 58–65 years | 2 | 1.68 |

Source: Data processing (2025)

To understand the extent to which interpersonal communication (X1) and sales marketing (X2) variables influence customer loyalty (Y), this study conducted multiple linear regression analysis. This analysis aims to see the direction and magnitude of the influence given by each independent variable on the dependent variable, both partially and simultaneously. Thus, the regression results show the relationship between variables and provide a quantitative picture of the contribution of interpersonal communication and sales marketing strategies in building customer loyalty at the Astra Motor BSD City Dealer.

**Multiple Linear Regression Analysis**

In addition to regression analysis, the relationship between research variables was tested using multiple correlation analysis. This test was conducted to determine the level of closeness of the relationship between interpersonal communication (X1) and sales marketing (X2) on customer loyalty (Y). Based on the multiple linear regression test results, the equation obtained is: $Y = -2.978 + 0.645X1 + 0.435X2$. The constant value of -2.978 indicates that if interpersonal communication (X1) and sales marketing (X2) are zero, then customer loyalty (Y) tends to be at a negative point.

However, this is only valuable as a mathematical calculation because loyalty cannot have a negative value in practice. The X1 coefficient value of 0.645 indicates that every one-unit increase in interpersonal communication will increase customer loyalty by 0.645 units. Similarly, the X2 coefficient of 0.435 means that every one-unit increase in sales marketing strategy will increase customer loyalty by 0.435 units. Both significance values are 0.000 ($< 0.05$), indicating that the effect is statistically significant (Table 2).

Table 2. Multiple Linear Regression

**Coefficients$^a$**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| 1  (Constant) | -2,978 | 1,970 | | -1,511 | 0,133 |
| Interpersonal Communication | 0,645 | 0,113 | 0,520 | 5,720 | 0,000 |
| Sales Marketing | 0,435 | 0,097 | 0,406 | 4,468 | 0,000 |
| a. Dependent Variable: Customer Loyalty | | | | | |

Source: Data processing (2025)

Table 2 shows that interpersonal communication and sales marketing variables positively affect customer loyalty. The regression coefficient for interpersonal communication is 0.645, meaning that every one-unit increase in interpersonal communication will increase customer loyalty by 0.645 units. Meanwhile, sales marketing has a coefficient of 0.435, indicating a positive effect. The significance value for both variables is 0.000, less than 0.05, indicating their influence is statistically significant.

**Multiple Correlation Test**

To complement the regression analysis that has been conducted, this study also uses a multiple correlation test to determine the level of closeness of the relationship between the variables of interpersonal communication (X1) and sales marketing (X2) with customer loyalty (Y). The multiple correlation test was chosen because it can provide an overview of how strong the relationship between the independent and dependent variables is, while also confirming the direction of the relationship formed. The results of the Pearson correlation test show a correlation value between interpersonal communication and customer loyalty of 0.885, while the correlation between sales marketing and customer loyalty is 0.873. These figures are included in strong, positive, and significant relationships ($p < 0.05$). This means that the higher the quality of interpersonal communication and sales marketing, the higher the customer loyalty.

Table 3. Multiple Correlation

**Correlations**

| | | Customer Loyality | Interpersonal Communication | Sales Marketing |
|---|---|---|---|---|
| Pearson Correlation | Customer Loyality | 1,000 | 0,885 | 0,873 |
| | Interpersonal Communication | 0,885 | 1,000 | 0,898 |
| | Sales Marketing | 0,873 | 0,898 | 1,000 |
| Sig. (1-tailed) | Customer Loyality | | 0,000 | 0,000 |
| | Interpersonal Communication | 0,000 | | 0,000 |
| | Sales Marketing | 0,000 | 0,000 | |
| N | Customer Loyality | 119 | 119 | 119 |
| | Interpersonal Communication | 119 | 119 | 119 |
| | Sales Marketing | 119 | 119 | 119 |

Source: Data processing (2025)

Table 3 shows the results of the Pearson correlation test, which shows that interpersonal communication has a powerful and significant relationship with customer loyalty. Based on these results, the null hypothesis (H0) is rejected and the alternative hypotheses (H1 and H2) are accepted. These findings reinforce the view that customer loyalty is not solely dependent on product factors but is also significantly influenced by the quality of relationships and interactions built by sales staff.

**T-Test (Partial)**

Furthermore, to determine the effect of each independent variable on the dependent variable separately, a partial t-test was conducted. Based on the results of the t-test analysis presented in Table 4, it can be seen that each independent variable, namely interpersonal communication (X1) and sales marketing (X2), has a calculated t-value and significance level that indicates its effect on customer loyalty (Y). For each variable, it can be explained as follows:

a)  The Effect of Interpersonal Communication (X1) on Customer Loyalty (Y). The calculation results show a calculated t-value of 5.720, greater than the t-table (1.660), with a significance level of 0.000. Because this significance value is less than 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This proves that interpersonal communication has a significant partial effect on customer loyalty. In other words, the better the quality of interpersonal communication conducted by sales and marketing staff, such as openness in providing information, the ability to express empathy, provide support, and maintain positive and equal communication, the greater the customer loyalty.

b)  The Effect of Sales and Marketing (X2) on Customer Loyalty (Y). Furthermore, the analysis results also show that the calculated t-value for the sales and marketing variable is 4.468, greater than the t-table (1.660), with a significance level of 0.000. Because the significance value is less than 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This means that sales marketing significantly and positively affects customer loyalty. This indicates that salespeople's competence in conveying product information clearly, ability to build long-term relationships, and effective negotiation skills can increase customer satisfaction and engagement.

Table 4. T-Test (Partial)

| Coefficients$^a$ | | | | | |
|---|---|---|---|---|---|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| 1  (Constant) | -2,978 | 1,970 | | -1,511 | 0,133 |
| Interpersonal Communication | 0,645 | 0,113 | 0,520 | 5,720 | 0,000 |
| Sales Marketing | 0,435 | 0,097 | 0,406 | 4,468 | 0,000 |
| a. Dependent Variable:  Customer Loyalty | | | | | |

Source: Data processing (2025)

Overall, the results of this (partial) t-test confirm that both independent variables, interpersonal communication and sales marketing, play a significant role in shaping customer loyalty. However, interpersonal communication proved to have a more dominant influence, as evidenced by the higher regression coefficient and t-value compared to the sales marketing variable.

**F Test (Simultaneous)**

In addition to partial testing through the t-test, this study also uses the F test to determine whether the variables of interpersonal communication (X1) and sales marketing (X2) simultaneously have a significant effect on customer loyalty (Y). The F test is an important step because it can provide an overview of the

overall strength of the regression model in explaining variations that occur in the dependent variable. Based on the analysis results, the calculated F value of 254.903 was obtained, much greater than the F table of 3.07, with a significance level of 0.000. Because the significance value is smaller than 0.05, the regression model built in this study is suitable for use and has a significant effect simultaneously. In other words, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This shows that both interpersonal communication and sales marketing, when implemented together, contribute to increasing customer loyalty at the Astra Motor BSD City Dealer.

Table 5. F Test (Simultaneous)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 2763,147 | 2 | 1381,573 | 254,903 | .000$^b$ |
| | Residual | 628,719 | 116 | 5,420 | | |
| | Total | 3391,866 | 118 | | | |
| a. Dependent Variable: Customer Loyalty | | | | | | |
| b. Predictors: (Constant), Sales Marketing, Interpersonal Communication | | | | | | |

Source: Data processing (2025)

Table 5 shows a synergistic relationship between the two independent variables. Effective interpersonal communication will strengthen the impact of sales and marketing strategies, and vice versa; a good marketing strategy will be more successful if supported by interpersonal communication that builds trust. These results align with the relationship marketing approach, which emphasizes the importance of long-term interactions, and interpersonal communication theory, which places the quality of interactions as the primary foundation for building customer loyalty. Therefore, it is understandable that the success of the Astra Motor BSD City Dealer in maintaining customer loyalty does not rely solely on one factor, but rather on a complementary combination of both. Therefore, the integration of improving interpersonal communication skills and sales and marketing strategies should be a primary focus in managing customer relationships.

**Coefficient of Determination (R²)**

To determine the extent to which the interpersonal communication (X1) and sales marketing (X2) variables can explain variations in customer loyalty (Y), a coefficient of determination ($R^2$) analysis was conducted. The $R^2$ value is an important indicator to assess the strength of the regression model in explaining the influence of independent variables on the dependent variable. The calculation results show that the $R^2$ value is 0.815. This means that 81.5% of the variation in customer loyalty can be explained by interpersonal communication and sales marketing. In comparison, the remaining 18.5% is influenced by other factors not examined in this study, such as product quality, price, brand image, after-sales service, and other external factors. This high $R^2$ value indicates that the regression model used has a strong feasibility level and is relevant to describe the relationship between variables in the study.

Table 6. Coefficient of Determination (R²)

| Model Summary[b] | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .903[a] | 0,815 | 0,811 | 2,328 | 0,815 | 254,903 | 2 | 116 | 0,000 |

a. Predictors: (Constant), **Sales Marketing, Interpersonal Communication**

b. Dependent Variable: **Customer Loyalty**

Source: Data processing (2025)

The high coefficient of determination also provides empirical evidence that interpersonal relationships and marketing strategies are key determinants of customer loyalty, particularly in the highly competitive automotive industry. Customers assess vehicle quality and how they are treated, informed, and maintained in long-term relationships by sales and marketing personnel. The findings of this study strongly support the theoretical framework derived from relationship marketing theory and interpersonal communication theory, which posit that the quality of interaction between salespeople and customers is central to building long-term loyalty. As suggested by Manusov (2020) and Itani et al. (2019), interpersonal communication comprising listening, empathy, message adaptation, and emotional support creates a foundation of mutual understanding that enhances trust and satisfaction. The positive and significant relationship between interpersonal communication and customer loyalty in this study confirms that these interactional competencies are not only relationally beneficial but also strategically instrumental in maintaining competitive advantage.

Moreover, the empirical evidence aligns with the relationship marketing paradigm articulated by Bogaard et al. (2020) and Bhavani & Sainy (2023), which emphasizes that repeated, high-quality interactions foster relational bonds that reduce customers' perceived risks and increase their long-term engagement. The significant regression coefficient for interpersonal communication ($\beta = 0.645$) and sales marketing ($\beta = 0.435$) demonstrates that both relational quality and marketing execution contribute substantially to loyalty formation. This supports the argument of Morgan & Hunt's (1994) Commitment–Trust Theory, where trust and commitment products of effective interpersonal exchange act as mediating mechanisms driving customer retention.

The results also reinforce service climate theory by Schneider et al. (2013), which posits that organizational environments promoting service excellence enhance employees' communication quality and consistency. The high explanatory power ($R^2 = 0.815$) indicates that Astra Motor BSD City's supportive service culture and structured customer experience management (CEM) system, as described by Schmitt et al. (2018), play an essential role in ensuring consistent customer satisfaction from pre-sales to after-sales interactions. These organizational factors act as contextual enablers that amplify the impact of interpersonal communication and marketing strategies on loyalty outcomes.

Finally, the observed link between after-sales experience and customer loyalty corresponds with findings from Durugbo (2019) and Khan & Loomba (2023), suggesting that loyalty is reinforced not merely through transactional satisfaction but through post-purchase care and emotional continuity. The relational switching cost component identified by Ganaie & Bhat (2021) further explains why customers prefer to remain loyal even when competitors offer similar products or prices. Thus, the study substantiates a comprehensive framework where interpersonal communication operates as a relational capability embedded within marketing strategy, yielding sustainable customer loyalty through trust, satisfaction, and emotional attachment.

## CONCLUSION

Based on the results of research on the influence of interpersonal communication and sales marketing on customer loyalty at the Astra Motor BSD City Dealer, several conclusions can be drawn as follows:

1. Interpersonal communication in sales and marketing significantly and positively affects customer loyalty. Regression test results show that the interpersonal communication variable (X1) has a coefficient of 0.645 with a significance value of 0.000 (<0.05). This means that the higher the quality of interpersonal communication, which includes openness, empathy, support, positivity,

and equality, the higher the level of customer loyalty. With a robust correlation (r = 0.885), this study proves that interpersonal interaction is dominant in building trust, satisfaction, and long-term customer engagement with the dealership.

2.  Sales marketing also has a significant and positive effect on customer loyalty. The regression coefficient of 0.435 with a significance value of 0.000 indicates that sales marketing's ability to communicate products, negotiate, provide after-sales service, and maintain customer relationships is an important factor in fostering loyalty. The correlation value of 0.873 strengthens evidence that a targeted sales and marketing strategy can encourage customers to make repeat purchases, provide recommendations, and remain loyal to the dealership.

3.  Simultaneously, interpersonal communication and sales and marketing contribute significantly to customer loyalty. The F-test results showed a calculated F-value of 254.903 with a significance level 0.000, thus accepting the alternative hypothesis. The coefficient of determination (R²) of 0.815 indicates that these two variables can explain 81.5% of the variation in customer loyalty. In contrast, the remaining 18.5% is influenced by other factors such as product quality, price, promotion, and technical service experience.

Thus, this study confirms that in the competitive automotive business context, customer loyalty is influenced not only by product factors but also by the quality of interpersonal communication and the sales and marketing strategies implemented. These two factors are key pillars in maintaining long-term relationships, increasing customer satisfaction, and strengthening customer trust in dealerships.

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