



**A STUDY OF CUSTOMER LOYALTY TO TOYOTA IN
THAILAND**



**LI XIN YU
6617190026**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
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LI XIN YU

This Independent Study Has Been Approved as a Partial Fulfillment of the Requirements for the Degree of Master of Business Administration

Advisor.....

(Dr. Warangrat Nitiwanakul)

Date: 14 / December, 2025

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate School of Business

Date: 14 Dec 2025

Title: A STUDY OF CUSTOMER LOYALTY TO TOYOTA
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Researcher: LI XIN YU
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Advisor:



(Dr. Warangrat Nitiwanakul)

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ABSTRACT

The automotive industry is a key contributor to Thailand's economy, where Toyota holds a strong market position. However, in the competitive automotive landscape, retaining customer loyalty remains a significant challenge. This study investigated the determinants of Thai customers' loyalty to Toyota, focusing on factors including perceived product quality, service quality, brand image, perceived price, perceived promotion, perceived trust, and customer loyalty. The primary objective was to assess how these factors influence customer loyalty and to provide strategic insights for Toyota's marketing efforts in Thailand.

A quantitative research method was employed, utilizing a structured questionnaire distributed to 400 Toyota customers across various regions in Thailand, with 391 valid responses. Data analysis included descriptive and inferential statistics, with correlation analysis used to examine the relationships among key variables. The findings indicate that service quality and perceived trust are the most significant predictors of customer loyalty, followed closely by brand image and perceived product quality.

While perceived price and perceived promotion also positively affect loyalty, their impact is comparatively moderate.

The study concludes that Toyota can enhance customer loyalty by prioritizing high standards in service quality, fostering trust, and maintaining a positive brand image. Additional strategies, including strengthening after-sales service, engaging in community-oriented corporate social responsibility initiatives, and offering personalized promotions are recommended to solidify Toyota's competitive advantage and support long-term customer retention in Thailand.

Keywords: customer loyalty, Toyota, automotive industry, Thailand.



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LI XIN YU

Declaration

I, LI XIN YU, hereby certify that the work embodied in this independent study entitled “A STUDY OF CUSTOMER LOYALTY TO TOYOTA IN THAILAND” is result of original research and has not been submitted for a higher degree to any other university or institution.

LI XIN YU

8 November 2024

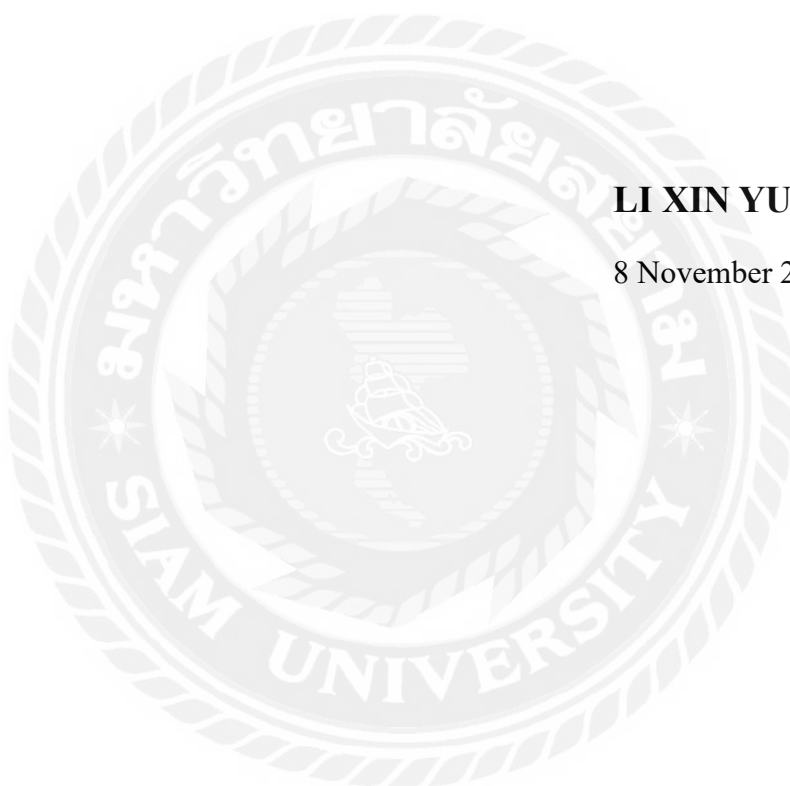


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Chapter1 Introduction

1.1 Background of the Study

The automotive industry is a critical sector in many economies around the world, and customer loyalty plays a vital role in the success and sustainability of automotive companies. Toyota, a leading global automotive manufacturer, has established a strong presence in Thailand, a country with a burgeoning automotive market. Understanding the factors that drive customer loyalty to Toyota in Thailand can provide valuable insights for enhancing customer retention and improving marketing strategies.

1.2 Problem of the Study

Despite Toyota's significant market share in Thailand, the company faces challenges in maintaining and enhancing customer loyalty. The competitive landscape of the automotive industry means that customers have numerous options, and their loyalty can be influenced by various factors. There is a need to improve customer loyalty.

1.3 Objective of the Study

The primary objective of this study is to examine the relationships between perceived product quality, service quality, brand image, perceived price, perceived promotion, perceived trust and customer loyalty to Toyota in Thailand

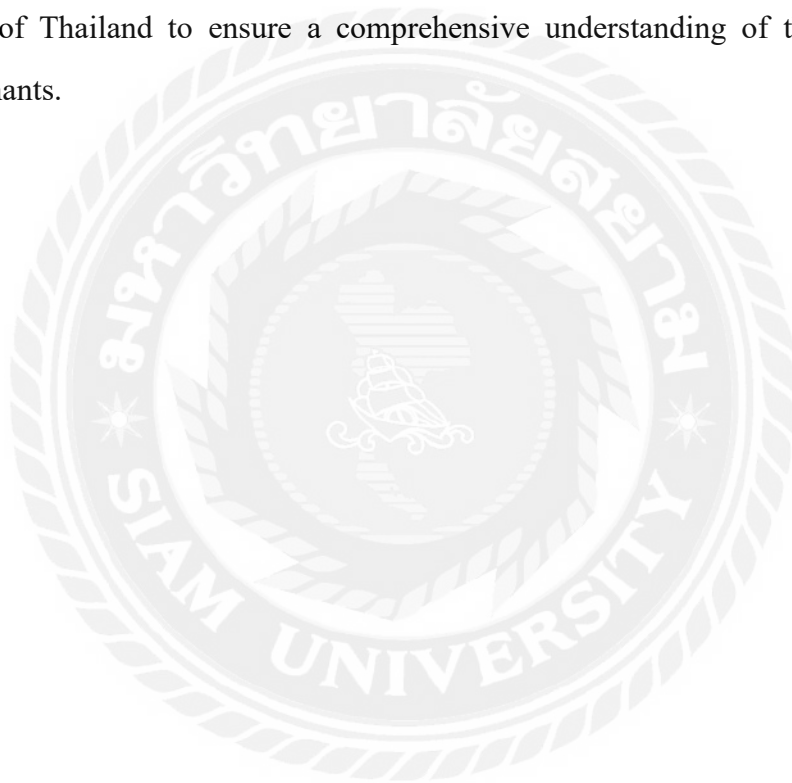
1.4 Significance of the Study

This study provides significant contributions to both academic research and practical applications. Academically, it adds to the existing literature on customer loyalty in the automotive industry, particularly in the context of an emerging market like Thailand. Practically, the findings of this study can help Toyota and other automotive companies in Thailand to develop targeted strategies to enhance

customer loyalty, ultimately leading to increased customer retention and sustained competitive advantage.

1.5 Scope of the Study

The scope of this study was confined to examining customer loyalty to Toyota in Thailand. The research focused on key factors including perceived quality, service quality, brand image, perceived price, perceived promotion, perceived trust, and customer loyalty. Data were collected from a group of Toyota customers in various regions of Thailand to ensure a comprehensive understanding of the loyalty determinants.



Chapter 2 Literature Review

2.1 Theoretical Foundation

The theoretical foundation of this study is built upon several key concepts that are critical in understanding customer loyalty, especially within the automotive industry. The following sections provide a lens through which the factors influencing customer loyalty to Toyota in Thailand are examined.

2.1.1 Perceived Product Quality

Perceived product quality refers to a consumer's assessment of a product's overall excellence or superiority, encompassing attributes such as reliability, durability, functionality, and innovation (Zeithaml, 1988). This concept is particularly significant in the automotive industry, where purchasing decisions are influenced by the perceived quality of vehicles due to their high cost and long-term usage. Research consistently shows that high product quality fosters customer satisfaction and loyalty, as customers are more likely to repeatedly purchase and recommend brands that meet or exceed their quality expectations.

In the context of Toyota's brand in Thailand, perceived product quality is a cornerstone of customer loyalty. Toyota has built a strong reputation for quality through the Toyota Production System (TPS), a lean manufacturing approach that emphasizes strict quality control, continuous improvement, and waste minimization (Liker, 2004). This commitment to quality is reflected in models such as the Hilux and Corolla, which consistently perform well in ASEAN consumer satisfaction studies for their reliability and low maintenance cost.

Durability and Reliability:

These are among the most valued attributes for automotive consumers. Toyota's focus on producing durable vehicles with minimal maintenance needs significantly enhances its perceived quality. Durability not only affects a vehicle's lifespan but also reduces long-term maintenance costs, which is a major consideration for customers in Thailand. Studies have shown that automotive

brands with high durability ratings enjoy stronger customer loyalty due to reduced ownership costs and enhanced satisfaction (Mittal & Kamakura, 2001).

Safety and Innovation: Safety features and technological innovations are also critical components of perceived product quality in the automotive sector. Toyota's vehicles are equipped with advanced safety features, such as collision avoidance systems, airbags, and stability control, which cater to the safety-conscious preferences of Thai consumers. In addition, innovations such as hybrid technology have reinforced Toyota's image as a forward-thinking and environmentally responsible brand. This alignment with current trends in technology and sustainability further strengthens Toyota's perceived quality among customers (Statista, 2024).

Performance and Efficiency: Vehicle performance, including fuel efficiency, engine power, and handling, is another dimension of perceived quality that affects customer satisfaction and loyalty. Thai consumers often prioritize fuel efficiency due to fluctuating fuel prices. Toyota's efficient engines and fuel-saving technologies resonate well with this market, as evidenced by the popularity of models like the Toyota Prius and Corolla Altis. Studies reveal that customers are more likely to stay loyal to brands that consistently deliver performance aligned with their expectations and preferences (Wu & Chen, 2021).

Impact of Perceived Product Quality on Customer Loyalty

Perceived product quality has a direct and positive influence on customer loyalty. When customers perceive a product as high quality, it fosters trust, satisfaction, and a willingness to engage in repeat purchases. Moreover, customers become more resilient to competitors' price changes and promotional efforts when they trust a brand's consistent delivery of quality. For Toyota, this results in a sustained competitive advantage in Thailand, where high perceived quality is closely linked to brand trust, long-term loyalty, and positive word-of-mouth recommendations (Oliver, 1999).

2.1.2 Service Quality

Service quality is defined as the extent to which a service meets or exceeds customer expectations, directly impacting on customer satisfaction and loyalty. In the automotive sector, service quality covers a broad spectrum of interactions, including pre-sales consultations, after-sales support, maintenance, and repair services (Parasuraman, 1988). Toyota's service quality in Thailand is particularly influential, as it reinforces customer loyalty through accessible and reliable service experiences across its extensive dealership and service network.

According to the SERVQUAL model, service quality comprises five primary dimensions—reliability, assurance, tangibles, empathy, and responsiveness. These elements are essential in the automotive industry, where customers seek consistent, prompt, and high-quality service throughout the ownership cycle. Research highlights that high service quality enhances customer satisfaction, leading to repeat purchases and recommendations, both critical for sustained customer loyalty (Zeithaml et al., 1996).

Reliability: Reliability reflects a brand's ability to consistently deliver dependable service. In automotive service, reliability encompasses accurate diagnosis, timely maintenance, and adherence to promised service standards. Toyota's commitment to reliability is evident through its service network in Thailand, where trained staff ensure timely and efficient vehicle maintenance. Studies have shown that when customers feel confident in a brand's reliability, they are more likely to develop trust and loyalty, as their service experiences consistently meet expectations.

Assurance: Assurance refers to the trustworthiness, competence, and courtesy of service personnel. Customers in Thailand value interactions with knowledgeable and courteous Toyota service staff who can address concerns confidently. Toyota provides extensive training programs to ensure that staff possess the technical expertise and customer service skills necessary to provide a high level of

assurance. High assurance levels are known to foster brand loyalty as customers feel safe and valued during service interactions (Ladhari, 2009).

Tangibles: Tangibles refer to the physical aspects of the service experience, such as facilities, equipment, and appearance of staff. Toyota's dealerships and service centers in Thailand are designed to reflect its brand values, providing clean, modern, and well-equipped facilities. Research indicates that tangible elements in service environments can positively influence customer satisfaction, as customers often interpret these cues as indicators of quality and professionalism (Bitner, 1992). This attention to physical detail reinforces Toyota's quality-focused image in Thailand and enhances customer loyalty by creating a positive brand perception.

Empathy: Empathy is the degree to which service providers understand and address individual customer needs. In the automotive industry, this involves listening to customers, providing personalized recommendations, and ensuring that customer concerns are resolved to their satisfaction. Toyota encourages its staff in Thailand to take a customer-centric approach, which aligns with the cultural expectation for attentive and respectful service. Studies reveal that empathetic service providers create emotional connections with customers, thereby strengthening loyalty (Martínez & del Bosque, 2013).

Responsiveness: Responsiveness reflects a brand's willingness to assist customers promptly and provide quick solutions. Timely and efficient service is particularly crucial in automotive services, as customers expect minimal downtime for vehicle maintenance and repairs. Toyota's extensive network in Thailand allows it to respond to customer needs efficiently, offering convenient service appointments and rapid resolutions. Recent studies show that responsiveness is highly valued by customers and contributes significantly to customer loyalty, especially in service-intensive industries like automotive (Zeithaml et al., 1996).

Impact of Service Quality on Customer Loyalty

High service quality has a substantial positive effect on customer loyalty by building customer satisfaction, trust, and emotional connections with the brand (Oliver, 1999). For Toyota in Thailand, consistently meeting or exceeding service expectations enhances brand loyalty, as customers are more likely to remain loyal to brands, they feel prioritize their needs. service quality is among the strongest predictors of loyalty in the automotive sector, as customers tend to repurchase and advocate for brands that deliver reliable, responsive, and empathetic service.

Service quality is also associated with customer retention and word-of-mouth recommendations. Satisfied Toyota customers in Thailand are likely to recommend the brand to others, driven by positive service experiences that reinforce Toyota's reputation for reliability and customer care. Thus, Toyota's commitment to service quality contributes directly to its sustained competitive advantage in Thailand's automotive market.

2.1.3 Brand Image

Brand image is the set of perceptions and associations that customers hold about a brand. It encompasses qualities such as reliability, quality, innovation, social responsibility, and emotional appeal (Aaker, 1991). In the automotive industry, a strong and positive brand image influences customer loyalty by establishing trust, differentiation, and a deeper emotional connection with consumers. Research indicates that customers are more likely to remain loyal to brands with a positive and consistent image, as this reinforces their satisfaction and justifies their purchasing decisions (Keller, 1993).

For Toyota, brand image is a crucial element in building and retaining a loyal customer base in Thailand. Toyota has cultivated a brand image centered on quality, reliability, and innovation while also focusing on corporate social responsibility (CSR) initiatives that resonate with consumers' values. This multifaceted brand image not only helps Toyota stand out in a competitive market

but also fosters long-term customer loyalty by appealing to customers' functional and emotional needs.

Reliability and Quality: Toyota's reputation for reliability and high-quality vehicles is a fundamental component of its brand image. Models like the Toyota Hilux and Corolla are known for their durability and low maintenance requirements, which are highly valued by customers in Thailand. Research shows that a reputation for reliability positively affects brand loyalty, as customers view it as an indicator of the brand's long-term value and trustworthiness. Toyota's focus on quality not only attracts new customers but also reinforces loyalty among existing customers who trust the brand's commitment to high standards.

Innovation and Sustainability: Innovation is another crucial aspect of Toyota's brand image. The brand is known for pioneering advancements in hybrid technology, which appeals to environmentally conscious consumers. In Thailand, Toyota's hybrid models and commitment to eco-friendly practices align with a growing emphasis on sustainability. Studies suggest that consumers are increasingly drawn to brands that prioritize environmental responsibility, which enhances brand image and loyalty (Chen, 2010). Toyota's reputation as a sustainable and innovative brand further solidifies customer loyalty, as customers feel aligned with the brand's values and forward-thinking approach.

Corporate Social Responsibility (CSR): CSR is essential in shaping a positive brand image, especially in markets like Thailand where community and environmental responsibility are highly valued. Toyota actively participates in CSR initiatives in Thailand, such as community outreach, environmental conservation, and educational programs. These initiatives enhance Toyota's brand image by demonstrating its commitment to social and environmental causes, which in turn strengthens emotional bonds with customers. Studies show that CSR initiatives contribute to brand loyalty by creating a sense of shared values between the brand and its customers (Luo & Bhattacharya, 2006).

Emotional Appeal: Beyond functional qualities, brand image also encompasses emotional elements that make customers feel connected to a brand. Toyota's long-standing presence in Thailand and its alignment with Thai cultural values, such as respect and reliability, foster an emotional connection with Thai consumers. Research reveals that emotional appeal enhances customer loyalty by making customers feel part of a brand's identity (Thomson, MacInnis, & Park, 2005). Toyota's focus on building relationships with customers through brand storytelling and engaging marketing campaigns enhances this emotional appeal, further contributing to brand loyalty.

Impact of Brand Image on Customer Loyalty

A strong and positive brand image is a powerful driver of customer loyalty. When customers perceive a brand positively, they are more likely to remain loyal, even in the face of competitors' offers or slight price increases. Brand image influences customer satisfaction, trust, and perceived value, all of which contribute to loyalty (Oliver, 1999). For Toyota, its established brand image as a reliable, innovative, and socially responsible brand creates a sense of consistency and trust that appeals to Thai consumers.

Brand image also plays a crucial role in customer advocacy. Satisfied customers with positive brand perceptions are more likely to recommend Toyota to others, acting as brand advocates. This word-of-mouth effect further strengthens Toyota's reputation in Thailand, attracting new customers and reinforcing loyalty among existing ones. Studies show that brand image not only impacts initial purchasing decisions but also affects long-term loyalty, as customers develop a deeper connection with brands that align with their values and expectations (Thomson et al., 2005).

2.1.4 Perceived Price

Perceived price is defined as a customer's perception of the fairness, reasonableness, or value of a product's cost relative to its quality and performance (Monroe, 1990). In the automotive industry, perceived price plays a critical role

in customer satisfaction and loyalty, as cars represent a significant financial commitment. Customers are more likely to remain loyal to brands they believe provide a fair and competitive price for the quality they receive, especially in a price-sensitive market like Thailand (Zeithaml, 1988).

Toyota's pricing strategy in Thailand seeks to balance affordability with quality. This approach appeals to Thai consumers by offering them value for money. For Toyota, perceived price is a cornerstone of its brand's value proposition, reinforcing its image as a brand that prioritizes both quality and accessibility. Studies indicate that a strong perceived price perception positively influences customer loyalty, as customers who feel they receive good value are more likely to repurchase and recommend the brand (Dodds et al., 1991).

Fairness and Value for Money: Fair pricing is essential for creating a positive perception of value. When customers perceive that a brand's prices align with the quality and benefits provided, they are more likely to feel satisfied and loyal. Toyota's pricing in Thailand considers not only initial purchase costs but also long-term costs associated with ownership, such as fuel efficiency and maintenance. This approach aligns with research suggesting that brands offering value for money tend to foster stronger loyalty, as customers feel they are making an investment rather than merely a purchase (Kukar-Kinney & Grewal, 2007).

Affordability and Financing Options: Affordability is a key factor influencing perceived price, especially in emerging markets like Thailand. Toyota offers a variety of financing options, such as installment plans and low-interest loans, which make its vehicles more accessible to a wider range of consumers. Research demonstrates that when customers are offered flexible financing solutions, their perceived price becomes more favorable, enhancing brand loyalty (Chatterjee, 2011). Toyota's competitive financing options allow it to attract price-sensitive customers who value flexible payment solutions without compromising on quality.

Transparency in Pricing: Transparency in pricing involves clearly communicating all costs associated with the purchase and ownership of a vehicle.

This includes upfront costs, additional fees, and anticipated maintenance expenses. Toyota's commitment to transparent pricing reinforces trust and reduces potential customer concerns regarding hidden costs. Recent studies indicate that price transparency fosters customer trust, which is essential for loyalty, as it assures customers that the brand operates with integrity and openness (Martin-Consuegra et al., 2007). By being transparent about its pricing, Toyota strengthens its reputation and customer confidence, which translates into greater loyalty.

Long-Term Cost Considerations: In the automotive sector, perceived price includes not only the initial purchase price but also long-term costs, such as fuel efficiency, repair, and maintenance. Toyota's focus on producing fuel-efficient vehicles and providing affordable maintenance options makes its perceived price favorable among Thai consumers. Studies suggest that customers often consider the total cost of ownership when assessing perceived price; thus, brands like Toyota that deliver cost-efficient solutions beyond the initial purchase have a competitive advantage in retaining loyal customers (Anderson et al., 1994).

Impact of Perceived Price on Customer Loyalty

Perceived price significantly influences customer loyalty by shaping customer satisfaction, perceived value, and trust in the brand. Research shows that customers who perceive a brand's pricing as fair and transparent are more likely to exhibit loyalty behaviors, such as repeat purchases and positive word-of-mouth recommendations. In Thailand, Toyota's reputation for providing value-driven pricing enhances its appeal among price-sensitive consumers, who view Toyota as an affordable yet high-quality choice in the automotive market.

Studies have shown that perceived price is particularly important in markets with high competition and varied customer price sensitivity. When customers feel that a brand offers fair pricing, they are more inclined to stay loyal even if competitors offer occasional discounts or promotions. Toyota's approach to perceived price in Thailand, which emphasizes value and long-term benefits, helps retain customers who prioritize total ownership costs and value over short-term price discounts.

This price perception cultivates loyalty by making Toyota a preferred choice for customers seeking reliability and value.

2.1.5 Perceived Promotion

Perceived promotion refers to customers' perception of a brand's promotional activities, which may include discounts, loyalty programs, advertising, special offers, and trade-in incentives (Blattberg & Neslin, 1990). Effective promotions help create customer awareness, increase perceived value, and enhance customer retention by offering tangible benefits. In the automotive industry, promotions not only attract potential buyers but also encourage repeat purchases by enhancing the perceived value of owning a vehicle from a specific brand. Studies indicate that customers who perceive a brand's promotions positively are more likely to become loyal, as they feel rewarded for their purchases and are incentivized to return (Chandon et al., 2000).

For Toyota in Thailand, perceived promotion is a critical component in reinforcing customer loyalty. Toyota's promotion strategies, such as trade-in options, seasonal discounts, loyalty rewards, and financing offers, help improve the brand's appeal to both new and existing customers. Research supports that effective promotional strategies in the automotive industry encourage customer engagement, foster loyalty, and strengthen the overall brand-customer relationship.

Discounts and Special Offers: Discounts, rebates, and seasonal promotions are common in the automotive industry. For price-sensitive markets like Thailand, these discounts make vehicles more affordable and increase the brand's attractiveness to potential customers. Toyota often uses special promotions during major sales periods, which creates urgency and provides customers with perceived value. Research shows that such promotions enhance customer satisfaction, as customers feel they are gaining additional value, leading to a greater likelihood of loyalty (Ailawadi et al., 2001).

Loyalty Programs and Rewards: Loyalty programs in the automotive sector may offer exclusive benefits to repeat customers, such as discounts on servicing,

free upgrades, or points-based reward systems. Toyota's loyalty programs in Thailand reward returning customers, creating a sense of exclusivity and appreciation. Studies have demonstrated that customers who participate in loyalty programs feel more valued and are more likely to continue their relationship with the brand, as these programs foster a sense of belonging and commitment (Dorotic et al., 2012).

Flexible Financing and Trade-in Incentives: Financing options, such as low-interest loans, installment plans, and trade-in deals, are increasingly important in influencing perceived promotion. In Thailand, Toyota provides flexible financing options that allow customers to afford vehicles more easily. Trade-in incentives allow customers to receive value for their old vehicles, reducing the overall cost of purchasing a new Toyota. Research suggests that customers perceive these financing and trade-in options as promotions that make car ownership more accessible, which strengthens loyalty by enhancing customer satisfaction and perceived affordability (Grewal et al., 2011).

Targeted Advertising Campaigns: Advertising campaigns help create brand awareness and reinforce brand image, contributing to perceived promotion. Toyota's advertising strategies in Thailand emphasize its commitment to quality, innovation, and environmental responsibility. Advertising that resonates with customers' values and needs not only attracts new buyers but also strengthens the loyalty of existing ones by reinforcing positive brand associations. Studies show that advertising that aligns with customer values, especially when it highlights promotions, boosts perceived value and loyalty (Yi & Jeon, 2003).

Impact of Perceived Promotion on Customer Loyalty

Perceived promotion has a significant influence on customer loyalty by increasing perceived value, satisfaction, and engagement with the brand. Promotions such as discounts, loyalty rewards, and flexible financing options make customers feel valued and appreciated, which strengthens the emotional bond with the brand. Research shows that customers who perceive promotions as adding real value are

more likely to repurchase and recommend the brand to others, as they see these offers as a benefit that enhances their ownership experience (Chandon et al., 2000). For Toyota in Thailand, perceived promotion is particularly effective in retaining customers by ensuring that they receive added benefits for their loyalty. When customers feel rewarded through promotions, their overall brand perception improves, making them less likely to switch to competitors. Moreover, promotional activities generate positive word-of-mouth, as satisfied customers share their positive experiences, further enhancing Toyota's brand image and customer loyalty in the Thai market.

2.1.6 Perceived Trust

Perceived trust is defined as the confidence a customer has in a brand's reliability, integrity, and ability to meet expectations consistently (Morgan & Hunt, 1994). In the automotive industry, trust is especially important because purchasing a vehicle represents a significant financial and emotional investment. Perceived trust influences customer loyalty by building a sense of security and assurance in the brand, as customers are more likely to remain loyal to brands they feel are dependable and ethical (Chaudhuri & Holbrook, 2001).

For Toyota in Thailand, perceived trust plays a pivotal role in fostering long-term customer loyalty. Toyota's reputation for producing reliable, high-quality vehicles and its commitment to transparent communication with customers contributes to its trustworthiness. Trust in Toyota is further strengthened by its emphasis on vehicle safety, ethical business practices, and customer-centered service. Studies indicate that when customers trust a brand, they are more inclined to engage in repeat purchases and recommend the brand to others, highlighting the significance of trust in loyalty-building strategies.

Reliability and Consistency: Reliability is a core component of trust. In the automotive industry, reliability means consistently delivering high-quality vehicles that perform well under various conditions. Toyota's focus on reliability is evident

in its long-standing reputation for producing vehicles known for their durability and low maintenance requirements. Studies reveal that customers who perceive a brand as reliable are more likely to remain loyal, as they feel confident that their needs will be met consistently (Chaudhuri & Holbrook, 2001). In Thailand, Toyota's popular models, such as the Corolla and Hilux, are seen as dependable choices, reinforcing customer trust.

Transparency and Honesty: Transparency in pricing, warranty policies, and recall procedures fosters trust by showing that the brand operates ethically and prioritizes customers' needs. Toyota's transparent communication during product recalls, for example, reassures customers that their safety is a top priority. Research indicates that brands that communicate openly and honestly build stronger relationships with customers, as transparency reduces uncertainties and reinforces trust (Rawlins, 2008). In Thailand, Toyota's clear and direct communication with customers regarding pricing, maintenance, and potential vehicle issues contributes to high levels of customer trust.

Commitment to Customer Safety: Safety is an essential element of perceived trust in the automotive industry. Toyota's commitment to safety is reflected in its investment in advanced safety features, such as airbags, collision avoidance systems, and stability control. For Thai consumers, who prioritize family and personal safety, these features enhance trust in the brand. Studies show that when customers believe a brand prioritizes their safety, they develop a deeper, trust-based relationship with the brand, which strengthens loyalty (McKnight et al., 2002). Toyota's reputation for prioritizing safety aligns with Thai consumers' values, further enhancing trust.

Ethical and Social Responsibility: Corporate social responsibility (CSR) initiatives, such as environmental conservation, ethical sourcing, and community engagement, contribute to perceived trust. Toyota's CSR efforts in Thailand, including environmental projects and educational programs, reinforce its image as a responsible and community-oriented brand. Research supports that brands

perceived as socially responsible build trust by demonstrating that they share values with their customers, which enhances loyalty (Martínez & del Bosque, 2013). By engaging in CSR, Toyota fosters a positive brand perception that resonates with Thai consumers, who value brands that contribute to societal well-being.

Impact of Perceived Trust on Customer Loyalty

Perceived trust has a substantial impact on customer loyalty, as it strengthens the emotional and psychological bonds between customers and the brand. When customers trust a brand, they are more likely to remain loyal, as trust reduces the perceived risks associated with switching to a different brand. Studies show that trust fosters customer satisfaction and enhances loyalty intentions, as customers feel secure and confident in their purchasing decisions (Chaudhuri & Holbrook, 2001). For Toyota in Thailand, perceived trust contributes to repeat purchases and positive word-of-mouth recommendations, as loyal customers advocate for the brand based on their positive experiences. This trust is particularly important in competitive markets, as it makes customers less susceptible to competitors' promotional offers and price fluctuations. Research highlights that perceived trust not only enhances loyalty but also increases customer resilience to market changes, allowing Toyota to maintain a loyal customer base in Thailand's dynamic automotive industry.

2.1.7 Customer Loyalty

Customer loyalty refers to the extent to which customers consistently prefer and repurchase from a brand, often resulting in long-term customer retention, positive word-of-mouth, and advocacy (Oliver, 1999). In the automotive industry, customer loyalty is invaluable because it fosters repeat purchases and customer referrals, reducing the need for new customer acquisition. Loyal customers are less likely to be swayed by competitors' promotions and are more resilient to price changes, as their loyalty is grounded in satisfaction and trust built over time (Dick & Basu, 1994). For Toyota in Thailand, Customer loyalty is a key driver of its sustained success in a competitive market. Toyota's focus on delivering quality, reliability, and value strengthens customer satisfaction, while its commitment to customer-centered service

and social responsibility deepens loyalty. Studies show that customer loyalty in the automotive sector is influenced by a combination of perceived quality, trust, service quality, and brand image—factors that Toyota has strategically invested in to foster a loyal customer base.

Attitudinal Loyalty: Attitudinal loyalty refers to customers' emotional attachment and positive attitudes toward a brand. In the case of Toyota, attitudinal loyalty is built through consistent quality, customer service, and positive brand perception. Attitudinally loyal customers are more likely to recommend Toyota to friends and family, as they feel a personal connection to the brand. Studies have shown that brands that cultivate strong emotional bonds with customers enhance loyalty by making customers feel valued and understood (Jacoby & Chestnut, 1978).

Behavioral Loyalty: Behavioral loyalty reflects customers' consistent purchasing behavior and repeat purchases from the brand. In Thailand, Toyota has achieved high behavioral loyalty due to its vehicles' reliability, which encourages customers to repurchase Toyota vehicles when upgrading or replacing their cars. Research indicates that behavioral loyalty is sustained when customers feel that the brand consistently meets or exceeds expectations, as is often the case with Toyota's product quality.

Cognitive Loyalty: Cognitive loyalty is based on rational evaluations, such as perceptions of quality, price, and value. For many Thai customers, Toyota represents a rational choice due to its strong reputation for reliability, durability, and resale value. Customers who view Toyota as the logical choice for quality and cost-effectiveness are more likely to remain loyal to the brand. Studies support that when cognitive loyalty is high, customers are more likely to repurchase because they see the brand as fulfilling their needs effectively.

Emotional Loyalty: Emotional loyalty arises when customers feel a deep emotional connection to the brand. Toyota's emphasis on CSR, environmental stewardship, and customer engagement in Thailand fosters this emotional loyalty. Thai customers appreciate brands that align with their values and contribute positively to society,

which strengthens loyalty by building a sense of shared purpose. Research shows that customers with high emotional loyalty are more likely to defend and advocate for the brand, reinforcing Toyota's image in the Thai market (Martínez & del Bosque, 2013).

Impact of Customer Loyalty on Retention and Advocacy

Customer loyalty significantly enhances retention rates by reducing the likelihood of defectiveness to competing brands. Loyal customers are also more forgiving of occasional service failures, more receptive to new product offers, and more likely to recommend the brand to family and friends. In the context of Thailand's competitive automotive market, Toyota benefits greatly from loyal customers who provide sustained revenue and positive word-of-mouth (Reinartz & Kumar, 2003).

Studies show that customer loyalty not only supports repeat purchases but also serves as a buffer against market fluctuations and aggressive competitor strategies. For Toyota, fostering loyalty is not just about product satisfaction, but about creating long-term relationships built on trust, value, and consistent brand performance.

2.2 Research Framework

The research framework for this study is designed to explore the relationships between the various factors identified in the literature review—perceived product quality, service quality, brand image, perceived price, perceived promotion, and perceived trust—and their impact on customer loyalty. This framework posits that each of these factors, both individually and collectively, influences customer loyalty to Toyota in Thailand.

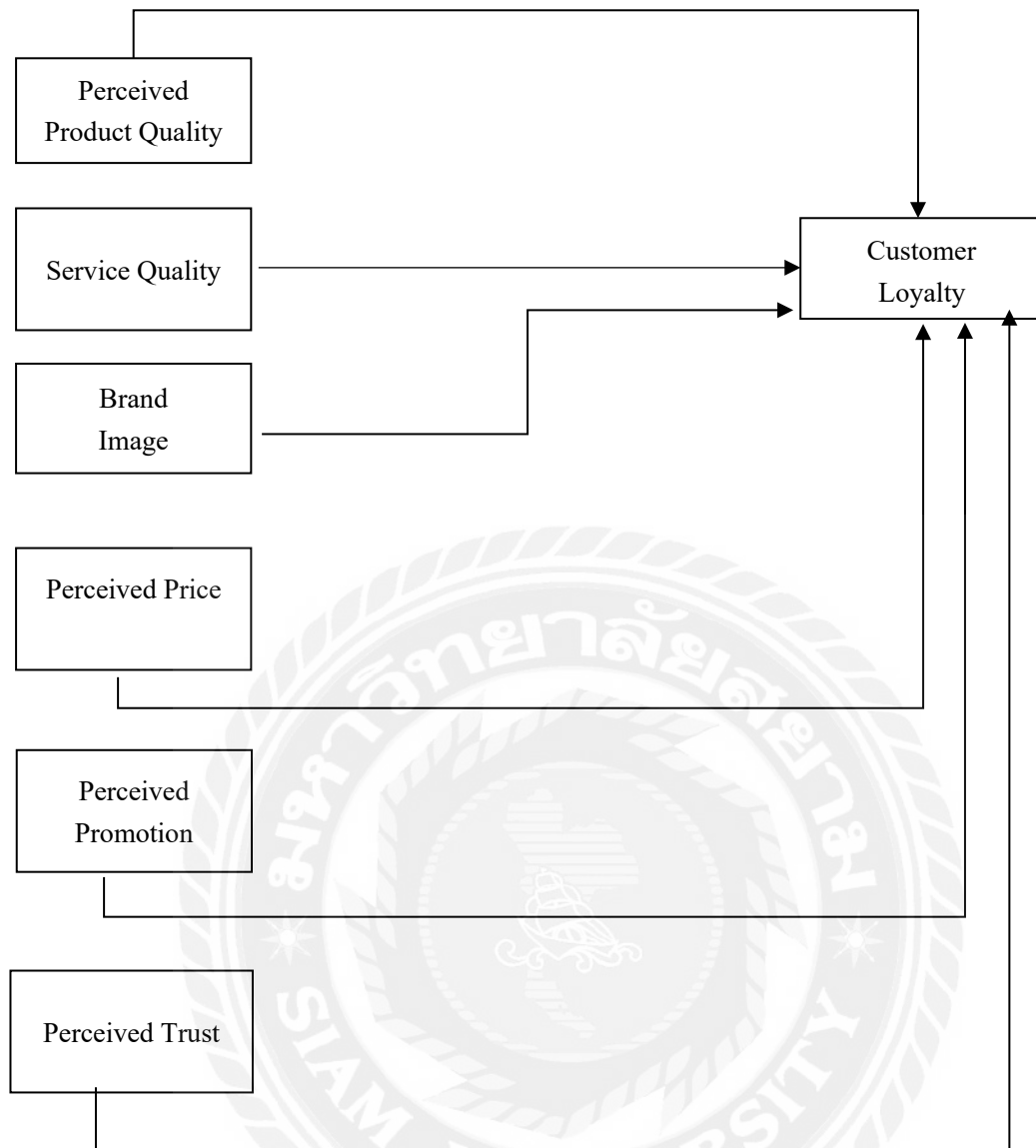


Figure 2.1 Research Framework

2.3 Hypotheses

- H1: Perceived product quality has a positive impact on customer loyalty to Toyota in Thailand.
- H2: Service quality has a positive impact on customer loyalty to Toyota in Thailand.
- H3: Brand image has a positive impact on customer loyalty to Toyota in Thailand.

- H4: Perceived price has a positive impact on customer loyalty to Toyota in Thailand.
- H5: Perceived promotion has a positive impact on customer loyalty to Toyota in Thailand.
- H6: Perceived trust has a positive impact on customer loyalty to Toyota in Thailand.



Chapter 3 Methodology

3.1 Research Design

This study examined the factors influencing Toyota customer loyalty to Toyota in Thailand . The research variables in this study are perceived product quality, service quality, brand image, perceived price, perceived promotion, perceived trust and customer loyalty.

A quantitative research method was used, and a structured questionnaire was designed to collect data for this quantitative analysis. The questionnaire is divided into two parts. The first part is the basic information of the survey sample. The second part is the measurement of variables of the research. A five-point Likert scale is used as the research scale. The questionnaires were distributed and the data from the questionnaires were analyzed, and the findings of the study were summarized.

3.2 Questionnaire Design

The questionnaire design was informed by validated measurement scales identified in previous literature, ensuring that the items accurately captured each research construct. This study examined six independent variables—perceived product quality, service quality, brand image, perceived price, perceived promotion, and perceived trust—as key drivers of customer loyalty, the dependent variable.

A total of 28 measurement items were included in the questionnaire, all assessed using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Each variable was measured by 4 items, designed to reflect respondents' perceptions or intentions related to each specific construct.

This structured design provided a clear framework for analyzing the influence of each variable on customer loyalty. It contributed valuable insights into the factors shaping loyalty intentions toward Toyota in Thailand. To ensure data reliability and validity, statistical analysis was conducted using SPSS. Reliability and validity tests were

performed on the questionnaire items to confirm that they met acceptable measurement standards.

Table 3.1 Questionnaire Items

Variable	Measurement Item	Code
Perceived Product Quality(Zeithaml, 1988)	1.Toyota vehicles are built withhigh-quality materials.	QS1
	2.Toyota vehicles meet my expectations in terms of durability and performance.	QS2
	3. Toyota provides reliable and consistent vehicle quality.	QS3
	4. Toyota vehicles incorporate advanced features that improve overall performance.	QS4
Service Quality Hong & Kim (2020)	5.Toyota’s service centers provide excellent after-sales service.	QS5
	6.Toyota service staff are knowledgeable and courteous.	QS6
	7.My needs are quickly addressed when I visit a Toyota service center.	QS7
	8. Toyota offers convenient service scheduling and follow-ups.	QS8
Brand Image (Aaker, 1991)	9.Toyota is known for its commitment to innovation and sustainability.	QS9
	10.Toyota aligns well with my personal values.	QS10
	11.I feel that Toyota has a positive reputation in Thailand.	QS11
	12. Toyota is a brand I can proudly associate myself with.	QS12
Perceived Price (Monroe, 1990)	13.I feel that Toyota offers fair pricing, which enhances my loyalty to the brand.	QS13

	14. Toyota's pricing provides good value for money, encouraging me to choose it over competitors.	QS14
	15. Toyota's long-term ownership cost is reasonable and affordable.	QS15
	16. I believe Toyota's pricing reflects the quality it delivers.	QS16
Perceived Promotion Neslin,1990;Kumar, Bhattacharya, & Srivastava, 2022)	17. Toyota's promotions (e.g., discounts, trade-ins) are attractive.	QS17
	18. I believe Toyota's promotional offers are clear and transparent.	QS18
	19. Toyota's promotions influence my decision to buy or stay loyal to the brand.	QS19
	20. Toyota frequently offers promotions that appeal to my needs.	QS20
Perceived Trust (Morgan & Hunt, 1994; Martínez & del Bosque, 2013)	21. Toyota is a brand I can rely on.	QS21
	22. I believe that Toyota is honest in its communication with customers.	QS22
	23. I feel confident that Toyota cares about customer satisfaction.	QS23
	24. I trust Toyota to deliver safe vehicles.	QS24
Customer Loyalty (<i>Oliver, 1999; Dick & Basu, 1994</i>)	25. I am likely to continue choosing Toyota over other brands in the future	QS25
	26. I would recommend Toyota to my friends and family	QS26
	27. I am willing to pay a premium for Toyota products because of my loyalty	QS27
	28. I will likely repurchase a Toyota vehicle in the future.	QS28

3.3 Population and Sampling

3.3.1 Sample Size

This study aimed to investigate customer loyalty to Toyota in Thailand. Since the total population of Toyota customers was not precisely known, the required sample size was calculated using Cochran's formula for an infinite population:

$$N = \frac{z^2 \times P(1 - P)}{E^2}$$

Where:

- $Z=1.96$ $Z = 1.96$ is the Z-value for a 95% confidence level,
- $P=0.5$ $P = 0.5$ assumes maximum variability,
- $E=0.05$ $E = 0.05$ is the desired margin of error.

Substituting the values:

$$N = \frac{(1.96)^2 \times 0.5 \times (1 - 0.5)}{(0.05)^2} = \frac{3.8416 \times 0.25}{0.0025} = 384.16$$

Thus, the minimum required sample size was approximately 384. To ensure reliability and account for possible non-responses, a total of 400 questionnaires were distributed. This effective sample size exceeds the minimum requirement and is considered sufficient for quantitative analysis and generalization within the Thai market context.

3.3.2 Sampling Unit

In this study, the sampling unit refers to individual customers who have experience with using Toyota vehicles or services in Thailand. These individuals are considered suitable respondents because they can provide first-hand insights into their perceptions of product quality, service satisfaction, brand image, and loyalty behavior.

According to Malhotra (2007), identifying the correct sampling unit is essential in marketing research to ensure that the collected data accurately reflects the target

population's opinions and behaviors. The selection of individual customers as sampling units enables the research to directly measure variables such as perceived quality, trust, and loyalty intention, which are central to this study.

This approach aligns with standard practices in consumer behavior research, where individual respondents serve as the primary unit of analysis to capture attitudinal and behavioral constructs (Zikmund et al., 2010). Therefore, selecting individual Toyota customers as the sampling unit ensures the reliability and relevance of the research findings in the context of the Thai automotive market.

3.3.3 Sampling Procedure

This study adopted a stratified random sampling approach to capture diverse perspectives from Toyota customers across Thailand. According to Kish (1965), this method involves dividing the population into meaningful subgroups (strata) based on relevant characteristics, and then randomly selecting participants from each stratum. This enhances representativeness and allows for generalization of findings, as recommended by Creswell (2021).

Strata Definition

The population was stratified by key demographic factors, including age, gender, education, occupation, and income. This structure enabled the study to analyze variations in customer loyalty across different segments, in line with the recommendations of Malhotra (2010).

Sampling Frame

The sampling frame consisted of Toyota customers who met the eligibility criteria and lived in urban or suburban areas. These participants were recruited through Toyota dealerships, service centers, and online databases. Daniel (2012) emphasized that a well-defined sampling frame ensures consistency with research objectives and enhances validity.

Random Selection within Strata

To avoid sampling bias, simple random sampling was employed within each stratum to maintain proportional representation. This method aligns with Bryman (2021), who

emphasized that random selection within strata improves the reliability and accuracy of the sample.

.3.4 Data Collection

The data for this study were collected through an online questionnaire distributed via Google Forms from August 19 to September 1, 2024. The target respondents were Toyota car owners residing in Thailand, with the aim of gathering their opinions on loyalty, brand image, service quality, and other related factors.

Questionnaire Distribution: A total of 400 questionnaires were distributed to ensure a sufficient sample size and broad respondent coverage. The questionnaire used a 5-point Likert scale and covered multiple variables, including perceived product quality, service quality, brand image, perceived price, perceived promotion, and perceived trust.

Criteria for Valid Responses: To ensure data quality and accuracy, the following criteria were established to identify and exclude invalid responses:

- Uniform Scoring: Responses with nearly identical scores for all questions, indicating a lack of careful consideration.
- Incomplete Questionnaires: Questionnaires that were clearly incomplete or not fully answered.
- Completion Time Under One Minute: Responses completed in less than one minute, suggesting insufficient reading and answering.

Based on these criteria, 9 invalid responses were identified and excluded.

Valid Responses: A total of 391 valid responses were collected and used for subsequent data analysis.

Data Management: The data collected through Google Forms were exported to Excel for cleaning and preprocessing, then imported into SPSS for statistical analysis. This process ensured data consistency and accuracy.

3.5 Data Analysis

3.5.1 Reliability

The reliability of the questionnaire was evaluated using Cronbach's Alpha, which measures the internal consistency of the items used to assess each key variable in the

study: Perceived Product Quality, Service Quality, Brand Image, Perceived Price, Perceived Promotion, Perceived Trust, and Customer Loyalty. A Cronbach's Alpha value of 0.7 or higher is generally considered acceptable, indicating that the scale items are consistent in measuring the same construct (Nunnally & Bernstein, 1994).

Table 3.2 Reliability Analysis

Variate	Cronbach	Item <input type="checkbox"/>
Perceived Product Quality	0.811	4
Service Quality	0.781	4
Brand Image	0.820	4
Perceived Price	0.828	4
Perceived Promotion	0.815	4
Perceived Trust	0.798	4
Customer Loyalty	0.840	4

From Table 3.2, all Cronbach's Alpha values exceeded the minimum threshold of 0.7, indicating a high level of internal consistency for each variable. Therefore, the reliability of the questionnaire items is considered acceptable for further analysis.

3.5.2 Validity

Validity refers to the degree to which the items on a response scale accurately and comprehensively measure the intended variables (Carmines & Zeller, 1979). Validity analysis assesses whether the questionnaire's content accurately represents the study variables and their dimensions. By testing the rationality of item design, validity analysis provides an assessment of the data quality collected through the questionnaire (Nunnally & Bernstein, 1994). In this study, factor analysis was conducted to assess structural validity, utilizing principal component analysis (PCA) to extract significant

factors (Kline, 2015). The main evaluation indices included the Kaiser-Meyer-Olkin (KMO) value (Kaiser, 1974), Bartlett's Test of Sphericity (Bartlett, 1950), cumulative contribution rate, and factor loadings. The KMO value and Bartlett's Test of Sphericity work together to determine the suitability of data for factor analysis. A KMO value closer to 1 indicates a stronger correlation among variables, suggesting that factor analysis is appropriate. Scholars generally consider a KMO value of ≥ 0.7 as indicative of good factor analysis suitability (Hair, 2010). Additionally, if the significance level of Bartlett's Test of Sphericity (Sig) is < 0.05 , it indicates correlation among the original variables, allowing for the extraction of common factors.

1) Perceived Product Quality

Perceived product quality was subjected to KMO value and Bartlett's spherical test.

Table 3.3 shows that the KMO value of Perceived Product Quality is 0.804 (≥ 0.7), and the Sig value for Bartlett's spherical test is 0.000, so it is in line with the conditions of factor analysis.

Table 3.3 KMO and Bartlett's Spherical Tests of Perceived Product Quality

KMO and Bartlett's Test		
Kaiser-Myer-Olkin measure of sampling adequacy		0.804
The Bartlett's Test of Sphericity	Approx. Chi-Square	478.28
	df	6
	Sig.	0.000

2) Service Quality

Service quality was subjected to KMO value and Bartlett's spherical test. Table 3.4 shows that the KMO value of Service Quality is 0.779 (≥ 0.7), and the Sig value for Bartlett's spherical test is 0.000, so it is in line with the conditions of factor analysis.

Table 3.4 KMO and Bartlett's Spherical Tests of Service Quality

KMO and Bartlett's Test		
Kaiser-Myer-Olkin measure of sampling adequacy		0.779
The Bartlett's Test of Sphericity	Approx. Chi-Square	408.60
	df	6
	Sig.	0.000

3) Brand Image

Brand image was subjected to KMO value and Bartlett's spherical test. Table 3.5 shows that the KMO value of Brand Image is 0.803 (≥ 0.7), and the Sig value for Bartlett's spherical test is 0.000, so it is in line with the conditions of factor analysis.

Table 3.5 KMO and Bartlett's Spherical Tests of Brand Image

KMO and Bartlett's Test		
Kaiser-Myer-Olkin measure of sampling adequacy		0.803
The Bartlett's Test of Sphericity	Approx. Chi-Square	518.94
	df	6
	Sig.	0.000

4) Perceived Price

Perceived price was subjected to KMO value and Bartlett's spherical test. Table 3.6 shows that the KMO value of Perceived Price is 0.810 (≥ 0.7), and the Sig value for Bartlett's spherical test is 0.000, so it is in line with the conditions of factor analysis.

Table 3.6 KMO and Bartlett's Spherical Tests of Perceived Price

KMO and Bartlett's Test		
Kaiser-Myer-Olkin measure of sampling adequacy		0.810
The Bartlett's Test of Sphericity	Approx. Chi-Square	550.86
	df	6
	Sig.	0.000

5) Perceived Promotion

Perceived promotion was subjected to KMO value and Bartlett's spherical test. Table 3.7 shows that the KMO value of Perceived Promotion is 0.800 (≥ 0.7), and the Sig value for Bartlett's spherical test is 0.000, so it is in line with the conditions of factor analysis.

Table 3.7 KMO and Bartlett's Spherical Tests of Perceived Promotion

KMO and Bartlett's Test		
Kaiser-Myer-Olkin measure of sampling adequacy		0.800
The Bartlett's Test of Sphericity	Approx. Chi-Square	504.45
	df	6
	Sig.	0.000

6) Perceived Trust

Perceived trust was subjected to KMO value and Bartlett's spherical test. Table 3.8 shows that the KMO value of Perceived Trust is 0.795 (≥ 0.7), and the Sig value for Bartlett's spherical test is 0.000, so it is in line with the conditions of factor analysis.

Table 3.8 KMO and Bartlett's Spherical Tests of Perceived Trust

KMO and Bartlett's Test		
Kaiser-Myer-Olkin measure of sampling adequacy		0.795
The Bartlett's Test of Sphericity	Approx. Chi-Square	449.62
	df	6
	Sig.	0.000

7) Customer Loyalty

Customer loyalty was subjected to KMO value and Bartlett's spherical test. Table 3.9 shows that the KMO value of Customer Loyalty is 0.818 (≥ 0.7), and the Sig value for Bartlett's spherical test is 0.000, so it is in line with the conditions of factor analysis.

Table 3.9 KMO and Bartlett's Spherical Tests of Customer Loyalty

KMO and Bartlett's Test		
Kaiser-Myer-Olkin measure of sampling adequacy		0.818
The Bartlett's Test of Sphericity	Approx. Chi-Square	596.94
	df	6
	Sig.	0.000

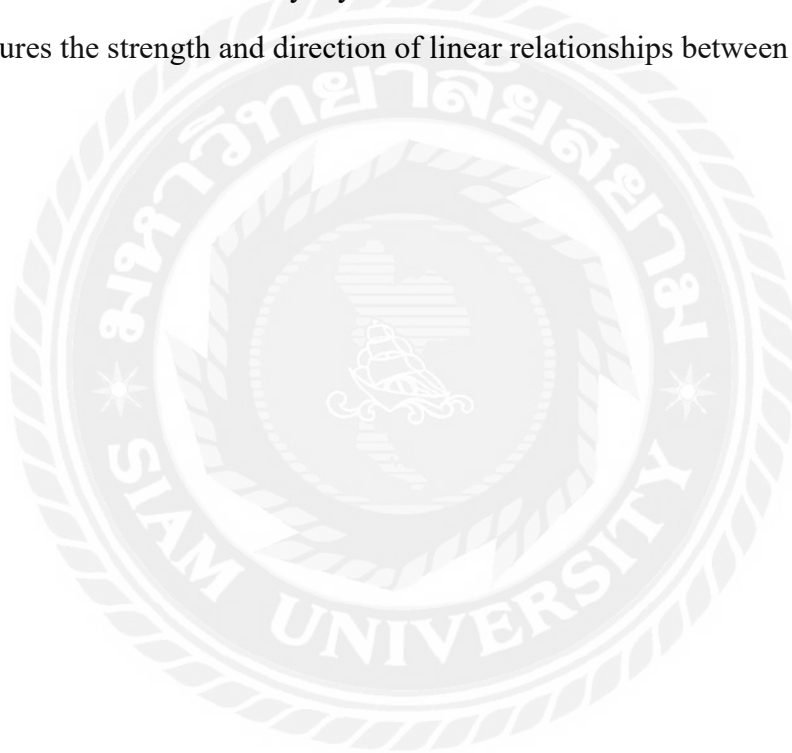
3.5.3 Analysis of Questionnaire Data

Descriptive Statistics

Descriptive statistics were used provide a summary of the collected data, including measures of central tendency (mean, median) and dispersion (standard deviation, variance). This step helped to understand the basic characteristics of the data and ensures that it is suitable for further analysis.

Correlation Analysis

Correlation analysis was conducted to explore the relationships among the key variables and their influence on customer loyalty. The Pearson correlation coefficient was used, which measures the strength and direction of linear relationships between variables.



CHAPTER 4 FINDINGS

4.1 Introduction

This chapter presents the findings of the data analysis aimed to explore the key factors influencing customer loyalty to Toyota in Thailand.

The data were collected through a structured questionnaire administered to Toyota customers across Thailand, and the results were analyzed using descriptive and inferential statistics. By examining the relationships among these variables, this study seeks to provide insights into the drivers of customer loyalty, highlighting how each factor contributes to Toyota's customer loyalty in the Thai market.

4.2 Descriptive of Statistical Analysis

Table 4.1 provides a demographic overview of the 391 respondents, covering gender, age, educational level, occupation, and income level. Males represent a slightly higher proportion of the sample (55.5%), while females account for 44.5%. The largest proportion of respondents falls within the 26–40 age range (52.4%), followed by those aged 18–25 years (26.1%) and 41 years and above (21.5%), aligning with Toyota's key customer demographics.

Educationally, most respondents hold a bachelor's degree (66.0%), while 22.0% have a master's degree or higher, and 12.0% have a lower-than-bachelor's-level education. This indicates a well-educated sample likely to offer informed opinions on customer loyalty.

Occupation-wise, the private sector dominates (55.5%), followed by the government sector (20.2%), students (11.0%), and others (13.3%), providing varied perspectives. Income levels exhibit moderate distribution, with middle-income respondents comprising the largest segment (55.0%), followed by high-income (25.0%) and low-income (20.0%) groups.

This diverse demographic composition enables a comprehensive exploration of loyalty factors among different customer segments in Thailand.

Table 4.1 Descriptive Statistics of Sample

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	217	55.5%
	Female	174	44.5%
Age	18-25 years	102	26.1%
	26-40 years	205	52.4%
	41 years and above	84	21.5%
Educational Level	Lower than Bachelor's	47	12.0%
	Bachelor's Degree	258	66.0%
	Master's Degree or Higher	86	22.0%
Occupation	Student	43	11.0%
	Government Sector	79	20.2%
	Private Sector	217	55.5%
	Others	52	13.3%
Income Level	Low Income	78	20.0%
	Middle Income	215	55.0%
	High Income	98	25.0%

4.3 Correlation Analysis

Correlation analysis was conducted to test the linear relationships between key variables, including Perceived Product Quality, Service Quality, Brand Image, Perceived Price, Perceived Promotion, Perceived Trust, and Customer Loyalty.

Correlation analysis measures the strength and direction of the linear relationship between two variables, providing insights into how each variable is associated with customer loyalty (Field, 2020). The Pearson correlation coefficient (r) was used, with values ranging from -1 to +1, where positive values indicate a positive association, negative values an inverse relationship, and coefficients closer to ± 1 represent stronger relationships (Bryman, 2020). For this study, a significance level of 0.05 was adopted to determine whether the observed correlations are statistically meaningful.

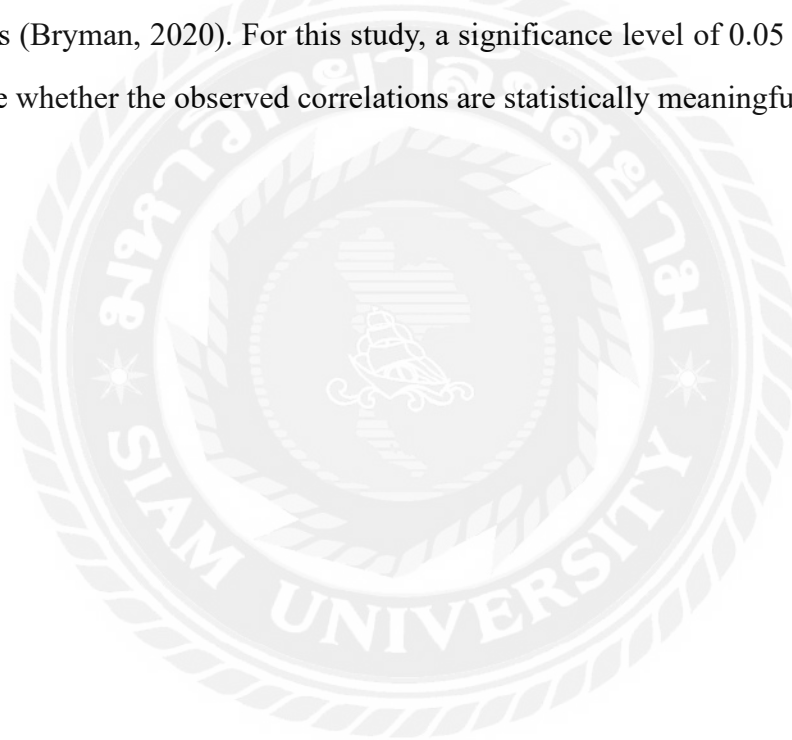


Table 4.2: Correlation Analysis

Variables	Perceived Product Quality	Service Quality	Brand Image	Perceived Price	Perceived Promotion	Perceived Trust	Customer Loyalty
Perceived Product Quality	1.0	0.083	-0.012	0.094	0.118	0.163	0.257
Service Quality	0.083	1.0	0.094	0.074	0.143	0.145	0.178
Brand Image	-0.012	0.094	1.0	0.041	0.008	0.161	0.201
Perceived Price	0.094	0.074	0.041	1.0	0.059	0.092	0.123
Perceived Promotion	0.118	0.143	0.008	0.059	1.0	0.107	0.225
Perceived Trust	0.163	0.145	0.161	0.092	0.107	1.0	0.273
Customer Loyalty	0.257	0.178	0.201	0.123	0.225	0.273	1.0

Interpretation of Results

The correlation analysis clearly illustrates the relationships between Customer Loyalty and the independent variables studied. All independent variables—Perceived Product Quality, Service Quality, Brand Image, Perceived Price, Perceived Promotion, and Perceived Trust—show positive correlations with Customer Loyalty, although the strength of these correlations varies.

Specifically, Perceived Trust exhibits the strongest positive correlation ($r = 0.273$), underscoring its critical role in fostering loyalty. Customers who perceive Toyota as trustworthy and reliable are significantly more likely to remain loyal. Similarly,

Perceived Product Quality ($r = 0.257$) and Perceived Promotion ($r = 0.225$) demonstrate moderately strong positive relationships with Customer Loyalty, indicating that consumers highly value quality products and effective promotional campaigns when deciding to maintain their relationship with Toyota.

Brand Image ($r = 0.201$) and Service Quality ($r = 0.178$) show moderate but still meaningful positive correlations, suggesting these factors play supportive yet important roles in enhancing customer loyalty. Perceived Price ($r = 0.123$) exhibits the weakest positive correlation among the variables examined, indicating that while pricing fairness influences loyalty, it does so to a lesser extent compared to other factors.

These findings align with previous studies such as Oliver (1999), highlighting the essential roles of trust, product quality, and promotional activities in cultivating customer loyalty. For Toyota, prioritizing these factors can effectively strengthen customer retention and competitive positioning in the Thai market.

4.4 Hypothesis Test Results

Table 4.3 Hypothesis Test Results

Hypothesis	Statement	Correlation Coefficient (r)	p-value	Result
H1	Perceived product quality has a positive impact on customer loyalty to Toyota in Thailand.	0.257	<0.05	Supported
H2	Service quality has a positive impact on customer loyalty to Toyota in Thailand.	0.178	<0.05	Supported
H3	Brand image has a positive impact on customer loyalty to Toyota in Thailand.	0.201	<0.05	Supported

H4	Perceived price has a positive impact on customer loyalty to Toyota in Thailand.	0.123	<0.05	Supported
H5	Perceived Promotion has a positive impact on customer loyalty to Toyota in Thailand.	0.225	<0.05	Supported
H6	Perceived Trust has a positive impact on customer loyalty to Toyota in Thailand.	0.273	<0.05	Supported

Figure4.1 Final Model

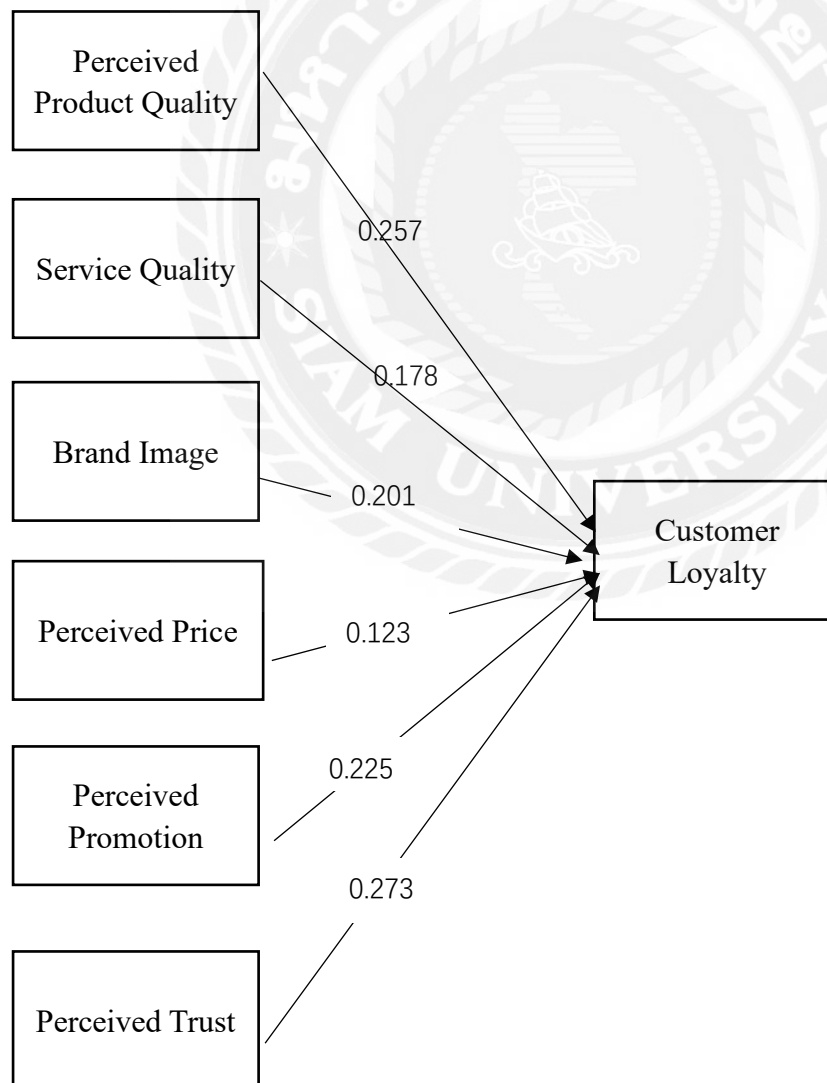


Figure 4.1 Final Model

According to the above analysis, the findings suggest that Perceived Trust ($r = 0.273$) and Perceived Product Quality ($r = 0.257$) are the most influential factors in driving customer loyalty among Toyota customers in Thailand, as they exhibit the highest positive correlations with loyalty. Brand Image ($r = 0.201$) and Perceived Promotion ($r = 0.225$) also play significant roles, indicating that a strong brand reputation and effective promotional strategies are essential for fostering customer loyalty. Although Service Quality ($r = 0.178$) and especially Perceived Price ($r = 0.123$) demonstrate relatively weaker impacts, they still contribute positively to loyalty, suggesting that service excellence and fair pricing remain beneficial to enhancing customer satisfaction. Overall, these findings highlight the importance of prioritizing trustworthiness, consistent product quality, and brand reputation to build and sustain customer loyalty in Thailand's competitive automotive market.

Chapter 5 Conclusions and Recommendation

5.1 Conclusion

In this study, a quantitative research approach was employed to investigate the factors influencing customer loyalty toward Toyota in Thailand. Data were collected through an online structured questionnaire administered to Toyota customers. A 5-point Likert scale was used to measure the key variables: Perceived Product Quality, Service Quality, Brand Image, Perceived Price, Perceived Promotion, Perceived Trust, and Customer Loyalty. The collected responses were analyzed using Pearson correlation analysis to assess the strength and direction of the relationships between these independent variables and customer loyalty.

5.1.1 Demographic Factors

The demographic analysis of the 391 respondents provides critical insights into Toyota's customer base in Thailand, highlighting characteristics essential for targeted marketing strategies. Gender distribution in the sample shows a balanced yet slightly higher proportion of male respondents (55.5%) compared to female respondents (44.5%), indicating balanced gender representation in Toyota's customer demographic. The age distribution reveals that the majority of respondents fall within the 26–40 age bracket (52.4%), followed by younger consumers aged 18–25 (26.1%), and respondents aged 41 and above (21.5%). This age distribution shows that most Toyota customers in the sample are younger to middle-aged individuals, which indicates the brand's strong presence in this age group.

Educationally, respondents are predominantly well-educated, with 66.0% holding a bachelor's degree and 22.0% possessing a master's degree or higher. Only 12.0% of respondents reported education levels below a bachelor's degree. This education profile reflects a well-educated customer base, which may influence their brand preferences and loyalty decisions.

Occupational analysis shows a significant majority of respondents employed in the private sector (55.5%), while the government sector accounts for 20.2%. Students

represent 11.0%, and respondents with occupations classified as 'Others' comprise 13.3%. This occupational diversity indicates a broad market appeal and suggests that Toyota's vehicles meet various professional and lifestyle needs.

Income-level distribution indicates that the majority of respondents (55.0%) are classified as middle income, with 25.0% categorized as high income and 20.0% as low income. This diverse income distribution allows Toyota to strategically segment the market, balancing value-oriented offerings with premium products.

Collectively, these demographic insights enable Toyota to effectively tailor its marketing strategies and customer relationship programs to enhance loyalty and satisfaction across different segments of its Thai consumer base.

5.1.2 Factors Affecting Customer Loyalty to Toyota in Thailand

The correlation analysis highlights several key determinants of customer loyalty toward Toyota in Thailand. Perceived Trust ($r = 0.273$) emerged as the strongest predictor of customer loyalty, indicating that consumers who trust Toyota's reliability, transparency, and consistent performance show higher loyalty. Closely following trust is Perceived Product Quality ($r = 0.257$), reinforcing the importance of maintaining high standards in vehicle quality and reliability to retain loyal customers.

Perceived Promotion ($r = 0.225$) and Brand Image ($r = 0.201$) also demonstrated substantial positive correlations with customer loyalty. Effective promotional strategies, including discounts and loyalty rewards, significantly enhance customer loyalty. Similarly, a robust and positive brand reputation aligns with consumer values, creating emotional connections that foster loyalty.

Service Quality ($r = 0.178$) showed a moderate positive influence, suggesting that while excellent service is essential, it plays a supporting rather than primary role in loyalty formation within this context. Finally, Perceived Price ($r = 0.123$) showed the weakest correlation, indicating that while competitive pricing is valued by customers, it is less influential in cultivating long-term customer loyalty compared to other factors.

These findings align with theoretical insights provided by Morgan and Hunt (1994) and Aaker (1991), underscoring the central roles of trust and product quality, supported by

brand image and promotions, as pivotal elements for enhancing customer loyalty in the competitive automotive market.

5.1.3 Impact of Perceived Product Quality, Service Quality, Brand Image, Perceived Price, Perceived Promotion, Perceived Trust on Customer Loyalty

This study employed quantitative research methods using Pearson correlation analysis to assess how key variables impact customer loyalty towards Toyota in Thailand. The empirical analysis clearly revealed varying degrees of influence among the factors studied:

1. Perceived Trust showed the strongest positive correlation ($r = 0.273$, $p = 0.000 < 0.05$), underscoring its critical role in determining customer loyalty. Consumers' belief in Toyota's trustworthiness, transparency, and consistency strongly drives their loyalty intentions.
2. Perceived Product Quality demonstrated a substantial correlation ($r = 0.257$, $p = 0.000 < .05$), highlighting that the high standards and consistent quality of Toyota vehicles significantly influence customer retention.
3. Perceived Promotion also displayed a notable positive correlation ($r = 0.225$, $p = 0.000 < 0.05$), suggesting that effective promotional activities, such as targeted discounts and loyalty incentives, meaningfully enhance loyalty.
4. Brand Image had a moderate but positive correlation ($r = 0.201$, $p = 0.000 < 0.05$). Toyota's positive brand reputation and alignment with consumer values contribute significantly to loyalty through emotional connection and identity resonance.
5. Service Quality exhibited a weaker yet meaningful correlation ($r = 0.178$, $p = 0.000 < 0.05$), indicating that while excellent customer service supports customer loyalty, it functions as a complementary rather than a primary driver.

6. Perceived Price had the weakest positive correlation ($r = 0.123$, $p = 0.015 < 0.05$), highlighting that although fair pricing is valued, its role is supplementary in influencing customer loyalty.

Overall, these insights emphasize the necessity for Toyota to prioritize trust-building, maintain superior product quality, and implement effective promotional strategies, complemented by strong brand image and reliable customer service, to maximize customer loyalty in the Thai market.

5.2 Recommendation

Based on the research findings, the following recommendations are proposed to enhance customer loyalty to Toyota in Thailand. These strategies focus on the six key variables analyzed in this study—perceived trust, perceived product quality, perceived promotion, brand image, service quality, and perceived price—ranked by their level of influence on customer loyalty.

Strengthening Perceived Trust (*Top Priority*)

Perceived trust emerged as the strongest driver of customer loyalty. Toyota should:

- Ensure transparency in communications, including honest marketing, warranty clarity, and recall information.
- Maintain a strong emphasis on vehicle safety and reliability, reinforcing trust in Toyota's commitment to customer wellbeing.
- Highlight ethical practices and corporate social responsibility (CSR) initiatives that resonate with Thai values, such as environmental stewardship or community involvement.

Maintaining High Product Quality

Product quality significantly influences loyalty. Toyota should:

- Continue to uphold the Toyota Production System (TPS) for producing reliable, durable, and safe vehicles.
- Innovate continuously, integrating features tailored to Thai consumers, such as fuel efficiency, compact designs, and road-condition adaptability.

- Collect and analyze customer feedback on product use to guide engineering improvements and future design upgrades.

Leveraging Effective Promotion

Although not the top driver, promotion showed a relatively strong correlation with loyalty. Toyota can:

- Develop targeted promotional campaigns for different customer segments (e.g., first-time buyers, loyal customers, or families).
- Offer trade-in bonuses, loyalty points, or seasonal discounts to enhance perceived value.
- Use CRM systems and analytics to personalize promotions based on customer purchase history and preferences.

Enhancing Brand Image

A strong brand image supports emotional loyalty and trust. Toyota should:

- Emphasize its reputation for quality, innovation, and environmental responsibility in advertising and social messaging.
- Promote CSR programs, including local community support and sustainability efforts, to strengthen brand equity.
- Engage younger consumers via digital media platforms to position Toyota as a forward-thinking, socially responsible brand.

Improving Service Quality

While service quality showed a weaker correlation, it remains important for retention.

Toyota should:

- Train staff in both technical expertise and customer relations to enhance satisfaction across touchpoints.
- Improve service accessibility by expanding service centers in suburban and rural areas.

- Implement post-service feedback systems to monitor customer satisfaction and identify areas for service enhancement.

Optimizing Perceived Price

Although price had the lowest correlation with loyalty, fair and transparent pricing still matters. Toyota should:

- Provide flexible financing options (e.g., low-interest loans, installment plans) to reduce financial barriers.
- Emphasize long-term savings such as lower maintenance costs and fuel economy in marketing messages.
- Ensure consistent pricing across regions and dealerships to maintain trust in pricing fairness.

Fostering Customer Engagement (*Strategic Support Recommendation*)

Beyond transactional experiences, Toyota should build emotional connections:

- Launch customer loyalty programs that reward repeat purchases and ongoing service use.
- Organize community and brand engagement events (e.g., test-drive festivals, family day).
- Maintain active interaction on social media, responding promptly to feedback and showcasing positive customer stories.

Embracing Emerging Trends

To remain competitive and relevant, Toyota should:

- Expand its hybrid and electric vehicle offerings in response to growing eco-conscious demand.
- Leverage digital tools such as mobile apps, online booking service, and live chat for seamless customer experience.

- Stay informed on Gen Z and millennial preferences to adapt future marketing and product strategies.

5.3 Implications of the Study

This study provides valuable insights into the factors influencing customer loyalty to Toyota in Thailand, offering practical implications for both business strategy and academic research.

Managerial Implications

For Toyota and other automotive companies, understanding the primary drivers of customer loyalty—such as Perceived Trust, Perceived Product Quality, and Perceived Promotion—can shape effective strategies to enhance customer retention. The study found that Perceived Trust had the strongest influence on Customer Loyalty ($r = 0.273$), followed by Perceived Product Quality ($r = 0.257$) and Perceived Promotion ($r = 0.225$). These findings suggest that Toyota should prioritize building trust through transparent communication, ensuring product consistency, and delivering value-driven promotional offers. These insights support the development of targeted strategies in customer relationship management to foster long-term loyalty in a competitive market (Kotler & Keller, 2016).

Marketing Implications

This study highlights the importance of tailoring marketing strategies to emphasize brand strengths, such as Toyota's reputation for quality and reliability, which resonate with Thai customers. While Perceived Price ($r = 0.123$) and Perceived Promotion ($r = 0.225$) had moderate but significant effects on Customer Loyalty, they function as supportive factors rather than primary drivers. Toyota can leverage this understanding by creating loyalty programs and promotions that align with customer expectations and enhance emotional brand connections (Aaker, 1991; Monroe, 1990).

Implications for Customer Experience Management

Findings from this study emphasize the role of Service Quality ($r = 0.178$) in building loyalty. Although its correlation was weaker compared to other variables, it remains essential in ensuring customer satisfaction. Toyota should invest in training and

development to deliver a consistent, high-quality experience at every customer touchpoint. Establishing strong service standards across dealerships and service centers, and implementing feedback mechanisms to regularly assess satisfaction, will help Toyota remain responsive to evolving customer needs (Parasuraman, 1988).

Academic Implications

This study contributes to the literature on Customer Loyalty by confirming the significance of factors like Perceived Trust, Perceived Product Quality, and Brand Image in influencing loyalty intentions in the automotive industry. It highlights the need for further research into how these factors interact with evolving market dynamics, such as digital engagement and sustainability, which are increasingly important to consumers. Moreover, this study provides a foundation for examining customer loyalty across different cultures and industries, contributing to a more comprehensive understanding of consumer behavior (Creswell, 2021).

In conclusion, these implications underscore the importance of a customer-centered approach, grounded in trust, quality, and value, to foster loyalty in competitive markets. By applying these insights, Toyota can strengthen its position in the Thai automotive industry, while future research can continue exploring these themes to adapt to shifting customer preferences and industry trends.

5.4 Limitation and Direction of Future Research

5.4.1 Limitation

While this study provides valuable insights into the factors influencing customer loyalty toward Toyota in Thailand, several limitations should be acknowledged:

Sample Size and Generalizability

The study was based on a sample of 391 respondents, which is statistically sufficient for correlation analysis. However, it may not fully capture the diversity of Toyota's customer base across different regions in Thailand. Therefore, the generalizability of the results, the extent to which the findings can be applied to the broader population—may be limited. Future research could benefit from a larger and more geographically diverse sample to enhance the external validity of the findings (Bryman, 2021).

Cross-Sectional Design

This study used a cross-sectional design, meaning that all data were collected at a single point in time. While appropriate for identifying relationships between variables, this design does not allow for tracking how customer loyalty or perceptions might evolve over time. A longitudinal study, which collects data over extended periods, would offer a more dynamic view of changes in loyalty-related behaviors (Creswell, 2021).

Self-Reported Data

The study relied on self-reported data, where participants rated their perceptions and attitudes via a questionnaire. While this method is convenient and widely used, it can be influenced by social desirability bias—where respondents may overstate positive sentiments or underreport negative ones. This may skew the data to appear more favorable than reality. Future research could incorporate objective indicators such as transaction records or service history to validate self-perceived loyalty (Podsakoff & Organ, 1986).

Focus on Quantitative Data

This study adopted a quantitative approach, emphasizing numerical data and statistical relationships. While this method provides clarity on the strength and direction of associations, it may overlook the deeper motivations or emotional drivers behind loyalty decisions. Incorporating a mixed-methods approach—which combines both quantitative analysis and qualitative insights such as interviews—could provide a more comprehensive understanding of customer loyalty (Tashakkori & Teddlie, 2003).

Single Brand Focus

The research focused solely on Toyota, providing in-depth insights into a single brand within the Thai automotive market. However, this single-brand focus may limit the extent to which findings apply to other brands or sectors. A comparative study involving multiple brands could better contextualize Toyota's customer loyalty and uncover industry-wide trends or differentiators (Porter, 2008).

5.4.2 Future Research

To address the limitations identified and expand upon this study's findings, future research could explore the following directions to provide a deeper and more nuanced understanding of customer loyalty in the automotive industry:

First, future studies should consider expanding the sample across diverse demographic groups, including varying income levels, age ranges, and geographic locations. This approach would improve the generalizability of findings and enable researchers to examine how loyalty factors differ across segments (Bryman, 2021).

Second, a mixed-methods approach could enrich quantitative results with qualitative insights. Combining surveys with interviews or focus groups would provide a deeper understanding of customer preferences and motivations, revealing subtleties that quantitative data alone may not capture (Creswell, 2021; Tashakkori & Teddlie, 2003).

Third, comparing Toyota with other automotive brands could offer a more comprehensive view of customer loyalty. This benchmarking could help identify Toyota's unique strengths and improvement areas, offering strategic insights for positioning against competitors (Porter, 2008).

In addition, the following specific recommendations are proposed for each key factor identified in the study:

- 1. Perceived Product Quality**

Future research should assess product quality from multiple dimensions, such as reliability, innovation, and design, which are increasingly important to consumer satisfaction (Zeithaml, 1988). Studies may also explore how Toyota's quality control practices influence perceived quality and trust (Parasuraman, Zeithaml, & Berry, 1985). These insights can inform Toyota about which features or models most significantly affect loyalty (Kotler & Keller, 2016).

- 2. Service Quality**

As a foundational loyalty driver, future research should examine specific service elements—like responsiveness, empathy, and reliability—to determine which components contribute most to customer satisfaction (Parasuraman, 1988).

Regional comparisons across Toyota dealerships may also uncover service disparities worth addressing (Lovelock & Wirtz, 2016).

3. Brand Image

Researchers should explore how Corporate Social Responsibility (CSR) activities impact Toyota's brand image and loyalty, especially among environmentally and socially conscious consumers (Aaker, 1991; Keller, 2013). In addition, examining the role of digital branding and online engagement can provide insights into how Toyota's digital presence influences loyalty (Kapferer, 2012).

4. Perceived Price

Future studies could analyze how price sensitivity varies among different income segments (Monroe, 1990), and how perceived price fairness affects loyalty compared to competitors (Grewal, Monroe, & Krishnan, 1998). Evaluating total cost of ownership and perceived value will help clarify pricing strategies (Kotler & Armstrong, 2018).

5. Perceived Promotion

Investigating which types of promotions (e.g., loyalty programs, seasonal discounts, digital coupons) are most effective for specific segments is essential (Blattberg & Neslin, 1990). Furthermore, analyzing the impact of digital and social media marketing on long-term loyalty, rather than just immediate sales, could enhance promotional strategy planning (Belch & Belch, 2021; Dibb & Simkin, 2013).

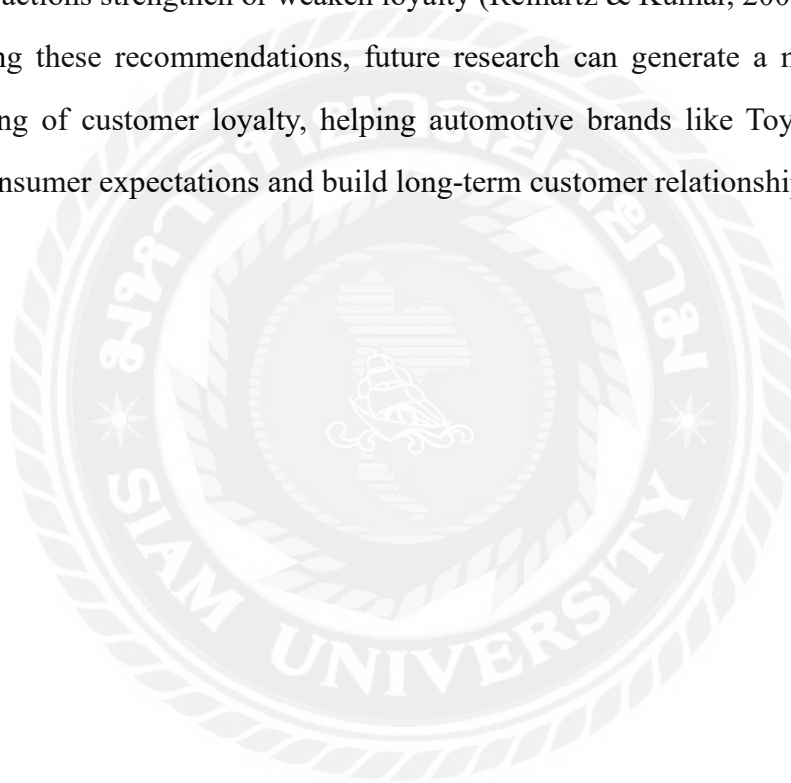
6. Perceived Trust

As trust significantly influences loyalty, future research may focus on communication transparency, service consistency, and how Toyota handles crises, all of which shape trust perceptions (Morgan & Hunt, 1994; Grönroos, 2015). Exploring emotional trust and customer-brand attachment could further explain the psychological basis of loyalty (Berry, 2000).

7. Customer Loyalty

Future research should consider exploring customer loyalty not only as a dependent outcome but also as a multidimensional construct—including behavioral loyalty (repeat purchases), attitudinal loyalty (emotional commitment), and intention-based loyalty (future purchase intention). This broader understanding can offer a more accurate reflection of customer commitment (Oliver, 1999). Researchers may also investigate the loyalty lifecycle, analyzing how loyalty develops over time and what critical events or interactions strengthen or weaken loyalty (Reinartz & Kumar, 2003).

By following these recommendations, future research can generate a more holistic understanding of customer loyalty, helping automotive brands like Toyota adapt to evolving consumer expectations and build long-term customer relationships.



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APPENDIX

Dear Respondent

The questionnaire is a research project conducted by me, LI XIN YU, as a requirement of the Master of Business Administration program of SIAM University Bangkok. The purpose of the research is to examine “CUSTOMER LOYALTY TO TOYALTA IN THALLAND” Feel free to contact me for any questions and more information about my research or this survey. All data collected from this survey are only for this research purpose. Every response from you in this survey will be kept confidential and secret. Only aggregate data will be published.

QUESTIONNAIRE

SECTION 1:

personal information

Gender:
✧ Male
✧ Female
Age Group:
✧ 18-25 years
✧ 26-40 years
✧ 41 years and above
Educational Level:
✧ Lower than Bachelor's Degree
✧ Bachelor's Degree
✧ Master's Degree or Higher
Occupation:
✧ Student

✧ Government Sector
✧ Private Sector
✧ Others (please specify)

SECTION 2:

Please judge to what extent you agree with the following statement; choose the most appropriate option, and mark the corresponding number "√. " The questionnaire used a Likert scale, ranging from 1 to 5 in which one indicates strongly disagree (or strongly disagree), two indicates relatively disagree (or relatively disagree), three indicates neither agree or disagree, four indicates relatively agree (or relatively agree), and five indicates strongly agree (or strongly agree)

Questionnaire measurement items	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Perceived Product Quality					
1.Toyota vehicles are built with high-quality materials.					
2.Toyota vehicles meet my expectations in terms of durability and performance.					
3.Toyota provides reliable and consistent vehicle quality.					
4.Toyota vehicles incorporate advanced features that improve overall performance.					
Service Quality					

5. Toyota's service centers provide excellent after-sales service.					
6. Toyota service staff are knowledgeable and courteous.					
7. My needs are quickly addressed when I visit a Toyota service center.					
8. Toyota offers convenient service scheduling and follow-ups.					
Brand Image					
9. Toyota is known for its commitment to innovation and sustainability.					
10. Toyota aligns well with my personal values.					
11. I feel that Toyota has a positive reputation in Thailand.					
12. Toyota is a brand I can proudly associate myself with.					
Perceived Price					
13. I feel that Toyota offers fair pricing, which enhances my loyalty to the brand.					
14. Toyota's pricing provides good value for money, encouraging me to choose it over competitors.					
15. Toyota's long-term ownership cost is reasonable and affordable.					
16. I believe Toyota's pricing reflects the quality it delivers.					
Perceived Promotion					

17. Toyota's promotions (e.g., discounts, trade-ins) are attractive.					
18. I believe Toyota's promotional offers are clear and transparent.					
19. Toyota's promotions influence my decision to buy or stay loyal to the brand.					
20. Toyota frequently offers promotions that appeal to my needs.					
Perceived Trust					
21. Toyota is a brand I can rely on.					
22. I believe that Toyota is honest in its communication with customers.					
23. I feel confident that Toyota cares about customer satisfaction.					
24. I trust Toyota to deliver safe vehicles.					
Customer Loyalty					
25. I am likely to continue choosing Toyota over other brands in the future					
26. I would recommend Toyota to my friends and family					
27. I am willing to pay a premium for Toyota products because of my loyalty					
28. I will likely repurchase a Toyota vehicle in the future.					