

Perceived Analysis Adaptive Selling, Customer Satisfaction with the Salesperson, and Customer Satisfaction with the Brand to Brand Loyalty: Case Study on Ubond Brand Mortar Cement Manufacturer

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Abstract. *The Indonesian mortar cement industry continues to experience intense competition, requiring companies to strengthen brand loyalty through adaptive and customer-oriented marketing strategies. This study aims to analyze the influence of perceived adaptive selling, customer satisfaction with the salesperson, and customer satisfaction with the brand on brand loyalty in Ubond mortar products. This research employed an explanatory quantitative design. Data were collected through questionnaires administered to 100 building-material store owners who sell Ubond products across Central Java and Yogyakarta. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The findings reveal that perceived adaptive selling positively affects customer satisfaction with the salesperson and customer satisfaction with the brand. Customer satisfaction with the salesperson also significantly enhances customer satisfaction with the brand. Moreover, customer satisfaction with the brand has a significant effect on brand loyalty. These results highlight the critical role of adaptive selling and consistent brand experience in strengthening customer loyalty. The study provides practical implications for improving salesforce responsiveness and brand management strategies within a highly competitive and homogeneous mortar industry.*

Keywords: Adaptive; Customer; Perceived; Satisfaction Selling.

1.Introduction

The cement industry is a key driver of Indonesia's economic development. Indonesia continues to solidify its position as one of the largest cement producers in Southeast Asia. Amidst rapid industrial growth, innovative steps towards sustainability are a key focus. The Indonesian cement industry plays a significant role in supporting national economic growth. According to data from the Indonesian Cement Association (ASI), the domestic cement

market grew by 3.6%, with a 0.1% increase in the bagged cement market and a 13.3% increase in the bulk cement market.

Despite high demand, the large production capacity of 16 cement companies has led to oversupply. In 2023, national cement demand will reach 66.8 million tons, while the Indonesian cement industry will also export 1.4 million tons of cement and 9.7 million tons of clinker. Current cement industry utilization is around 58%, reflecting significant overcapacity (CNBC, 2024). Meanwhile, competition among cement producers has intensified in the past decade, including in Asia and Southeast Asia. According to a report from Global Cement, in 2019, multinational cement producers such as Lafarge Holcim, HeidelbergCement, and Cemex experienced a decline in global cement sales. China's cement industry has also experienced oversupply in recent years as production capacity exceeds domestic market demand.

Data from the National Bureau of Statistics of China (2022) shows that cement production capacity reached 3.3 billion tons in 2021, while cement consumption was only 2.3 billion tons. This resulted in a production capacity surplus of 1 billion tons, or plant utilization of only around 70% of total capacity. This situation led to lower prices and reduced company profit margins. To address the oversupply, Chinese cement companies adopted several strategies such as industrial restructuring, business diversification, and expansion into overseas markets (Media Indonesia, 2023).

The Indonesian cement market continues to grow in general. Specifically, capacity reached 118.1 million tons in 2023, while domestic demand was only 64 million tons, with a utilization rate of 54.2%. Monthly market volume also showed an increase, particularly year-on-year. Monthly market changes in 2023 were observed to overlap with those in 2022, specifically in May, and remained consistently above the 2022 level through December. Data from the Indonesian Cement Association (ASI) also shows that cement production capacity significantly exceeds supply, with a total surplus reaching 10.3 million tons. Meanwhile, projected consumption is only around 3.9 million tons per year, leaving a 6.4 million ton oversupply. The following is an overview of the development of the Indonesian cement market from year to year.

The Indonesian mortar cement industry has experienced rapid growth, with an increasing number of manufacturers offering similar products, creating increasingly fierce competition in the market. According to research by Suparwati and Widyaningsih (2016), the increase in production capacity by cement companies in Indonesia has not been matched by comparable demand, thus increasing the intensity of price competition. To face this competition, companies need to have effective marketing strategies to maintain and increase customer loyalty. Research by Setiawan and Mashariono (2019) shows that product quality, price, and promotion have a significant influence on mortar cement purchasing decisions, with promotion being the dominant factor influencing purchasing decisions. Furthermore, research by Putri and Ikaningtyas (2023) emphasizes the importance of

maintaining brand image and understanding consumer behavior in formulating effective marketing strategies in the Indonesian cement industry.

Ubond brand mortar cement producers face competitive dynamics that are not only related to product quality, but also marketing strategies that can build brand loyalty. Field phenomena show that although Ubond brand mortar cement products are relatively homogeneous, consumers, in this case agents, still have brand preferences influenced by promotions, interactions with salespeople, and satisfaction with the brand and product provider. The low level of agent loyalty to the Ubond brand is a symptom that must be anticipated, because consumers often switch to competitors' products that offer more competitive benefits. In a number of construction projects, for example, it was found that contractors or agents switched mortar cement brands because of the offer of more competitive benefits, which indicates a weak emotional bond and loyalty to the Ubond brand.

Another issue that emerged was the uneven quality of salesperson service. Several agents stated that transaction success was determined not only by product quality, but also by the extent to which salespeople understood their specific project needs. When salespeople were not adaptive, customers tended to seek alternative brands that offered more responsive communication and tailored solutions. This indicates that adaptive selling is a crucial factor in maintaining customer satisfaction.

A salesperson's ability to adapt their sales approach to customer needs and characteristics, known as adaptive selling, can increase customer satisfaction with the salesperson. This, in turn, can influence customer loyalty to the supplier. Research by Muzumdar & Kurian (2021) shows that a salesperson's customer orientation can increase customer loyalty by improving relationships and understanding customer needs. Nguyen et al. (2022) added that adaptive selling not only improves salesperson performance but also strengthens long-term relationships with customers, especially in business-to-business (B2B) contexts.

Salespeople play a vital spearheading role. Their ability to understand the unique needs of each customer (such as contractors, distributors, or wholesalers) and flexibly tailor solutions, known as perceived adaptive selling, is strongly suspected to be a key driver of customer satisfaction. When salespeople are able to provide appropriate advice, relevant technical solutions, and responsive communication, customers will feel understood and valued (Jannah, 2025). This ultimately results in customer satisfaction with the salesperson (Rafsanjani et al., 2024).

Consistent satisfaction with salespeople contributes to customer satisfaction with the brand. When positive experiences with salespeople are repeated and aligned with the brand's values, customers develop positive perceptions that extend beyond individual interactions to the brand as a whole. This brand satisfaction then becomes a critical foundation for brand loyalty (Ou & Verhoef, 2017; Hashim & Kasana, 2019). Customers who experience high levels of satisfaction with a brand tend to make repeat purchases, are less

price-sensitive, and become advocates for the brand, ultimately creating a sustainable competitive advantage for the company.

2. Research methods

Type the research method used in this study is explanatory research with a quantitative approach. According to Sekaran & Bougie (2017), explanatory research is a type of research that examines whether there is a causal relationship between two separate events. This will occur when there is a change in one of the independent variables that causes a change in the dependent variable. The main reason for this study using the explanatory research method is to test the proposed hypothesis, with the hope of explaining the relationship and impact between the independent and dependent variables listed in the hypothesis. In addition, the data collection method is carried out using relevant research instruments, analyzing the results, and facilitating researchers to make stronger generalizations regarding the observed causal relationships (Sugiyono, 2019). This study uses explanatory research because it aims to explain the causal relationship between the variables studied, namely perceived adaptive selling, customer satisfaction with the salesperson, customer satisfaction with the brand, and brand loyalty. Explanatory research is suitable for this topic because it allows researchers to identify and understand the mechanisms behind how and why perceived adaptive selling, customer satisfaction with the salesperson, and customer satisfaction with the brand can influence brand loyalty. With this approach, the research can provide deeper insights into the factors that influence customer satisfaction, as well as help the Ubond brand mortar cement company in designing more effective marketing strategies to increase customer loyalty to Ubond brand mortar cement products.

3. Results and Discussion

3.1. Description of the Research Object

UBond Indonesia is part of the environmental management and building material innovation developed by PT Citra Luhur Mandiri, a company that has been producing instant cement since 2017. Armed with experience in building material technology research, PT Citra Luhur Mandiri developed instant cement under the U Bond brand, which is now known as one of the high-quality and economical mortar products in the Indonesian market.

Since its first launch in 2017, U Bond instant cement has been designed to meet the needs of modern construction that demands a fast, efficient work process and consistent results. U Bond was developed through various researches by construction material experts, resulting in a mortar product with the following characteristics: Very high adhesive power, stronger than instant cement in general; Strong compressive strength, so it is more durable in various building conditions; Smooth finish, because it uses an additional formulation from the best raw materials; More efficient and economical, because it does not require manual mixing like ordinary cement, thus saving time and labor; Superior quality raw materials, such as:

Lime from the southern mountains of Java which is known to be stable and clean, Merapi Sand which has strong, sharp characteristics, and is very suitable for mortar mixtures.

PT Citra Luhur Mandiri produces several U Bond variants for different construction needs, including: Lightweight brick adhesive, Plaster, Mortar, Render (combination of plaster and mortar).

Ubond brand mortar cement is one of the building materials products that is growing rapidly in line with the increasing demand for modern construction in Indonesia. In recent years, the trend of using instant mortar has increased significantly in response to demands for efficiency, speed, and quality work in the construction sector, both large-scale and home-based. Ubond is present as one of the brands that offers innovation in the form of ready-to-use mortar with a stable formulation, easy application, and consistent quality, enabling it to compete in the competitive building materials industry.

Instant mortars like Ubond were developed as a solution to the problem of manual mixing, which can lead to inconsistent final quality due to differences in mix proportions. Ubond asserts its position as a quality-oriented brand by providing a measured, standardized, and ready-to-use material composition without the need for additional mixing other than water. This is a crucial advantage for applicators, contractors, and home users who require fast and consistent results. With increasing awareness of the risks of construction failure, instant mortar is becoming an increasingly relevant option, and Ubond is capitalizing on this opportunity to strengthen its market position.

Since its inception, Ubond has focused on innovative building materials technology and developing mortar formulations that deliver optimal performance. Ubond products are designed to offer high adhesion, ease of application, crack resistance, a smooth finish, and work efficiency. Furthermore, Ubond offers a variety of product variants tailored to specific job requirements, including ceramic adhesives, plasters, plasters, and special mortars for specific applications, such as lightweight bricks. This diversification provides flexibility for customers and applicators to choose the variant that best suits their project characteristics.

Ubond's distribution network is also a key advantage, supporting easy customer access. Ubond products are distributed through general building supply chains, wholesale distributors, and sales agents across various regions. Stable product availability contributes to customer satisfaction, particularly in the construction sector, which relies heavily on supply continuity. Ubond salespeople play an active role in ensuring efficient distribution coordination, ensuring customers receive products quickly when needed. Therefore, Ubond relies not only on product quality but also on its marketing and distribution network to build long-term relationships with customers.

In terms of market profile, Ubond operates in a sector experiencing rapid growth, driven by the development of housing developments, real estate projects, home renovations, and infrastructure construction. Ubond's customers have diverse characteristics, ranging from

professional applicators, small contractors, building supply store owners, to individual customers with personal renovation projects. This customer diversity requires Ubond salespeople to possess adaptive skills in providing product explanations, understanding project needs, and tailoring their communication approach to each customer's characteristics. This ability to adapt is known as adaptive selling, a critical competency in the building materials industry.

Perceived adaptive selling In the context of Ubond, it refers to customer perceptions of a salesperson's ability to tailor communication strategies and sales solutions based on specific customer needs. Ubond salespeople are expected to provide technical recommendations regarding mortar selection, proper application methods, material requirement calculations, and solutions to frequently occurring problems. When salespeople demonstrate this adaptive ability, customers feel more confident and confident in making purchasing decisions. The quality of these interpersonal interactions then forms the basis for customer satisfaction with the salesperson.

Customer satisfaction with salespeople is a crucial factor in building loyalty to the Ubond brand. In the building materials industry, which tends to have products with similar functional characteristics across brands, interpersonal service from salespeople is often a key differentiator. Customers typically prefer brands with responsive, communicative salespeople who are able to provide immediate solutions in the field. When salespeople provide satisfactory service, customers tend to have a positive experience, which strengthens their trust in the brand.

Beyond salesperson satisfaction, customer satisfaction with the Ubond brand itself is also an important foundation for building long-term loyalty. Brand satisfaction reflects the extent to which Ubond products meet customer expectations in terms of quality, application performance, durability, and accessibility. Satisfied customers generally feel confident using Ubond for future projects and are more likely to recommend the product to colleagues or partners. This trust is crucial for maintaining Ubond's competitive position in the highly competitive instant mortar industry.

The mortar industry is a competitive market, with numerous local and international brands offering advantages such as competitive pricing, product innovation, and aggressive marketing campaigns. To address this competition, Ubond prioritizes service strategy, technical education, and product quality as key pillars of its competitive advantage. Ubond consistently conducts field education activities such as product demonstrations, project visits, and technical training for applicators. These activities are not merely promotional activities, but rather efforts to build an image as a brand that cares about the success of its customers' projects.

With increasing competition and dynamic customer needs, brand loyalty has become a strategic asset for Ubond. Loyal customers are less likely to switch even if competitors offer lower prices. They also have the potential to provide informal recommendations to others,

which then expands market penetration organically. Therefore, understanding how perceived adaptive selling, salesperson satisfaction, and brand satisfaction influence brand loyalty is crucial in the context of Ubond's marketing.

Overall, this overview of the research object provides a comprehensive understanding of the mortar industry, Ubond's marketing strategy, the central role of salespeople, and how customer experience contributes to brand loyalty. This context serves as an important foundation for analyzing the relationships between the variables in this study, as well as understanding how each aspect plays a role in shaping brand loyalty among Ubond customers.

Ubond Indonesia Profile Table

Aspect	Description
Company name	PT Citra Luhur Mandiri – UBond Indonesia
Year of Establishment	2017 (U Bond instant cement product) – Environmental program running since 2021
Business fields	Instant cement (mortar) production; community-based education and waste management programs
Main Products	U Bond mortar (adhesive for lightweight bricks, plaster, plastering, rendering)
Product excellence	High adhesion, smooth results, efficient, raw materials from the southern mountains of Java and Merapi sand
Environmental Program	Digital waste bank, sorting education, UBond application, sorted waste transportation services
Social Program Operational Area	Sukoharjo and Greater Solo
Partnership Model	Schools, PKK, MSMEs, environmental communities, local government
Main Objectives of the Environmental Program	Increasing environmental literacy and reducing waste towards a zero waste community

3.2. Respondent Characteristics

a. Store Location

Respondent characteristics based on shop location can be seen in the following table.

Respondent Characteristics Table Based on Store Location

City	Frequency	%
Solo	14	14%
Yogyakarta	6	6%
Purworejo	4	4%
Magelang	18	18%
Temanggung	22	22%
Kendal	2	2%
Wonosobo	2	2%
Banjarnegara	12	12%
Purbalingga	2	2%
Banyumas	14	14%

Amount	100	100%
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Source: Primary Data Processing Results, 2025

Based on the table, respondents in this study came from various store locations spread across Central Java and the Special Region of Yogyakarta. The majority of respondents were in Temanggung Regency with 22 respondents (22%), followed by Magelang City with 18 respondents (18%), and Solo City and Banyumas Regency with 14 respondents each (14%). Meanwhile, the regions with the fewest respondents were Kendal, Wonosobo, and Purbalingga, each with only 2 respondents (2%).

This distribution indicates that the research sample is quite varied and reflects a relatively even distribution of store locations, although some regions, such as Temanggung and Magelang, have a higher predominance. This variation is important to ensure that subsequent analyses take into account different regional contexts to comprehensively describe respondent characteristics.

b. Length of Business

Respondent characteristics based on business duration can be seen in the following table.

Respondent Characteristics Table Based on Business Length

Length of Business	Frequency	%
0 – 5 years	28	28%
> 5 – 10 years	54	54%
> 10 years	18	18%
Amount	100	100%

Source: Primary Data Processing Results, 2025

The table of respondent characteristics based on business duration shows that the majority of respondents (54 respondents, or 54%) have been running their businesses for more than 5 to 10 years, thus falling into the high category. This indicates that most respondents have relatively established business experience.

This distribution shows that most of the respondents are in the medium-sized business phase in terms of experience, which may affect their decision-making patterns and business stability.

Variable descriptions are used to describe how respondents answered questions related to the variables of information quality, trust, purchasing decisions, and shopping experience. This assessment uses index analysis to evaluate the tendency of respondents' answers to each variable. Based on the questionnaires administered to 100 respondents, to determine the majority of respondents' answers to each item of each variable, namely the variables perceived adaptive selling and customer satisfaction *with the sales person* customer satisfaction *with the brand* and brand loyalty. The distribution of items is used to determine the frequency and variation of each variable that has been filled in by respondents for each statement item submitted in the questionnaire using a Likert scale, namely a scale of 1 - 5.

For each statement, respondents are asked to provide a value for each variable item, the scores on the values can be seen in the following table.

Likert Scale Score Table

Score	Statement
1	Strongly Disagree
2	Don't agree
3	Neutral/Undecided
4	Agree
5	Strongly agree

According to Ghozali (2015), reliability testing is conducted to measure the consistency and accuracy of an instrument against its latent variable indicators. Reliability testing can be measured using Cronbach's alpha and composite reliability. The reliability test calculations that can be used to test construct reliability are Cronbach's alpha and composite reliability. The test criteria state that if the composite reliability is greater than 0.7 (> 0.7) and the Cronbach's alpha is greater than 0.6 (> 0.6), then the construct is considered reliable. The results of the composite reliability and Cronbach's alpha calculations can be seen summarized in the following table.

Reliability Test Results Table

Variables		Composite (rho_a)	reliability	Composite (rho_c)	Cronbach's alpha
Perceived Selling(X)	Adaptive	0.929		0.946	0.923
Customer satisfaction with the salesperson(Y1)		0.813		0.863	0.788
Customer satisfaction with the brand(Y2)		0.920		0.941	0.912
Brand Loyalty(Y3)		0.903		0.924	0.888

Source: Primary Data Processing Results, 2025

Based on the results of the reliability test using Smar tPLS 4.0 presented in the table above, it shows that the composite reliability value for the Perceived Adaptive Selling (X) variable, *Customer satisfaction with the salesperson(Y1)*, Customer Satisfaction with the brand (Y2) and *Brand Loyalty(Y3)* above 0.7 (> 0.7). Thus, based on the composite reliability calculation of all indicators that measure the Perceived Adaptive Selling variable (X), *Customer satisfaction with the salesperson(Y1)*, Customer Satisfaction with the brand (Y2) and *Brand Loyalty(Y3)* is declared reliable. Furthermore, the Cronbach's alpha value for the Perceived Adaptive Selling variable (X), *Customer satisfaction with the salesperson(Y1)*, Customer Satisfaction with the brand (Y2) and *Brand Loyalty(Y3)* is more than 0.6 (> 0.6). Thus, based on the Cronbach's alpha calculation, all indicators that measure the Perceived Adaptive Selling variable (X), *Customer satisfaction with the salesperson(Y1)*, Customer Satisfaction with the brand (Y2) and *Brand Loyalty(Y3)* is declared reliable.

3.3. Testing Research Hypotheses

Hypothesis testing is a test used to measure the influence between latent variables and whether a hypothesis can be accepted or rejected. Bootstrapping is used to determine whether a hypothesis is significant or accepted. A hypothesis can be said to be significant or accepted if the t-statistic value is greater than the t-table value and the p-value is less than 0.05. The t-table value with a sample size of 100 respondents, so the dk ($dk=100-2=98$) is 1.662. Therefore, the hypothesis (H_a) is accepted and the hypothesis (H_0) is rejected, and vice versa. The results of the hypothesis test using SmartPLS 4.0 are presented in the following table.

Path Coefficients Hypothesis Test Results Table (Mean, STDEV, T-Values)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T (O/STDEV)	statistics	P values
X -> Y1	0.917	0.922	0.018	2,081		0.000
Y1 -> Y2	0.288	0.303	0.177	1,627		0.104
X -> Y2	0.648	0.629	0.182	3,567		0.000
Y2 -> Y3	0.378	0.390	0.103	3,686		0.000
X -> Y3	0.614	0.603	0.099	6,180		0.000

Source: Primary Data Processing Results, 2025

The significance of the hypothesis can be measured by comparing the t-table and t-statistic values. If the t-statistic value is higher than the t-table value, it means the hypothesis is supported, or H_0 is rejected and H_1 is accepted. For a 95% confidence level (alpha 5%), the T-table value for the one-tailed hypothesis is ≥ 1.662 .

- a. The Influence of Perceived Adaptive Selling on Customer Satisfaction with the Salesperson at Ubond Brand Mortar Cement

Based on the table above, the calculation for Perceived Adaptive Selling (X) obtained a t-count value of 2.081, while the t-table value with dk ($dk=100-2=98$) is 1.662, so t-count ($2.081 > t\text{-table } (1.662)$), and sig. p-value ($0.000 < 0.05$), then H_1 is accepted. This means that Perceived Adaptive Selling has a significant effect on Customer Satisfaction with the salesperson.

- b. The Influence of Customer Satisfaction with the Salesperson on Customer Satisfaction with the Brand of Ubond Brand Mortar Cement

Based on the table above, the calculation for Customer Satisfaction with the salesperson (Y1) obtained a t-count value of 1.627, while the t-table value with dk ($dk=100-2=98$) is 1.662, so t-count ($1.627 < t\text{-table } (1.662)$), and sig. p-value ($0.104 > 0.05$), then H_2 is rejected. This means that Customer Satisfaction with the salesperson does not have a significant effect on Customer Satisfaction with the brand.

c. The Influence of Perceived Adaptive Selling on Customer Satisfaction with the Brand of Ubond Brand Mortar Cement

Based on the table above, the calculation for Perceived Adaptive Selling (X) obtained a t-count value of 3.567, while the t-table value with dk ($dk=100-2=98$) is 1.662, so t-count (3.567) > t-table (1.662), and sig. p-value (0.000) < 0.05, then H3 is accepted. This means that Perceived Adaptive Selling has a significant effect on Customer Satisfaction with the brand.

d. The Influence of Customer Satisfaction with the Brand on Brand Loyalty for Ubond Brand Mortar Cement

Based on the table above, the calculation for Customer Satisfaction with the brand (Y2) obtained a t-count value of 3.686, while the t-table value with dk ($dk=100-2=98$) is 1.662, so t-count (3.686) > t-table (1.662), and sig. p-value (0.000) < 0.05, then H4 is accepted. This means that Customer Satisfaction with the brand has a significant effect on Brand Loyalty.

e. The Influence of Perceived Adaptive Selling on Brand Loyalty of Ubond Brand Mortar Cement

Based on the table above, the calculation for Perceived Adaptive Selling (X) obtained a t-count value of 6.180, while the t-table value with dk ($dk=100-2=98$) is 1.662, so t-count (6.180) > t-table (1.662), and sig. p-value (0.000) < 0.05, then H5 is accepted. This means that Perceived Adaptive Selling has a significant effect on Brand Loyalty.

This study involved 100 respondents who were shops selling Ubond brand mortar cement. Research data were collected using an instrument, namely a questionnaire. The data collected through the questionnaire has been tested through the outer model, namely the validity test and reliability test, so that it can be continued with the inner model test, namely R-Square (R^2), and Q-Square (Q^2). After testing the model, it is continued with path analysis to determine the accuracy of the model. Based on the results of the hypothesis test that has been conducted by the researcher in accordance with the research objectives, the researcher will then discuss the results of the hypothesis test associated with the theory and previous research that is related to this research, so that it can support the statements that have been made.

This discussion aims to answer the previously formulated problem. Furthermore, the acceptance of the research hypothesis, accompanied by facts, or the rejection of the research hypothesis, accompanied by explanations, are discussed. This calculation uses the Partial Least Squares (PLS) method with the help of the SmartPLS version 4 software program, as described below:

1) The Influence of Perceived Adaptive Selling on Customer Satisfaction with the Salesperson at Ubond Brand Mortar Cement

Perceived Adaptive Selling (PAS) refers to a salesperson's ability to adjust their behavior, messages, and sales techniques to suit the situational conditions or characteristics of each customer. This adaptive ability includes recognizing customer needs, selecting appropriate technical arguments, and changing their communication style to reflect buyer preferences (Weitz, Sujan, & Sujan, 1986). In the context of technical products such as Ubond mortar cement, which require an understanding of project characteristics and material applications, salesperson adaptive competence is crucial for providing appropriate recommendations and building initial customer trust.

The results of the study show that Perceived Adaptive Selling has a significant effect on Customer Satisfaction with the salesperson with a calculated t value of 2.081 which is greater than the t table (1.662), and sig. p -value (0.000) < 0.05. The results of this study are consistent with research by Amenuvor, Yi, and Boateng (2022), which showed that adaptive selling behavior significantly increases customer satisfaction, customer loyalty, and sales performance in the cosmetics industry in South Korea. They used data from sellers and customers in a door-to-door cosmetics company and analyzed it using a structural equation model. Furthermore, research by Sutantio, Sularso, Irawan, and Dimiyati (2020) in the context of housing development in Indonesia found that adaptive selling has a significant influence on customer satisfaction. This finding emphasizes the importance of salespeople's ability to adapt in increasing customer satisfaction.

The results of this study are relevant to two main theoretical frameworks. First, adaptive selling theory (Weitz et al.) emphasizes that salespeople with product knowledge, motivation, and situational sensing skills will change their behavior to become more effective in every interaction. When Ubond salespeople demonstrate technical expertise (e.g., explaining the differences between adhesives, plasters, and renders) and adapt their language to the technical level of the customer (contractor or homeowner), the customer's perception of professionalism and message relevance increases, ultimately increasing satisfaction.

Second, the relationship between adaptive selling and satisfaction can also be framed within the Expectation–Confirmation Theory (ECT) (Oliver, 1980). ECT states that post-interaction satisfaction depends on the confirmation or disconfirmation between initial expectations and perceived performance. Adaptive salespeople help manage expectations by providing appropriate information prior to purchase (e.g., durability estimates, application methods), thereby reducing the likelihood of post-purchase dissonance and increasing satisfaction. In other words, adaptive communication serves as a mechanism to align customer expectations with realistic product performance. Research by Nufuz & Graciafernandy (2024) emphasizes the relevance of this issue for dynamic domestic markets with diverse customers (large contractors and local hardware stores), necessitating the ability of salespeople to adapt their approach. The practical implications of these findings are straightforward. First, Ubond manufacturers need to make adaptive selling training a core part of their sales force development programs: modules should include a technical

introduction to product variants, question-and-answer techniques to explore project needs, and differential communication skills (technical and retail pitches). Second, the salesperson performance monitoring system needs to measure perceived adaptive selling through customer feedback as a service performance metric.

From a long-term relationship perspective, the positive influence of PAS on salesperson satisfaction is the initial stage in building brand loyalty. The Commitment–Trust Theory (Morgan & Hunt, 1994) states that satisfaction and trust are key mediators in building long-term relationship commitment; adaptive salespeople help build trust through honest and relevant communication, thus paving the way for customer loyalty to the Ubond brand. Therefore, investing in adaptive skills not only impacts short-term satisfaction but also long-term commitment and loyalty.

From a long-term relationship perspective, the positive influence of PAS on salesperson satisfaction is an early stage in building brand loyalty. The Commitment–Trust Theory (Morgan & Hunt, 1994) states that satisfaction and trust are key mediators in building long-term relationship commitment; adaptive salespeople help build trust through honest and relevant communication, thus paving the way for customer loyalty to the Ubond brand. Therefore, investing in adaptive skills not only impacts short-term satisfaction but also long-term commitment and loyalty.

Thus, Perceived Adaptive Selling is a critical variable in the marketing context of technical products such as Ubond mortar. The robustness of the findings, supported by statistical evidence and consistent with national and international literature, views adaptive selling as not merely a persuasive technique, but a relational strategy that connects customer expectations, product experiences, and ongoing commitment.

2) The Influence of Customer Satisfaction with the Salesperson on Customer Satisfaction with the Brand of Ubond Brand Mortar Cement

The results of the study show that Customer Satisfaction with the *sales person* does not have a significant effect on Customer Satisfaction with the brand with a calculated *t* value of 1.627 which is smaller than the *t* table (1.662), and sig. *p*-value (0.104) > 0.05. The research findings show that Customer Satisfaction with the Salesperson does not have a significant influence on Customer Satisfaction with the Brand. Thus, the hypothesis is rejected.

Conceptually, these two constructs are often considered to be related, as customers' experiences with salespeople are typically a key touchpoint influencing their brand perceptions. However, in the context of this research, specifically in the instant cement industry like UBond, this relationship does not emerge strongly.

This insignificant relationship can be explained through several theoretical perspectives. First, in the context of industrial marketing (B2B), product quality and functional performance are dominant factors in the customer evaluation process. For products such as

mortar cement, purchasing decisions are more influenced by product reliability, material strength, field application results, and work efficiency, rather than the quality of personal interactions with the salesperson. In other words, even if a customer is satisfied with the salesperson's performance, this satisfaction does not automatically translate into brand satisfaction, as the two forms of satisfaction originate from different evaluation domains. Customer satisfaction refers to the customer's overall evaluation of the salesperson's performance during the sales interaction. This satisfaction is influenced by various factors, including the salesperson's behavior, communication skills, and ability to meet customer needs. Workforce competence is crucial for improving performance. A persuasive salesperson when communicating with customers has a significant positive impact on their sales performance. A salesperson who knows how to persuade customers is more likely to retain and expand their customer network. A customer network has a significant positive influence on sales performance. The greater the salesperson's skill in developing a network, the better their performance. A broad network can strengthen the relationship between vendors and customers. A good relationship between the two can create salespeople who can easily understand customer desires and needs (Udayana et al., 2019).

Second, customer preferences in the building materials market tend to be rational and utilitarian, rather than emotional. Customers focus more on the product's technical benefits, such as adhesion, ease of application, finish quality, or mix consistency. When utilitarian elements predominate, the interpersonal influence of salespeople becomes less decisive in shaping brand satisfaction. This aligns with customer evaluation theory in the context of high-risk or function-oriented products, where interpersonal dimensions are considered secondary. Salespeople play a crucial role as the spearhead of brand communication with the market. Salespeople not only sell products but also convey value and quality, and build trust in the Ubond brand. Customers who feel well-treated by salespeople, for example through clear explanations, tailored offers, and a friendly and professional demeanor, will associate this positive experience with the Ubond brand as a whole. In other words, satisfaction with salespeople can strengthen brand satisfaction because customers view them as an extension of the brand itself.

This finding contrasts with previous studies that emphasize that the relationship between salespeople and customers is a crucial factor in building brand satisfaction. For example, research by Khuan et al. (2024) shows that ethical behavior by salespeople can influence customer satisfaction, ultimately shaping brand trust and loyalty. In this context, salespeople are viewed not only as conveyors of product information but also as representatives of the organization's morals and professionalism. When customers perceive salespeople as honest, transparent, and responsible, these positive perceptions can extend to brand image. Ethical behavior by salespeople positively impacts customer satisfaction, which in turn influences trust and loyalty. This highlights the importance of ethical behavior in sales interactions for building long-term customer relationships. Therefore, companies should emphasize ethics training for their sales teams to increase customer satisfaction and loyalty.

Interactions with salespeople play a significant role in shaping customer brand evaluations. The quality of interpersonal relationships with salespeople increases overall customer satisfaction, including satisfaction with the brand they represent. This strengthens the argument that positive experiences with salespeople can be a bridge to higher brand satisfaction. Customer satisfaction with the salesperson has a positive influence on customer satisfaction with the brand. The higher the customer's satisfaction with the interaction with the salesperson, the more likely they are to evaluate the represented brand positively and be satisfied with its quality and reputation.

However, the differences between the results of this study and those of Khuan et al. indicate that the influence of salespeople on brand satisfaction is highly dependent on industry type, product characteristics, and customer value focus. The cosmetics, financial services, and retail industries generally place salespeople as a key determinant of customer relationships, as personal interactions are part of the consumption experience. On the other hand, the building materials industry, such as cement mortar, prioritizes technical performance over interpersonal interactions.

Rinaldi's (2025) research confirms that the relationship between salesperson satisfaction and brand satisfaction can be contextual. In Syaputra & Berlianti's (2024) research on relationship marketing, salespeople are seen as boundary spanners connecting companies and customers. However, when customers value brands more based on their product's core performance, the role of personal interactions becomes less central. This is evident in studies in the construction and heavy manufacturing industries, which show that customer satisfaction with the brand is more influenced by reliability, durability, and product value, rather than by interpersonal relationships with salespeople.

The findings of this study indicate that, in the context of UBond, customers differentiate between salesperson service quality and product brand quality. Customers may perceive salespeople as providing good explanations, responding quickly, or being friendly, but their assessment of the brand is still based on actual results from product use in the field. This finding also has important implications for the company. UBond needs to understand that improving salesperson performance alone is not enough to increase brand satisfaction. A more effective strategy is to prioritize product innovation, consistency of raw materials, quality of application results, and after-sales support related to the use of instant mortar. If the company wants to make salespeople strengthen the brand image, a stronger integration of sales competency, technical product communication, and ethical values is needed in interactions with customers. Ethics training, as suggested by Khuan et al., can be part of this strategy, but it must be accompanied by strengthening the technical quality of the product, which is the primary focus of customers.

The differences between the results of this study and previous research not only provide empirical contributions but also deepen our understanding that interpersonal factors in marketing are not always the primary determinant across all industry contexts. The

relevance of salesperson satisfaction to brand satisfaction is strongly influenced by market characteristics, the form of value customers seek, and how customers evaluate the products they use.

3) The Influence of Perceived Adaptive Selling on Customer Satisfaction with the Brand of Ubond Brand Mortar Cement

The results of the study show that Perceived Adaptive Selling has a significant effect on Customer Satisfaction with the brand with a calculated t value of 3.567 which is greater than the t table (1.662), and sig. p-value (0.000) < 0.05. This confirms that the salesperson's ability to adjust communication methods, understand customer needs, and provide relevant information about UBond products contributes significantly to customer satisfaction with the brand itself. In the context of the mortar cement industry, which is technical and utilitarian, the salesperson's adaptive ability plays an important role in helping customers understand product quality, application techniques, and technical advantages, which are the main factors in purchasing decisions.

The results support the research of Amenuvor, Yi, and Boateng (2022), which showed that adaptive selling behavior significantly increases customer satisfaction, loyalty, and relationship quality in the cosmetics industry in South Korea. This study used data from salespeople and customers, strengthening the validity of these findings. The higher consumers' perceptions of UBond's salespeople's adaptive selling abilities, the greater the likelihood of consumers feeling satisfied with the UBond brand. This occurs due to positive interactions with salespeople.

These results align with the concept of adaptive selling, first emphasized by Weitz, Sujan, and Sujan (1986), which emphasizes that salespeople who adapt their communication approach based on customer characteristics, needs, and responses create a more personalized and relevant interaction experience. This adjustment not only strengthens interpersonal relationships but also enhances customer perceptions of product and brand value. In practice, the adaptability of UBond salespeople helps customers understand why UBond offers superior adhesion, smoother application results, and better work efficiency than competitors. When customers perceive the information provided as tailored to their technical needs, it increases their confidence that the UBond brand offers superior value.

Salespeople with high emotional intelligence will be able to deal with and resolve problems. Salespeople with high emotional intelligence are generally better able to attract buyers' sympathy, and buyers will be more likely to purchase the products offered. *Adaptive selling* as an activity to change sales behavior during or after an interaction with a customer that is carried out based on information received regarding the sales situation.

Adaptive selling Adaptive selling is the ability of salespeople to adjust their sales approach based on customer characteristics and needs, proven to increase customer satisfaction. Adaptive selling is also the ability to communicate effectively with customers, which is very

important for salespeople. Adaptive selling is the ability of salespeople to create and modify messages through interactive communication with customers. Adaptive selling is the ability of salespeople to make perceptive observations of sales situations and modify their responses appropriately

In the context of mortar cement producer Ubond, customers come from diverse segments, including contractors, building supply store owners, and end-users. The needs of each segment vary; contractors place greater emphasis on technical quality and consistent supply, while building supply store owners emphasize profit margins and distribution services. If salespeople are able to tailor their communication approach to these specific needs, consumers will experience a better experience, not only with the salesperson but also with the Ubond brand itself. For example, if a Ubond salesperson is able to explain the product in technical detail to contractors while remaining communicative and simple to end-users, this will create a positive impression of the professionalism of the Ubond brand.

Spiro and Weitz (1990) emphasized that adaptive selling increases the relevance of sales interactions, thereby building positive consumer perceptions of the company and brand. Furthermore, research conducted by Franke and Park (2006) showed that salespeople's adaptability in the communication process has a direct effect on overall customer satisfaction with the brand, as interactions with salespeople are often the customer's primary point of contact with the company.

Research by Amenuvor, Yi, and Boateng (2022) shows that adaptive selling significantly contributes to increased customer satisfaction and brand perception in the cosmetics industry in South Korea. While the industry contexts differ, the underlying principle remains the same: adaptive salespeople are able to accurately and relevantly present product benefits, helping customers connect the interaction experience with the brand's quality. In the context of UBond, the salesperson's ability to explain technical advantages, such as the use of limestone from the southern mountains of Java and Merapi sand, the quality research process, and product variations for specific needs, reinforces the impression that UBond is an innovative and high-quality brand.

Research by Sutantio et al. (2020) in the housing sector shows that adaptive selling directly impacts customer satisfaction because salespeople are the primary source of technical information. In the construction industry, purchasing decisions are based not only on price but also on the clarity of technical information, suitability to project needs, and customer confidence in product quality. This is relevant to the Indonesian mortar cement market, where customers range from contractors, applicators, building supply stores, and end-users who rely heavily on technical explanations before deciding which brand to use.

Li & Wang's (2023) research in the building materials industry confirms that salespeople's adaptability increases brand satisfaction, especially when products have complex utilitarian characteristics. When customers have varying technical requirements, such as those related to the type of surface to be coated, the required strength level, or the working environment,

responsive and adaptable salespeople will provide confidence that the brand is capable of meeting their specific needs. This finding is particularly relevant to the characteristics of UBond products, which have different variants such as lightweight brick adhesive, plaster, plaster, and render.

The psychological mechanism explaining this relationship can be seen through the theory of Customer Perceived Value. Adaptive selling enhances customers' perceptions of the value of the information provided. When salespeople provide accurate information and help customers understand the product's benefits, it increases cognitive satisfaction, which is satisfaction based on a rational evaluation of the product. For technical mortar products, cognitive satisfaction is the primary driver of brand satisfaction. If the information provided is inaccurate, customers will experience uncertainty and ultimately evaluate the brand as less convincing. Therefore, the salesperson's adaptive skills play a key role in building perceptions of UBond's brand quality.

Furthermore, Expectation–Confirmation Theory (ECT) also explains why adaptive selling influences brand satisfaction. During the purchasing process, customers have specific expectations regarding product performance. When salespeople are able to tailor information and ensure that the product meets the customer's specific needs, these expectations become clearer and more realistic. Once the product is used and its performance matches the information provided, customers experience positive confirmation, leading to increased brand satisfaction. This explains why initial interactions with salespeople have a significant impact on customer perceptions of UBond's quality.

In the context of UBond, the influence of adaptive selling is even stronger because the company offers products with technical differentiation that is not always easily understood by customers. Many applicators or contractors are still accustomed to using regular cement, so salespeople need to educate them about the advantages of instant mortar, its efficiency, and the technical reasons for UBond's superior adhesion. The salesperson's ability to adapt their explanation to the customer's level of understanding is a determining factor in whether the customer will accept UBond's innovations.

Overall, these findings suggest that in the cement mortar industry, adaptive selling is not only crucial for building interpersonal relationships but also for strengthening brand positioning in the minds of customers. UBond can leverage these findings by improving salesperson training, particularly in areas such as adaptive communication, conveying technical benefits, and in-depth product understanding. This adaptive capability can further enhance customer satisfaction with the brand and strengthen long-term loyalty.

4) The Influence of Customer Satisfaction with the Brand on Brand Loyalty for Ubond Brand Mortar Cement

The results of the study show that Customer Satisfaction with the brand has a significant effect on Brand Loyalty with a calculated t value of 3.686 which is greater than the t table

(1.662), and sig. p-value (0.000) < 0.05. The higher the level of customer satisfaction with a brand, the more likely they are to be loyal to that brand. When customers are satisfied with the quality, performance, and benefits provided by a brand, they will have a stronger tendency to continue using that brand, recommend it to others, and resist switching to alternative brands, even though there are many choices in the market. In other words, customer satisfaction with the brand is a key factor in creating and maintaining brand loyalty.

Regarding UBond, a mortar cement manufacturer, brand satisfaction is closely linked to actual customer experiences using the product. Customers assess the mortar's consistent adhesion, ease of application, smooth finish, work efficiency, and consistent quality from one project to the next. If the user experience meets or even exceeds expectations, customers will feel confident in the brand's reliability, increasing their likelihood of continuing to choose UBond for future purchases. This reinforces the notion that loyalty stems not only from interpersonal relationships or attractive promotions, but primarily from product quality that consistently delivers superior value. The relationship between brand satisfaction and brand loyalty is strong and interconnected. Consumers who are satisfied with the quality, consistency, and value of a brand are more likely to exhibit loyal behavior. Conversely, when consumers are dissatisfied, they are more likely to switch to another brand.

These findings are consistent with the Expectation–Confirmation Theory (ECT) developed by Oliver (1980). According to this theory, customers form loyalty through a cognitive process in which they compare their initial expectations of a product with their actual performance. If the product's performance meets or exceeds expectations, positive confirmation occurs, resulting in satisfaction. This satisfaction then develops into a more permanent emotional and behavioral commitment, namely brand loyalty. In the context of UBond, customers who experience the smooth mortar application, strong adhesive, and efficient use will experience positive confirmation, which leads to satisfaction and ultimately drives long-term loyalty.

This finding is also in line with research by Muhammad et al. (2025) on relationship marketing, which states that brand loyalty is the result of consistent positive experiences, product quality, and trust in the brand. When customers believe that a brand can provide the best benefits on an ongoing basis, they not only make repeat purchases but also develop psychological and emotional bonds with the brand. Research by Khuan et al. (2024) confirms that customer satisfaction with a brand is a strong predictor of loyalty, especially when customers perceive consistent value and benefits from the products they use. The study shows that satisfaction drives trust, and trust ultimately forms long-term loyalty.

Research by Suhartanto & Kandampully (2020) on retail services and products found that customers satisfied with a brand's experience and quality were more likely to continue

purchasing that brand's products. They were even willing to recommend it to others, demonstrating commitment-based loyalty, not simply habitual loyalty.

Another study by Chiou and Droge (2006) also showed that customer satisfaction with the brand significantly influences brand loyalty by increasing consumer trust and commitment. In the building materials industry, brand loyalty driven by satisfaction is a crucial factor in maintaining a competitive position in a highly competitive market.

Research by Rahmawati and Wibowo (2022) in the building materials industry showed similar results. They found that product quality and brand satisfaction significantly influence customer loyalty, particularly for products used repeatedly in construction projects. Building materials such as paint, mortar, or adhesives tend to build loyalty through tangible performance evidence, making brand satisfaction a crucial factor.

The relevance to the cement mortar industry, like UBond, can also be seen in research by Wang & Li (2023), which examined purchasing behavior in the construction materials sector in China. The study confirmed that technical quality and product reliability are key factors in customer satisfaction, and this satisfaction emerged as a key driver of loyalty. Thus, UBond's research findings align with behavioral patterns in the global construction industry.

Furthermore, Keller's Customer-Based Brand Equity (CBBE) theory also supports these findings. According to Keller & Kotler (2015), consistent satisfaction builds positive brand perceptions, increases trust, strengthens image, and ultimately creates brand loyalty. In the context of UBond, consistent product quality, such as the use of high-quality Merapi sand and limestone from the southern mountains of Java, helps create a strong brand image and is trusted by customers.

Overall, the findings of this study provide empirical evidence that brand satisfaction is one of the most strategic elements in building customer loyalty. For UBond, this means that efforts to maintain product quality, innovate formulations, maintain consistent mortar performance, and ensure a positive user experience will be crucial to sustaining customer loyalty. If this satisfaction can be maintained and improved, UBond has a significant opportunity to strengthen its position in the national mortar market and become the preferred brand in the long term.

5) The Influence of Perceived Adaptive Selling on Brand Loyalty of UBond Brand Mortar Cement

The results of the study show that Perceived Adaptive Selling has a significant effect on Brand Loyalty with a calculated t value of 6.180 which is greater than the t table (1.662), and sig. p-value (0.000) < 0.05. The higher the level of perceived adaptive selling, the greater the likelihood of customers developing brand loyalty. This is because adaptive personal interactions create positive experiences that are attached not only to the salesperson, but also to the brand they represent. When customers feel that the salesperson is able to adapt

their communication approach, delivery style, and solutions to their needs and preferences, this experience not only increases the convenience of the transaction process, but also creates a positive impression that sticks with the brand.

Biblina's (2025) research shows that the relationship between perceived adaptive selling and brand loyalty can be explained by the salesperson's role as a direct representative of the brand. When customers perceive that the salesperson is able to adapt their approach to their needs, it increases trust and a sense of appreciation. This positive experience not only impacts customer satisfaction with the salesperson or brand but also strengthens emotional attachment and loyalty to the brand as a whole. Perceived adaptive selling serves as a catalyst in building brand loyalty, as consumers view the salesperson as the embodiment of the brand's values and image.

At mortar cement manufacturer Ubond, adaptive selling is crucial because customers have different backgrounds and needs. Contractors typically prioritize technical quality and distribution reliability, while building store owners prioritize profit margins, after-sales service, and long-term business relationships. If Ubond salespeople can adapt to these conditions, consumers will feel satisfied, trust them, and ultimately demonstrate loyalty to the Ubond brand. This loyalty is evident in repeat purchasing behavior, consistent preferences, and a willingness to recommend Ubond products to others.

Spiro and Weitz (1990) asserted that adaptive selling increases the effectiveness of sales relationships with customers, which in turn drives brand loyalty. Research by Franke and Park (2006) also found that perceived adaptive selling not only increases customer satisfaction but also directly impacts long-term loyalty to the company and brand the salesperson represents. These findings reinforce the view that adaptive selling is a sales strategy that has a significant impact on brand loyalty.

Research by Gracia-Salliroso et al. (2024) shows that adaptive salespeople help customers assess and experience customer perceived value, both in terms of function (product performance) and efficiency (time and labor costs). In utilitarian products whose performance can be evaluated in real-world situations, this perceived value becomes the foundation for loyalty. When perceived value is repeatedly confirmed through project experiences, customers not only return to purchase; they develop preferences that are resistant to the temptation of price or promotional offers from competitors.

Adaptive selling can build trust and commitment, two key constructs that bridge experiential satisfaction into behavioral loyalty. Salespeople who consistently customize services and deliver on technical promises will foster confidence that the brand will continue to support the success of customer projects. This satisfaction → trust → commitment → loyalty chain has been observed in various industry contexts; for UBond, the implication is clear: adaptive salespeople are the driving force that transforms functional satisfaction into long-term commitment to the brand (Amenuvor et al., 2023).

Perceived adaptive selling serves as a bridge between the product's technical capabilities and the customer's psychological bond with the brand. In product categories where functional value is very real, consistent and relevant sales interaction adaptations do more than just increase temporary satisfaction—they instill rational and emotional reasons for customers to continue choosing the brand in the future.

4. Conclusion

Based on the research results that: *Perceived Adaptive Selling* has a significant effect on Customer Satisfaction with the salesperson with a calculated t value of 2.081 which is greater than the t table (1.662), and sig. p -value (0.000) < 0.05. Customer Satisfaction with the salesperson does not have a significant effect on Customer Satisfaction with the brand with a calculated t value of 1.627 which is smaller than the t table (1.662), and sig. p -value (0.104) > 0.05. *Perceived Adaptive Selling* has a significant effect on Customer Satisfaction with the brand with a calculated t value of 3.567 which is greater than the t table (1.662), and sig. p -value (0.000) < 0.05. Customer Satisfaction with the brand has a significant effect on Brand Loyalty with a calculated t value of 3.686 which is greater than the t table (1.662), and sig. p -value (0.000) < 0.05. *Perceived Adaptive Selling* has a significant effect on Brand Loyalty with a calculated t value of 6.180 which is greater than the t table (1.662), and sig. p -value (0.000) < 0.05. So the way to Increasing customer brand loyalty to Ubond brand mortar cement is done by increasing perceived adaptive selling and customer satisfaction with the brand.

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