



The Role of Reward/Gift, Customer Relationship Management (CRM), and Reputation in Improving Google Reviews at PT Nasmoco Bahtera Motor

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ABSTRACT

In the digital service economy, online customer reviews are crucial for consumer trust, brand credibility, and corporate reputation. For service-based industries like automotive dealerships, Google Reviews have become a strategic tool rather than a passive feedback channel, requiring active management. This study explores the role of Google Reviews at PT Nasmoco Bahtera Motor and examines how reward-based strategies, Customer Relationship Management (CRM) practices, and corporate reputation influence review performance. It specifically investigates the impact of non-monetary rewards on customer motivation, the integration of review management within CRM, and how reputation strengthens trust and feedback behavior. Using a qualitative case study approach, data were collected via semi-structured interviews, direct observation during an internship, documentation of review activities, and internal records, and analyzed through thematic analysis. Findings indicate that review performance relies not only on service quality but also on effective reward systems, personalized CRM, and a strong corporate reputation, which enhances credibility and turns feedback into long-term relational value.

INTRODUCTION

PT Nasmoco Bahtera Motor was established on April 15, 1961, initially operating under the name PT Ratna Dewi Motor, before undergoing a corporate rebranding to PT New Ratna Motor in 1973. As part of the official distribution network of PT Toyota Astra Motor, Nasmoco became the first authorized Toyota dealership in Central Java and the Special Region of Yogyakarta (DIY). This early establishment positioned the company not only as a pioneer in regional automotive distribution but also as an organization with long-standing experience in

managing customer relationships across multiple generations of consumers (PT Nasmoco Group, 2023).

The inauguration of the Nasmoco Mlati Branch on April 16, 1988, marked a significant expansion of the company's operational footprint. Formerly known as PT Sumber Bahtera Motor, the branch became an integral subsidiary of PT New Ratna Motor and has since played a strategic role in serving customers in Yogyakarta and its surrounding areas. Over the decades, the branch has evolved from a conventional sales-oriented dealership into a service-driven organization that emphasizes customer satisfaction, after-sales quality, and long-term relationship management (PT Nasmoco Group, 2023).

As the automotive industry has shifted toward a more customer-centric and digitally mediated market environment, PT Nasmoco Bahtera Motor has continuously adapted its business strategies. The company's core operations now extend beyond vehicle sales to include comprehensive after-sales services, such as maintenance, repairs, and the distribution of genuine Toyota spare parts. These service interactions generate frequent and recurring touchpoints with customers, making the company particularly exposed to customer feedback mechanisms, including online reviews and digital evaluation platforms (PT Nasmoco Group, 2023).

Currently, Nasmoco Group operates 22 branches, 14 Sales and Service Points (SSP), and 2 Toyota Outlet Service Stations (TOSS) across Central Java and Yogyakarta. This wide operational network increases the visibility of the company in digital search environments, especially on location-based platforms such as Google Maps. Consequently, Google Reviews have become a critical interface through which customers express their service experiences, evaluate service quality, and influence the perceptions of prospective customers (PT Nasmoco Group, 2023).

In response to digital transformation and changing consumer behavior, PT Nasmoco Bahtera Motor has begun integrating digital engagement tools into its service and marketing strategies. Online customer feedback, particularly through Google Reviews, functions not only as a reflection of customer satisfaction but also as a strategic asset that affects corporate reputation, service credibility, and competitive positioning. This condition underscores the relevance of Customer Relationship Management (CRM) practices, reward-based engagement strategies, and reputation management in shaping customer willingness to provide feedback and positive reviews (PT Nasmoco Group, 2023).

Furthermore, the company's commitment to Good Corporate Governance and professional human resource management strengthens its organizational capacity to respond systematically to customer feedback. The structured handling of online reviews, customer complaints, and service evaluations reflects an organizational readiness to transform digital feedback into actionable insights. Therefore, PT Nasmoco Bahtera Motor, particularly Mlati Branch, represents a relevant and appropriate case for examining how reward mechanisms, CRM implementation, and corporate reputation interact to enhance Google Review ratings as a form of digital customer feedback (PT Nasmoco Group, 2023).

LITERATURE REVIEW

Google Reviews as Digital Customer Feedback

Online reviews influence consumer attitudes, trust formation, and purchase intentions through social proof mechanisms (Zhu & Zhang, 2020). Google Reviews, integrated within search and mapping systems, are particularly influential due to their immediacy and accessibility (Filiari et al., 2021). In service industries where quality is assessed post-consumption, reviews reduce uncertainty and shape expectations (Walsh & Beatty, 2021).

Beyond influencing customers, Google Reviews function as managerial feedback tools. They provide real-time, unsolicited insights into service strengths and weaknesses (Trainor et al., 2021). When systematically monitored and responded to, reviews support service improvement and relational trust-building.

Reward/Gift Strategies in Online Review Contexts

Reward mechanisms are managerial tools designed to stimulate customer participation in feedback activities (Xie et al., 2021). In digital review environments, incentives are most effective when non-coercive and framed as appreciation rather than exchange (Mazhar et al., 2022).

Research indicates that incentives primarily influence review volume rather than review valence (Kim & Tang, 2020). Ethical framing and transparency are critical in preserving authenticity (Babić Rosario et al., 2020). Thus, rewards function as participation triggers rather than determinants of content positivity.

Customer Relationship Management (CRM)

CRM is a strategic approach focused on long-term relational value creation through systematic customer interaction management (Buttle & Maklan, 2022). In digital contexts, CRM extends to managing online feedback, personalized follow-ups, and multichannel communication (Chatterjee et al., 2021).

Effective CRM increases customer engagement and discretionary behaviors such as providing online reviews (Hollebeek et al., 2022). Online feedback can therefore be interpreted as an outcome of relationship quality rather than isolated digital activity.

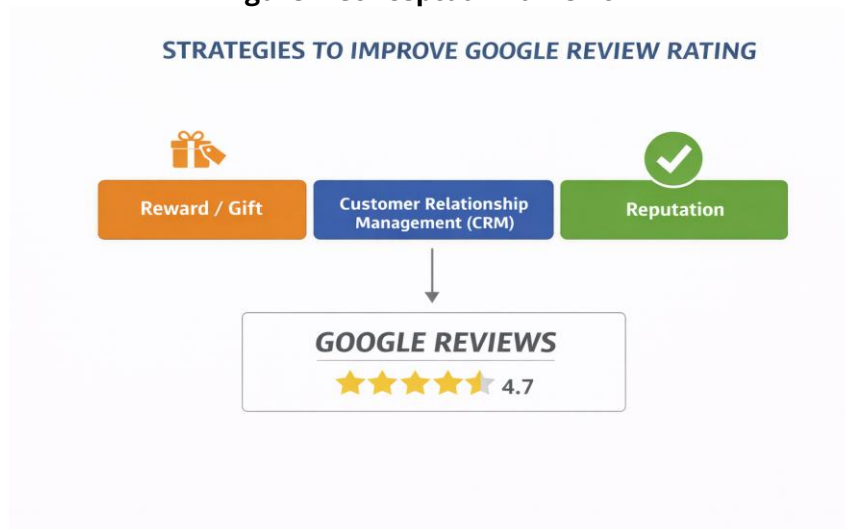
Corporate Reputation

Corporate reputation represents accumulated stakeholder perceptions regarding organizational reliability and credibility (Fombrun et al., 2020). Reputation functions as a cognitive shortcut that influences customer expectations and trust (Veloutsou & Delgado-Ballester, 2020).

Reputation interacts dynamically with online reviews. Positive reputation amplifies favorable feedback and mitigates isolated negative reviews, while weak reputation increases vulnerability to criticism (Park & Nicolau, 2020). Reputation thus operates as both antecedent and outcome of digital feedback performance.

Conceptual Framework

Figure 1 Conceptual Framework



This study positions Google Review performance as the outcome variable influenced by three interacting factors: reward/gift strategies (participation trigger), CRM practices (relational driver), and corporate reputation (reinforcing mechanism). The framework assumes that review performance is not automatic but strategically manageable through integrated engagement practices.

METHODS

Research Design

This study employs a qualitative case study approach to explore managerial processes and customer perceptions related to Google Review management at PT Nasmoco Bahtera Motor Mlati Branch. A qualitative inquiry is appropriate because it enables an in-depth understanding of the contextual, relational, and digital feedback dynamics within the natural organizational setting, allowing the researcher to capture nuanced perspectives from both internal stakeholders and customers (Creswell & Poth, 2021). The case study method is particularly suitable for examining contemporary phenomena in real-life contexts, providing rich insights into managerial practices, customer engagement strategies, and reputation management mechanisms.

Sampling

A purposive sampling technique was employed to select participants who could provide relevant, detailed, and diverse perspectives regarding Google Review management. The respondents include four internal stakeholders (Customer Relation Coordinator, Sales Executive, Service Administration, Digital Marketing staff) and four customers who had interacted with the dealership and contributed online reviews. This approach ensures that the data reflect both managerial intentions and customer experiences, enhancing the validity and richness of the findings.

RESULTS

Google Reviews as Strategic Feedback Platform

The findings confirm that Google Reviews function as a primary digital reference point for customers. Review ratings significantly influence visitation decisions, especially in location-based searches. During the observation period, structured engagement initiatives increased the branch rating from 4.4 to 4.7.

This improvement supports the argument that online reviews are dynamic and manageable assets (Kietzmann & Canhoto, 2021). Active encouragement, timely responses, and professional communication contributed to enhanced digital perception. Thus, Google Reviews operate as both evaluative indicators and relational interfaces.

Reward/Gift as Participation Trigger

Reward strategies were implemented as appreciation gestures. Findings indicate that small non-monetary gifts reduced post-service inertia and increased review participation. Customers perceived rewards positively when framed transparently.

Consistent with Kim & Tang (2020), incentives influenced participation volume but not review honesty. Authenticity was maintained because customers retained autonomy over content. Therefore, reward strategies strengthen engagement without substituting service quality.

CRM AS RELATIONAL DRIVER

CRM practices—including personalized follow-ups, coordinated responses, and structured service records—enhanced customer satisfaction and willingness to provide feedback. Customers who experienced attentive communication were more inclined to leave reviews.

This aligns with relationship marketing theory suggesting that discretionary behaviors emerge from perceived relational value (Buttle & Maklan, 2022). Google Review performance can thus be interpreted as an outcome of effective CRM capability.

Reputation as Reinforcing Mechanism

The branch's status as an authorized Toyota dealer created baseline trust. Reputation increased customer confidence in publicly sharing experiences. However, it also elevated expectations for service consistency.

Consistent with signaling theory (Park & Nicolau, 2020), reputation amplified both positive experiences and potential dissatisfaction. Reputation therefore reinforces CRM and reward effects while necessitating consistent service delivery.

DISCUSSION

How do Google Reviews function as a digital customer feedback platform at PT Nasmoco Bahtera Motor?

Internal

Table 1 Discussion Result Internal (Google Review)

Problem Formulation 1	Conclusion (Q 1 – Q 4)
Google Reviews	Google Reviews function as the main digital customer feedback platform and significantly influence customer trust, service choice, and the company's online visibility. Review ratings are actively monitored and used as indicators of service performance

The findings confirm that Google Reviews function as a critical digital customer feedback platform at PT Nasmoco Bahtera Motor by serving as a publicly accessible evaluation mechanism that shapes customer trust and decision-making. This result is consistent with recent electronic word-of-mouth (eWOM) literature, which emphasizes that online reviews influence consumer perceptions through both informational and normative effects, particularly in service-based industries (Filiari et al., 2021)

External

Table 2 Discussion Result External (Google Review)

Problem Formulation 1	Conclusion
Google Reviews	Google Review performance is dynamic and improves through consistent engagement, follow-up communication, and responsiveness to customer feedback.

Google Reviews are uniquely influential due to their direct integration with Google Search and Google Maps, which positions them at the earliest stage of customer decision-making. Previous studies indicate that location-based reviews significantly affect service selection, especially for experiential services such as automotive maintenance and repair (Liu et al., 2022).

The findings of this study support this argument, as Google Reviews were perceived as a primary reference point by customers and as a strategic performance indicator by management. Furthermore, the observed improvement in Google Review ratings during the internship period reinforces the theoretical view that online reviews are dynamic and manageable assets rather than static reflections of customer satisfaction. This aligns with the work of Kietzmann and Canhoto (2021), who argue that active monitoring, responsiveness, and engagement can reshape digital feedback outcomes. Thus, at PT Nasmoco Bahtera Motor, Google Reviews function not only as a feedback repository but also as a strategic interface connecting service performance, customer trust, and digital visibility.

How do reward or gift-based strategies encourage and strengthen customer feedback through Google Reviews at PT Nasmoco Bahtera Motor?

Internal

Table 3 Discussion Result Internal (Reward / Gift)

Problem Formulation 2	Conclusion (Q 5 – Q 8)
Reward / Gift	Reward or gift strategies increase customer willingness to participate in Google Reviews by reducing post-service inertia rather than influencing review content.

The findings indicate that reward or gift-based strategies function as an enabling mechanism that encourages customer participation in Google Reviews without compromising review credibility. This result supports prior research suggesting that nonmonetary incentives can effectively reduce psychological barriers to feedback provision, particularly post-service inertia, when implemented transparently (Zhang et al., 2020).

External

Table 4 Discussion Result External (Reward / Gift)

Problem Formulation 2	Conclusion (Q 1 – Q 4)
Reward / gift	Customers perceive small rewards positively when they are framed as appreciation and not as conditional incentives

Rewards do not directly determine review positivity but rather influence customers' motivation to engage in the feedback process. This study confirms that small gifts framed as appreciation increase customers' willingness to share their experiences, especially when service expectations are already met. This aligns with the findings of Tandon et al. (2021), who conclude that incentives primarily affect review volume and engagement rather than review valence.

Importantly, the ethical framing of rewards plays a decisive role. When customers perceive rewards as expressions of gratitude rather than as conditional incentives, the authenticity of feedback is preserved. This supports the argument by Babić Rosario et al. (2020) that perceived fairness and transparency moderate the effectiveness of incentive-based engagement strategies. Therefore, at PT Nasmoco Bahtera Motor, reward or gift strategies strengthen Google Reviews by facilitating participation while remaining subordinate to service quality and relationship management.

How does the implementation of Customer Relationship Management (CRM) practices contribute to strengthening Google Review performance at PT Nasmoco Bahtera Motor?

Internal**Table 5 Discussion Result Internal (CRM)**

Problem Formulation 3	Conclusion (Q 9- Q 11)
Customer Relationship Management (CRM)	CRM practices such as personalized communication, service follow-up, and responsiveness strengthen customer engagement and increase feedback participation.

The findings demonstrate that CRM practices significantly strengthen Google Review performance by shaping positive service experiences and fostering relational trust. In line with CRM theory discussed in Chapter II, relationship-oriented strategies emphasize long-term engagement, responsiveness, and personalized interaction as key drivers of customer satisfaction (Payne & Frow, 2021).

External**Table 6 Discussion Result External (CRM)**

Problem Formulation 3	Conclusion (Q5 -Q 8)
Customer Relationship Management (CRM)	Customers who experience attentive and respectful service are more likely to share their experiences through Google Reviews

This study confirms that structured service follow-ups, personalized communication, and responsiveness to customer concerns increase customers' emotional attachment and perceived value. Prior research suggests that customers who feel acknowledged and respected are more inclined to engage in discretionary behaviors such as providing online feedback (Hollebeek et al., 2022). The findings support this assumption, as positive relational experiences translated into higher willingness to leave Google Reviews.

Moreover, Google Reviews can be interpreted as an outcome of effective CRM rather than a standalone digital metric. This perspective aligns with the work of Trainor et al. (2020), who argue that CRM capabilities indirectly influence online reputation by shaping customer experiences that are later reflected in digital platforms. Thus, CRM at PT Nasmoco Bahtera Motor functions as a foundational driver that sustains both the quality and consistency of Google Review performance.

How does the company's reputation influence customer feedback behavior through Google Reviews at PT Nasmoco Bahtera Motor?

Internal**Table 7 Discussion Result Internal (Reputation)**

Problem Formulation 4	Conclusion (Q 12- Q 15)
Reputation	The company's established reputation as an authorized Toyota dealer creates initial customer trust and shapes expectations toward service quality.

The findings highlight that corporate reputation plays a critical role in shaping customer feedback behavior through Google Reviews. Reputation represents accumulated stakeholder perceptions that influence trust, expectation formation, and feedback motivation (Fombrun & Shanley, 2020).

External**Table 8 Discussion Result External (Reputation)**

Problem Formulation 4	Conclusion (Q 9- Q 15)
Reputation	Reputation interacts with Google Reviews by amplifying positive experiences while also increasing customer expectations for service consistency

Customers' willingness to engage in Google Reviews is influenced by their perception of Nasmoco as a reputable and authorized Toyota dealer. Prior studies indicate that a strong corporate reputation increases customers' confidence in voicing their experiences publicly, as they expect their feedback to be acknowledged and valued (Ruiz-Mafe et al., 2021). This study supports this view, showing that positive reputational perceptions encourage review participation.

However, reputation also raises customer expectations, making service consistency essential. When service experiences align with reputational expectations, customers are more likely to provide favorable feedback; when they do not, dissatisfaction becomes more salient. This finding aligns with signaling theory, which suggests that reputation amplifies both positive and negative evaluations (Park & Nicolau, 2020).

Therefore, reputation at PT Nasmoco Bahtera Motor functions as both a reinforcing and moderating factor. It strengthens the effectiveness of CRM and reward strategies while simultaneously increasing the importance of service quality consistency in sustaining positive Google Review performance.

CONCLUSION

This study demonstrates that Google Review performance is a relational and strategically manageable outcome shaped by integrated managerial practices. At PT Nasmoco Bahtera Motor, improvement in review ratings resulted from structured engagement initiatives rather than isolated digital activity.

Reward or gift strategies function as participation triggers that increase review volume without compromising authenticity. CRM practices serve as the foundational driver translating service quality into digital feedback. Corporate reputation acts as a reinforcing mechanism amplifying both engagement effectiveness and customer expectations.

LIMITATION

It This study focuses on a single branch within one automotive network. Future research may adopt quantitative designs or comparative multi-branch analyses to test causal relationships.

RESEARCH TRANSPARENCY AND ETHICS STATEMENTS**1. Author Contributions:**

MPV: Conceptualization, Methodology, Data Collection, Data Analysis, Writing – Original Draft, Visualization, Review and Editing

RR:Supervision.

2. Funding:

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3. Conflict of Interest:

No conflict of interest: The authors declare that they have no conflict of interest related to the research and publication of this article.

4. **Research Ethics:**

The study did not involve any intervention, biological specimens, vulnerable groups, or sensitive personal data. Participation was voluntary, and the confidentiality of the respondents was maintained.

5. **Use of Artificial Intelligence (AI):**

No Use of AI. The authors declare that generative AI was not used in the preparation of this article.

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