

Effect of Service Quality and CRM (Customer Relationship Management) Towards the Satisfaction and Loyalty of the Customers of PT. Fresh Gemintang Amerta in 21st PON Event in Aceh-Sumatera Utara in 2024

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ABSTRACT: This research aims to 1) examine the effect of service quality towards the customer satisfaction, 2) examine the effect of service quality towards the customer loyalty, 3) examine the effect of CRM (Customer Relationship Management) quality on customer satisfaction, 4) examine the effect of customer satisfaction on customer loyalty, and 5) examine the effect of CRM (Customer Relationship Management) quality on customer loyalty.

This research employed a quantitative descriptive utilizing a Partial Least Squares - Structural Equation Modeling (PLS-SEM) analytical technique. The research sample consisted of 88 respondents selected by purposive sampling procedures and quantified by using the Slovin formula to ascertain the appropriate sample size from the existing population. The data were collected through a questionnaire administered via Google Forms.

The findings indicate that service quality significantly affects customer satisfaction (P value = 0.045) and customer loyalty (P value = 0.001). Customer satisfaction does not significantly affect customer loyalty (P value = 0.651). Furthermore, CRM quality significantly affects customer satisfaction (P value = 0.003), but it does not significantly affect customer loyalty (P value = 0.113)

KEYWORDS: Service Quality, CRM Quality, Customer Satisfaction, Customer Loyalty

I. INTRODUCTION

(The sports industry in Indonesia has been growing rapidly in line with the increasing public interest and participation in various types of sports. This growth is also driven by the presence of both national and international sporting events. One of these is the National Sports Week (PON), a multi-sport national event that is held regularly. PON is not only a competition arena for athletes but also serves as a momentum to boost the economy, including the service sectors such as transportation, accommodation, and ticketing.

According to M. Lupikawaty (Vol. 3: 2013), since Palembang was appointed as the host of PON 2004, the city has successfully organized the event and inherited a legacy in the form of an integrated sports complex in Jakabaring. As the host, Palembang attracted many tourists. After the competitions, many athletes and officials wanted to enjoy the beauty of the city. Two industries that grew due to sports tourism were: (1) the Hospitality Industry, where Palembang had a wide range of hotels, from budget to five-star hotels; and (2) the Transportation Industry. Air transportation was supported by Sultan Mahmud Badaruddin II International Airport, serving both domestic and international flights. Land transportation included services such as Transmusi buses and Blue Bird taxis. In addition, Palembang also offered water transportation in the form of water taxis accessible from Benteng Kuto Besak, offering tours along the Musi River to Kemaro Island.

The hosting of major sporting events leaves a significant economic impact on former PON host regions. This economic effect can be felt by all levels of society and local governments. The sports industry can continue to develop through the regular hosting of such events. Starting from accommodation, hotels, catering, transportation, to flight ticketing services, these elements are essential components needed for the successful execution of major events like PON, and their demand continues to increase.

PT. Fresh Gemintang Amerta (FGA) is a company engaged in the service sector, providing transportation, accommodation, and tour services with a specialization in ticketing. The company has been operating for several years and has built a strong reputation for delivering quality services to its customers. For the upcoming PON XXI, which will be held in Aceh and North Sumatra in 2024, PT. FGA has been entrusted with providing transportation and accommodation services for the Yogyakarta

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Special Region (DIY) contingent. To achieve better marketing objectives, PT. FGA must provide excellent service to its users—in this case, the DIY contingent participating in the PON XXI event.

Customer loyalty plays a crucial role in a company because maintaining customer loyalty improves financial performance and ensures business continuity. The benefits of customer loyalty include reduced impact from competitors—not only in terms of products or services but also in customer perception. According to Anderson et al. (1994), if customers trust the products and services provided, customer loyalty will be established, leading to repeat purchases or usage in the future. Achieving customer loyalty is a significant source of competitive advantage for businesses.

This study highlights the importance of understanding the factors that influence customer loyalty. However, even though managers focus on customer loyalty, in the modern business era with intense competition, it remains one of the biggest challenges faced by companies. Although attention to customer loyalty is increasing, existing literature has not consistently explained the variables influencing customer loyalty (Bolton, 1998; Kumar et al., 2013). Further research is needed to identify other variables that can influence and enhance customer loyalty.

Given the competitive conditions among transportation and accommodation service providers in sports event management, additional efforts are required through good customer relationship management (CRM). By nurturing good relationships with customers, companies hope to build greater loyalty and attract new customers. One strategy to deal with competition is by delivering higher-quality services compared to competitors. Service quality plays an essential role in increasing customer satisfaction. Previous studies have shown that high-quality service alone is not enough to drive customer loyalty, highlighting the importance of CRM quality (Chen and Hu, 2013). Therefore, this study develops and empirically tests an integrated model that investigates the simultaneous effects of service quality and CRM quality (trust and commitment) on customer satisfaction and loyalty.

CRM quality strengthens customer relationships, enabling the company to build long-term relationships with its partners or service users. The goal of CRM is to retain customers and increase both their loyalty and the company's profitability. Customer satisfaction and loyalty are the two key elements in the successful implementation of CRM. According to Kotler and Keller (2006:57), the indicators of customer loyalty are as follows:

1. Repeat Purchase - This indicator reflects the consistency of repeat or periodic purchases of a product. Repeated purchases made by customers indicate a sense of attachment and can be used to measure the level of customer satisfaction toward the company's products.
2. Retention - This refers to the resilience of customer loyalty in the face of negative influences about the company. Customers with strong loyalty are not easily swayed by the presence of other products that may be cheaper, have more features, or offer other competitive advantages.
3. Referrals - This refers to the extent to which customers willingly and actively recommend the company's products. In this stage, customers are both able and willing to recommend the company's products to those around them, such as friends, family, or colleagues.

According to Tjiptono (2014:361), the evolving model defines customer satisfaction as an evaluation that reflects outcomes in which the perceived performance is at least as good as what was expected. If the quality falls short of expectations, it leads to emotional dissatisfaction (negative disconfirmation). If the performance exceeds expectations, it results in emotional satisfaction (positive disconfirmation). Meanwhile, if the performance matches expectations, what occurs is known as expectation confirmation (simple disconfirmation or non-satisfaction). This situation arises when the performance of a brand, service, or provider merely meets low expectations—thus, the outcome is neither satisfaction nor dissatisfaction (Tjiptono, 2014:361). In this study, the researcher adopts only three indicators of customer satisfaction, namely:

1. Overall customer satisfaction,
2. Dimensions of customer satisfaction, and
3. Expectation confirmation

According to Zeithaml, Bitner, and Gremler (2009), customer satisfaction is strongly influenced by service quality. They outline five key dimensions of service quality, namely: Tangibles, Reliability, Responsiveness, Assurance, and Empathy (p. 111).

1. Tangibles - refer to the physical evidence and appearance of the service environment, such as the condition of the office or company premises, the presence of staff, the availability of spacious facilities, and adequate office amenities including meeting rooms and restrooms. This also includes the neat and professional appearance of employees.
2. Reliability - refer to the ability and competence of a company to provide services as promised to customers. This includes the reliability in solving problems, the ability to understand customer needs, and the capacity to deliver clear and accurate information to clients.

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3. Responsiveness - is the willingness and promptness of a company to assist customers. Quick and re-sponsive actions help customers meet their needs without long waiting times. This includes promptly helping customers with issues related to products or services.
4. Assurance - Assurance represents the confidence and trust customers have in the quality of the ser-vices or products offered. It refers to the knowledge and courtesy of employees and their ability to convey trust and confidence in meeting customer expectations.
5. Empathy - Empathy refers to the individual attention and care a company provides to its customers, such as the company's attentiveness in addressing customer problems, ease of contact and access to information, and the effort made to understand customer needs and preferences.

According to Kotler (2008:148), Customer Relationship Management (CRM) is the process of managing detailed information about individual customers and carefully managing all customer "touch points" with the goal of maximizing customer loyalty. Meanwhile, Tjiptono (2014:423) defines CRM as a holistic process of identifying, attracting, differentiating, and retaining customers by integrating the company's supply chain in order to create customer value at every stage of the value creation process.

According to Robinette in Febriningtyas (2013:20), there are four indicators of CRM quality, namely: Mutual Benefit, Commitment, Communication, and Service Quality. However, in this study, the researcher only adopts three factors—Commitment, Communication, and Service Quality. This is be-cause the "Mutual Benefit" factor is generally more inclined to the customer's side, and may involve lim-ited information, potentially affecting the validity of the collected data.

II. METHOD

(This research employs a quantitative method. The researcher tests a theory by formulating specific hypotheses and then collecting data to support or reject those hypotheses. The hypotheses in this study are tested using the Partial Least Squares (PLS) method. The analysis is conducted using SmartPLS 4.0, a tool specifically designed to estimate structural equation models based on variance. There are two main models used in this study: the outer model and the inner model.

The outer model is used to test validity and reliability. Validity is assessed through Average Variance Extracted (AVE) and discriminant validity, while reliability is tested using Cronbach's Alpha and Composite Reliability. The inner model is tested using R-Square (R^2) and hypothesis testing.

III. RESULT AND DISCUSSION

A. RESULT

1. Outer Model

a. Structural Model

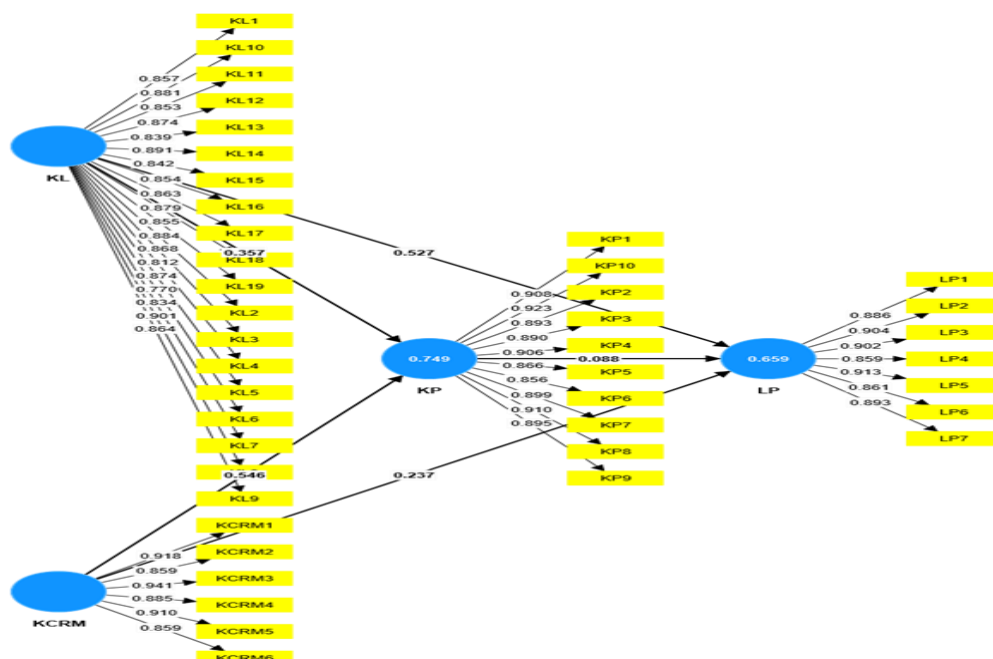


Figure 1. Structure Model

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The figure above shows that the construct of the Service Quality (SQ) variable is measured using 19 indicators, the CRM Quality (CRMQ) variable is measured using 6 indicators, the Customer Satisfaction (CS) construct is measured using 10 indicators, and the Customer Loyalty (CL) variable is measured using 7 indicators. The direction of the arrows in the figure from the latent constructs to the indicators indicates that reflective indicators are used in this study. The hypothesized relationships are represented by arrows connecting the latent constructs.

b. Validity Testing

1) Convergent Validity

Convergent validity values refer to the factor loading scores between latent variables and their respective indicators. The standard used for assessing convergent validity is an outer loading value greater than 0.70 and an Average Variance Extracted (AVE) value greater than 0.50. The following are the convergent validity values based on the outer loading and AVE results.

Table 1. Outer Loading Value

	Outer loadings
KCRM1 <- KCRM	0.918
KCRM2 <- KCRM	0.859
KCRM3 <- KCRM	0.941
KCRM4 <- KCRM	0.885
KCRM5 <- KCRM	0.910
KCRM6 <- KCRM	0.859
KL1 <- KL	0.857
KL10 <- KL	0.881
KL11 <- KL	0.853
KL12 <- KL	0.874
KL13 <- KL	0.839
KL14 <- KL	0.891
KL15 <- KL	0.842
KL16 <- KL	0.854
KL17 <- KL	0.863
KL18 <- KL	0.879
KL19 <- KL	0.855
KL2 <- KL	0.884
KL3 <- KL	0.868
KL4 <- KL	0.812
KL5 <- KL	0.874
KL6 <- KL	0.770
KL7 <- KL	0.834
KL8 <- KL	0.901
KL9 <- KL	0.864
KP1 <- KP	0.908
KP10 <- KP	0.923
KP2 <- KP	0.893
KP3 <- KP	0.890
KP4 <- KP	0.906
KP5 <- KP	0.866
KP6 <- KP	0.856
KP7 <- KP	0.899
KP8 <- KP	0.910
KP9 <- KP	0.895
LP1 <- LP	0.886

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LP2 <- LP	0.904
LP3 <- LP	0.902
LP4 <- LP	0.859
LP5 <- LP	0.913
LP6 <- LP	0.861
LP7 <- LP	0.893

Table 2. Average Variance Extracted (AVE) value

Average variance extracted (AVE)
0.803
0.736
0.801
0.790

The table above shows that the outer loading values are all greater than 0.70 and the AVE values are greater than 0.50.

2) Discriminant Validity

Discriminant validity is a test used to assess the accuracy of a reflective model, conducted by comparing the square root of each AVE value with the correlation values between constructs. If the square root of the AVE is higher than the correlations between constructs (or > 0.5), it is considered to meet the criteria for discriminant validity. The outer results of discriminant validity in this study can be seen in the following table.

Table 3. Heterotrait-monotrait ratio (HTMT)

	Heterotrait-monotrait ratio (HTMT)
KL <-> KCRM	0.857
KP <-> KCRM	0.875
KP <-> KL	0.828
LP <-> KCRM	0.783
LP <-> KL	0.818
LP <-> KP	0.740

Based on the table above, it can be seen that the square root values of AVE (0.857, 0.875, 0.828, 0.783, 0.818, 0.740) are greater than the corresponding construct correlations, or > 0.5 . Therefore, it can be concluded that the measurement model is valid, as it meets the discriminant validity standard.

c. Reliability Testing

1) Cronbach's Alpha

Table 4. Cronbach's Alpha

Cronbach's alpha
0.951
0.980
0.972
0.955

Based on the Cronbach's Alpha values above, it can be concluded that the data in this study is reliable, as the Cronbach's Alpha for each construct is greater than 0.70.

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2) Composite Reliability

Table 5. Composite Reliability

Composite reliability (rho_a)
0.952
0.981
0.972
0.956

The composite reliability values above show that the data in this study has values greater than 0.80 for each construct. Therefore, it can be concluded that the data in this study is reliable based on the composite reliability criteria.

2. Inner Model

a. R-Square

Table 6. R-Square

	R-square adjusted
KP	0.743
LP	0.647

Based on the table above, it can be seen that the R^2 value for the Customer Satisfaction (CS) variable is 0.743, which means that 74.3% of the variance in Customer Satisfaction can be explained or influenced by the independent variables, while the remaining 25.7% of the variance is explained by other factors.

Meanwhile, the R^2 value for the Customer Loyalty (CL) variable is 0.647, indicating that 64.7% of the variance in Customer Loyalty can be explained or influenced by the independent variables, while the remaining 35.3% of the variance is explained by other factors.

b. Hypothesis Testing

Hypothesis testing considers three key components in the structural test using bootstrapping, namely: original sample, t-statistics, and p-values. Each component serves a different purpose:

- The original sample indicates the effect and direction of the relationship between constructs.
- The t-statistic is used to measure the significance level of the hypothesis.
- The p-value is used to assess the statistical significance of the hypothesis at various significance levels.

The inner model or structural model results in this study are presented in the following table :

Table 7. Hypothesis Testing

	Original sample (O)	T statistics (O/STDEV)	P values
KCRM -> KP	0.546	3.023	0.003
KCRM -> LP	0.237	1.587	0.113
KL -> KP	0.357	2.008	0.045
KL -> LP	0.527	3.241	0.001
KP -> LP	0.088	0.452	0.651

Based on the table above, the results of each hypothesis test are as follows:

- **Hypothesis 1:** The results of the test using SmartPLS 4.0 show that **Service Quality** has a significant effect on Customer Satisfaction, with a p-value of 0.045, which is less than 0.05. Therefore, Hypothesis 1 is accepted.
- **Hypothesis 2:** The results show that Service Quality significantly affects Customer Loyalty, with a p-value of 0.001, which is less than 0.05. Thus, Hypothesis 2 is accepted.
- **Hypothesis 3:** The results show that Customer Satisfaction does not have a significant effect on Customer Loyalty, with a p-value of 0.651, which is greater than 0.05. Therefore, Hypothesis 3 is rejected.

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- **Hypothesis 4:** The results indicate that CRM Quality has a significant effect on Customer Satisfaction, with a p-value of 0.003, which is less than 0.05. Thus, Hypothesis 4 is accepted.
- **Hypothesis 5:** The results show that CRM Quality does not have a significant effect on Customer Loyalty, with a p-value of 0.113, which is greater than 0.05. Therefore, Hypothesis 5 is rejected.

B. DISCUSSION

Service Quality significantly affects Customer Satisfaction at PT. Fresh Gemintang Amerta during the PON XXI Aceh–North Sumatra 2024 event. This indicates that better service quality—such as responsiveness, reliability, assurance, and empathy—leads to higher levels of customer satisfaction. Service Quality also has a significant positive effect on Customer Loyalty. Customers who perceive high service quality are more likely to remain loyal to the company, reflected in repeated use of services and willingness to recommend them to others. Customer Satisfaction does not significantly affect Customer Loyalty in this study. Although satisfaction is achieved, it does not necessarily result in loyal behavior, suggesting that other factors may influence loyalty more strongly in the context of PT. FGA's services during the event. CRM Quality has a significant influence on Customer Satisfaction. Elements such as commitment, communication, and service quality within CRM practices contribute meaningfully to how satisfied customers feel with the company's overall performance. CRM Quality does not have a significant effect on Customer Loyalty. While good CRM practices may enhance satisfaction, they do not directly lead to customer loyalty in this context, indicating a possible gap between relationship management efforts and actual behavioral loyalty outcomes. These findings highlight the importance of service quality as a key driver of both satisfaction and loyalty, while also emphasizing that CRM efforts must be better aligned with loyalty-building strategies.

IV. CONCLUSIONS

Based on the results of the research and the discussion presented earlier, this study can be concluded as follows: Service quality has an effect on customer satisfaction, with a coefficient value and p-value of 0.045 or < 0.05 . It can be concluded that service quality has a significant influence on customer satisfaction at PT. Fresh Gemintang Amerta during PON XXI Aceh-Sumatra Utara 2024, thus H1 in this study is accepted. Service quality influences customer loyalty, with a coefficient value and p-value of 0.001 or < 0.05 . It can be concluded that service quality has a significant influence on customer loyalty at PT. Fresh Gemintang Amerta during PON XXI Aceh-Sumatra Utara 2024, thus H2 in this study is accepted. Customer satisfaction does not affect customer loyalty, with a coefficient value and p-value of 0.651 or > 0.05 . Therefore, it can be concluded that customer satisfaction does not influence customer loyalty at PT. Fresh Gemintang Amerta during PON XXI Aceh-Sumatra Utara 2024, thus H3 in this study is rejected. CRM quality affects customer satisfaction, with a coefficient value and p-value of 0.003 or < 0.05 . It can be concluded that CRM quality has a significant influence on customer satisfaction at PT. Fresh Gemintang Amerta during PON XXI Aceh-Sumatra Utara 2024, thus H4 in this study is accepted. CRM quality does not affect customer loyalty, with a coefficient value and p-value of 0.113 or > 0.05 . Therefore, it can be concluded that CRM quality does not influence customer loyalty at PT. Fresh Gemintang Amerta during PON XXI Aceh-North Sumatra 2024, thus H5 in this study is rejected.

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