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THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) ON CUSTOMER LOYALTY AND CUSTOMER SATISFACTION AT SAUNG RINDU ALAM RESTAURANTS IN GOWA DISTRICT SOUTH SULAWESI

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Abstract

One good strategy to retain customers is Customer Relationship Management (CRM). CRM focuses more on what customers value, not on the products the company wants to sell. Through the implementation of CRM, companies are expected to be able to build good communication and relationships with their customers. Consumer satisfaction is an important factor in creating loyalty, by feeling satisfied with a product, consumers will automatically return to buy and consume the product. In the end, this is expected to be the main driver for achieving the company's own profits, where when consumers are loyal to a product, of course it will encourage continuous product sales because the biggest profits are obtained by the company from loyal customers. Therefore, this study aims to determine the effect of Customer Relationship Management (CRM) on customer loyalty and customer satisfaction at saung rindu alam restaurants in Gowa District, South Sulawesi. This research is quantitative and the data collection method uses a questionnaire of 105 samples. Methods of analysis using validity, reliability, path analysis, and hypothesis testing. The results showed that customer relationship management has an effect on customer loyalty, customer relationship management has an effect on customer satisfaction, customer satisfaction has an effect on customer loyalty, and there is an indirect effect on customer relationship management on customer satisfaction as an intervening variable.

Keywords : *customer relationship management, customer loyalty, customer satisfaction*

1. INTRODUCTION

Business development in the 21st century has developed very rapidly and experienced an irrational metamorphosis. Every business actor in each business category is required to be sensitive to any changes that occur and to place an orientation towards customer satisfaction as the main goal (Kotler, 2005).

Indonesia is a developing country with strong economic resilience compared to other countries. This is evidenced by the increasingly widespread issue of the economic crisis in various developed countries and the declining rupiah exchange rate, which has not dampened people's purchasing power, which is still stable and has not shown a significant decline.

This continuously increasing purchasing power of the people will of course be accompanied by increasingly stringent and competitive business preparations. This is what encourages business people to be more proactive and innovate both in providing excellent products and services to gain competitive advantage in order to win market share (Adnin, Lubis and Widayanto, 2013).

In this era of intense business competition, the number of brands and products, both goods and services competing in the market, has become very large so that consumers have a variety of choices and alternatives. Lupiyoadi (2013) describes that service companies function to create new, memorable experiences for consumers. The purpose of a new experience for consumers is a challenge for these service companies. Intense competition and increasing consumer expectations for a product, especially service products, companies must find ways to increase their value proposition.

Currently, companies must begin to focus on delivering value and increasing customer loyalty. Loyalty means that consumers return again and again to make business transactions (purchases), even though the company's products may not be the best on the market or have the lowest prices. This quite irrational consumer behavior can be explained by the view that a good relationship with consumers is the key to a company's success in retaining customers. With this intense competition, consumers have broad opportunities to get products that are in accordance with their wants and needs so that to fulfill this, a company must be able to provide products that are of better quality, at a lower price (cheaper in price), faster information (faster delivery) and better service compared to its competitors (Imasari & Nursalin, 2011).

Consumer satisfaction is an important factor in creating loyalty, by feeling satisfied with a product, consumers will automatically return to buy and consume the product. In the end, this is expected to be the main driver for achieving the company's own profits, where when consumers are loyal or loyal to a product, of course it will encourage continuous product sales because the biggest profits are obtained by the company from loyal customers where the company can sell goods or services. to customers who have tried and are familiar with the goods or services of the company concerned, the company must be able to retain these customers (Imasari & Nursalin, 2011). Businesses in the provision of food and drink (food service) are no exception, starting from a small scale such as tent stalls and cafes, medium-scale food businesses such as depots, restaurants and cafes to large-scale food businesses such as restaurants in star hotels.

The growth of the food and beverage business is still recorded as high growth in various parts of the world (Nonto, 2006 in Dewi & Samuel, 2015). This industry has excellent potential and prospects and can develop very quickly if properly planned, managed and operated. This industrial sector can last forever because basically everyone needs to eat and drink for the rest of their life (Irene, 2009 in Dewi & Samuel, 2015). Therefore, many culinary businesses, known as restaurants, offer

food and beverage products in various forms. This is because food is one of the primary needs that must be met. In addition, this business promises big profits. The rapid growth of the food service industry has fueled the emergence of restaurants. With the increasing number of existing restaurants, it will lead to separate competition between these restaurants.

Based on data from the Creative Economy Agency of the Republic of Indonesia, the culinary sub-sector contributed 41.4% of the total creative economy contribution of Rp. 922 trillion in 2016. This amount is the highest compared to 16 other sub-sectors in Creative Economy Agency of the Republic of Indonesia. Even in the midst of the current contraction in economic growth, the food and beverage industry was still able to grow by 0.22% from the previous year. Not only that, the food and beverage industry is also a mainstay in growth and absorbs a lot of manpower, BPS data notes that in 2020 the proportion of labor absorbed by the food and beverage business reached 3.75%, an increase from the previous year which was 3.74%.

According to Ali in Setyanti (2012), the culinary business is one of the choices of many people, because it is considered a type of business that is easier to do than other businesses. However, the culinary business is a business that is quite complicated because it requires a lot of continuous innovation and creativity. Culinary business that is not followed by innovation and creativity can lead to a decrease in business competitiveness which often leads to the fall of the business from the business market. Therefore, strategy plays an important role in being able to continue to compete in this industry, even in the small business environment.

One good strategy to retain customers is Customer Relationship Management (CRM). CRM focuses more on what customers value, not on the products the company wants to sell. Through the application of CRM, companies are expected to be able to build good communication and relationships with their customers so that in producing a product the company does not only sell and market a product with good quality or competitive prices but can also answer the wants and needs of consumers (Sinaga, 2006)

A good relationship will be created if the culinary business is able to provide satisfaction to the needs, desires and tastes of consumers. Therefore, restaurants should not only focus on product variations and prices, but how to improve CRM (Customer Relationship Management) to be able to attract consumers so that satisfaction arises which has an impact on customer loyalty. According to Kotler and Keller (2016) Customer Relationship Management (CRM) is a process of good detailed information management from individuals and other customers that focuses on things that are important to be able to maximize customer loyalty. The basic reason why companies need to carry out a Customer Relationship Management (CRM) strategy is an economic motive. Where the company's financial coffers will increase if the company is able to manage consumers to identify, satisfy and succeed in retaining their consumers (Arif, 2019).

A good sales department in a company really helps a lot in increasing company profits. However, in the end it is the Customer Support section that is integrated into the CRM (Customer Relationship Management) that determines whether the customer will buy the product or service offered or not. It also determines customer loyalty to the company. Therefore it is necessary to be able to increase customer

satisfaction, so that customer loyalty is obtained and able to maintain that loyalty. In addition, with a CRM system, companies can acquire new customers, increase profits with existing customers, and retain profitable customers by providing what these customers want, not what the market wants (Arif, 2019).

When viewed from the criteria that determine CRM assessments, it can be drawn that all of these assessments are basically supported by three dimensions in their application, namely people, process, and technology. The human dimension (people) focuses on employees as CRM implementers where the key factors that must be considered are enthusiasm, ability, and friendliness. The process dimension is a system and procedure that helps humans to better identify and establish close relationships with customers. The technology dimension was introduced to further optimize human factors and business processes in daily customer relationship processing activities (Arif, 2019)

There are several previous studies that have been carried out by several people which can be used as references, but there are some similarities and differences in the variables. For example, research conducted by Dodi Putra Sirait (2018) used CRM, service quality and customer satisfaction variables, in contrast to this study which did not use service quality variables but customer loyalty. Research conducted by Merti Warsela, et al (2021) which only uses the CRM variable, is different from this study which, apart from using the CRM variable, also uses the variables customer satisfaction and customer loyalty. However, the research variables conducted by Nelli Purnamasari, et al in 2018 are the same as this research variable, namely CRM, customer satisfaction and customer loyalty.

Saung Rindu Alam Restaurant is a restaurant located at Jl. Poros Patallassang, Sunggumanai, Gowa Regency, South Sulawesi, which was established in December 2019. Saung Rindu Alam restaurant is a culinary tourist spot with a "back to nature" concept with a unique interior, there is a saung surrounded by a pond filled with fish. The Saung Rindu Alam restaurant provides a variety menus ranging from seafood to Indonesian food which are suitable for family gatherings. In addition to a place to eat, Saung Rindu Alam also provides an indoor place that can be reserved, can be used as a place for meetings, social gatherings, birthdays and other private events, a reservation system that applies by coming directly to the restaurant or by telephone. Other facilities available at Saung Rindu Alam are providing duck boat rental facilities which can be rented to go around the ponds. The number of employees at the Saung Rindu Alam restaurant is around 70 people, the work system that applies is a shift system which is divided into 3 according to each division, working hours from 9.00 to 22.00. The average number of visitors in one day averages hundreds of visitors both weekdays and weekends.

After the opening of Saung Rindu Alam restaurant in December 2019, several months later, there were many stories from customers who had visited that the service was not good and the food served was not tasty. The intended poor service was that the food took a very long time to arrive and the lack of good communication between fellow waiters because at that time the restaurant management used tabs as a tool to order or order food or drinks which in reality was still ineffective because not a few customers wanted to communicate directly with the waiter while ordering food or drinks because they are not proficient in

operating tabs, apart from that many customers also want to ask for recommendation menus or special menus from the restaurant itself.

However, as time went on, restaurant management began to hear complaints from customers and improve their management systems, one of which was by implementing Customer Relationship Management (CRM). This CRM determines whether the customer will buy the product or service offered or not. It also determines customer loyalty to the company. Therefore it is necessary to be able to increase customer satisfaction, so that customer loyalty is obtained and able to maintain that loyalty.

The CRM applied here is by focusing more on what the customer values, not on the products the company wants to sell, so as to create good relationships with consumers which in the end are able to provide satisfaction to the needs, wants and tastes of consumers which also makes consumers become loyal customers. So that until now Saung Rindu Alam restaurant is still the top choice when wanting to gather with family, meetings, etc., and not a few people have repeatedly visited Saung Rindu Alam restaurant.

From the phenomena and facts in the field that have been described above, there is an interest in conducting research at Saung Rindu Alam restaurant to find out how the level of satisfaction and loyalty from customers so far is towards Saung Rindu Alam restaurant so that this can have an impact on the company's performance in the long term. Based on the background description, this research will take the following title, "The Effect of Customer Relationship Management (CRM) on Customer Loyalty and Customer Satisfaction at Saung Rindu Alam Restaurant in Gowa District, South Sulawesi"

2. LITERATURE REVIEW

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is an important strategy for every business sector organization. Through the Customer Relationship Management (CRM) approach, companies can find out more deeply the extent to which Customer Relationship Management (CRM) is utilized by using information technology in relation to providing optimal service to its customers. CRM covers all aspects relating to potential and current customers, including marketing, providing up-to-date information, product ordering, technical support, field service, and handling customer problems and complaints. By doing CRM, companies have the ability to better understand customer buying behavior, or at least understand various other things that can be obtained with this concept, as well as determine the type of communication that must be built by companies with customers.

Purpose of Customer Relationship Management (CRM)

Basically, the purpose of a company adopting CRM is to increase customer resilience and satisfaction. In general it can be said that the goal of any CRM strategy is to develop profitable relationships with customers. The main goal of CRM is to increase the long-term growth and profitability of a company through a better understanding of customer behavior. Among the other CRM goals is knowing customer needs in the future; assist companies in improving better services that can be provided to customers; get new customers; find out the improvements needed by

the company in order to satisfy customers; able to analyze customer behavior; reduce costs incurred in order to get new customers because with CRM the company can retain old customers to remain loyal to the company (Dyantina et al, 2012)

Benefits of Customer Relationship Management (CRM)

The benefits of Customer Relationship Management according to Dyantina, Afrina & Ibrahim (2012) are:

1. Drive customer loyalty: CRM enables companies to leverage information from all points of contact with customers. With consistency and ease in accessing and receiving information, the service department will be able to provide even better service to customers
2. Reduce costs: By implementing CRM, it is possible for services to customers to have specific and focused information schemes, and by targeting services to the right customers at the right time.
3. Improving operational efficiency: Ease of sales and service processes will reduce the risk of declining service quality and reduce cash flow burdens.
4. Improvement of time to market: Implementation of CRM will enable companies to obtain information about customers such as data on customer purchasing trends that can be used by companies to determine the right time to market a product.
5. Increased revenue: proper CRM implementation will increase customer loyalty, reduce costs, and improve operational efficiency.

Components of Customer Relationship Management (CRM)

Lukas (2001) states that when a company implements CRM there are at least three main factors, namely people, process, technology to optimize organizational relationships with all types of customers. The division of CRM into three main components, namely:

1. People (people)

A very important role in CRM is people or humans. Humans in question are employees as CRM actors, the key factors that must be considered are such as organizational structure, roles and responsibilities, corporate culture, change management procedures and programs as a whole (Mahmudah, 2018).

2. Process (process)

With a well-designed process, the institution or organization that implements CRM must already know the goals and demands of the desired customer, through the evaluation carried out. Based on the evaluation results, the CRM team creates a new strategy to create good process procedures, in which the new process (can be new service products or old service products, but the procedure is updated to become a procedure / product that satisfies all parties) this new purpose must be known, purpose and benefits (Komalasari, 2014).

3. Technology

Technology is a supporting tool in complementing CRM. This is intended to assist employees in accelerating and optimizing service to customers.

Customer Loyalty

Customer loyalty is a condition where customers have a positive attitude towards a product or brand, have a commitment to the brand and intend to continue purchasing in the future (Mardalis, 2004 in Vega, 2016). Loyalty shows the tendency of customers to use a particular brand with a high level of consistency. This means

always related to customer preferences and actual purchases. The definition of loyalty from the figure above is based on a behavioral approach (behavior) and an attitude approach (attitudinal).

Customer Satisfaction

Satisfaction is a person's feelings of pleasure or disappointment that arise from comparing perceived performance (products or results) against their expectations (Kotler and Keller, 2009). Customers' assessment of product performance depends on many factors, especially the type of loyalty relationship that customers have with a brand. Consumers often form a more pleasant perception of a product with a brand they already perceive positively (Iriandini, 2015).

Conceptual Model

The hypothesis proposed in this study, namely:

H1: The effect of Customer Relationship Management (CRM), namely people, process, technology on customer loyalty.

H2: The effect of Customer Relationship Management (CRM) on customer satisfaction.

H3: Effect of customer satisfaction on customer loyalty.

H4: The indirect effect of Customer Relationship Management (CRM) on customer satisfaction through customer

loyalty.

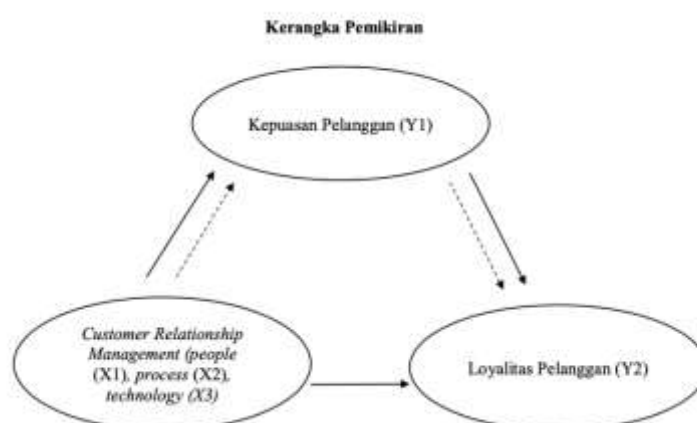


Figure 1: The Conceptual Model

3. RESEARCH METHOD

Location and Research Design

This research conducted on customers at Saung Rindu Alam Restaurants, Gowa District, South Sulawesi. Research conducted in September 2022.

Population or Samples

The target population in this study are consumers who have or have consumed products (food or drinks) at Saung Rindu Alam Restaurant, Gowa Regency, South Sulawesi. The sample in this study were consumers who had visited Saung Rindu

Alam Restaurant more than once, male and female over the age of 17 because this age was considered capable of making decisions and providing relevant judgments.

Data Collection Method

The data collection method in this study used a questionnaire, observation, and library research.

Data Analysis Method

This study uses path analysis to determine The Effect of Customer Relationship Management (CRM) on Customer Loyalty and Customer Satisfaction at Saung Rindu Alam Restaurant in Gowa District, South Sulawesi. The regression equation used is as follows:

$$Y_1 = \alpha + bX \dots \dots \dots (1)$$

$$Y_2 = \alpha + b_1X_1 + b_2X_2 + e \dots \dots \dots (2)$$

4. EMPIRICAL RESULTS

Descriptive Statistics

This study uses customers of Saung Rindu Alam Restaurants, Gowa District, South Sulawesi as respondents as many as 105 people. The characteristics of the observations in this study were gender, age, job, and frequency of visits to Saung Rindu Alam Restaurants.

Based on the results of the study, respondents with several characteristics were obtained. The gender of the majority of women amounted to 61 (58%) while men are 44 (42%). Age characteristics used three age ranges, the first range was 18-25 years with 44 people (42%), the second range was 26-35 years with 37 people (35.2%), and the third range was 36-45 years with 24 people (22,8%). The next characteristic is work where there are 43 people working as entrepreneurs (41%), civil servants are 12 people (11.4%), private employees are 31 people (29.6%) and others are 19 people (18%). The last feature is the frequency of visiting Saung Rindu Alam Restaurants, customers who visit less than 3 times are 46 people (43.8%), 4-8 times are 37 people (35.2%) and more than 10 times are 22 people (21%)

Prerequisite Evaluations

In this study, validity and reliability tests were first carried out where the test results showed that the research instrument or questionnaire was valid and reliable or it could be said that the questionnaire could be used for further research and testing.

The validity test found that all the calculated r values were greater than the r table values, namely 0.2039. The people variable (X_1) obtained a correlation value of 0.877 – 0.924. The process variable (X_2) obtains a correlation value of 0.841 – 0.91. The technology variable (X_3) obtains a correlation value of 0.734 – 0.810. The customer satisfaction variable (Y_1) obtained a correlation value of 0.886 – 0.909. and the customer loyalty variable (Y_2) obtains a correlation value of 0.671 – 0.745.

The reliability test is also said to be reliable because the Cronbach's Alpha value is > 0.60 where the value of the people variable (X_1) is 0.826, the process variable (X_2) is 0.821, the technology variable (X_3) is 0.801, the customer satisfaction variable (Y_1) is 0.840, and the customer loyalty variable (Y_2) is 0.774.

Path Analysis

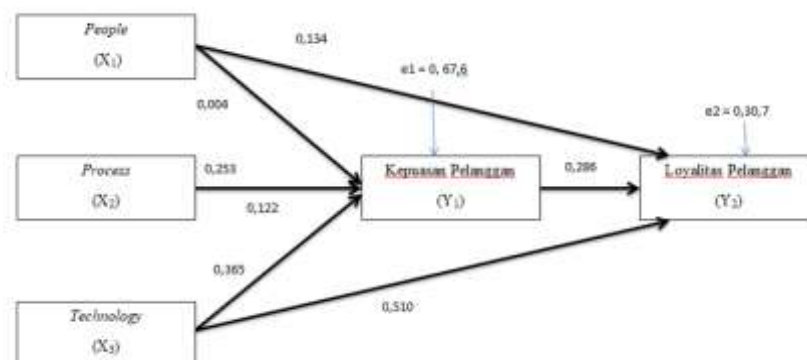


Figure 2: Structural Model of The Effect of Customer Relationship Management (CRM) on Customer Loyalty and Customer Satisfaction at Saung Rindu Alam Restaurant in Gowa District, South Sulawesi

5. DISCUSSION

The effect of Customer Relationship Management (CRM), namely people, process, technology on customer loyalty

The results of this study indicate that Customer Relationship Management consisting of People, Process, and Technology have a joint effect that contributes with a positive and significant value to customer loyalty. 0.693 or 69.3%. These results are in line with research conducted by M. Raka Alfajri & Aditya Wardhana (2020) with the title "The Effect of Customer Relationship Management on Tiket.com Customer Loyalty (Survey of tiket.com users in the city of Bandung)". Based on the results of this study, it can be concluded that respondents responses to the customer relationship management variable as a whole fall into the good category with a percentage value of 68.1%. The customer loyalty variable as a whole is included in the pretty good category with a percentage value of 64.8%. In the CRM variable, there is the lowest statement, namely when using tiket.com to use tixpoint. This means that the respondent stated that when using the tiket.com application, he did not collect tixpoints. Meanwhile, in the customer loyalty variable, the lowest statement is the value of 57%, that is, they will not use tiket.com even though other online travel agents offer cheaper rates, which is the CRM sub-variable which has a significant influence on customer loyalty of tiket.com users in the city of Bandung with a total contribution of 62.2%, the remaining 37.8% were influenced by external factors that were not examined in this study.

The effect of Customer Relationship Management (CRM) on customer satisfaction

The results of this study indicate that Customer Relationship Management consists of People, Process, and Technology that have a joint effect that contributes with a positive and significant value to customer satisfaction. This means that the implementation of better customer relationship management can support increased customer satisfaction, as evidenced by the contribution of 0.324 or 32.4%. The results of this study are in line with research conducted by Nelli Purnama Sari, Heny K Daryanto & Imam Teguh Saptono (2018) with the title "The Influence of Customer Relationship Management on Customer Satisfaction and Loyalty of PT. Bank BNI". Based on the results of this study, it showed that 92.15% of respondents stated that the performance level of BNI WJB CRM as a whole was very good, while 7.85% of respondents stated that BNI WJB CRM performance was quite good. CRM indicators that have a significant and dominant influence are process and knowledge with a loading factor of 0.89. These results prove that the CRM variables that have been implemented by BNI can be felt in accordance with the expectations and desires of customers.

Effect of customer satisfaction on customer loyalty

The results of this study indicate that customer satisfaction has a positive and significant effect on customer loyalty. Factors that again affect customer satisfaction at the Saung Rindu Alam Restaurants are how the service is provided and the response given by employees. Loyalty can be said as a concept that emphasizes the sequence of purchases. This is more operational than theoretical. The concept of loyalty involves ideas related to the attitudinal approach as a psychological commitment and a behavioral approach that is reflected in actual buying behavior.

One that can increase and maintain the success of Customer Relationship Management (CRM) is how to empower HR capabilities within the scope of the workers at the Saung Rindu Alam Restaurants, Gowa District. The more you have a good impression of an employee, the more capacity you have to provide service to customers. However, if there is an injury to the mechanism of human resources at the Saung Rindu Alam restaurant, it will reduce the existing performance.

These results are in line with research conducted by Nelli Purnama Sari, Heny K Daryanto & Imam Teguh Saptono (2018) with the title "The Influence of Customer Relationship Management on Customer Satisfaction and Loyalty of PT. Bank BNI". Based on the results of this study, it showed that 92.15% of respondents stated that the performance level of BNI WJB CRM as a whole was very good, while 7.85% of respondents stated that BNI WJB CRM performance was quite good. CRM indicators that have a significant and dominant influence are processes and knowledge with a loading factor of 0.89. These results prove that the CRM variables that have been implemented by BNI can be felt in accordance with the expectations and desires of customers.

The indirect effect of Customer Relationship Management (CRM) on customer satisfaction through customer loyalty

The results of this study indicate that Customer Relationship Management consists of People, Process, and Technology towards loyalty, there is an indirect effect on customer satisfaction as an intervening variable. So this research has succeeded in

giving an indirect effect and has fulfilled the fourth hypothesis which states that there is an indirect effect of the Customer Relationship Management variable consisting of People, Process and Technology on customer loyalty with customer satisfaction as an intervening variable.

From the many customers of the Saung Rins Alam restaurant, the level of customer loyalty is evidenced by the better customer satisfaction given and provided by the employees who are in the Saung Rins Alam restaurant. Loyalty from customers will spread even more if the service provided by employees is also very good and able to maintain the impression that customers and prospective customers miss and feel comfortable in the future.

6. CONCLUSION

The result shown that the variable Customer Relationship Management (CRM) which consists of people, process and technology together (simultaneously) influences and fulfills the standard of significance to customer loyalty (Y_2), the variable Customer Relationship Management (CRM) which consists of people, process and technology together (simultaneously) have an effect on and meet the standard of significance on customer satisfaction (Y_1), customer satisfaction variable (Y_1) has a significant effect on customer loyalty (Y_2), and there is an indirect influence on Customer Relationship Management (CRM) consisting of people, process and technology with customer satisfaction as an intervening variable at the Saung Rindu Alam Restaurant, Gowa District, South Sulawesi.

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