

THE EFFECT OF CUSTOMER RELATIONSHIP MARKETING AND SERVICE QUALITY ON CUSTOMER RETENTION WITH CUSTOMER SATISFACTION AS A MEDIATING VARIABLE IN FORWARDING COMPANIES IN SURABAYA

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ABSTRACT

Purpose: The aim of this study is to analyze the effect of customer relationship marketing and service quality on customer retention with customer satisfaction as a mediating variable in forwarding companies in Surabaya.

Design/methodology/approach: The populations in this study are customers of forwarding companies in Surabaya and sample in this study is 100 customers. The data analysis technique used was part analysis of linear regression.

Findings: The research results are: 1) There is an effect of customer relationship marketing on customer retention at Forwarding Company in Surabaya, 2) There is an effect of service quality on customer retention at Forwarding Company in Surabaya, 3) There is an effect of customer relationship marketing on customer retention with customer satisfaction as a mediating variable at Forwarding Company in Surabaya, 4) There is an effect of service quality on customer retention with customer satisfaction as mediating variables at Forwarding Company in Surabaya, 5) There is an effect of customer relationship marketing on customer satisfaction at Forwarding Company in Surabaya, 6) There is an influence of service quality on customer satisfaction at Forwarding Company in Surabaya.

Practical implications: Result of this research can be used as reference in increasing customer retention with customer satisfaction.

Paper type: Research paper

Keyword: Customer relationship marketing, Service quality, Customer retention, Customer satisfaction.

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I. INTRODUCTION

In general, all companies in the process have the same goal, namely to provide satisfaction to consumers as much as possible in the hope that the promotions provided are able to influence the quantity of third party funds. To achieve these objectives, the company must be able to obtain and utilize existing resources to be used effectively and efficiently, then maximize revenue compared to certain sacrifices / expenses. Thus the efforts of the company are directed to increase sales and dominate a larger market in the future through the implementation of marketing in the form of customer relationship marketing as well as possible (Gultom, Ginting and Sembiring, 2014). One important factor in supporting the marketing success of a company is through the application of marketing customer relationship marketing (Kotler and Keller, 2016).

Marketing with customer relationship marketing can be said as a company's view of the market and desired business position in the long run. In detail marketing with customer relationship marketing is marketing logic with the name of the business unit expected to achieve its marketing goals. This logic consists specifically for the target market, marketing mix, and marketing level. Applying the right marketing will find a way for the company to be able to distinguish itself effectively from competitors, and can use the opportunity based on the strengths that exist to provide the best value to consumers. The company offers goods or services according to meet the needs and desires of customers. The products / services offered are expected to be in accordance with the wishes and expectations of customers which will result in customer satisfaction. The higher the level of inequality, the greater the expectation and quality of customer dissatisfaction.

Freight forwarding plays an important role in the development of various industrial sectors in Indonesia, especially creating a distribution system that runs effectively and efficiently (Kariyoto, 2016) explained that intermodal transportation is the movement of cargo using more than one mode of travel transportation and under one contract and using one consignment document. Intermodal transportation is a concept that aims to improve trade efficiency. This type of transportation changes the relationship between trading partners and international operators from traditional buyer-sellers to a new partnership in trade and transportation. This requires a mental change, which is a new approach to commercial practice and as an appropriate change in trade and transportation rules. Phenomenon related to the business of the forwarding company that can cause a decrease in consumer retention is expensive logistics costs. The things that cause expensive logistics costs are the selection of the use of transportation equipment and product storage methods. If shipping requires a speed factor, transportation by air (high cost) and trucks are the two main choices. If the company wants a low cost, then transportation by train and ship (takes longer) is the main choice. In land transportation, trucks emerge with cheaper offers compared to trains, because they can serve door to door. But the condition of infrastructure also affects the high cost of distribution, because damaged infrastructure results in many products being damaged when transported. The more products that are damaged when transported from the producer to the final consumer, the heavier the burden of logistics costs will be because more and more products cannot be sold. Building an efficient logistics system and reforming the logistics system is a necessity to strengthen the competitiveness of domestic food products. Therefore, the logistics company needs to foster cooperation with the actors in the supply chain, or only work based on orders received at any time. Therefore a logistics manager is needed. According to Fizzanty and Kusnandar, (2012) logistic managers contribute and benefit when managing cross functions including managing customer relationships, suppliers, managing requests, managing customer services, fulfilling orders, commercializing products and other functions.

Based on the background described above, the formulations of the problem to be examined in this study are:

1. Does customer relationship marketing affect consumer retention in forwarding companies in Surabaya?
2. Does service quality affect consumer retention in forwarding companies in Surabaya?
3. Does customer relationship marketing affect consumer retention mediated by customer satisfaction in forwarding companies in Surabaya?
4. Does service quality affect customer retention mediated by customer satisfaction in forwarding companies in Surabaya?

A. Customer Retention

According to Buttle,(2009) customer retention is the maintenance of continuous trading relationships with customer over the long term. Customer retention is the mirror image of customer defection or churn. High retention is equivalent to low defection. According to Bagram and Khan, (2012) customer retention is a form of loyalty related to loyal behavior measured by consumer buying behavior as indicated by the high frequency of consumers buying a product. Meanwhile, loyalty itself refers more to loyal attitude as measured

by the components of attitudes, beliefs, feelings, and will to make purchases. According to Palmatier and Steinhoff, (2019), customer retention strategies as the strategies focusing on a firm exiting customers with the aim of securing a customer loyalty over time. Consumer retention is a strategy that focuses on a customer to maintain customers with the aim of securing a customer loyalty from time to time. Customer retention is a key factor in business that reflects the company's ability to provide customers not only in the form of product purchases, but together with the pattern of relationships within a certain time period (Alawiyah and Humairoh, 2017)(Alawiyah and Humairoh, 2017). Indicators of consumer retention are: 1) Efforts to increase customer loyalty, 2) Efforts to improve relationships with customers, and 3) Efforts to retain customers (Palmatier and Steinhoff, 2019) .

B. Customer Satisfaction

According to (Kodri *et al.*, 2016) , customers are all people who demand companies to meet certain quality standards and therefore will influence the company's performance. Satisfaction can be interpreted as an effort to fulfill something or make something adequate (Tjiptono, 2014). (Aarssen, L. W., & Crimi, L. (2016). Legacy, leisure and the 'work hard—Play hard' hypothesis. *The Open Psychology Journal et al.*, 2006) define satisfaction as the level of one's feelings after comparing the perceived performance (or outcome) compared to his expectations. So, the level of satisfaction is a function of the difference between perceived performance and expectations. Traditionally the notion of customer satisfaction / dissatisfaction is the difference between expectations and perceived performance. This understanding is based on Oliver's "disconfirmation paradigm (Alawiyah and Humairoh, 2017). According to this view, customer satisfaction is determined by two cognitive variables namely pre-purchase expectations namely beliefs about the anticipated performance of a product / service and "disconfirmations" ie the difference between pre-purchase expectations and perceptions of post-purchase (Alawiyah and Humairoh, 2017) . Aarssen, L. W., & Crimi, L. (2016). Legacy, leisure and the 'work hard—Play hard' hypothesis. *The Open Psychology Journal et al.*, (2006) say that customer satisfaction is the level of one's feelings after comparing the perceived performance (or results) compared to expectations. Marketing activities carried out by the company in principle will lead to the creation of superior value that will be given to customers. The creation of superior value will produce a level of satisfaction which is the level of feeling in which a person states the results of a comparison of the performance of products / services received and expected (Kotler and Keller, 2016). Measuring the level of satisfaction is very necessary, carried out to determine the extent of the quality of service provided that is able to create customer satisfaction. According to Panjaitan, (2017), satisfaction is the consumer's assessment of product or service features that have succeeded in meeting the needs at a level that is both below and above expectations. According to (Panjaitan, 2017) satisfaction is the level of feeling after comparing the perceived performance / results with expectations. So the level of satisfaction is a function of the difference between perceived performance and expectations.

According to Tjiptono, (2014) definition of satisfaction and dissatisfaction is the customer's response to the evaluation of dissatisfaction and the perceived between previous expectations and the actual performance of the product felt after use. There are 4 (four) methods to measure customer satisfaction as follows:

1. Complaints and suggestions system.

Every customer-oriented company needs to give customers the broadest opportunity to express their suggestions, opinions and complaints. Media that is normally used includes suggestion boxes placed in strategic places. This information can provide ideas and input to the company and allows it to react responsively and quickly to overcome existing problems.

2. Ghost shopping.

This method is implemented by employing several people to act as customers or potential buyers of the company's products and competitors, then they report their findings about the strengths and weaknesses of the company's products with competitors based on their experience in purchasing these products.

3. Lost customer analysis.

The company tries to contact customers who have stopped buying or who have switched suppliers, which is expected to obtain information that causes this, this information is very useful for companies to take further policies that will be taken by consumers.

4. Customer satisfaction survey.

Generally, research on customer satisfaction is carried out by survey research, through survey research companies will get responses and feedback directly from customers and also survey research can give a positive sign of how companies pay attention to their customers.

C. Customer Relationship Marketing

According to Aarssen, L. W., & Crimi, L. (2016). Legacy, leisure and the 'work hard—Play hard' hypothesis. *The Open Psychology Journal et al.*, (2006), customer relationship marketing is: "the process of

creating, maintaining and enhancing strong relationships based on values with customers and shareholders. Based on Sunarta (Tjiptono, 2014), customer relationship marketing is creating, maintaining, and enhancing relationships strong relationships with customers and other shareholders. Relational marketing is long-term oriented to customers and the measure of success is long-term customer satisfaction. In the opinion of Kincaid, (2003) Customer relationship marketing is "the introduction of each customer closer to creating two-way communication by managing a mutually beneficial relationship between the customer and the company. According to Tjiptono, (2014) states the notion of relational marketing is the primary goal of relationship marketing to build and maintain a base of committed customers who are profitable for the organization. To achieve this goal, the firm will focus on the attraction, retention, and enhancement of customer relationships. First the firm will seek to attract customers who are likely to become long-term customer relationships. This means that the main goal of relational marketing is to build and retain committed customers that are profitable for the company and at the same time minimize the time and effort spent on less profitable customers. (Hersh, Aburoub and Saaty, 2014), explained that customer relationship marketing is a strong customer relationship that can improve business performance so it is not surprising, if the relationship with customers becomes an important topic in marketing. If customer relationship marketing has been implemented properly it will be able to help improve customer satisfaction, increase customer loyalty, increase company growth and income and improve marketing efficiency. Maintaining customers is very important for the success of a business. Customer relationship marketing is a cross-functional process that has the goal of continuous collaboration with customers, developing networks, serving the most valuable customer personally, ensuring customer retention and the effectiveness of marketing ideas and understanding customer satisfaction. The essence of customer relationship marketing is building intimacy, engagement, and commitment between service providers and customers that are mutually beneficial through effective and efficient communication (Buttle, 2009).

D. Service quality

Service quality according to Sihombing and Arsani, (2020) is a fulfillment of the needs and desires of customers as well as the accuracy of delivery to offset customer expectations. Thus, there are two main factors that affect the quality of services, namely expected services (services expected) and perceived services (perceived value). Quality is a dynamic condition related to products, services, people, processes and environments that meet or exceed expectations (Sihombing and Arsani, 2020) . So that the definition of service quality can be interpreted as an effort to meet the needs and desires of consumers and the accuracy of their delivery in balancing consumer expectations (Sihombing and Arsani, 2020). Service quality can be known by comparing consumers' perceptions of the services received with the actual service consumers expect of the service attributes of a company (Sihombing and Arsani, 2020) .

According to (Tjiptono, 2014) services are measured by five dimensions of ServQual, namely:

1. Reliability, namely the company's ability to provide services in accordance with what was promised accurately and reliably.
2. Responsiveness which is a policy to help and provide services that are fast (responsive) and appropriate to customers with the delivery of clear information.
3. Assurance, namely knowledge, courtesy and the ability of company employees to grow the trust of customers to the company.
4. Emphaty, which gives sincere and individual or personal attention given to customers by trying to understand consumer desires.
5. Tangibles, namely the ability of a company to show its existence to external parties. The appearance and capability of a company's physical facilities and infrastructure that can be relied upon by the environment around it is clear evidence of the services provided by the service provider.

The total quality of a service consists of three main components (Tjiptono, 2014), namely:

1. Technical quality, which is related to the quality of service output received by customers. According to Parasunarma, technical quality can be broken down into: a. Search quality, which is the quality that customers can evaluate before buying, for example, is the price. b. Experience quality, which is the quality that customers can evaluate after buying or using a service, for example timeliness, service speed, neat results. c. Credence quality, which is a quality that is difficult for customers to evaluate despite using a service, for example is the quality of a heart operation.
2. Functional quality, namely components related to the delivery of a service.
3. Corporate image, which is the profile, reputation of the company's general image and attractiveness of a company.

E. Hypothesis

From the description of the background of the problem, the formulation of the problem, the objectives and benefits of the study, the literature review and based on the results of previous studies carried out by previous researchers, a conceptual framework can be made as follows:



Figure 1: The research model and hypotheses

From the model above, the research hypothesis is arranged as follows:

H1: Customer relationship marketing has a significant effect on customer retention

H2: Service quality has a significant effect on consumer retention

H3: Customer relationship marketing influences customer retention mediated by customer satisfaction.

H4: Service quality influences consumer retention mediated by customer satisfaction.

II. METHODS

A. Population and Sample

Population

Population is a generalization area that consists of objects or subjects that have certain qualities and characteristics that are determined by research to be studied and then drawn conclusions (Sugiyono, 2017) The population in this study are customers of Forwarding companies in Surabaya whose numbers are not known with certainty.

Sample

Sample is part of the number and characteristics possessed by the population (Sugiyono, 2017) In this study the sample taken was part of the forwarding company's customers in Surabaya. Considering the large number of population and the limited time and cost of research, the number of samples needs to be limited in taking samples, so the sample is determined to only take 100 people (Sugiyono, 2017). According to Sugiyono, (2017), the basic sampling of 100 respondents for descriptive research already represents the population. In addition, a sample of 100 people for explanatory or causal research has also represented the population, where a good sample is a sample that is not too large and not too small, but provides an optimal reflection of the population (representative) (Sugiyono, 2017).

Sampling technique

The sampling method in this study was purposive sampling technique. Purposive sampling is a sampling method where the sample is taken based on certain criteria, i.e. only forwarding company customers in Surabaya, which has been active in a minimum of 3 (three) months.

B. Data Analysis Techniques

In order to examine the relationship between independent variables and dependent variables and to analyze research hypothesis proposed, the authors use part analysis of linear regression.

Validity test

Validity test is intended to determine the extent to which gauges really measure what should be measured (Santoso, 2017). Validity testing is done by the Pearson Product Moment method used to test unidimensional, validity and reliability of construct measurement models that cannot be measured directly (Ghozali, 2006). Each validity test is done by the correlation method by looking at the number of rxy on the correlation item which states the relationship between the question score with the total score. Calculation of

the validity of measuring instruments in this study was carried out with the help of the SPSS for Windows computer program. If the value of r-count (r_{xy}) > r-table, so that all questions in the questionnaire on the question items on the research variable are valid.

Reliability Test The reliability test is an index that shows the extent to which a measuring instrument can be trusted or not (Santoso, 2017) to find out the extent to which gauges really measure what they should be measured (Santoso, 2017). For reliability testing, the Cronbach Alpha technique was used. A research instrument is declared reliable if the ralpha value > 0.60. The reliability calculation of the measurement tools of this study was carried out with the help of the SPSS for Windows computer program .(Sugiyono, 2017)

Quantitative Analysis (Hypothesis Test)Quantitative analysis is an analysis that uses numbers. In this study the analytical tool used is the Regression Linear Model Path (Path Analysis) with the aim to determine the effect of the independent variable (X) on the dependent variable (Y).

Linear Regression Analysis of Path ModelLinear Regression Analysis Path Model in this study is used to determine and analyze the effect of customer relationship marketing and service quality on consumer retention which is mediated by the consumer satisfaction of forwarding companies X in Surabaya.

Significant Test t (t Test)Significant test or t test is used to determine the effect of each independent variable (X1, X2, and X3 ...) on the dependent variable (Y) individually (partial) with the assumption that the other variables are constant or constant (Gujarat, 2009). Determination of testing criteria, this study uses a one-sided right test with a significant level (level of significant) α 5% and the area of rejection is on the right side of the curve whose breadth α. If the t-statistic probability > 0.05, then Ho is accepted, meaning that there is no significant effect between the independent variables on the dependent variable. If the t-statistic probability ≤ 0.05, then Ho is rejected, meaning that there is a significant influence between the independent variables on the dependent variable.

Hypothesis Testing Path (Path Analysis). The process of calculating path analysis is by knowing the value of the regression coefficient of the direct relationship (the independent variable to the dependent variable). Then calculate the indirect effect regression coefficient, namely b1 x b5 (independent variable on mediating variables) and b2 x b5 (mediating variable on the dependent variable). If the calculation results obtained indirect correlation coefficient is greater than the direct correlation coefficient, then it can be concluded that the actual relationship is indirect, in other words the independent variable influences the dependent variable through mediating variables (Ghozali, 2006).

Coefficient of Determination (R²) The coefficient of determination (R²) is used to find out how much influence the independent variable has in comprehensively explaining the dependent variable and its partial effect. The coefficient of determination (R²) has a range between 0-1. The greater R² indicates the greater effect of the independent variables on the dependent variable (Gujarat, 2009).

III. RESULTS AND DISCUSSION

Analysis results $Z = aX_1 + bX_2$

This model uses the One Way Anova analysis test, which is used to determine the effect of customer relationship marketing and service quality on customer retention.

Table 1. Anova Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.169	2	36.584	69.479	.000 ^b
	Residual	37.385	71	.527		
	Total	110.554	73			

a. Dependent Variable: customer satisfaction

b. Predictors: (Constant), service quality, customer relationship marketing

Based on table 1 above, it can be shown that simultaneously, there is an influence of customer relationship marketing (X1) and service quality (X2) on customer satisfaction (Z) with a value of sig = 0,000 (sig < 0.05).

Table 2. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	.495	1.355		.365	.716		
	Customer Relationship Marketing	.523	.097	.554	5.377	.000	.449	2.229
	Service Quality	.119	.039	.313	3.034	.003	.449	2.229

a. Dependent Variable: customer satisfaction

Based on the table above, the customer relationship marketing (X1) variable has a value of sig = 0,000 (sig < 0.05) which indicates that there is an influence of customer relationship marketing (X1) on customer satisfaction (Z). Service quality variable (X2) has a value of sig = 0.003 (sig < 0.05) which indicates that there is an influence of service quality (X2) on customer satisfaction (Z).

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.662	.652	.72564

a. Predictors: (Constant), service quality, customer relationship marketing

b. Dependent Variable: customer satisfaction

Based on the table above, the prediction obtained from the influence of customer relationship marketing (X1) and service quality (X2) on customer satisfaction (Z) is 66.2%.

A. Analysis results $Y = aX1 + bX2 + cZ$

Table 4. Anova test results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	337.653	3	112.551	156.948	.000 ^b
	Residual	50.199	70	.717		
	Total	387.851	73			

a. Dependent Variable: customer retention

b. Predictors: (Constant), customer satisfaction, quality service, customer relationship marketing

Based on table 4 obtained simultaneously, there is the influence of customer relationship marketing (X1) and service quality (X2) with customer satisfaction (Z) as a mediating variable to consumer retention (Y) with a value of sig = 0,000 (sig < 0.05).

Table 5. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	-10.237	1.583		-6.467	.000		
	Customer Relationship Marketing	.516	.135	.292	3.837	.000	.319	3.137
	Quality Service	.247	.049	.347	5.090	.000	.397	2.518
	Customer Satisfaction	.716	.138	.382	5.168	.000	.338	2.957

a. Dependent Variable: customer retention

Based on the table above the customer relationship marketing variable (X1) has a value of sig = 0,000 (sig < 0.05) which indicates that there is an influence of customer relationship marketing (X1) on consumer retention (Y). Service quality variable (X2) has a value of sig = 0,000 (sig < 0.05) which indicates that there is an influence of service quality (X2) on consumer retention (Y). Customer satisfaction variable (Z) has a

value of sig = 0.000 (sig < 0.05) which indicates that there is an influence of customer satisfaction (Z) on consumer retention (Y).

Table 6. Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933 ^a	.871	.865	.84683

a. Predictors: (Constant), customer satisfaction, quality service, customer relationship marketing

b. Dependent Variable: customer retention

Based on the table above shows the magnitude of the predictions of the influence of customer relationship marketing (X1) and service quality (X2) with the mediating variable of customer satisfaction (Z) on consumer retention (Y) of 87.1%.

IV. CONCLUSION

Based on the results of the analysis and discussion previously stated above, conclusions can be taken as follows:

1. Customer relationship marketing has a significant effect on consumer retention at the Forwarding Company in Surabaya. Thus hypothesis 1 is accepted.
2. Service quality has a significant effect on consumer retention at the Forwarding Company in Surabaya. Thus hypothesis 2 is accepted
3. Customer relationship marketing has a significant effect on consumer retention with customer satisfaction as a mediating variable in the Forwarding Company in Surabaya.
4. Service quality has a significant effect on consumer retention with customer satisfaction as a mediating variable in the Forwarding Company in Surabaya.

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