

## Does Customer Relationship Management and Customer Satisfaction affect PT. JNE Pusat Banjarmasin Customer Loyalty?

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### ABSTRACT

*This research is motivated by the development of competition in the business world, and especially companies engaged in the service sector. It requires companies to always survive in managing their business by maintaining good relationships with customers and increasing customer satisfaction. Therefore, companies carry out marketing strategies often referred to as CRM (Customer Relationship Management) and customer satisfaction to maintain customer loyalty. This type of research is field research using quantitative research methods. The results showed that the CRM variable partially did not affect customer loyalty at PT. JNE Pusat Banjarmasin, with the t-test results where the t hitung is 0.693 < t tabel 2.020 and the value of Sig. 0.492 > 0.05. At the same time, the variable customer satisfaction has a positive and significant effect partially on customer loyalty at PT. JNE Center Banjarmasin, with the t-test results where t count is 4.839 > t table 2.020 and the Sig level is 0.000 < 0.05. For the F test, the CRM variable and customer satisfaction influence customer loyalty at PT. JNE Pusat Banjarmasin, where the Fcount value is 37.852 > Ftable 4.07, and the Sig. 0.000 < 0.05.*

**Keywords:** Customer Relationship Management (CRM), Consumer Satisfaction, Customer Loyalty, JNE.

### ABSTRAK

Penelitian ini dilatarbelakangi oleh berkembangnya persaingan di dunia bisnis, terutama perusahaan yang bergerak bidang jasa. Hal ini menuntut perusahaan untuk selalu dapat bertahan dalam mengelola bisnisnya dengan cara menjaga hubungan baik dengan pelanggan dan meningkatkan kepuasan konsumen. Oleh karena itu, perusahaan melakukan strategi pemasaran yang sering disebut dengan CRM (*Customer Relationship Management*) dan kepuasan konsumen guna mempertahankan loyalitas pelanggan. Jenis penelitian ini adalah *field research* menggunakan metode penelitian kuantitatif. Hasil penelitian menunjukkan bahwa variabel CRM secara parsial tidak berpengaruh terhadap loyalitas pelanggan pada PT. JNE Pusat Banjarmasin, dengan hasil uji-t di mana  $t_{hitung} 0,693 < t_{tabel} 2,020$  dan tingkat Sig.  $0,492 > 0,05$ . Sedangkan variabel kepuasan konsumen berpengaruh positif dan signifikan secara parsial terhadap loyalitas pelanggan pada PT. JNE Pusat Banjarmasin, dengan hasil uji-t di mana  $t_{hitung} 4,839 > t_{tabel} 2,020$  dan tingkat Sig  $0,000 < 0,05$ . Adapun pada uji F, variabel CRM dan kepuasan konsumen berpengaruh secara simultan terhadap loyalitas pelanggan pada PT. JNE Pusat Banjarmasin, di mana nilai  $F_{hitung} 37,852 > F_{tabel} 4,07$  dan nilai Sig.  $0,000 < 0,05$ .

**Kata kunci:** Hubungan dengan Pelanggan (CRM), Kepuasan Konsumen, Loyalitas Pelanggan, JNE.

## INTRODUCTION

Rapid progress in science and technology development during the current globalization period is one of the characteristics of modernization, which also impacts the rapid growth of the Indonesian economy. It has led to more competitive competition between business entrepreneurs in various sectors related to the economy, including the service company sector. The increasing choice of expedition services makes potential customers more consider when choosing expedition services. Consumer expectations are to be able to deliver their goods safely, quickly, and precisely according to estimates from expedition service companies.

In Indonesia, there are many expedition service companies, one of which is PT. TIKI Jalur Nugraha Ekacourier (JNE) started its business in 1990 in West Jakarta—currently PT. JNE already has more than 5,000 outlets spread across various locations in Indonesia. In recent years PT. JNE competes very fiercely with other courier service companies to retain customers.

**Table 1. Top Brand Index of Expedition Services in 2017-2019**

Merek	Tahun 2017	Tahun 2018	Tahun 2019
	TBI	TBI	TBI
JNE	49.4%	45.0%	26.4%
J&T	-	13.9%	20.3%
TIKI	34.7%	13.6%	12.6%
Pos Indonesia	8.4%	11.6%	5.4%
DHL	1.3%	3.5%	3.8%

Source: [www.topbrand-award.com](http://www.topbrand-award.com)

When viewed as a whole, the percentage value of PT. JNE from 2017-2019 experienced a decline. Starting from 2018, the percentage decrease exceeded 4.4% compared to 2017. The decline again occurred in 2019 by 18.6% compared to the previous year. Furthermore, the fact that there are many complaints from customers of PT. JNE that appears on the website, resulting in reduced customer loyalty due to problems experienced by customers while waiting for packages to arrive at the address. Because of this, PT. JNE needs a lot of improvement, not only maintaining the company's position as the top brand ranked 1st but also having to increase the index value that has decreased and improve the company's performance in terms of service and so on.

Relationship with customers, or CRM (Customer Relationship Management), is one business approach based on relationship management or relationships with customers. CRM focuses more on what customers value, not on the products they want to sell or the services the company intends to offer. Through the implementation of CRM, companies are expected to build good communication and relationships with their customers so that in producing a product or service, the company not only gains profits but also can meet customer wants and needs (Imasari & Nursalin, 2011, p. 184).

Adisaputro explained that satisfaction is a person's feeling of being happy or disappointed due to a comparison between perceived product performance (results or outcomes) and his expectations (Adisaputro, 2010, p. 67). Customer loyalty is loyal customers who make repeat purchases regularly, are not easily influenced or attracted by other product or service offerings, and attract new customers to the company by recommending to others and buying outside the product or service line (Gaffar, 2007, p. 74).

Customer loyalty has a vital role in a company. Retaining them means improving financial performance and maintaining the viability of the company. The benefit of customer loyalty is that it reduces the influence of attacks from competitors of similar companies, not only competition in terms of products but also perception. In addition, loyal customers can encourage the company's development by providing ideas or suggestions to improve the quality of its products (Loverock et al., 2010, p. 338).

The development of PT. JNE is inseparable from the satisfaction of consumers who receive the company's implementation of CRM (Customer Relationship Management). The performance of this CRM will affect customer satisfaction which will ultimately have an impact on customer loyalty. Kotler and Keller define consumer satisfaction as a person's feeling of pleasure or disappointment and is a comparative assessment that arises after comparing the perception of the performance of a product with its expectations, which is described as follows: (1) If performance is below expectations, then consumers become dissatisfied. (2) The consumer will be satisfied if the performance is equal to expectations. (3) If performance exceeds expectations, consumers will be very satisfied or happy (Kotler & Keller, 2008, p. 50). Customer loyalty is loyal customers who make repeat purchases regularly, are not easily influenced or attracted by other product or service offerings, and attract new customers to the company by recommending to others and buying outside the product or service line (Gaffar, 2007, p. 74).

The formulation of the problem in this study is whether CRM and customer satisfaction have a partial or simultaneous effect on customer loyalty at PT. JNE Banjarmasin Center. This study aims to determine the partial and simultaneous influence of CRM variables and consumer satisfaction on customer loyalty at PT. JNE Pusat Banjarmasin.

## **RESEARCH METHOD**

his type of research uses field research methods. Quantitative research tests theories builds facts, shows between variables, and provides statistical descriptions and numbers or counts (Ahmad, 2009, p. 104). The data used in this research is obtained from the questionnaire distribution results. The population in this study is customers who receive goods from PT. JNE Pusat Banjarmasin 2018 was 1,134,660 people, with a sample of 44 people. This research uses three variables: consumer relationship management, customer satisfaction, and customer loyalty.

The variable of consumer relationship management referred to in this research is a holistic process of identifying, attracting, differentiating, and retaining customers by integrating the company's supply chain to create customer value at every step in the value creation process (Tjiptono, 2014, p. 526) applied by PT. JNE Pusat Banjarmasin in maintaining customer loyalty. Customer satisfaction is the satisfaction obtained by customers of PT. JNE Pusat Banjarmasin after using expedition services. While customer loyalty referred to in this research is a deep commitment of customers to resubscribe or repurchase selected products or services consistently in the future (Felix et al., 2016, p. 409). The analysis used in this study was multiple linear regression analysis and hypothesis test using SPSS Statistics 22 For Windows software.

The hypothesis set out in this research is

1. Ho 1 = variables of customer relationship management and customer satisfaction do not have a positive and partially significant effect on customer loyalty at PT. JNE Pusat Banjarmasin
2. Ho 2 = variables of customer relationship management and customer satisfaction do not simultaneously positively and significantly affect customer loyalty at PT. JNE Pusat Banjarmasin

## RESULTS AND DISCUSSION

### Normality Test

In this research, the normality test uses the Kolmogorov-Smirnov test and can be declared normal if the Standardized Residual results have a Kolmogorov-Smirnov value of  $> \alpha$  (0.05). The results of the normality test can be seen in the following table:

**Table 2. Normality Test Results**

#### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		44
Normal Parameters <sup>b</sup>	Mean	.0000000
	Std. Deviation	1.54426356
	Most Extreme Differences	
	Absolute	.085
	Positive	.056
	Negative	-.085
Test Statistic		.085
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

From the Kolmogorov-Smirnov table above, we obtained the value of Asymp. Sig. (2-tailed) of 0.200. If the value is more significant than 0.05, then the data is typically distributed to meet the normality assumption.

**Multicollinearity Test**

The multicollinearity test can be seen from the calculation of the tolerance value and variance inflation factor (VIF). If the tolerance value is > 0.10 and the VIF value < 10.00, multicollinearity does not occur. Meanwhile, multicollinearity appears if the tolerance value is < 0.10 and the VIF value is > 10.00.

**Table 3. Multicollinearity Test Results**

<b>Coefficients<sup>a</sup></b>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-987	1.855		-532	.598		
CRM	.060	.087	.103	.693	.492	.385	2.597
Kepuasan Konsumen	.662	.137	.722	4.839	.000	.385	2.597

a. *Dependent Variable: Loyalitas Pelanggan*

Based on the table of multicollinearity test results above, the tolerance value of the two independent variables is more than 0.10, and the VIF value results show that both independent variables are less than 10.00. Then it can be concluded that there is no multicollinearity between independent variables.

**Heteroscedasticity Test**

The heteroscedasticity test in this study uses a glacier test which aims to test whether there is an inequality of variance in the regression model from the residual of one observation to another. If the value of  $t_{hitung} < t_{tabel}$  and the significance value is > 0,05, then heteroscedasticity does not occur. On the other hand, if  $t_{hitung} > t_{tabel}$  and the significance value is < 0,05, then heteroscedasticity occurs

**Table 4. Heteroscedasticity Test Results**

<b>Coefficients<sup>a</sup></b>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.132	.989		3.167	.003
CRM	.002	.046	.008	.034	.973
Kepuasan Konsumen	-.108	.073	-.351	-1.487	.145

a. *Dependent Variable: Abs\_Res*

*Sumber: Hasil Penelitian 2022 (data diolah)*

Based on the table of heteroscedasticity test results above, the value of Sig. X1 = 0.973 > Sig.  $\alpha$  = 0.05, and the value of Sig. X2 = 0.145 > Sig.  $\alpha$  = 0.05. Then it can be concluded that there is no heteroscedasticity problem.

### Multiple Linear Regression Analysis Test

Multiple linear regression analysis was carried out to determine the magnitude of the influence of the independent variable, namely CRM (Customer Relationship Management) and consumer satisfaction, on the dependent variable, namely customer loyalty, and to show the direction of the influence

**Table 5. Multiple Linear Regression Equation Model**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	1 (Constant)	-.987	1.855		
CRM	.060	.087	.103	.693	.492
Kepuasan Konsumen	.662	.137	.722	4.839	.000

a. *Dependent Variable: Loyalitas Pelanggan*

Based on the calculation results of the multiple linear regression equation models taken from the table above, can be explained as follow:

- 1) A constant of -0.987 means that the independent variable CRM and customer satisfaction are negative, then customer loyalty to PT. JNE Pusat value is negative by -0.987%, which means that if there is no influence of CRM (X1) and customer satisfaction (X2), customer loyalty decreases by -0.987%.
- 2) CRM variable (X 1) positively affects customer loyalty (Y), namely the regression coefficient value of 0.060, meaning that if CRM increases by 1%, customer loyalty will also increase by 0.060% and vice versa. If CRM decreases by 1%, customer loyalty will also reduce by 0.060%.
- 3) The variable of consumer satisfaction (X2) positively affects customer loyalty (Y), namely the regression coefficient value of 0.662, meaning that if consumer satisfaction increases by 1%, customer loyalty will increase by 0.662% and vice versa. If consumer satisfaction decreases by 1%, customer loyalty will also reduce by 0.662%.

### Coefficient of Determination Test

The coefficient of determination test measures the proportion of variation in the non-free variable described by regression, where the R2 value ranges from 0 to 1. If the value of R2 = 0 means there is no perfect relationship, while if the value of R2 = 1, then there is a relationship between the variation of X and Y, or Y can be explained by X as a whole. The results can be seen in the table below as follows:

**Table 6. Coefficient of Determination Test Results**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 <sup>a</sup>	.649	.632	1.581

a. *Predictors:* (Constant), Kepuasan Konsumen, CRM

b. *Dependent Variable:* Loyalitas Pelanggan

The table above results shows that the Adjusted R<sup>2</sup> value is 0.632. It means that the magnitude of the influence of CRM and consumer satisfaction on customer loyalty described by this equation model is 63.2%. In comparison, other factors outside the study influence the remaining 36.8%.

**Table 7. t-Test Results (Partial Test)**

Model	<b>Coefficients<sup>a</sup></b>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.987	1.855		-.532	.598
CRM	.060	.087	.103	.693	.492
Kepuasan Konsumen	.662	.137	.722	4.839	.000

a. *Dependent Variable:* Loyalitas Pelanggan

Based on the partial regression coefficient test (t-test) results above, the t value for the CRM variable (X<sub>1</sub>) is 0.693. It means that the calculated t value (0.693)  $t_{hitung} (0,693) < t_{tabel} (2,020)$ . So it can be concluded that in this study, the CRM variable (X<sub>1</sub>) partially has no effect on customer loyalty at PT. JNE Pusat Banjarmasin. While the t value for the consumer satisfaction variable (X<sub>2</sub>) is 4.839, this means the  $t_{hitung} (4,839) > t_{tabel} (2,020)$ . So it can be concluded that in this study, the variable of consumer satisfaction (X<sub>2</sub>) has a partial effect on customer loyalty at PT. JNE Pusat Banjarmasin.

**Table 8. F-Test Results (Simultaneous Test)**

<b>ANOVA<sup>a</sup></b>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	189.342	2	94.671	37.852	.000 <sup>b</sup>
Residual	102.544	41	2.501		
Total	291.886	43			

a. *Dependent Variable:* Loyalitas Pelanggan

b. *Predictors:* (Constant), Kepuasan Konsumen, CRM

Based on the results of the F test in the table above, the value of  $F_{\text{calculate}} = 37.852 > F_{\text{table}} = 4.07$ , and the significance value of the CRM variable (X1) and consumer satisfaction (X2) with customer loyalty (Y) were obtained. As for the sig level. is  $0.000 < 0.05$ . So it can be concluded that  $H_a$  in this study is accepted, which means that there is an influence between CRM variables (X1) and consumer satisfaction (X2) simultaneously on customer loyalty (Y) at PT. JNE Pusat Banjarmasin.

### **Partial Effect of CRM and Consumer Satisfaction on Customer Loyalty at PT. JNE Pusat Banjarmasin**

From the results of the t-test above, it can be concluded that the accepted hypothesis in this study is only variable X2, namely consumer satisfaction. In contrast, variable X1, namely CRM, is rejected. Based on these results, it can be said that Consumer Satisfaction has a positive and significant effect on Customer Loyalty.

Lukas (2001) defines CRM (Customer Relationship Management) or customer relationship management as a combination of people, processes, and technology that seeks to understand the company's customers (Adam, 2015, p. 70). In this study, more respondents felt less agreeable or chose neutral and were less satisfied with the CRM services provided by PT. JNE Pusat Banjarmasin. And sharia studies have given the concept of Islamic business ethics, CRM indicators which include HR or people, processes, and technology associated with the principles of Islamic business ethics (truth, trust, sincerity, brotherhood, and justice) in their application by employees of PT. JNE Pusat Banjarmasin is considered to need improvement still. According to Islam, satisfaction should consider the following: The goods or services consumed must be halal, consumer goods or services not excessive, and not contain riba (Salma & Ratnasari, 2015, p. 327).

Kotler and Keller (2003) explain that consumer satisfaction is a person's feeling of satisfaction or disappointment resulting from a comparison after using the product with before using (Sudaryono, 2016, p. 79). Based on these results, it can be said that consumer satisfaction has a positive and significant effect on customer loyalty at PT. JNE Pusat Banjarmasin. In this study, respondents agree more on consumer satisfaction, which is following customer expectations (Inayah & Haryanti, 2022).

### **The Simultaneous Effect of CRM and Consumer Satisfaction on Customer Loyalty at PT. JNE Banjarmasin Center**

From the results of the F-test that has been carried out, the results are obtained that CRM and consumer satisfaction influence customer loyalty at PT. JNE Pusat Banjarmasin. According to Sheth and Mittal (2004), customer loyalty is a commitment to a product, store, or supplier to establish a positive relationship where someone consistently makes repeat purchases (Tjiptono, 2014, p. 393). The factors that affect customer loyalty are caring, trust, protection (length of patronage), and overall satisfaction (overall satisfaction).

Based on these results and from the statement above, it can be concluded that CRM and customer satisfaction simultaneously affect customer loyalty.

## CONCLUSION AND SUGGESTION

### Conclusion

1. CRM (Customer Relationship Management) has no partial effect on customer loyalty where the value of  $t_{hitung} = 0,693 < t_{tabel} = 2,020$  with a level of Sig.  $0.492 > 0.05$ . Meanwhile, customer satisfaction has a partial effect on customer loyalty at PT. JNE Pusat Banjarmasin where the value of  $t_{hitung} = 4,839 > t_{tabel} = 2,020$  with Sig. level  $0.000 < 0.05$ .
2. CRM (X1) and customer satisfaction (X2) simultaneously affect (together) customer loyalty (Y) at PT. JNE Pusat Banjarmasin where the value of  $F_{hitung} = 37,852 > F_{tabel} = 4,07$  and the value of Sig.  $0,000 < 0,05$ .

### Suggestion

PT. JNE Pusat Banjarmasin needs awareness always to try to improve service strategies in terms of implementing CRM and customer satisfaction, always to provide a good and satisfying service experience to customers so that the company can continue to be in demand by the public. In increasing customer loyalty, companies should be able to use CRM marketing strategies and continue to pay attention to customer satisfaction so that companies can increase customer loyalty and maintain and increase the number of customers.

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