

Building Lasting Relationships: CRM Strategies and Customer Loyalty Maxim

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Abstract. *The digital transportation industry faces fierce competition which requires strategies to maintain customer satisfaction and loyalty as is the case with Maxim transportation services. This study identifies the role of customer relationship management mediated by satisfaction on customer loyalty. This research is quantitative research involving 385 respondents with survey research data collection methods. This research adopts research instruments from previous researchers from reputable journals with Likert scale design instruments. The results of this study reveal that CRM and satisfaction are important aspects in creating loyalty for customers. Satisfaction in this case has shown a partial mediating role, this reveals that CRM will be able to create loyalty whether there is a satisfaction value felt by customers or not. This research recommends that developing Maxim's customer loyalty in Padang City requires a comprehensive CRM strategy. The implementation of this strategy includes Personalization of services through data-based recommendations, Integration of direct communication channels, Improvement of application facilities, such as rating features and digital payments and Management of customer complaints through a clear evaluation system.*

Keywords: CRM, Satisfaction, Loyalty, Customer Loyalty, Maxim

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INTRODUCTION

In the competitive digital transportation industry, customer satisfaction and loyalty are key to long-term success. Previous studies (Long et al., 2013; Karim & Habiba, 2020; Al-Bashayreh et al., 2022) emphasize the importance of understanding the factors that influence customer loyalty in competitive business conditions. The transportation industry is a business unit that is also vulnerable to intense competition. With intense competition, it is possible for businesses to be abandoned by consumers and switch to other business products. This is considered a problematic thing related to customer loyalty (Prastiwi & Rivai, 2022). Maxim is one of the application-based transportation service sector business units that is also inseparable from this. If you look at the condition of online transportation services in the eyes of consumers, it can be seen in the following figure:

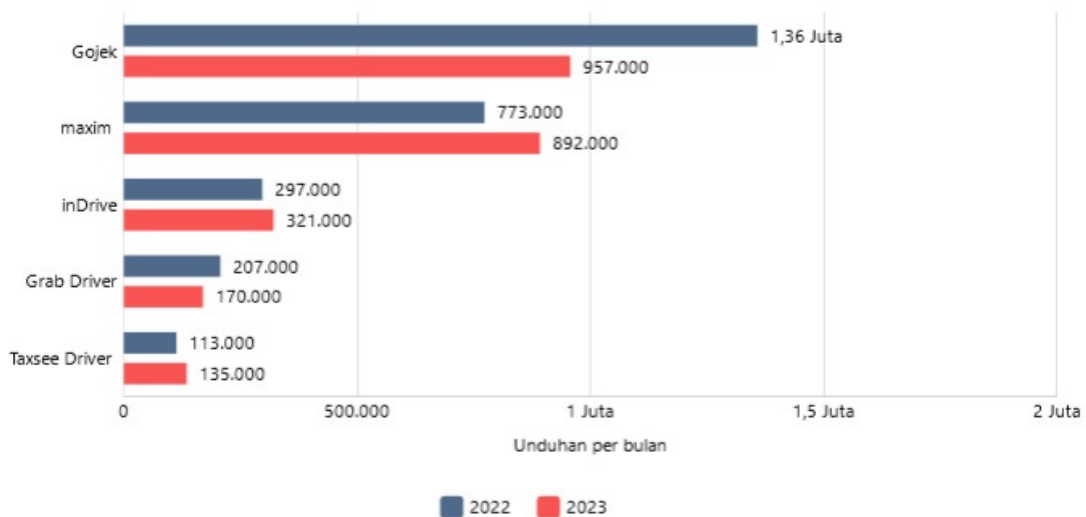


Figure 1. Online Transportation App Download Rate

Source: <https://databoks.katadata.co.id/> accessed August 18, 2024

The State of Mobile 2024 Report published by Data.ai shows that there are at least five online transportation applications that are the most downloaded in Indonesia during 2022-2023. Gojek ranks first with an average download per month reaching 957 thousand downloads from Indonesian mobile phone or smartphone users in 2023. While Maxim is perched in second place, if you look at the frequency of downloads since 2022-2023 Maxim is still below Gojek, although in fact the proportion has increased.

Customer loyalty increases the number of customers through positive recommendations and the spread of good messages, thereby expanding the customer base and increasing application downloads (Long et al., 2013). However, when viewed on the Maxim application referenced in Figure 2, negative messages are quite prominently conveyed by users, especially in the appstore application as a place to download the application.

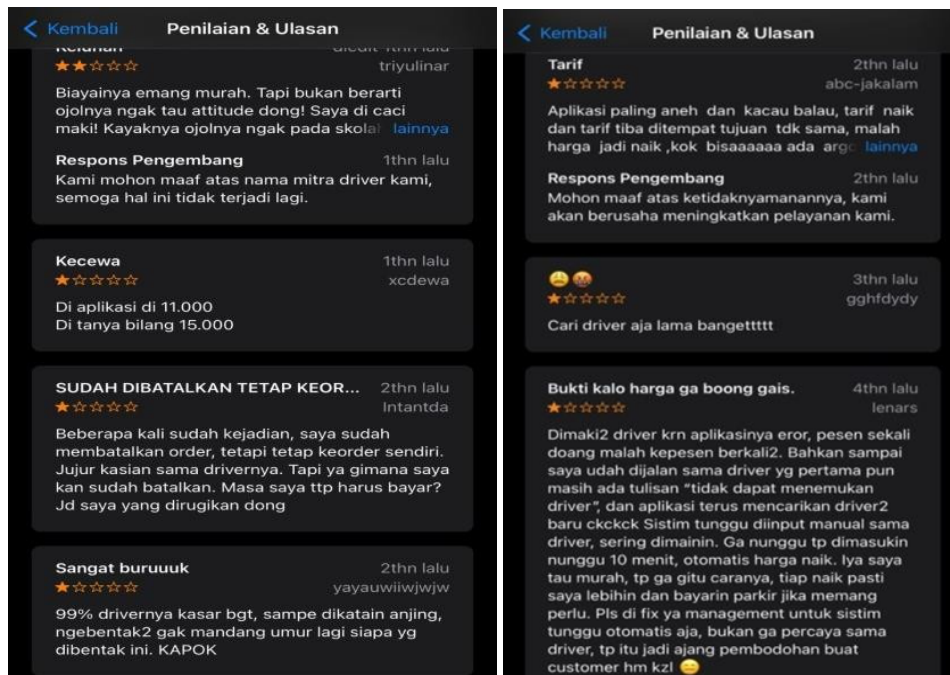


Figure 2. Complaints in the form of negative messages by customers

Source: Appstore /iphone

Figure 2 also indirectly illustrates dissatisfaction by consumers. Meanwhile, customer satisfaction is a very important performance measure, and it is expected that customer satisfaction can soon replace profit as a determinant of success (Al-Bashayreh et al., 2022). Customer satisfaction is an important thing that must be improved by the company because it has an impact on customer loyalty, and is one of the main elements in an effort to interpret the resilience of existing consumers or to attract new consumers, it is also intended to ensure relationships with customers to increase the organization's market share by integrating technology, procedures, and people.

Loyal consumers tend to recommend products or services to others, triggered by their satisfaction and loyalty to one product or service (Khan et al., 2022). However, customer loyalty requires significant struggle, resources, and time from the company. Customer Relationship Management (CRM) is an effective marketing strategy to create customer loyalty by focusing on managing company-customer relationships through information technology (Karim & Habiba, 2020). CRM aims to retain customers, increase satisfaction, and organizational profits (M. Kamrul Islam Shaon & Hasebur Rahman, 2015).

Effective CRM implementation allows companies to understand customer behavior, identify needs, and offer timely solutions, thereby improving the overall customer experience (M. Kamrul Islam Shaon & Hasebur Rahman, 2015). Thus, CRM is key to creating long-term customer loyalty. Customer Relationship Management (CRM) facilitates close relationships between companies and customers through effective customer service, increasing customer satisfaction (Gazi et al., 2024). Research by Herman et al. (2021) shows that CRM has a significant positive effect on customer satisfaction. CRM allows companies to collect consumer information and tailor offers to individual needs (Saifullah et al., 2015) and increase customer satisfaction and reduce complaints. With CRM, companies can build, control, and expand business customer relationships, influencing customer satisfaction through service patterns, purchase history, attitudes, perceptions and customer intentions. Overall, CRM has a positive and significant effect on customer satisfaction (Yuniari, 2020).

An equally important condition is that customer relationship management (CRM) is also a strategic tool for organizations to increase customer loyalty (Herman et al., 2021; Agrawal, 2021). CRM has a direct impact on developing customer service, shaping satisfaction and loyalty (Megdadi & Nazal, 2019; Gazi et al., 2024). CRM plays an important role in creating customer loyalty, reflecting customer loyalty (Ali & Alfayez, 2024). With CRM, companies can build individual relationships with customers, increasing satisfaction and loyalty (Goranda et al., 2021). Overall, CRM has a positive and significant effect on customer loyalty.

In addition, the aspect of customer satisfaction is a key factor in fostering loyalty, as explained in Oliver's "creationist expectations paradigm" (1980) cited by Gazi et al. (2024). Positive experiences increase trust and the likelihood of repeat purchases which reflect loyalty (Adeiza et al., 2022). Research shows a positive and significant relationship between customer satisfaction and loyalty (Alam et al., 2021). Customer satisfaction increases loyalty levels, so satisfied customers tend to become loyal customers. Customer satisfaction has a strategic impact on the company, including evaluation of attitudes and information, identification of strengths and weaknesses, and market positioning (Gazi et al., 2024). Customer satisfaction affects purchasing behavior and loyalty, so it is an important factor in marketing strategy.

Customer Relationship Management (CRM) implementation often encounters difficulties due to data integration, staff training and flexible system development (Sumarauw et al., 2015). CRM success is determined by evaluating customer satisfaction and providing facilities (Attia, 2023). So CRM is considered successful if it creates customer loyalty and long-term relationships (Susanto, 2021; Khan et al., 2022). Building Customer Relationship

Management (CRM) is essential for app-based transportation service companies like Maxim (Simangunsong et al., 2023).

It enables the company to consistently meet customer needs and expectations. To maintain customer satisfaction and loyalty, Maxim must adopt effective strategies given the large selection of alternative transportation services such as Gojek and Grab. The specific problem Maxim faces is that there are various complaints from customers related to delays in response to complaints, lack of service personalization, and inconsistencies in user experience. This indicates a gap between CRM implementation and customer expectations in terms of satisfaction and loyalty (Octa, 2019). Therefore, it is important to evaluate the extent to which CRM implemented by Maxim has an effect on the level of customer satisfaction and loyalty among its customers in Padang City.

METHODS

This research is a quantitative study involving the population of Maxim users in Padang City. The sample of this research is 385 samples (Cochran, 1963) who are Maxim customers drawn with a purposive sampling approach, namely the Padang City Community who have used the Maxim Application. Research data collection was carried out by survey method based on data obtained by distributing research questionnaires. The research questionnaire was designed on a Likert scale by designing questions adopted from various previous studies from reputable journals. Relationship Management (CRM) variables consist of 3 items, 3 items of satisfaction and 3 items of loyalty as a whole adopted from research (Gazi et al., 2024). The feasibility of the items used through the validity and reliability test stages. The collected research data is comprehensively processed using the SmartPLS version 3 data analysis tool.

RESULTS AND DISCUSSION

The collected research data was identified based on the descriptive data of the research sample to see the characteristics of the samples involved in this study. The characteristics include gender, age, education, occupation and income. These characteristics can be seen in the following table:

Table 1. Respondent Characteristics

Characteristi	Total	Percentage	Characteristics	Total	Percentage
Gender			Education		
Male	205	53,2 %	SMA/SMK	99	25,7%
Female	180	46,8 %	Diploma	121	31,4%
Age			Bachelor	143	37,1%
17 - 20 Years	67	17,4%	Master	22	5,7%
21 - 25 Years	217	56,4%	Revenue		
26 - 30 years	77	20%	< Rp. 1,000,000	9	2,3%
> 30 years	24	6,2%	Rp. 1,000,000 -	109	28,3%
Jobs			Rp. 2,000,000 -	188	48,8%
Students	67	17,4%	Rp. 5,000,000 -	64	16,6%
Student	147	38,2%	Rp. 7,500,000		
Private Employee	109	28,3%	> Rp. 7,500,000		
Self-employed	62	16,1%	< Rp. 1,000,000	15	3,9 %

Source: Primary Processed Data (2024)

Research data to be further analyzed in this study were also pre-treated with convergent validity measured by considering the load factor value, which must reach ≥ 0.7 for confirmatory research and 0.6-0.7 for exploratory research.

Table 2. Convergent Validity

Item	CRM (X)	Satisfaction (Z)	Loyalty (Y)
X.1	0,733		
X.2	0,709		
X.3	0,747		
X.4	0,724		
X.5	0,729		
Y.1			0,726
Y.2			0,716
Y.3			0,721
Y.4			0,756
Y.5			0,740
Z.1		0,743	
Z.2		0,721	
Z.3		0,721	
Z.4		0,728	
Z.5		0,707	

It is obtained that the *outer* loading value of all variable indicators is greater than 0.7, so the convergent validity of all indicators is said to be valid and also meets the *Average Variance Extracted (AVE) output* value which is > 0.5.

Table 3. Output of AVE and R- Square

	Average variance extracted (AVE)	R Square
CRM (X)	0,531	
Loyalty (Z)	0,524	0,509
Satisfaction (Y)	0,536	0,579

Source: Data processed, Year 2025

Subsequently, a validity analysis is conducted by examining the data in relation to the research model, with a focus on the cross-loading values, as illustrated in the following figure. This analysis aims to assess the validity of the research model by evaluating the extent to which the observed variables correlate with their respective latent constructs, thereby providing insight into the model's overall validity and reliability.

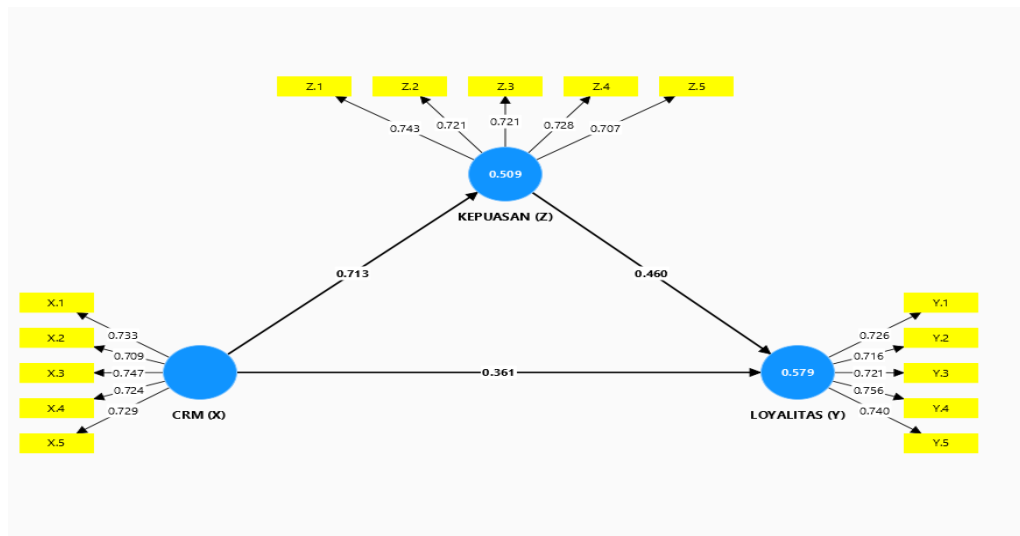


Figure 3. SEM-PLS Analysis

Source: Data processed, Year 2025

This shows that the *r square* analysis results show that CRM variables have a significant influence on Satisfaction (50.9%) and Loyalty (57.9%), with the rest influenced by external variables.

Table 4. Cross Loading Model

	CRM (X)	Satisfaction (Z)	Loyalty (Y)
X.1	0.733	0.547	0.491
X.2	0.709	0.530	0.503
X.3	0.747	0.456	0.505
X.4	0.724	0.534	0.487
X.5	0.729	0.526	0.523
Y.1	0.502	0.558	0.726
Y.2	0.521	0.563	0.716
Y.3	0.476	0.502	0.721
Y.4	0.526	0.543	0.756
Y.5	0.493	0.447	0.740
Z.1	0.476	0.743	0.527
Z.2	0.503	0.721	0.583
Z.3	0.526	0.721	0.507
Z.4	0.573	0.728	0.489
Z.5	0.503	0.707	0.489

Source: Data processed, Year 2025

The analysis results show that all indicators tested in this study are declared to have good discriminant validity. After the above tests have met the criteria, the bootstrapping hypothesis analysis is carried out.

Table 5. Path Coefficient (Direct Hypothesis)

	Original sample (O)	T statistics (O/STDEV)	P values	Decision
CRM (X) -> Satisfaction (Z)	0,713	17,490	0,000	Accepted
CRM (X) -> Loyalty (Y)	0,361	4,927	0,000	Accepted
Satisfaction (Z) -> Loyalty (Y)	0,460	6,449	0,000	Accepted

Source: Data processed, Year 2025

Table 6. Path Coefficient (Indirect Hypothesis)

	Original sample (O)	T statistics (O/STDEV)	P values	Decision
CRM (X) -> Kepuasan (Z) -> Loyalitas (Y)	0,328	5,902	0,000	Accepted

Source: Data processed, Year 2025

In Table 6 customer Relationship Management (CRM) has a positive and significant effect on satisfaction because the value obtained from hypothesis testing contained in the table above shows a T statistic value of 17.490 > 1.96, a P value of 0.000 or <0.05 and an original sample value of 0.713. The research results identify that the first hypothesis is accepted. The same thing Customer Relationship Management (CRM) has a positive and significant effect on loyalty because the value obtained from hypothesis testing contained in the table above shows a T statistic value of 4.927 > 1.96, a P value of 0.000 or <0.05 and an original sample value of 0.361. The research results identify that the second hypothesis is accepted, namely Customer Relationship Management (CRM) has a positive and significant effect on Loyalty.

Furthermore, the Satisfaction Coefficient has a positive and significant effect on Satisfaction has a positive and significant effect on loyalty because the value obtained from hypothesis testing contained in Table above shows a T statistic value of 6.449 > 1.96, a P Value of 0.000 or <0.05 and an original sample value of 0.460. The research results identify that the third hypothesis is accepted, namely satisfaction has a positive and significant effect on loyalty.

As well as in table 6 shows that Customer Relationship Management (CRM) has a positive and significant effect on loyalty mediated by satisfaction because the value obtained from hypothesis testing contained in Table 21 above shows a T statistic value of 5.902 > 1.96, a P value of 0.000 or <0.05 and an original sample value of 0.328. The research results identify that the fourth hypothesis is accepted, namely Customer Relationship Management (CRM) has a positive and significant effect on Loyalty mediated by Satisfaction.

The implementation of Customer Relationship Management (CRM) has been widely recognized as a crucial strategy for companies to foster strong connections with their customers, primarily by prioritizing exceptional customer service, which in turn, leverages CRM to enhance customer satisfaction (Gazi et al., 2024). A plethora of research studies have consistently demonstrated that CRM has a profound positive impact on customer satisfaction, with Herman et al. (2021) providing empirical evidence to support this assertion. Furthermore, the findings of this study are reinforced by the work of Hassan (2015), which highlights the significance of CRM in enabling companies to collect and analyze consumer data, thereby facilitating the creation of personalized offers that cater to the unique needs of each customer. Additional analyses have also revealed that CRM variables exert a positive influence on customer satisfaction, with Yuniari (2020) noting that the primary outcome of effective CRM performance is the augmentation of customer satisfaction and the concomitant reduction of complaints. This suggests that customer satisfaction can be cultivated through the implementation of CRM, wherein the quality of CRM is directly correlated with the level of customer satisfaction, implying that superior CRM leads to increased customer satisfaction. Ultimately, the integration of CRM into a company's strategic framework can have a profound impact on customer loyalty and retention, underscoring the importance of prioritizing CRM in modern business practices.

CRM in enterprises can build, control and expand business customer relationships, which affect customer satisfaction. This can depart from their service patterns, their purchase history, attitudes, perceptions and intentions of customers (Ratih, 2009). So it can be stated that CRM has a positive and significant effect on customer satisfaction. This research has proven that Customer relationship management CRM is important for the welfare of a company in particular. This

allows CRM to direct a planned relationship with its relationship so that it allows customers to feel an individual relationship that is formed which in this case is loyalty to maintain the use of perceived values for a product. So it can be concluded that CRM has a positive and significant effect on customer loyalty.

The findings of this study are congruent with the research conducted by Herman et al. (2021), which underscores the significance of Customer Relationship Management (CRM) as a vital tool for organizations seeking to foster long-term relationships with their customers. This notion is further reinforced by Agrawal (2021), who posits that CRM plays a pivotal role in cultivating customer loyalty, thereby enabling companies to establish and maintain enduring relationships with their clientele. Moreover, the research undertaken by Megdadi & Nazal (2019) reveals that CRM has a direct and profound impact on the development of customer service, which in turn, gives rise to customer satisfaction.

Additionally, Gazi (2024) have demonstrated that CRM can positively and significantly enhance customer loyalty, thereby underscoring the importance of this relationship. The directional influence between CRM and customer loyalty is also positively correlated, as evidenced by the research conducted by Goranda et al., (2021). Ultimately, CRM is instrumental in creating customer loyalty, which manifests as a profound sense of devotion and commitment among customers, as noted by Ali & Alfayez (2024). This highlights the critical role that CRM plays in fostering a loyal customer base, which is essential for the long-term success and sustainability of organizations in today's competitive business landscape. The intricate dynamics between CRM, customer satisfaction, and loyalty are complex and multifaceted, and further research is warranted to fully elucidate the mechanisms by which CRM influences customer behavior and loyalty.

This study shows that the level of satisfaction felt by high customers can affect the loyalty of maxim customers in Padang City. This research is in line with research (Gazi et al., 2024) where customer satisfaction is very important to foster loyalty and increase trust in an organization's products or services, thereby increasing the likelihood of repeat purchases as a form of loyalty (Adeiza et al., 2022). In a different study submitted by (Binsar & Panjaitan, 2014) states that satisfaction has a positive and significant effect on customer loyalty. The satisfaction felt by customers for a service will increase the level of loyalty levels within customers, so it can be said that satisfied customers are loyal customers (Alam et al., 2021). These two variables have a relationship that basically both have a simultaneous relationship with each other.

The benefits for companies using customer satisfaction dimensions have been shown in several studies, including to evaluate attitudes and information from guests and identify strengths and weaknesses (Gazi et al., 2024). Customer satisfaction can be used for positioning strategies that can help companies get niche markets. customer satisfaction will be able to influence purchasing behavior, which forms a tendency that satisfied consumers will be loyal. So it can be concluded that satisfaction has a positive and significant effect on customer loyalty. Furthermore, if the level of Customer Relationship Management (CRM) owned by Maxim is high, it can affect Loyalty which is mediated by the level of satisfaction that Maxim customers have in Padang City.

The results of this study are supported by research conducted by (Al masud et al., 2023) where companies can stay connected with customers through CRM and Customer relationship management is a strategy commonly used by customer service companies to increase customer satisfaction and increase customer loyalty (Herman et al., 2021). Retaining customers is the most difficult task in marketing, so with CRM efforts companies can create, supervise, and expand business customer relationships, which have an impact on customer satisfaction which will have an impact customer loyalty (Gazi et al., 2024). Furthermore, the satisfaction variable can increase the relationship between CRM and loyalty. In other words, the satisfaction felt by maxim customers can form a mediating relationship that strengthens the relationship between these

variables. This can be simply illustrated that satisfaction can weaken or strengthen the relationship between satisfaction and loyalty (Alam et al., 2021).

Customer satisfaction is key to driving repeat purchases and loyalty through effective CRM, as it builds confidence and meets customer expectations, ultimately mediating the relationship between CRM and consumer loyalty. It will improve CRM through satisfaction, companies must add value that can make their customers get what they pay for or more than they expect, so that they can survive and lead to repeat purchases. So it can be concluded that satisfaction can mediate CRM on consumer loyalty.

CONCLUSION

This research has shown how customer relationship management (CRM) plays an important role in building customer loyalty. This is largely determined by the mediating role of satisfaction felt by customers after use and the relationship with customers that occurs. This research draws the following research results: (1) Customer Relationship Management (CRM) has a positive and significant effect on satisfaction; (2) Customer Relationship Management (CRM) has a positive and significant effect on Loyalty; (3) Satisfaction has a positive and significant effect on Loyalty; (4) Customer Relationship Management (CRM) has a positive and significant effect on Loyalty which is mediated by Satisfaction. In order to foster ongoing loyalty between customers and maxim services, optimization of CRM aspects needs to be taught as a focus such as adopting CRM strategies that are more responsive and personalized. Concrete steps include increasing service personalization, such as providing a recommendation feature based on customer data. Integrating direct communication channels such as chat to assist customers in real-time. Improving application facilities such as maximizing customer experience by providing a direct rating feature for drivers and service processes in the application and providing more varied digital payment options to meet the needs of Maxim customers are also a review of decisions that need to be considered.

SUGGESTION

Finally, there is a need to follow up on customer complaints by creating an evaluation system that automatically records customer complaints and provides a quick response to maintain satisfaction. This will support the building of customer loyalty. This implementation is expected to help Maxim improve service quality and strengthen Maxim's customer loyalty.

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