

Exploring the Influence Dimension of Customer Relationship Management on Customer Loyalty and Customer Satisfaction as Intervening Variable at Fast Food in Medan

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ABSTRACT

The growth of the business world has resulted in increasingly strong competition. All humans basically have the same needs, but because of culture, those needs come in different ways. Along with the welfare of society, then in meeting the needs, humans adjust to existing priorities. Indonesian people now tend to prefer to meet food needs by consuming those purchased from fast food restaurants, triggering more and more service companies to emerge. Research used questionnaire (quantitative research) in order to exploring CRM on customer loyalty and customer satisfaction as intervening variable. Data analysis techniques used are descriptive analysis method and path analysis. The population in this study was customers of Pizza Hut and Burger King in Medan. Total Sample analysis 140 customers, which consisted of 105 Pizza Hut customers and 35 Burger King customers. The results of the study provide direct empirical evidence that there is a positive and significant influence of people process technology on customer satisfaction. Indirect empirical evidence that there is a positive and significant influence of process technology on customer satisfaction. While the people variable indirectly has no significant effect on consumer loyalty.

Keywords: People, Process, Technology, Customer Satisfaction, Customer Loyalty

INTRODUCTION

Changing people's consumption patterns that are diverse, leading to the concept of serving practical food, one of which is a type of fast food restaurant (Hartini and Hartati, 2017).

Lifestyle changes must support consumers so that we have less time to consider what we should eat. Globalization and urbanization have greatly influenced one's eating habits and encouraged many people to eat high-calorie fancy and high-speed fast food (Ashakiran and Kiran, 2012).

There is an increasing number of fast-food franchise restaurants and attractive high-calorie snacks found in supermarkets

across the country as a result of the Western lifestyle (Anwar, 2017). Due to limited time, comfort and lifestyle, with more mothers becoming workers, traditional foods are replaced by fast food (Benajiba, 2016).

All studies were conducted in fast food restaurants (French et al., 2000; French et al., 2001), (Bowman et al., 2004, Blanck et al., 2007, Glanz et al., 1998) were employed (Mohr et al., 2007, Satia et al., 2004, Siwik et al., 2006) and living in a larger household (Paeratakul et al., 2003) are more likely to consume Fast Food.

Finds consumption more often among those on low incomes (French et al., 2000, Ayala et al., 2005, Glanz et al., 1998),

while others find finding more consumption among those with higher incomes (Paeratakul et al., 2003, Mohr et al., 2007).

CRM unites marketing potential and information technology strategies to reach customers better and to create value with them (Galvão et al., 2018), by understanding to develop profitable and lasting relationships (Wongsansukcharoen et al., 2015, Soltani and Navimipour, 2016). Important to be resolved. "Payne and Frow, 2005, Khatoun, 2017).

CRM strategies are a combination of people, business processes and technology that are integrated and holistic among these components needed for successful CRM results (Bull, 2003, Chen and Popovich, 2003, Mendoza et al., 2006, Rahimi and Gunlu, 2016, Zablah et al., 2004, Rahimi et al., 2015).

The importance of customer satisfaction cannot be denied because customers are happy for free advertising for companies (Kotler 2012). It is said that existing supporters are easier than found (Bin-Nashwan et al., 2017). Therefore, organizations set strategies to manage customer retention and turn their employees into more customer and service oriented (Long et al., 2013).

At present, the organization's goals are not only to satisfy customers, but also to compete in the market to achieve their goals (Long et al., 2013). Customer satisfaction determines the level of satisfaction in which the needs, desires, and expectations of customers during the product/service period, gives a way to repurchase and customer loyalty (Anton, 1996). Customer satisfaction is often seen as a major determinant of customer retention (Szymanski et al., 2000). Jain and Singh (Jain et al., 2002) determine the most important goals of an organization to maintain customer loyalty and to focus on gaining customer centric in their organizational and marketing strategies.

LITERATURE REVIEW

Customer Relationship Management Components

As mentioned earlier, CRM is a combination of people, processes and technology, and an integrated and holistic approach between these three components is required for a successful CRM implementation (Bull, 2003; Chen and Popovich, 2003; Mendoza et al., 2006; Rahimi and Gunlu, 2016; Zablah et al., 2004; Rahimi, 2014). The process component of CRM tries to focus on individual customers and uses business process reengineering (BPR) to shift the direction of organisations' processes from product-centric to customer-centric. According to Mendoza et al. (2006), the main business processes that need to be addressed during CRM implementation are marketing, sales and services. Hence, a new approach to marketing should be taken, keeping customers' needs at the centre of the business. The relationship between the client and the sales person should be more face-to-face, and the long-term quality of the customer service should be the main focus.

The technology component of CRM should be seen as key in implementing the CRM strategy and to assist with the re-design of the business (Hansotia, 2002; Mendoza et al., 2006; Rahimi and Gunlu, 2016). Technology collects and analyses data on customers' patterns, interprets customer behaviour and develops predictive models. It ensures timely responses, effective customised communications and delivers customised products and services to individual customers (Chang et al., 2010; Chen and Popovich, 2003; Mendoza et al., 2006). However, companies have been repeatedly warned that technology is a necessary but not sufficient factor in the ultimate success of a CRM system (Goldenberg, 2002; Roberts et al., 2005).

The people component of CRM includes the organisational readiness and collaboration with staff, which is essential for a successful CRM implementation (Chakravorti, 2006). One of the greatest challenges in implementing CRM is aligning the people with the new strategies

and processes. CRM entails new processes, the value of which the entire organisation must understand and appreciate, and staff must be involved with the strategy and be motivated to reach the objectives (Chen and Popovich, 2003; Mendoza et al., 2006). Considering the significance of these three components for successful CRM outcomes, a very limited number of studies have tried to investigate their implementation process and/or impacts of external factors on them. The current study has tried to address this gap.

Customer Satisfaction

Customer satisfaction has been one of the top tools for a successful business (Khadka K. and Maharjan S. 2017). Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good bor service over time (Fornell, Johnson, Anderson, Cha and Bryant 1996). With marketing, customer satisfaction also comes along with it which means it ascertains the expectation of the customer on how the goods and services are being facilitated by the companies. Actionable information on how to make customers further satisfied is therefore, a crucial outcome (Oliver 1999).

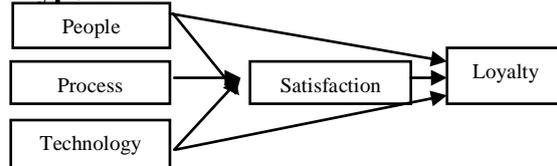
Customer satisfaction dimensions, measuring it and taking advantage from these measurements become the urgent need for managers (Ngo 2015). Customer satisfaction is important to measure because of Its providing high customer satisfaction is well acknowledged to be associated with higher customer loyalty and enhanced reputation (Fornell, 1992; Anderson and Sullivan, 1993; Wangenheim and Bayon, 2004). Customer loyalty is considered as the outcome of a process beginning with customer satisfaction (Oliver, 1999). There exist definitely other factors other than customer satisfaction that form the customer loyalty and retention such as personal determinism and social factors. But satisfaction is a necessary step in loyalty formation (Oliver, 1999).

Customer Loyalty

Customer loyalty is the customer attitude and behavior to prefer one brand over all competitor ones, whether? due to satisfaction with the product or services. It encourages consumers to shop more consistently (Magatef S.G. and Tomalieh. E.F. 2015) Loyalty is a core concept in the theory and practice of marketing (Toufaily et al., 2013).

Customer loyalty is defined as the willingness of any given customer to purchase the company's goods or services. (Singh and Khan, 2012). Due to the fact that loyalty is the result of developing past positive experiences with the customers and having them return to the company various times due to these experiences, customers will return again and again to do business with the company; regardless of whether it may not have the best product, price or service delivery (Rini and Absah 2017; Ghavami and Olyaei, 2006). This can be manifested in different ways (e.g., expressing that they Will continue to Shop, that they will recommend, or that they will increase their purchases within the next few months; Sirohi et al., 1998).

Hypothesis



There are direct and indirect influences CRM dimension (people, process and Technology) on customer loyalty and customer satisfaction as intervening variable.

RESEARCH METHODS

Research used questionnaire (quantitative research) in order to exploring CRM on customer loyalty and customer satisfaction as intervening variable. Data Analysis Techniques used are Descriptive Analysis Method and Path Analysis. The reason for using path analysis is that Path Analysis is

used to find out whether the data support the theory, which is a priori hypothesized, which includes structural links between measured variables (Rini and Absah, 2017). People was measurement with 5 statement, Process was measurement with 5 statement, technology was measurement with 5 statement, Customer loyalty was measurement with 9 statement and Customer satisfaction was measurement with 5 statement.

Research Population and Sample

The population in this study was customers of Pizza Hut and Burger King in Medan. Total Sample analysis was 5 x total indicators. Total indicator in the study was $28 \times 5 = 140$ customers, which consisted of 105 Pizza Hut customers and 35 Burger King customers.

RESULT AND DISCUSSION

Descriptive Statistics

Age of group	Respondent	Percent
18-23 Years-old	42	30
24-29 Years-old	80	57,1
30-35 Years-old	16	11,4
36-40 Years-old	2	1,4
Total	140	100
Gender		
Male	37	26,4
Female	103	73,6
Total	140	100
Occupation		
Student	49	35
Civil Servant	7	5
Private Employee	67	47,9
Entrepreneurs	17	12,1
Total	140	100
Pizza Hut vs Burger King		
Pizza Hut	105	75
Burger King	35	25
Total	140	100
Consuming in the past 3 months		
3 times consuming	89	63,6
4 times consuming	21	15
5 times consuming	30	21,4
Total	140	100

Partial Test of The First Equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,879	1,047		2,751	,007
	People	,179	,066	,233	2,708	,008
	Process	,304	,070	,388	4,312	,000
	Technology	,178	,054	,241	3,318	,001

a. Dependent Variable: Satisfaction

Research Result

Result of simultaneous testing by path analysis

No	Description	F Count	Sig
1	People, process and Technology on customer satisfaction	0,573	0.000
2	People, process and Technology on customer loyalty	0,609	0.000

Based on the table above that the F-count value of 63.271 with a significant level of 0,000 is smaller than alpha 0.05 (5%). F-count value of 2.6706. The F-count generated in substructure 1 is 63.272 greater than the F-table that is 2.6706 with a significant level of 0,000 is smaller than alpha 0.05 (5%).

Result of Determination Test of Path Analysis

No	Description	R ² Value
1	People, process and Technology on customer satisfaction	0,573
2	People, process and Technology on customer loyalty	0,609

From the table it can be seen that R^2 0.573, shows that the contribution of variations in the value of People, Process and Technology in influencing variations in customer satisfaction amounted to 57.3%, the rest is contributed by other variables not included in this research model. This value can be used to determine the value of the path coefficient with residuals, $P\epsilon_1 = \sqrt{((1-R21))} = \sqrt{((1-0,573))} = 0.6534$. People, Process and Technology in influencing variations in customer loyalty through Customer Satisfaction is 60.9%, the rest is contributed by other variables not included in this research model. This value can be used to determine the value of the path coefficient with residuals, $P\epsilon_2 = \sqrt{((1-R21))} = \sqrt{((1-0,609))} = 0.6252$.

The first equation of path analysis is:
 $Z = 0,233 X1 + 0,388 X2 + 0,241 X3 + \epsilon_1$
 The value of t-count > t-table from People is 2.708 > 1.97 and the significant value for People is 0.008 < alpha 0.05, so that the People variable has a positive and significant effect on customer satisfaction, thus the hypothesis is accepted.
 The value of t-count > t-table of the Process is 4.312 > 1.97 and the significant value for

the Process is 0.000 < alpha 0.05, so that the Process variable has a positive and significant effect on customer satisfaction, thus the hypothesis is accepted.
 The value of t-count > t-table of Technology is 3.318 > 1.97 and the significant value for the Process is 0.001 < alpha 0.05, so that the Technology variable has a positive and significant effect on customer satisfaction, thus the hypothesis is accepted.

Partial Test of The Second Equation

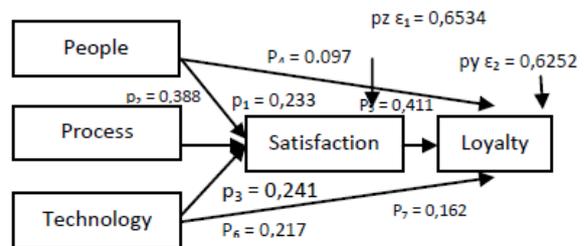
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-12,214	3,331		-3,666	,000
	People	,240	,210	,097	1,141	,256
	Process	1,041	,233	,411	4,469	,000
	Technology	,540	,172	,227	3,130	,002
	Satisfaction	,525	,266	,162	1,976	,050

a. Dependent Variable: Loyalty

$Y = \rho_1 X1 + \rho_2 X2 + \rho_3 X3 + \rho_4 Z + \epsilon_2$
 The value of t-count > t-table from People is 1.141 < 1.97 and the significant value for People is 0.256 > alpha 0.05, so that the People variable has a positive and not significant effect on customer loyalty, thus the hypothesis is rejected.
 The value of t-count > t-table of the Process is 4.469 > 1.97 and the significant value for the Process is 0.000 < alpha 0.05, so that the Process variable has a positive and significant effect on customer loyalty, thus the hypothesis is accepted.
 The value of t-count > t-table of Technology is 3.130 > 1.97 and the significant value for Technology is 0.002 < alpha 0.05, so that the Technology variable has a positive and

significant effect on customer loyalty, thus the hypothesis is accepted.
 The value of t-count > t-table of Satisfaction is 1.976 ≥ 1.97 and the significant value for Satisfaction is 0.050 ≤ alpha 0.05, so that the Satisfaction variable has a positive and significant effect on customer loyalty, thus the hypothesis is accepted.

Direct and Indirect Effect



No	Hypothesis	B	Sig	result
1	People have a positive and significant effect on customer satisfaction	0,233	0,008	Accepted
2	Process has a positive and significant effect on customer satisfaction	0,388	0,000	Accepted
3	Technology has a positive and significant effect on customer satisfaction	0,241	0,001	Accepted
4	People have a positive and insignificant effect on Customer Loyalty	0,097	0,256	Rejected
5	Process has a positive and significant effect on customer loyalty	0,411	0,000	Accepted
6	Technology has a positive and significant effect on customer loyalty	0,227	0,002	Accepted
7	Customer Satisfaction has a positive and significant effect on Customer Loyalty	0,132	0,050	Accepted
8	People have a positive and insignificant effect on Customer Satisfaction and Customer Loyalty	0,097	0,256	Rejected
9	Process has a positive and significant effect on Customer Satisfaction and Customer Loyalty	0,411	0,000	Accepted
10	Technology has a positive and significant effect on Customer Satisfaction and Customer Loyalty	0,227	0,002	Accepted

The Influence of People on Customer Satisfaction

From The result of The partikel test, it was discover that People have a positive

and significant effect on customer satisfaction. most services, people/ employees are a vital element in the marketing mix. The satisfaction and loyalty

felt by consumers is based on the appearance and personal neatness of the officers / employees who serve them, have hospitality in serving and have a high responsiveness in meeting the needs of its consumers.

The Influence of Process on Customer Satisfaction

From The result of The partikel test, it was discover that Process have a positive and significant effect on customer satisfaction. Customers are often involved in the production of services, marketers really need to understand the nature of the processes faced by their customers. If the process through which a consumer transacts is quite simple and does not harm the mind, time and energy then the consumer will feel satisfied and loyal.

The Influence of Technology on Customer Satisfaction

From The result of The partikel test, it was discover that Technology have a positive and significant effect on customer satisfaction. Technology has a role in CRM. First, is building a customer database through the operating system to interaction. Second, analyze who the best customer is, what he buys, how often. Third, carry out sales, marketing and customer service activities by bringing together different communication channels (operational CRM).

The Influence of People on Customer Loyalty

From The result of The partikel test, it was discover that People have a positive and insignificant effect on customer loyalty. Employees in restaurants must always be happy and enthusiastic, a culinary businessman or leader in a restaurant must be able to show positive and supportive attitudes. Conversely, if he acts negatively as condescending, does not provide the support that should be, or even other worse attitudes, then there are employees who actually lose their enthusiasm for work.

The Influence of Process on Customer Loyalty

From The result of The partikel test, it was discover that Process have a positive and significant effect on customer loyalty. Processes are all the actual procedures, mechanisms, and activities flow used to deliver services. This process element has the meaning of a company's efforts in carrying out and carrying out its activities to meet the needs and desires of its consumers.

The Influence of Technology on Customer Loyalty

From The result of The partikel test, it was discover that Technology have a positive and significant effect on customer loyalty. Technology has a role in CRM. First, is building a customer database through the operating system to interaction. Second, analyze who the best customer is, what he buys, how often. Third, carry out sales, marketing and customer service activities by bringing together different communication channels (operational CRM).

The Influence of Customer Satisfaction on Customer Loyalty

From The result of The partikel test, it was discover that customer satisfaction have a positive and significant effect on customer loyalty. Customer satisfaction concerns what is expressed by customers, while customer loyalty is related to what customers do. Satisfaction and loyalty data are obtained from customer feedback which can be collected through various ways of varying effectiveness, for example active and passive observation, cards and suggestion boxes, social media, surveys.

The Influence of People on Customer Satisfaction and Customer Loyalty

From The result of The partikel test, it was discover that People have a positive and insignificant effect on customer satisfaction and customer loyalty. All employee attitudes and actions, employee attire and appearance have an influence on

the success of service delivery. The elements of Employees (people) are company employees, consumers, and outside consumers in the service environment.

The Influence of Process on Customer Satisfaction and Customer Loyalty

From The result of The partikel test, it was discover that Process have a positive and insignificant effect on customer satisfaction and customer loyalty. Several ways to overcome customer keluhan. First, listening, that employees are required to listen to all customer complaints and not interrupt the conversation before completion. Second Apologize, employees must convey apologies sincerely to what the customer complained. Third suggestion, employees are expected to provide suggestions in the form of solutions or what happens when complaints occur. The fourth Thank Lou, that is a thank you must be given to customers by employees for complaints submitted.

The Influence of Technology on Customer Satisfaction and Customer Loyalty

From The result of The partikel test, it was discover that technology have a positive and insignificant effect on customer satisfaction and customer loyalty. Technology has a role in CRM. First, is building a customer database through the operating system to interaction. Second, analyze who the best customer is, what he buys, how often. Third, carry out sales, marketing and customer service activities by bringing together different communication channels (operational CRM).

CONCLUSION

1. People have a positive and significant effect on customer satisfaction at fast food restaurants.
2. Process has a positive and significant effect on customer satisfaction at fast food restaurants.

3. Technology has a positive and significant effect on customer satisfaction at fast food restaurants.
4. People have a positive and insignificant effect on Customer Loyalty at fast food restaurants.
5. Process has a positive and significant effect on customer loyalty at fast food restaurants.
6. Technology has a positive and significant effect on customer loyalty at fast food restaurants.
7. Customer Satisfaction has a positive and significant effect on Customer Loyalty at fast food restaurants.
8. People have a positive and insignificant effect on Customer Satisfaction and Customer Loyalty at fast food restaurants.
9. Process has a positive and significant effect on Customer Satisfaction and Customer Loyalty at fast food restaurants.
10. Technology has a positive and significant effect on Customer Satisfaction and Customer Loyalty at fast food restaurants.

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