


## The influence of electronic customer relationship management on customer loyalty with customer satisfaction and customer experience as mediation

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Article Info	ABSTRACT
<b>Keywords:</b> Electronic Customer, Relationship Management, Customer Satisfying, Customer Experience, Customer Loyalty	Gojek is an online transportation service application from Indonesia that dominates the Indonesian market. In 2023, Gojek will experience a decline in market share. Several factors caused this decline. This research aims to reveal and understand the role of E-CRM in the Gojek online transportation application customers use. The variables used in this research include Customer Satisfaction, Loyalty, User experience, and E-CRM. Data collection in this study used a questionnaire distributed to respondents with several predetermined respondent criteria. The population used is Gojek application users. The sample for this research was 210 respondents, who were collected by distributing research questionnaires. Research data was measured using the SEM method assisted by the AMOS 26 statistical application. The results of this research show that E-CRM has a positive effect on Customer Loyalty, with Customer Satisfaction as a potent mediator. Other results from this research show that Customer Experience does not mediate the relationship between E-CRM and Customer Loyalty.
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### INTRODUCTION

Indonesia is a country with a vast and diverse geography; Indonesia is also the country with the fourth largest population in the world. Population growth, rapid urbanization, and rapid economic development create an urgent need for a variety of things, including efficient, affordable, and reliable transportation systems. One type of vehicle that Indonesian people popularly use is a motorbike. Data collected by the Pew Research Center states that as many as 85% of the household population in Indonesia are motorbike users (Pew Research Center, 2023). This data is reinforced by AISI findings, which reveal that the number of motorbikes in Indonesia has reached 80 million units (AISI, 2023).

Seeing this trend, online transportation is here to answer future mobility needs that make things easier for the community. The evolution of information and communication technology has brought many changes to consumer behavior toward business strategies [1]. Mobility and transportation systems are no exception. With the support of digital technology, people can take advantage of online transportation services that simplify and

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speed up various activities. Starting from ordering transportation services for people, goods, and food to purchasing various health and household needs to be delivered to the desired location. Telkomsel DigiAds stated that after conducting a survey of 29 thousand respondents via the Roli application, it found that 41% of respondents had used the online transportation application and 59% of them still needed to be users, but had the potential to use it in the future. As many as 44% of users regularly use online transportation applications to support their daily living needs. 46% of users chose the online transportation feature as an alternative, and 20% of users chose the food delivery feature as their favorite service (Telkomsel DigiAds, 2022).

In the context of online transportation, there are several platforms used by Indonesian people; based on a survey conducted by the Institute for Development of Economics and Finance (Indef) in 2022, Indef found that the super app most used by Indonesians for transportation and logistics is Gojek.

Application developed by PT Gojek Tokopedia Tbk. (GOTO) is the brand with the highest level of consumer satisfaction. Based on this survey, respondents rated Gojek as providing the highest sense of security in transportation. Regarding ease of use of the application, Gojek achieved a score of 3.39 or higher than the industry average of 3.30. After Gojek, Grab followed with a score of 3.27. Meanwhile, for online merchant respondents, the GoSend service by Gojek was considered the most efficient, safe, and easy to use. The consensus of respondents gave the express delivery service a score of 3.17, or higher than the industry average of 3.04. After GoSend, other express delivery services scored 3.05 for Lalamove, 3.04 for Grab, and 3.03 for ShopeeXpress (Indef, 2022).

Databooks also state that the online transportation applications with the largest market share in Indonesia are Gojek and Grab (Databoks.co.id, 2022). Go-Jek is the first unicorn in Indonesia and has successfully transformed the market by significantly impacting the Indonesian economy [2]. Several large companies like Astra, Allianz, Google, Tencent, JD.com, and Mitsubishi, were also making invested in Go- JEK Indonesia. In 2020, the Gojek company was valued at 12.5 billion dollars, and in 2019, it made 7.1 billion dollars in economic contributions to Indonesia [3].

Gojek and Grab dominate Indonesia's online transportation industry and have intense competition. Grab has a market share of 20%, while Gojek dominated a market share of 80% in Indonesia in 2019 [4]. Even though Gojek is the market leader, in 2022, Gojek's market share will decrease drastically to 52%, followed by Grab, which has a market share of 48% (Statista, 2023). This is of particular concern regarding the phenomenon of Gojek, which is experiencing a decline in market share compared to its competitor, Grab.

Facing reality, Gojek needs to carry out various alternatives to maintain its influence in Indonesia, starting by ensuring their customers' loyalty, satisfaction, and experience. Retaining existing customers will be more profitable for the company [5]. One way that can be used to maintain these three things for customers is to apply good E-CRM to their services. E-CRM is a series of systems focusing on the Internet and online collaboration between companies and customers. E-CRM is also known as the latest innovation

companies use to further develop their promotional capabilities and customer capacity (Chaffey, 2011).

The E-CRM and social media trends in question can also guide companies in designing or redesigning their business models when they fall (Kemp, 2021). next65% of salespeople are-utilize E-CRM to achieve their sales targets (MacDonald, 2021).CRM Adoption in Asia Pacific also reached 75.9%, Europe 85.7%, and America 83.6%. (Kimble, 2021). Even 57% of advisory firms all over the world consider E-CRM as the most critical program in 2021. (Bruckenstein & Veres, 2021)

Using E-CRM (Electronic-Customer Relationship Management) at Gojek can increase customer satisfaction and understand how a company has a big impact in utilizing technology to manage and strengthen relationships with millions of active customers.

The services offered by Gojek, including transportation, food delivery, goods delivery, and even financial services, create a more complex ecosystem. E-CRM implementation in this context is not just about managing customers within one service but also within an ecosystem of interrelated services. This raises the question of how E-CRM can be used and maximize its role to support customer satisfaction and customer experience to increase customer loyalty to the company.

In the context of sustainability and business growth in Indonesia, this research aims to investigate how implementing E-CRM can influence Customer Loyalty, with Customer Experience and Customer Satisfaction as mediators in the environment represented by Gojek. This research seeks to provide a comprehensive view and relevant data about the importance of E-CRM in managing customer relationships amidst the development of Gojek and the increasingly dynamic business landscape in Indonesia.

## Literature Review

### Electronic Customer Relationship Management

The principle of E-CRM is almost the same as traditional CRM, with the technology, CRM activities are easier and faster to implement [6]. Effectiveness in the use of technology in customer database management or content management on the web is commonly applied to companies that are successful in implementing E-CRM[7]. According to Colgate et al. (2005), Information technology is an efficient tool in maintaining relationships because it can facilitate interaction and communication [8]. CRM is a strategy companies use to build long-term relationships by focusing on consumers and providing the best quality service to achieve sustainable business profits [9]. According to [6], a successful CRM implementation is.

1. Making CRM aprocess that focuses on providing added value to customers and the business.
2. It is allocating human resouces and financial, to customers who provide value to the company orcustomers who have the potential to provide benefits in the future.
3. Have comprehensive knowledge of each company's customer.
4. Customize and offer products and services to customers when they need them or before they need them.

5. Personalize all communications to suit each customer.

According to Kotler and Armstrong (2004) CRM is the process of creating and sustaining successful customer relationships by providing customer satisfaction value [10]. According to Dowling (2002), CRM is based on the belief that building long-term relationships with customers is the basis for achieving customer satisfaction and even customer loyalty [11]. According to [12], E-CRM provides organization with web technology that can manage customers holistically to create a positive customer experience [13].

#### **Customer Satisfaction**

Customer Satisfaction is a summary of the affective response within a limited time period and focuses on crucial elements in using a product [14]; Permana & Djatmiko, 2018). Satisfaction is a feeling of pleasure or disappointment that is felt after comparing the product used with expectations (Barkah et al., 2020). According to Tjiptono, F., 2000 there are six indicators of Customer Satisfaction, namely: 1) Overall customer satisfaction, 2) Dimensions of customer satisfaction, 3) Confirmation of expectations, 4) Intention to repurchase, 5) Willingness to recommend, 6) Customer dissatisfaction. (Setyaleksana et al., 2017).

According to (Ariff et al., 2013; Supriyanto et al., 2021), To get loyal customers, you must ensure that they are satisfied with the service provided. The higher customer satisfaction, the higher customer loyalty will be (Yoo et al., 2015; [17], [18]). Customer Satisfaction plays a vital role in Customer Loyalty (Cheng et al., 2011); (Alkhurshan & Rjoub, 2020).

#### **Customer Experience**

Customer Experience is the customer's feelings when experiencing various points of interaction the company provides. This refers to the subjective perspective or experience provided by the company when customers interact with various aspects of the company, such as services, products, communications, and so on. [20]; Meyer & Schwager, 2007). Positive customer experiences can provide a sense of satisfaction and increase customer satisfaction (Kamath et al., 2019); [21]. Brakus et al., 2009 stated that there are 4 customer experience indicators, namely: 1). Sensory, 2) Affective, 3) Intellectual, and 4) Behavioral [22]

According to Pine & Gilmore (1998), positive and memorable experiences obtained by customers from transactions carried out with service providers make customers loyal. According to Mulyono et al. (2018), A memorable experience will increase customer loyalty so that they will buy again and recommend the product/service to friends or relatives [13]. According to (Krishnan and Thorbjornsen et al., 1999), combining a CRM system by utilizing the Internet can help organizations increase customer satisfaction [23].

#### **Customer Loyalty**

According to Ant Ozok, Oldenburger, Salvendy (2007), a company can build customer loyalty by establishing good communication between sellers and buyers through direct

interaction.[24].Indicators of "customer loyalty" are taken from Jones and Taylor (2007) with coverage of 1) Behavioral Loyalty, 2) Attitude Loyalty, and 3) Cognitive Loyalty [13].

### Conceptual framework

Based on the description above, it can be built research framework as follows:

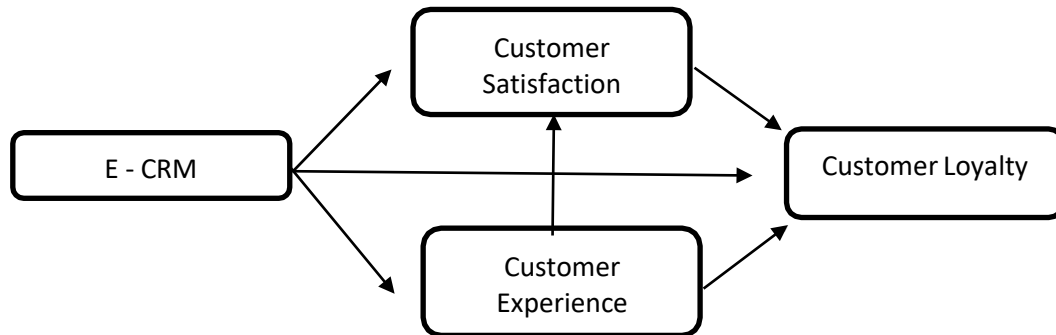


Figure 1. Full Model Testing

### Research Hypothesis

Based on the problem formulation and research conceptual framework above, the research hypothesis proposed by the researcher is as follows:

1. E-CRM affects Customer Satisfaction.
2. E-CRM affects Customer Experience.
3. E-CRM affects Customer Loyalty.
4. Customer Satisfaction affects Customer Loyalty.
5. Customer Experience influences Customer Satisfaction.
6. Customer Experience influences Customer Loyalty.
7. E-CRM influences Customer Loyalty through Customer Satisfaction as mediation.
8. E-CRM influences Customer Loyalty through Customer Experience as mediation.

### METHOD

This research is causal research with a purposive sampling method using a questionnaire distributed to respondents who must meet all the predetermined criteria. This questionnaire uses a Likert scale with numbers 1 to 5 with categories: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). The population in this study are users or customers of online transportation applications, especially the Gojek application in Indonesia. The sample in this study amounted to 210 respondents collected using purposive sampling with the following criteria: 1) Respondents are Indonesian citizens, 2) Respondents are at least 17 years old, and 3) Respondents have previously used or made transactions using the Gojek application. The data measurement method used in this research uses Structural Equation Modeling (SEM), which is assisted by using the AMOS 26 Statistics application. Based on research concepts built from theoretical studies presented, this research refers to previous research [13] and research by [21].

## RESULT AND DISCUSSION

### Respondent Characteristics

Analysis of respondent profiles can be seen from the following demographic data:

**Table 1.** Characteristics of Respondents

Categories	Items	f	%
Gender	Man	75	35.7
	Woman	135	64.3
Total		210	100
Age	17-25 Years	184	87.6
	26-39 Years	19	9
	40-50 Years	6	2.9
	>50 Years	1	0.5
Total		210	100
Education	SMA/SMK	149	70.9
	Diploma	6	2.8
	Bachelor	51	24.3
	Magister	3	1.5
	Doctor	1	0.5
Total		210	100
Work	Student	173	82.5
	Civil Servants (PNS)	13	6.2
	Employee	16	7.7
	Entrepreneur	6	2.8
	Not yet working	1	0.4
	Housewife	1	0.4
Total		210	100
Domicile	Kalimantan	168	80
	Java	24	11.4
	Sumatra	7	3.3
	Sulawesi	6	2.9
	Papua	3	1.4
	Bali and Nusa Tenggara	2	1
Total		210	100
Monthly Income	<Rp 999,999	121	57.6
	IDR 1,000.00-IDR 2,999,999	57	27.1
	IDR 3,000,000-IDR 4,999,999	14	6.7
	> IDR 5,000,000	18	8.6
Total		210	100



## Measurement Model

The results of suitability, validity and reliability testing can be seen in the following table:

**Tabel 2.** Value of Standardized Loading Factor, Construct Reliability (CR), and Average Variance Extracted (AVE) in Overall Model Fit

	Items	SLF	CR	AVE
E-CRM	Gojek Allows me to choose services according to my needs.	0.831	0,821	0,601
	I am sure that Gojek will not misuse my personal information	0.782		
	Various payment methods to choose from are available in the Gojek application	0.814		
	The Gojek application gives me the right information when problems occur (such as network problems, not finding a driver nearby, and so on)	0.832		
	The online feedback or satisfaction rating feature is available on the Gojek Application	0.829		
	I found this FAQ (Frequently Asked Questions) useful for me	0.512		
	Customer Experience	I feel happy when using the Gojek application.		
I think the Gojek application has met my expectations.		0.74		
I feel helped by the Gojek application.		0.762		
The visuals displayed on the Gojek application are comfortable for me to see.		0.738		
Customer Satisfaction	I feel satisfied after using Gojek's services.	0.774	0,912	0,595
	I am satisfied with the response, prices, promos, and timeliness provided by Gojek.	0.704		
	After using Gojek, I feel I got what I wanted.	0.788		
	If I need online transportation services, I will use Gojek.	0.768		
	I am willing to recommend Gojek to my friends/relatives.	0.758		
	I have never felt disappointed or dissatisfied with the service Gojek provides	0.802		
Customer Loyalty	I always use Gojek when I need transportation services	0.79	0,758	0,617

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I share positive experiences about Gojek with others. 0.772

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Price is not the main factor for me in choosing Gojek products. 0.778

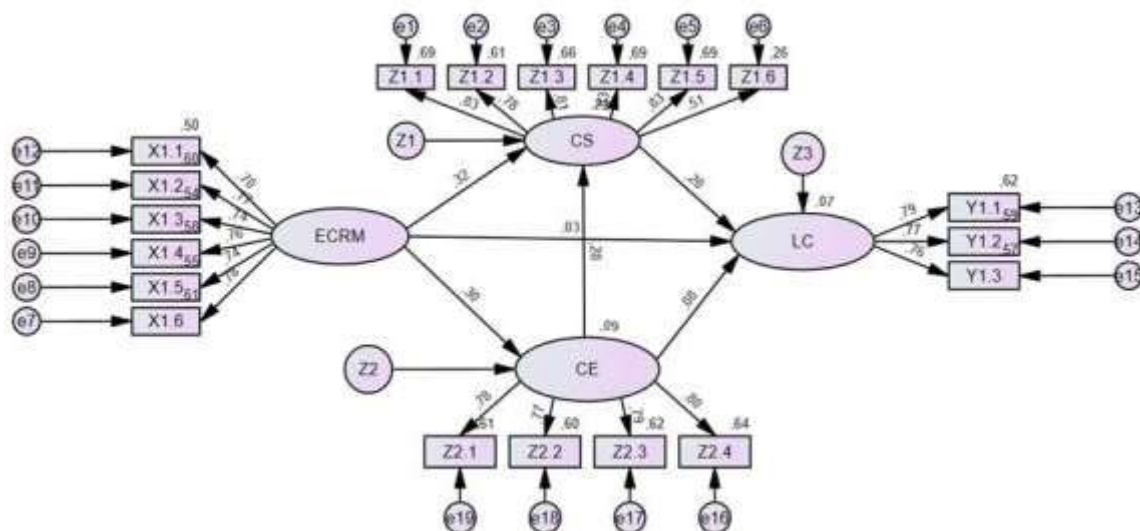
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The table above is the result of testing the validity and reliability of the model as a whole. The Standardized Loading Factor (SLF) value for all variables is greater than 0.50, which means that all indicators are valid and able to measure the construction of the entire research model. The Construct Reliability (CR) test results obtained a score of more than 0.70, which means that all instruments are reliable and consistent in measuring the structure of the model created.

**Tabel 3.** Goodness of Fit Index

Goodness of Fit Index	Cut off Value	Results
CMIN/DF	≤ 3.00	1,554 Good fit
RMSEA	≤ 0.08	0.052 Good fit
RMR	≤ 0,05	0.015 Good fit
TLI	≥ 0.90	0.960 Good fit
IFI	≥ 0.90	0.960 Good fit
CFI	≥ 0.90	0.960 Good fit
NFI	≥ 0.90	0.896 Bad fit

Table 3 is a table of model suitability test results. The results obtained state that the model suitability requirements are acceptable. All measurements have shown the level of suitability and obtained a good fit.




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## Hypothesis Testing

The results of testing the relationship between variables in the model built in this research can be seen in the following table.

**Tabel 4** Hypothesis testing

	Path	Estimate	S.E	CR	P	Conclusion
H1	E-CRM ---> Customer Satisfaction.	0.398	0.093	4,133	***	Significant Positive
H2	E-CRM ---> Customer Experience.	0.383	0.206	3,771	***	Significant Positive
H3	E-CRM ---> Customer Loyalty.	0.040	0.120	0.336	***	Significant Negative
H4	Customer Satisfaction ---> Customer Loyalty.	0.226	0.102	2,205	0.737	Positive Insignificant
H5	Customer Experience ---> Customer Satisfaction.	0.256	0.070	3,677	0.027	Significant Positive
H6	Customer Experience ---> Customer Loyalty.	0.084	0.090	0.929	0.353	Insignificant Negative

From the results of the relationship test between variables in Table 4.4, the calculated t value for the E-CRM variable that influences Customer Experience is 4.133, which is a value greater than the t table, namely 1.96. The results also show that several variables, such as E-CRM, which influence Customer Loyalty, have values below the t table, which means the hypothesis cannot be accepted. Likewise, p values showing numbers below 0.05 are declared valid and significantly positive. A hypothesis with a p-value greater than 0.05 is declared Positively Insignificant. The results of the Sobel test are attached in the following table to confirm the indirect influence of the relationship between mediating variables.

**Tabel 5.** Sobel Test - Significance of Mediation

		Sobel test statistics	Two-tailed probability	Conclusion
H7	E-CRM -> Customer Satisfaction -> Customer Loyalty	1,967	0.049	Significant
H8	E-CRM -> Customer Experience -> Customer Loyalty	0.834	0.404	Insignificant

Based on the Sobel test results in the table above, the Sobel test statistic in H7 is 1.967, which is greater than the t table of 1.96, and the p-value is 0.049, which is smaller than 0.05, so H7 shows that there is an indirect influence from Customer Satisfied as a mediator between the variables. E-CRM on Customer Loyalty. The results also show H8. Getting a value of 0.834 is below the t table value of 1.96 so it can be concluded that the

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Customer Experience variable does not mediate between E-CRM and Customer Loyalty.

### Discussion

The results of the hypothesis test it state that E-CRM has a significant effect on Customer Satisfaction, this support previous research conducted by [13]. This hypothesis also shows Gojek's success in building customer relationships to provide customer satisfaction value [10]. E-CRM has a significant effect on Customer Experience this support the research conducted by [21] which states that E-CRM helps companies or organizations to provide good, memorable experiences to customers. E-CRM negatively influences customer loyalty, which means that the smaller the E-CRM, the more loyal customers will be (H3). Customer Satisfaction affects Customer Loyalty but is not significant. The higher the customer satisfaction with a product or service, the higher the customer loyalty (Yoo et al., 2015); [17]. Customer Experience has a significant influence on Customer Satisfaction. Customer Experience does not affect Customer Loyalty and is not significant. E-CRM is proven to influence Customer Loyalty by using Customer Satisfaction as mediation. According to Dowling (2002), CRM is based on the belief that building long-term relationships with customers is the basis for achieving customer satisfaction and loyalty [11]. E-CRM is insignificant in influencing Customer Loyalty by using Customer Experience as mediation.

### CONCLUSION

The results of this research differ from previous research conducted by (Mokha, Anupreet K., 2020), with the research object being banking applications. The absence of a significant relationship between the Customer Experience variable and Customer Loyalty is because there are other external factors that could occur to customers when getting an experience. For example, the customer experience that is obtained is already good; customer loyalty has also increased. However, customers also get a better experience than other online transportation applications, this will undoubtedly affect customer loyalty to Gojek services. Another factor is the different times of use of Gojek. Gojek users in 2023 and Gojek users in 2018 are different and affect customer loyalty. Research on E-CRM has no influence on customer loyalty and may produce different results than other studies, which show a more significant influence. These factors occur partly because consumer preferences and behavior can change over time. Therefore, research conducted at different time periods may yield different results because consumers respond differently to E-CRM efforts. This negative relationship can indicate that Gojek needs to re-examine their E-CRM service at the post-transaction stage because this negative relationship could mean customers are not satisfied with their E-CRM service thereby impacting on their loyalty to the services provided by Gojek (Oumar et al., 2017). This is in line with research conducted by [3] which states that E-CRM does not have a direct effect on customer loyalty but has a positive impact on customer satisfaction, and customer satisfaction mediates the relationship between E-CRM and customer loyalty [26]. Viewed from the E-CRM side, which influences customer loyalty through customer satisfaction as mediation, this has its views, especially

from existing competitors. The most prominent thing about gojek's E-CRM, which makes customers more loyal, is the features embedded in the Gojek application.

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