The Influence of Customer Relationship Management and Company Reputation on Customer Loyalty Through Customer Satisfaction in Telecommunication Companies

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Abstract
This study aims to examine the influence of customer relationship management (CRM) and company reputation (CR) on customer loyalty (CL) through customer satisfaction (CS) studies at Mitratel companies. The number of samples was 155 respondents from Mitratel's customers. The approach used in this research is quantitative. The primary data is obtained from the questionnaire and analyzed quantitatively using the SEM PLS technique. The results indicate that CRM and CR affect CS and CL, but the influence of CRM on CL cannot directly influence it. To form high CL, CS must first be improved. The CRM can increase CL if the CRM program can provide CS. There is a significant influence of satisfaction on CL also proves that CS can mediate the influence of CRM and company reputation on CL.

Keywords: Company Reputation, Customer Loyalty, Telecommunication Tower, SEM-PLS, NPS

INTRODUCTION

The base transceiver station (BTS) enables wireless connections between communication devices and network operators. In Indonesia, there are currently around 72,000 telecommunication towers. The increase in users resulted a higher level of complaints related to telecommunication problems from 2020 to 2023. Based on them, the author tries to examine the causes of consumer dissatisfaction to PT. Dayamitra Telecommunications Tbk. or Mitratel who has 18,473 cellular towers spread throughout Indonesia in 2020.

As a form of Mitratel's efforts to improve customer satisfaction (CS), Mitratel has implemented several methods such as the establishment of a service level agreement (SLA), the measurement with a net promoter score (NPS), and CS surveys. A SLA is a written agreement between the consumer and the service provider. In this case, Mitratel details the service promises received and provided together with various performance measures, guarantees, or stipulates all of these services.

In carrying out BTS tower operations, many problems that often occur, including issues of licensing, arrangement, supervision, maintenance, inefficiency, post- disaster recovery, and others. Any problems that impede the smooth functioning of the BTS towers must not be tolerated and immediate, precise, and measurable action must be taken. Every complaint or report regarding a problem with the BTS tower is very important to know and resolve.

Mitratel management has established a trouble ticket system. This trouble ticket is a statement from management that a report or complaint has been entered and accepted by management. In the end, the completed trouble ticket data is presented in the closing trouble ticket data. The input, progress, and status trouble ticket processes are facilitated by an application called ANT Telkomsel. In general, the status of a closing trouble ticket will result in two status options, namely in SLA or out of SLA.

According to Mitratel's Trouble Ticket Status Data for the Jabodetabek Area for 2021-2022, we can see that there are still trouble tickets that have exited the SLA in a total of 1,541 cases, which is 17.6% of the total cases for the past two years. Resolving complaints or disturbances that are out of the SLA has contributed to financial losses or lost profits for Mitratel. In addition, this will also have an impact on customer satisfaction and loyalty. The value of Mitratel's losses due to trouble ticket out SLA reached Rp. 2.086 billion in 2021 and Rp. 589.96 million in 2022.

As a form of Mitratel's efforts to maintain and improve customer satisfaction, Mitratel has implemented several methods such as the establishment of a service level agreement (SLA), a complaint and suggestion system, the measurement with a net promoter score (NPS), and customer satisfaction surveys.

NPS gives an assessment based on responses with a scale of 1 to 10, where customers are grouped into: promoters (9-10), passives (7-8), and detractors (0-6). The difference in the percentage of promoters and detractors, then you get the Net Promoter Score (Fred Reichheld: 2003).

The Telkomsel ANT application has a weakness, namely, it tends to be rarely monitored by officers in charge so there are still many cases of settlement with the status of closing trouble ticket out SLA. This is risky to reduce the CS. In addition to financial losses that should not be experienced, a trouble ticket that goes out of the SLA will affect CS and CL. Referring to the data from the NPS survey conducted by Mitratel.

Based on the phenomenon of low Net Promoter Score (NPS), the number of trouble tickets out of SLA, and the amount of fines, this research is important to do so that it can be investigated whether CRM can increase CS. Henceforth, this research is entitled "The Influence of Customer Relationship Management and Company Reputation on Customer Loyalty through Customer Satisfaction Studies at Mitratel Companies."

Literature
A. *The Linkage between CRM, CR, CS and CL*

There are for elements that we will examine in this case. As many previous studies, there were proven linkages among CRM, CR, CS, and CL. In our study, we also believe there are a linkage among them. The CRM and CR might have a strong impact to CS and CL.

B. *Research Framework*

The framework we used in this research is shown in Figure 1 as follows. Both CRM and CR influence CS and all of them influence CL. This model refers to a framework used by Rizwan (Rizwan et. al. 2020).

METHOD
A. The research method used in this research is the quantitative method. A questionnaire with a five-point Likert scale was used as a research instrument, which was tested first through validity and reliability testing. Questionnaires are distributed online by utilizing social media to make it easier to reach respondents quickly and widely. The sample in this study was taken using a non-probability sampling technique with a purposive sampling method. It means, that only certain types of people can become respondents to provide the desired information.
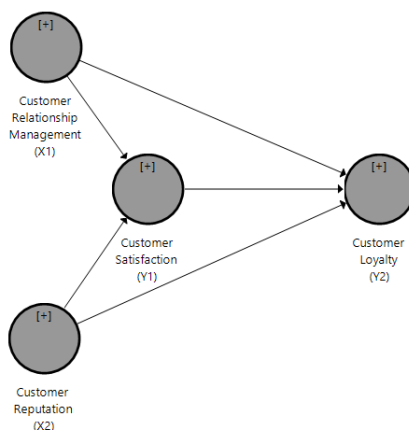

Fig. 1. Research Framework

B. *Population and Sample*

The population in this study was all Telkomsel employees, totaling 252 employees. By using the general power level assumption of 80% and the significance level of 1%, 5% and 10%. The formula used to find the sample size with a significance level of 5% is as follows:

$$\text{significance level} = 5\%: \text{n}_{\min} > \left(\frac{2.486}{|p_{min}|}\right)^2$$

This study uses a significance level of 5% with a power test of 80% and uses a minimum sample size of 0.2 so that the value obtained is

$$n_{min} > \left(\frac{2.486}{0.2}\right)^2 = 154{,}504$$

Based on the results obtained from the calculation above, the sample to be taken by the researcher is 154,504 for the minimum number of samples, but the authors round up to 155 respondents.

By using a purposive sampling technique, a total sample of 155 respondents was obtained, consisting of 36 Telkomsel managers, 72 supervisors, and 144 Telkomsel staff.

C. *Instrument Design*

The CL loyalty variable is measured by CRM, CR, and CS.

D. *Data Analysis Techniques*

The data were analyzed using the SEM-PLS analysis technique. The reason is that the research model to be estimated is quite complex and the model contains mediating and moderating variables. Besides, the SEM- PLS also does not require a minimum and maximum number of samples. So it will be very good if the sample

obtained is small, although SEM-PLS also works very well on large samples especially when the researcher wants to avoid bias in the analysis results caused by abnormal data. SEM-PLS with Smart-PLS is a robust analysis technique for the issue of data abnormalities (Hair et al, 2012).

RESULT AND DISCUSSION

A. *SEM-PLS Analysis*

The influence between variables in th is model will be analyzed using path analysis with the help of the Smart-PLS program. The path analysis stage consists of testing the goodness of fit model. In the outer model testing phase, construct validity and reliability are tested, whereas, in the inner model, the research hypotheses will be tested (see Figure 2 & Figure 3).
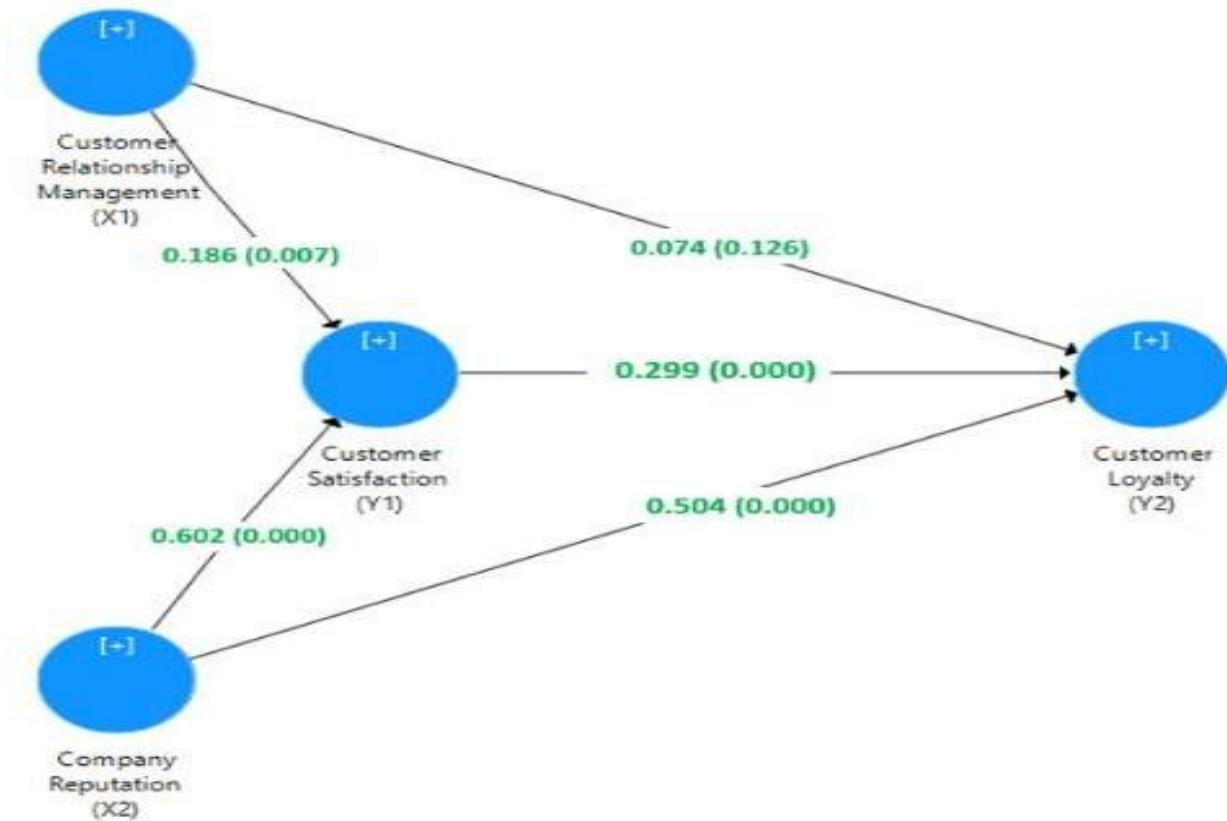

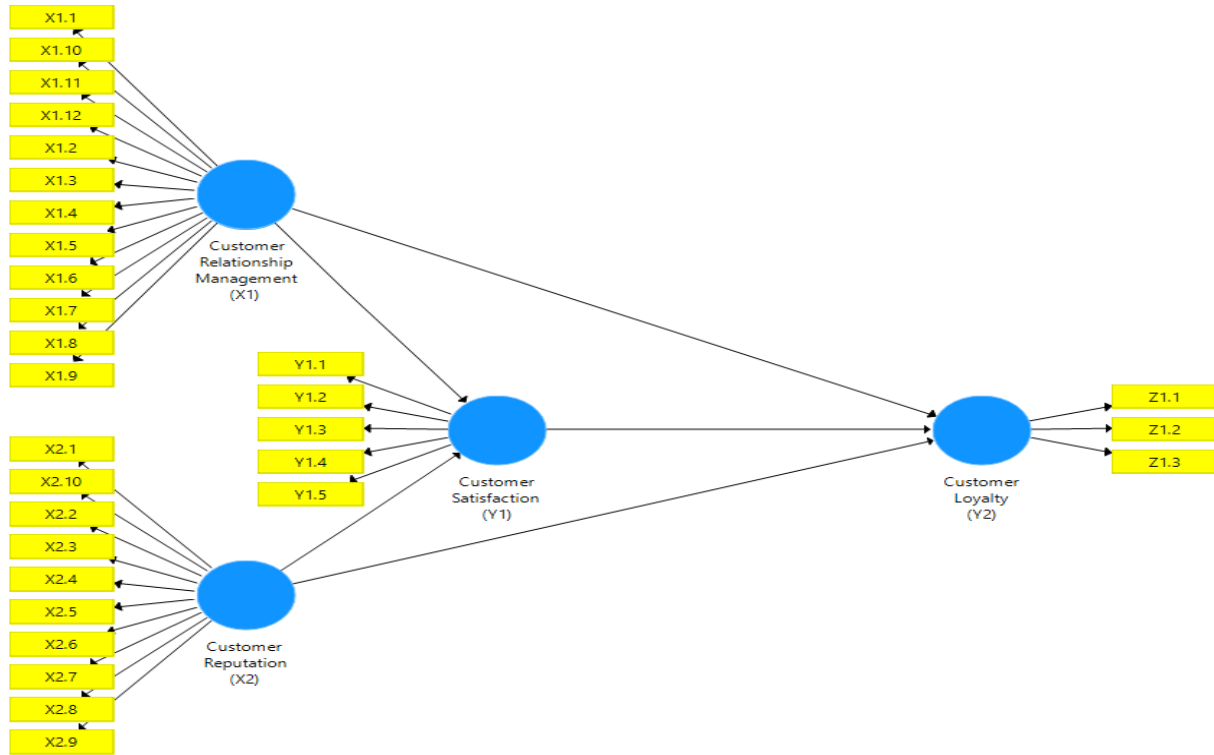Fig. 2. Estimation Results of the SEM-PLS Model Algorithm

Fig. 3. Estimation Results from the 500 sample PLS Bootstrapping model (Hidden indicator version)

B. Outer Model Testing

- Convergent Validity (CV). CV testing is carried out to determine the level of validity of each relationship between indicators and their latent constructs. In this test, an indicator is declared valid if it has a loading factor value > 0.7 and each construct has an AVE value > 0.5. The results of the outer model test in Table 1 show that all indicators in the PLS model are valid in measuring the construct because they already have a loading factor value > 0.7 and the results of the analysis in Table 5 show that each construct has an AVE value > 0.5.

- Discriminant Validity (DV). DV is carried out to ensure that each concept of each latent variable model is different from other variables. In this test, the indicator is declared to have met the required DV criteria if the HTMT between constructs is below 0.9. The results of the DVtest in Table 2 show that the HTMT value between constructs is below 0.9, which means that DV has been fulfilled by each construct. The results in the table 2 show that all indicators and constructs have met the required DV criteria, HTMT between constructs <0.9.

- Composite Reliability and Cronbach Alpha Discriminant Validity. DV is carried out to ensure that each concept of each latent variable model isdifferent from other variables. The indicator is declared to have met the required DV validity criteria if the HTMT between constructs is below 0.9. The results of the DV test in Table 3 show that the HTMT value between constructs is below 0.9, which means that DV has been fulfilled by each construct. The results show that all indicators and constructs have met the required DV criteria, HTMT between constructs <0.9. Composite Reliability measures the actual reliability value ofa variable, while Crombach Alpha measures the lowest value (lower bound) of the reliability of a variable. In construct reliability measurement, the required Cronbachs alpha value is > 0.7, as well as the required composite reliability value is > 0.7. The construct reliability test results in Table 3 show the Cronbachs alpha value for all constructs > 0.7 as well as the composite reliability value for all constructs > 0.7 which means that all constructs in the SEM-PLS model are reliable.

Table 1. Convergent Validity

Var	Indicator	LF	CV	AVE	CV
CL	Y21	0,975	0,7	0,906	valid
	Y22	0,946	0,7		valid
	Y23	0,935	0,7		valid
CS	Y11	0,884	0,7	0,872	valid
	Y12	0,931	0,7		valid
	Y13	0,966	0,7		valid
	Y14	0,949	0,7		valid
	Y15	0,934	0,7		valid
	Y16	0,952	0,7		valid

Var	Indicator	LF	CV	AVE	CV
	Y17	0,919	0,7		valid
CRM	X110	0,888	0,7	0,865	valid
	X111	0,902	0,7		valid
	X12	0,957	0,7		valid
	X14	0,939	0,7		valid
	X16	0,933	0,7		valid
	X17	0,921	0,7		valid
	X18	0,962	0,7		valid
	X19	0,934	0,7		valid
CR	X2.1	0,911	0,7	0,848	valid
	X2.10	0,903	0,7		valid
	X2.11	0,931	0,7		valid
	X2.2	0,911	0,7		valid
	X2.3	0,934	0,7		valid
	X2.4	0,896	0,7		valid
	X2.5	0,944	0,7		valid
	X2.6	0,903	0,7		valid
	X2.7	0,937	0,7		valid
	X2.8	0,917	0,7		valid
	X2.9	0,939	0,7		valid

Note: Var = Variable, LF= Loading Factor, CV= Cut Value, AVE= Average CV= Convergent Validity, CL= Customer Loyalty, CS= Customer Satisfaction, CRM= Customer Relationship Management, CR= Company Reputation CV=Convergent Validity

Table 2. Discriminant Validity – HTMT

	CL	CS	CRM	CR
CL	0,952			
CS	0,698	0,934		
CRM	0,535	0,543	0,930	
CR	0,761	0,712	0,594	0,921

Note: CL= Customer Loyalty, CS= Customer Satisfaction, CRM= Customer Relationship Management, CR= Company Reputation

Table 3. Composite Reliability

Construct	CA	rho_A	CRB
CL	0,948	0,949	0,967
CS	0,975	0,979	0,979
CRM	0,978	0,980	0,981
CR	0,982	0,983	0,984

Note: CA=Cronbach's Alpha, CRB=Composite Reliability, CL= Customer Loyalty, CS= Customer Satisfaction, CRM= Customer Relationship Management, CR= Company Reputation

C. Inner Model Testing.

- Testing the inner model includes an assessment of the goodness of fit of the structural model, an assessment of the path coefficient, a test of the significance of the partial effect of exogenous variables on endogenous variables, and the calculation of the coefficient of determination. The test results at this stage can be used to test the research hypothesis.
- F Square Effect Size. The objective of F square effect size is to see the influence between variables and also to assess how big the effect is. The Table 5 shows the results of the analysis of the F^1 square effect size.
- The Goodness of Fit Model PLS. The goodness of fit of the SEM-PLS model can be seen from the R Square, Q Square and SRMR model values. The R square value indicates the strength of the model in predicting endogenous variables. The R Square value ranges from 0-1 and is categorized into 3 categories, namely strong, moderate, and weak. According to Chin (1998), the value of R square > 0.67 indicates a PLS model in the strong category, the R Square value between 0.33 - 0.67 indicates that the PLS model is in the moderate category and the R Square value between 0.19 - 0.33 indicates that the PLS model is in the weak category. Meanwhile, the Q Square value of the model indicates the level of predictive relevance of the model. Q square values are categorized into 3 categories, namely small, medium and large, Q square values of 0.02 – 0.15 are considered small, Q square values of 0.15 – 0.35 are considered moderate and Q square values are > 0.35 stated large. The SRMR model relates to the ability of the sample to explain the population. SRMR values are categorized into 2 categories, namely perfect fit models if SRMR < 0.08; the model is fit if the SRMR is between 0.08 – 0.10 and the model is not fit if the SRMR is > 0.10. The results of the analysis in Table 4 show that the estimated SEM- PLS model is fit with the data being analysed because it has model strength in the moderate category (strong enough). The predictive relevance value is quite large and the model's SRMR value is in the fit criteria. Therefore this model can be considered feasible to be used to test the research hypothesis.

- Direct Impact. In SEM-PLS analysis, the direct effect between variables can be seen from the p value and T statistics. At a significant level of 5%, exogenous variables are declared to have a significant effect on endogenous if the p value <0.05 or T statistic > 1.65 (one tail) and T statistic > 1.65 (one tail). The direction of influence (positive effect/negative effect) is assessed from the sign that accompanies the path coefficient. The results of the analysis in Table 5 show that: (1) Customer statistics has a positive and significant effect on customer loyalty indicated by a p value of 0.000 <0.05, T statistic 4.198 > 1.65 and a positive path coefficient of 0.299; (2) Customers relationship has no effect on customer loyalty shown by sig. = 0.126 >.05, T statistic 1.147 <1.65; (3) Customer relationship has a positive and significant effect on customer loyalty as indicated by a p value of 0.007 <0.05, T statistic 2.447 > 1.65 and a positive path coefficient of 0.186; (4) Customer reputation has a positive and significant effect on customer loyalty as shown by a p value of 0.000 <0.05, T statistic 7.698 > 1.65 and a positive path coefficient of 0.504; (5) Customer reputation has a positive and significant effect on customer loyalty as indicated by a p value of 0.000 <0.05, T statistic 9.869 > 1.65 and a positive path coefficient of 0.602.

Table 4. The Goodness of Fit Model

EC	R^2	AR^2	CRT	Q^2	PR	SRMR
CL (Y2)	0,631	0,624	M	0,567	big	0,067
CS (Y1)	0,530	0,624	M	0,453	big	(Fit)

Note: EC= Endogen Construct, AR^2= Adjusted R^2, CRT= Criteria, CA= Cronbach's Alpha, CRB= Composite Reliability , PR= Predictive Relevance, CL= Customer Loyalty, CS= Customer Satisfaction, M= Moderate

Table 5. Direct Impact

	O	F^1	STDEV	O/STDEV/	PV
Y1 -> Y2	0,299	0,015	0,071	4,198	0,000
X1 -> Y2	0,074	0,015	0,064	1,147	0,126
X1 -> Y1	0,186	0,037	0,076	2,447	0,007
X2-> Y2	0,504	0,384	0,065	7,698	0,000
X2 -> Y1	0,602	0,420	0,061	9,869	0,000
Y1 -> Y2	0,299	0,061	0,071	4,198	0,000

Note: O= Original Sample, F^1=F Square Size Effect, STDEV=Standard Deviation, O/STDEV=T Statistics, PV=P Values

The results of the analysis in Table 6 show that on the path not influenced by the influence of CRM on CL through CS, a p value of 0.005 is obtained with a T statistic of 2.555, with a positive indirect path coefficient of 0.056, because the p value obtained is < 0.05 and T statistic > 1.65, it is concluded that CRM has an indirect effect on CL mediated by CS. In this PLS model, CS is proven to mediate the indirect effect of CRM on CL. The results prove that on the indirect path of the influence of CR on CL through CS, a p value of 0.000 is obtained with a T statistic of 3.453 with a positive indirect path coefficient of 0.180, because the p value obtained is <0.05 and T statistic > 1.65, it is concluded that CR can indirectly influence CL through CS. In this PLS model, CS is proven to mediate the indirect effect of CR on CL.

Table 6. Indirect Impact

	O	O/STDEV/	PV
X1 -> Y1 -> Y2	0,056	2,555	0,005
X2 -> Y1 -> Y2	0,180	3,453	0,000

Note: O= Original Sample, M=Sample Mean, STDEV=Standard Deviation, O/STDEV=T Statistics, PV=P Values

D. Discussion

Hypothesis 1 is proven. Companies need to provide social benefits for customers by understanding the needs and desires of customers more personally. By building relationships with each customer individually, the company will increase its social ties with customers (Juliansyah, 2019). Companies can build profitable long-term relationships with customers through the provision of structural ties that make it easier for customers to transact with the company. The results of this study are in line with the results of previous studies conducted by (Dewi, 2015; Firmansyah, 2021; Kurniawan, 2021) which also shows there is a significant influence of CRM on CS.

Table 7. Hypothesis Testing

	Hypothesis	RC	t	Sig.	Conc.
1	CRM infl CS	0,186	2,447	0,007	Supported
2	CRM infl CL	0,074	1,147	0,126	Rejected
3	CR infl CS	0,602	9,869	0,000	supported
4	CR infl CL	0,504	7,698	0,000	supported
5	CS infl CL	0,299	4,198	0,000	supported

Note: RC= Regression Coefficient, Conc= Conclusion, infl= influences

Hypothesis 2 was not accepted and it was concluded that CRM has no effect on CL. Good relationship withcustomers does not always create high CL. Relationships that are established with customers mustfirst be able to form CS which in turn can increase CL. CRM is a business approach based on managing relationships with customers. CRM focuses more on what customer value, not on the products the company wants to sell. The results of this study are also in line with the results of previous studies conducted by (Alamsyah et al. Kariman et al., 2022; P. Kumar & Mokha; 2022) which shows the results that CRM cannot directly affect CL, CRM can increase CL if it is mediated by CS. Hypothesis 3 was accepted and it was concluded that CR has a positive effect on CS, which means that the higher the CR, the higher CS and vice versa. The results of this study are in line with research results (Ali et al., 2012; Almohaimmeed, 2019; Gul, 2014; Juliansyah et al., 2019; Kamran-Disfani et al., 2017; Kim & Park, 2019; V. Kumar et al., 2013) which also shows that thecompany's reputation will also affect customer satisfaction. Hypothesis 4 was accepted and it was concluded that CR has a positive effect on CL, which means that the higher the company reputation, the higher the customer loyalty, and vice versa. CL to a company brand is highly dependent on the company's ability to manage the factors that influence brand loyalty. A study conducted by Sugandini (2002) concluded that in the service sector there are four factors that shape customer loyalty, namely brand image, perceived quality, value and CS. The results of this study are in line with the results of research (Andriana et al., 2019; Hadi & Indradewa, 2019; Sugandini, 2002) which also shows that company reputation will also affect customer loyalty. Hypothesis 5 was accepted and it was concluded that CS has a positive effect on CL, which means that the higher the CS, the higher the CL and vice versa. CL in the business world is important for companies, especially companies that are ready to enter into business competition, will maintain the continuity and try to get loyal customers in the long term. The results of this study are in line with the results of research (Almohaimmeed, 2019; Asmelash & Kumar, 2020; El-Adly, 2019; Et. al., 2021; 2021; Kamran-Disfani et al.,2017; Kim & Park, 2019; V. Kumar et al., 2013) whichalso shows a significant effect of satisfaction on customer loyalty.

CONCLUSION

The conclusions are (1) CS has a positive and significant effect on CL, the higher the CS, the higher the CL, and vice versa. CS is proven to be a factor that significantly influences CL; (2) CRM has no effect on CL.CRM is proven to have no effect on CL; (3) CRM has a positive and significant effect on CS. CRM is proven as a factor that significantly influences CL; (4) CR has a positive and significant effect on CL. CR is proven as a factor that significantly influences CL; (5) CR has a positive and significant effect on CS. CR is proven as a factor significantly influencing CS.

Based on the results, the CRM have been good, but in terms of information still needs to be improved. On the CR variable as a whole the CR variable is good, but in terms of some elements still need to be improved. In the CS variable, overall the CS variable has been good, but in terms of some elements needs to be improved. And on the CL variable as a whole, customer loyalty has been good, but in terms of making Mitratel the first choice and in giving trust for cooperation and giving new orders to customers.

The results of this study are in line with the results of research (Almohaimmeed, 2019; Asmelash & Kumar, 2020; Book et al., 2019; Cheng & Jiang, 2020; El-Adly, 2019; Et. al., 2021; Kim & Park, 2019; V. Kumar et al., 2013) which also shows a significant effect of satisfaction on customer loyalty.

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