

## *The Influence of Customer Relationship Management, Customer Satisfaction and Customer Loyalty towards Cross-Buying Astinet's Customer*

<sup>1</sup>Tatit Hidayati, <sup>2</sup>Yudi Pramudiana, <sup>3</sup>Maya Ariyanti  
Magister Management Program  
Telkom University  
Bandung, Indonesia

<sup>1</sup>sarahbroocheries@gmail.com, <sup>2</sup>yudipram@gmail.com, <sup>3</sup>maya.ariyanti@gmail.com

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### Abstract

The business environment in the telecommunications sector is changing rapidly. In order to keep growing, telecom operators are required to conduct business innovation, sort of them by increasing the value of customer. XYZ also support government's programs to the telecommunications sector by holding Astinet.

Astinet's customer which perceived to be technologically updated and big budget, is expected to purchase other telecommunications services behind Astinet. However, the number of customers who subscribes more than one product is still small. Noting the growing churn rate, coupled with customer satisfaction and loyalty is not better than the industry, it is necessary to study to improve customer satisfaction and loyalty to the Astinet' service that led to the Cross-Buying other telecommunications services.

This study will research the effect of Customer Relationship Management, Customer Satisfaction and Customer Loyalty toward Cross-Buying in telecommunication product. Because increase in customer value are preferred rather than seeking new customers, considering the cost to find new customers 3-5 times greater than retain existing customers (Farber and Wycoff, 1991).

This research is descriptive verification and a quantitative research which took a questionnaire from 406 respondents who were or had been using Astinet services previously. The data collection is done by distributing questionnaires to Business-to-Business scheme and used Structural Equation Modelling for data analyzed.

The results of factor analyses revealed Customer Relationship Management were found to positively affect customer satisfaction. Customer Satisfaction was found to have direct association with customer loyalty and both customer satisfaction and loyalty-influenced cross-buying.

*Keywords: Customer Relationship Management, Customer Satisfaction, Cross-Buying, telecommunications*

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### Introduction

Astinet is dedicated internet service which held by XYZ service provider. Astinet is cater for the corporate customer. The service which has existed since 1996 is indeed intended for customers in the business sector who want internet service with a commitment of 1: 1. With the increasing number of Internet operators, Astinet have to compete with other internet products in the corporate market. This market does have a fewer number of customers, but offers greater revenue than the retail market (Hutt & Speh, 2007 in Reinartz & Kumar, 2012).

In total, there are 7 players dedicated internet service providers, including Astinet. This makes the competition becomes fierce increasingly. To oversee the service, XYZ has implemented a Customer Relationship Management (CRM) since 2008. To that end, the CRM system has to integrate all aspects ranging from sales, marketing, after sales service (Ngai, 2005). XYZ Company has also implemented a strategy attributes of competing products from Quality, Price and Delivery Performance. Astinet also communicated massively by using the tools Advertising, Direct Marketing, and Events and communications made using the Account Management. Because XYZ realize that long-term relationship approach is more advanced than the transactional relationship and considered to be more appropriate in approaching the business sector (McDonalds, Millman, &



Rogers in Reinartz & Kumar, 2012) .Although so, churn potential of these services continues to rise from year to year. Not to mention the satisfaction survey results and customer loyalty are no better than the industry average.

To target revenue growth, increase in customer value are preferred rather than seeking new customers considering the cost to find new customers 3-5 times greater than retain existing customers ((Farber and Wycoff, 1991). Astinet's Customer which perceived to be technologically updated and have a big telecommunications budget , is expected to contribute more to the increase in XYZ's revenue. With the use of customer Relationship Management is proven to be able to get closer to customers as well as the positive impact of the customer Satisfaction (Padmavathy, 2012), the use of customer Relationship Management is also a positive impact on customer Loyalty (Kim et, al. 2016).

Therefore, customer satisfaction and customer loyalty effect positive messages to the customer's desire to purchase the other XYZ's product (Padmavathy, 2012; Ngobo, 2005), then the increase in customer satisfaction and loyalty through the use of customer Relationship Management needs to be explored further. With such exposure, the authors feel the need to know whether the Customer Relationship Management, Customer Satisfaction and Customer Loyalty influence the customer's Cross-Buying intention, in this case for Astinet..

## **Theoretical background and development hypothesis**

### ***Customer Relationship Management***

Marketers in market corporate sector's is the biggest ever, even the financial volume in the market with business-to-business (B2B) is greater than the market business-to-consumer (B2C). In fact, the level of B2B customer purchases can be enormous. (Hutt & Speh in Reinartz & Kumar, 2012; 261).

Unlike in the context of B2C, B2B customers in the neighborhood is an organization (company or institution), which also means that customers in this sector smaller. Finally, when compared to the B2C relationship, the relationship between buyers and sellers in B2B tend to be closer (Buttle in Reinartz & Kumar, 2012; 261).

KAM refers to additional activities that are dedicated to a specialized personnel in an organization that is important to the company (Workman, Homburg, & Jensen in Reinartz & Kumar, 2012; 266). Instead of using relationship-oriented business transaction, the relationship between the KAM relationship with more customer-oriented nature and aimed at long-term relationship. Activities and specialized personnel are more intended to increase customer profit, which is in line with the increase in corporate profits (McDonald, Millman, & Rogers in Kumar and Reinartz, 2012; 266). Therefore, in the context of B2B, KAM is a topic that is relevant and can not be ruled out..

### ***Customer Satisfaction***

Oliver (1997; 13) defines customer satisfaction as the evaluation of aftersales, where the perception of the performance of selected products meet or exceed expectations before purchase. Customer Satisfaction is also in the form of consumer confidence in using a product which impact on positive emotions (Ruth & Oliver in Wang, 2013: 7). Basically, satisfaction and dissatisfaction of customers is determined by customer perceptions and expectations. Perceptions of the product or service itself is influenced by customer experience while trying to receive a product or service. Therefore, if the product is consumed or services obtained has the attributes desired by the customer, most likely will increase the level of customer satisfaction which leads to an increased frequency of purchases (Min et al., 2012: 9). There are five main factors that determine the level of customer satisfaction (Irawan, 2008: 37), namely:

- a. Product quality.
- b. Service quality.
- c. Emotional factors.
- d. Price

### ***Customer Loyalty***

Customer loyalty by Kottler & Keller (2012; 88) is a customer commitment to re-purchase and protect products that have been used from the influence of his business competitors. Meanwhile, Oliver (1997; 13) defines customer loyalty as a customer or as an attachment to the overall deep commitment to love the product, service, brand or organization, despite the potential cost to switch large enough. Loyalty itself is a multifaceted concept including both dimensions attitudes and behavior (Dick & Basu in Yang, 2015). Customer loyalty is the end result of customer satisfaction. (Kotler & Keller, 2012; 90)

### ***Cross-Buying***

Cross-Buying is defined as the purchase of various types of products from the same provider by not considering the period between the first and second transaction (Verhoef et al, 2001;. Reinartz et al, 2008). The decision to conduct cross-buying for customers may occur because of the satisfaction gained by the customer, when dealing with the company. Thus, there is a desire to enjoy the other products offered. Satisfaction is an overall performance evaluation form based on all the past experience in consuming products (services) that are associated with the company. (Anderson and Fornell, 1994; Bitner & Hubert, 1994). There are three main benefits of cross-selling, namely: increase customer revenue, improve customer

loyalty, and increase customer awareness to one company (Chasin, 2003).

**Research Model**

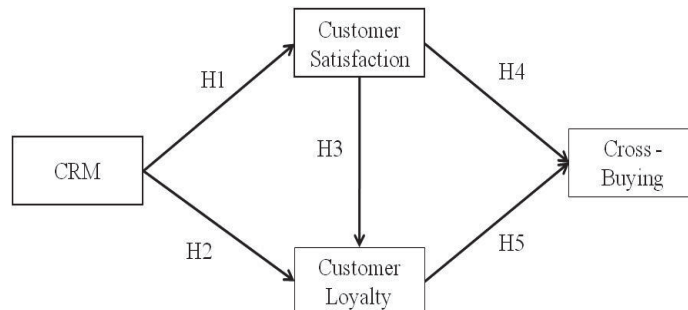


Image 1 Research Model of Customer Relationship Management, Customer Satisfaction, Customer Loyalty and Cross-Buying

Based on the theoretical framework that has been described above, then the hypothesis in this study are

- H1: Customer Relationship Management positively effect on Customer Satisfaction
- H2: Customer Relationship Management positively effect on Customer Loyalty
- H3: Customer Satisfaction positively effect on Customer Loyalty
- H4: Customer Satisfaction positively influence on Cross-Buying
- H5: Customer Loyalty positive influence on Cross-Buying

**Methodology**

**Validity and Reliability**

The measurement of model evaluation is done by testing the validity and reliability which represent each construct. All the total respondents (406 respondents) is tested by SmartPLS 2.0 software to get the loading factor, AVE, Communnality, Cronbach's Alpha and Composite Reliability.

Tabel 1 Validity and Reliability Testing Results

Variabel	AVE	Cronbachs Alpha	Composite Reliability
Cross-Buying	0.965663	0.988131	0.991188
Customer Loyalty	0.838818	0.903853	0.939785
CRM	0.650022	0.964456	0.967407
Customer Satisfaction	0.875842	0.964517	0.972426

Based on Table 1 Validity and Reliability Testing Results can be seen that the obtained value of the whole outer loading statement items > 0.70 and the value of Average Variance Extracted (AVE) all variables > 0.50. So it can be concluded that all the indicators and variables meet the convergent validity test.

Cronbach's Alpha and Composite Reliability value all of the variables also > 0.70, so it can be concluded that all indicators constructs are reliable or meet the reliability test.

**Descriptive Analysis**

Description of variables were obtained from the data processing research based on respondents' answers to the questionnaire, then analysis of linear continuum was held with the steps described by Sukestiyarno (2014: 47). The number of groups specified can be reached in two ways: using the Sturges formula or directly into a certain number of groups according to the needs of data analysis. Here are the results of grouping and descriptions for each variable in this study.

Table 2 Descriptive Analysis Result



Variable	Score Percentage	Category	R-Square
Cross-Buying	74%	High	0.52165
Customer Loyalty	74%	High	0.581176
CRM	70%	High	
Customer Satisfaction	77%	High	0.545639

From the 4 variables examined, all variables enter into the category of "High" which means that variable in accordance with the perception of respondents.

### Hypothesis Testing

To test the influence of the variables to Customer Loyalty, we used Partial Least Square analysis - Structural Equation Modelling (PLS -SEM). SEM is one part of the statistical models that look for relationships among several variables (Hair et al, 2010: 634).

Given the purpose of the study is to make predictions on the relationship independent and dependent variables will be used equation VBSEM / PLS SEM with processing tools using applications Smart-PLS (Indrawati, 2015: 198).

Tabel 3 SmartPLS Testing Result

Variable	Path Coefficient	T Value	Hypothesis Test	R-Square
Customer Loyalty -> Cross-Buying	0.335807	1.995	Significant **	0.52165
Customer Satisfaction -> Cross-Buying	0.434539	2.654	Significant ***	
Customer Relationship Management-> Customer Loyalty	0.166596	1.348	Significant *	0.581176
Customer Satisfaction -> Customer Loyalty	0.630973	4.944	Significant ****	
Customer Relationship Management -> Customer Satisfaction	0.738674	11.199	Significant ****	0.545639

Note: \*\*\*\* significant at the 99.95% confidence level, \*\*\* significant at the 99.5% confidence level, \*\* significant at 97.5%, and \* significant at 90% confidence level

Based on the results of data processing, it is proven that CRM has significant effect on Customer Satisfaction, and this strengthens the research conducted by Ata & Toker (2012), Padmavathy et. al, (2012), and Wang (2013), where the research was conducted also in the service industry but it is done in developing country. The similarity of the industrial sector makes these variables also affect the same.

Use of Customer Relationship Management juga proved a significant effect on customer loyalty to the use of Astinet in Indonesia, in line with the results of CRM research has been done before by Munyaradzi Nyadzayo & Saman Khajehzadeh W. (2012). Where this research, eventhough exercised in the automotive industry, but in developing countries. The object of research conducted both in developing countries, making this variable have the same effect.

Customer Satisfaction also proved significant effect on Customer Loyalty in the use of dedicated internet in Indonesia, in line with the results of Customer Satisfaction has been done before by Cater & Cater (2009) where the study took a background both in business to business scheme, but in the manufacturing industry , These results are also consistent with Kitapci (2013) because of the similarity in the service industry background, and also Yang (2015) which background of equally telecommunication industry scale in China.

The results of processing the data also showed a positive effect on customer satisfaction toward Cross-Buying is in line with research Padmavathy et al. (2012) were both performed in the service industry and is done in the same region. So this variable was also the same effect. In addition, these results are also consistent with research Ngobo (2005), where the studies were conducted in the field of finance industry. Research Hong & Lee (2012), also showed a similar thing and do the same in the Asian region, so these results indicate similar.

Results of testing the hypothesis also states that the Customer Loyalty significant effect on Cross-Buying on the use dedicated internet in Indonesia. And this is in line with the results of research that has been done before by Padmavathy et al. (2012) where the study took a background both in the service industry and do in the region, so the results were remarkably similar.

### Managerial Implications

This study aims to determine customer loyalty in the dedicated Internet service in Indonesia. This study also examine the variables that influence customer loyalty. Based on the results of the discussion of empirical data analysis and hypothesis testing, it can be concluded as follows:

1. Based on the descriptive analysis showed that customers give high ratings to variable Customer Relationship Management (71%), Customer Satisfacton (76%), and Customer Loyalty (74%), and Cross-Buying (74%). This shows a good perception on Customer Relationship Management (CRM), Customer Satisfaction, Customer Loyalty, and Cross-Buying
2. Customer Relationship Management have positive significant effect on Customer Satisfaction with the path coefficient 0.738 and value of 11.199 t-value for significance of 99.95%
3. Customer Relationship Management also have significant positive effect on customer loyalty with path coefficient 0.166 and a positive significant effect with t-value 1.34 for significance of 90%
4. Customer Satisfaction have positive effect on Customer Loyalty with path coefficient 0.631 and the value of 4,944 for significance of 99.95%
5. Customer Satisfaction have positive effect on Cross-Buying with path coefficient 0.434 and t value of 2,654 for significance of 99.5%.
6. Customer Loyalty have positive effect the Cross-Buying with path coefficient 0.335 and t-value 1.995 for significance 97.5%

### Limitations and Future Research Direction

Customer Loyalty for the variable whose value is the lowest is located at Customer Relationship Management variables than any other variable. This means that customers still feel that the proximity between the customer and XYZ is not in accordance with what the customer wants, so be input for XYZ to be wary of attacks from competitors.

Customer Satisfaction variables have the most influence on customer loyalty so XYZ is expented to start thinking about the factors and strategies to improve the satisfaction of using Astinet.

The highest values that affect customer intention to use other telecommunications service (Cross-Buying) lies in Customer Satisfaction. This means that customers are satisfied with the XYZ ability to deliver Astinet according to the promise. It is more value for XYZ to be preserved and improved, so that customers are increasingly loyal to the Astinet. And also deciding to make a purchase of other telecommunications products.

This study is a replication of previous studies and variables that are used do not differ from the study. Use of Customer Relationship Management is believed to increase customer satisfaction with effective communication so as to create opportunities for retention, and acquisition. In addition, according to Irawan (2008: 37) There are four main factors that determine customer satisfaction there are quality of products, service quality, emotional factors, and price. This study has shown the influence of Customer Relationship Management to customer satisfaction in the field of telecommunications, further research by promoting four main factors proposed by Irawan (2008: 37), is expected to strengthen the results of this research to the telecom products.

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