

# THE INFLUENCE OF SERVICE QUALITY AND CUSTOMER RELATIONSHIP MANAGEMENT ON CUSTOMER LOYALTY WITH CUSTOMER SATISFACTION AS A VARIABLE INTERVENING IN ADZKIA'S STUDYING MEDAN

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**Abstract:** Customer loyalty has a positive impact on the company, consumers will repurchase a product or service from the company, because loyal consumers are an important asset for the Company. The aim of this research is to determine and analyze the influence of service quality and customer relationships Management of customer loyalty is mediated by customer satisfaction directly or indirectly. The approach used in this research is a causal approach. The population in this study were all Adzkia Medan tutoring students. The sample in this study used the Slovin formula as many as 74 Adzkia Medan tutoring students. The data collection technique in this research uses a questionnaire technique. The data analysis technique in this research uses a quantitative approach using statistical analysis using Auter Model Analysis, Inner Model Analysis and Hypothesis Testing. Data processing in this research uses the PLS (Partial Least Square) software program. The results of this research prove that directly service quality, customer relationship management and customer satisfaction have a significant effect on customer loyalty, service quality and customer relationship management have a significant effect on customer satisfaction , and indirectly customer satisfaction is able to mediate the effect of service quality and customer relationship management on customer loyalty at Adzkia Medan Tutoring.

**Keywords :** Service Quality, Customer Relationship Management, Customer Satisfaction, Customer Loyalty, Service Quality and Customer Relationship Management

## Introduction

The increase in passing grade scores at state universities is increasing every year and to achieve these scores students who will enter tertiary level compete to be able to enter the desired state university, but in terms of

These students are less effective at studying independently, therefore many companies provide tutoring services to provide solutions for students to make it easier for them to take state university entrance exams, one of which is Adzkia tutoring.

Adzkia tutoring is the tutoring that is most in demand by students who are about to enter tertiary level because of its service and high graduation rate of more than 30% every year. To maintain loyal customers and competitive advantage is important for companies. Companies are required to provide a quality service system for customers. The service system in the service industry which is the variable in the research is the existence of service quality. Customers can measure these services using service quality .

Customer loyalty can also help companies strengthen identification. The identification referred to is that the company can find out what makes consumers feel satisfied and happy regarding the consumer's needs and desires. Customer loyalty can also have a positive impact on the company, consumers will repurchase a product or service from the company, because loyal consumers are an important asset for the company. According to Srini Vasan, loyalty can increase the likelihood that consumers will recommend a site to one or more individuals. The importance of customer loyalty is considered a company asset that will have an impact on increasing market share and company profits. This states that if consumers remain loyal in the long term, the company will gain large profits.

Loyalty is a deep customer commitment to re-subscribe or re-purchase selected products/services consistently over the future future, although situational influences and marketing efforts have the potential to cause behavior change (Setiawan, 2014).

To get loyal customers, one of the company's ways is to implement customer relationship management . Then the cost of acquiring customers is 6-7 times higher than the cost of retaining existing customers (Kuswandarini & Annisa, 2021). This research aims to test and analyze the influence of the relationship between service quality and customer loyalty through customer satisfaction as an intervening variable, so the main aim of this research is to close this research gap (Wiennata & Hidayat, 2019).

### Preliminary Survey Attachment

**Table 1. Respondents' Pre-Research Data  
on the Service Quality of Adzkia Medan Tutoring**

Statement Items	Amount	Percentage
I feel that the service provided at Adzkia's tutoring is not fast enough	10	31.3%
I feel that the service at Adzkia's guidance has provided the best service to its students	12	37.5%
I feel that there are still not enough Adzkia guidance staff so they are overwhelmed in serving students	8	31.2%
Total Respondents	30	100%

That the lowest percentage was 31.2% with a score of 8 respondents, namely "I feel that there are still not enough Adzkia guidance staff so they are overwhelmed in serving students" while the highest percentage was 37.5% with a score of 12 respondents, namely "I feel that the service at Adzkia guidance has provided service best for the students" from this data it can be concluded that students are less satisfied with the services provided by Adzkia's guidance

**Table 2. Pre-Research Data of Respondents  
on Customer Relationship Management of Medan Adzkia Tutoring Tutoring**

Statement Items	Amount	Percentage
Adzkia Guidance has technology that is able to build good relationships with consumers via Whatsapp	7	28.1 %

Adzkia's guidance staff is able to build good relationships with consumers through service	12	37.5 %
The working relationship between staff and students can help provide convenience for students	11	34.4 %
Total Respondents	30	100%

That the lowest percentage was 28.8% with a score of 7 respondents, namely "Adzkia Guidance has technology that is able to build good relationships with consumers via WhatsApp" while the highest percentage was 37.5% with a score of 12 respondents, namely "Adzkia Guidance staff is able to build good relationships with consumers via WhatsApp" while the highest percentage was 37.5% with a score of 12 respondents namely "Adzkia guidance staff are able to build good relationships with consumers through service" from this data it can be concluded that students feel that the relationship between students and Adzkia guidance is not optimal enough.

**Table 3. Respondents' Pre-Research Data on Custome Satisfaction Tutoring at Adzkia Medan**

Statement Items	Amount	Percentage
I felt very satisfied when using the guidance services at Adzkia	10	34.4%
I feel satisfied with the wifi facilities provided by the guidance	8	28.1%
The guidance atmosphere makes me comfortable, making learning enjoyable	12	37.9%
Total Respondents	30	100%

That the lowest percentage is 28.1% with a score of 8 respondents namely "I feel satisfied with the wifi facilities provided by guidance" while the highest percentage is 37.9% with a score of 12 respondents namely "The atmosphere of guidance makes me comfortable" so it can be concluded that Students feel satisfied with the guidance atmosphere while studying at Adzkia.

**Table 4. Respondents' Pre-Research Data on Customer Loyalty for Adzkia Medan Tutoring**

Statement Items	Amount	Percentage
I would recommend Adzkia's guidance to friends and relatives	20	50%
I feel that Adzkia's guidance is the right choice for providing guidance because the tutors are PTN graduates	5	25%
I will use Adzkia's tutoring services again in the next new school year	5	25%
Total Respondents	30	100%

That the lowest percentage is 25% with a score of 5 respondents, namely "I will use Adzkia's guidance services again in the next new school year" while the highest percentage is 50% with a score of 20 respondents, namely "I will recommend Adzkia's guidance to friends and relatives" from this data It can be concluded that consumers are loyal to Adzkia's tutoring.

From the results of the author's survey of Adzkia Medan tutoring students who use tutoring services, the author found that those related to service quality and customer relationship management , including Adzkia tutoring, are still lacking in providing service quality , which causes students to be less satisfied, when students are busy discussing employees who serving students is less responsive in directing students to the tutor they want so that students are confused about finding tutors to discuss, students also often complain because of the lack of management relations with customers, where Adzkia employees are less active in providing notifications in the WhatsApp group which causes students not to know the schedule of tutoring students. .

From the statement above, it can be seen that there are still many students who feel that the service quality provided to them is not satisfactory enough and the customer relationship management provided to students is not optimal enough.

Service quality can provide encouragement to customers to establish close ties with the company. Over the long term, such ties can enable companies to know and understand customer expectations and their needs. In this way, companies can increase pleasant consumer satisfaction and reduce uncomfortable customer experiences.

Service quality is an important part that business actors always provide in order to retain customers and win business competition. Apart from creating quality products and good service, there are other things that business actors must pay attention to when running their business, namely customer loyalty . Loyalty will be formed by the effective service quality provided by the company because it will have a direct impact on the company.

## **Literature Review**

### **Customer Loyalty**

According to (Griffin, 2010) in (Fahmi, Prayogi, & Jufrizen, 2018) " Loyalty is defined as noon random purchase expressed over time by some decision making unit ". Based on this understanding, loyalty refers more to the form of behavior of decision-making units to make continuous purchases of goods or services of a chosen company. Thus, it can be concluded that loyalty is formed because of experience in using a good or service. This model suggests that customers become loyal first from the cognitive aspect, then the affective aspect, and finally the conative aspect, which is then followed by strong motivation and commitment. Conative loyalty will lead to loyal behavior (Feliks & Panjaitan, 2012).

According to ( Farisi, S., Hulmansyah., & Huda, N., 2018). If the service received or perceived is in accordance with expectations then the perceived service quality is good and satisfactory. If service

### **Factors that Influence Customer Loyalty**

Customer loyalty is influenced by several factors, one of which is service quality . Other factors that influence customer loyalty are:

1. Advertisement
2. Brand Image
3. Relationship Marketing

#### 4. Customer Value

##### **Customer Loyalty Indicator**

Customer loyalty can be measured by several customer loyalty indicators according to (Kotler, 2013):

1. Repeat Purchase , shows loyalty to repeat purchases or periodic purchases of a product.
2. Retention . Customer loyalty's resilience to negative influences on the company. Customers whose loyalty is persistent like this are not affected by the existence of other products or services.
3. Referrals . Referring to the total existence of the company (Arief Budiyo & Surya, 2019).

##### **Customer Satisfaction**

Customer satisfaction according to (Kotler & Keller, 2014) in (Tirtayasa, Lubis, & Khair, 2021) is that satisfaction is a person's feeling of being happy or vice versa because they compare the product performance (or results) obtained with expectations. According to (Kotler, 2013), According to (Farisi, S, 2020) Loyalty can be interpreted as faithfulness. The loyalty referred to in this research is customer loyalty to the company. Where a customer buys a product or service from a company, then the customer is loyal to that company's product or service.

##### **Factors that influence customer satisfaction**

Several factors influence customer satisfaction, Tjiptono in (Yulianti & Riyasa, 2007) said that customer dissatisfaction is caused by internal factors and external factors. Internal factors that the company can relatively control, for example rude employees, rubber watches, errors in recording transactions. On the other hand, external factors are outside the company's control, such as weather, disruption to public infrastructure, criminal activity, and personal problems of customers.

There are several factors that influence whether a dissatisfied customer will complain or not, namely

- (a) the degree of importance of consumption carried out,
- (b) level of customer dissatisfaction,
- (c) benefits obtained,
- (d) knowledge and experience,
- (e) customer attitudes towards complaints,
- (f) the level of difficulty in obtaining compensation,
- (g) the chance of success in making a complaint

##### **Customer satisfaction indicators**

According to (Almana, Sudarmanto Sudarmanto, & Wekke, 2018) the indicators that serve as benchmarks for customer satisfaction are as follows:

1. Service quality means that customers will feel satisfied if the service provided by the company is good and in accordance with customer expectations.
2. Product quality means that customers will feel satisfied if the product they consume is of quality and is useful for them.

3. Price, namely products that have the same quality but set prices that are relatively cheap, will provide high value for customer satisfaction.
4. Situational factors are circumstances or conditions experienced by customers
5. Personal factors are customer characteristics that include the customer's personal needs

According to (Kotler, 2013) measuring customer satisfaction can be seen from three indicators, namely:

1. Conformity to expectations is related to the success of the marketing performance carried out by the company because consumers can be said to be satisfied with the product or service if the marketing performance carried out is in accordance with consumer desires.
2. Good experience with service. Companies that provide good service and comply with consumer desires make them make purchases at a later time.
3. The desire to recommend is a form of the consumer's feelings after receiving a product (goods or services) that meets the consumer's wishes.

### **Customer Satisfaction Program**

In general, customer satisfaction programs (Tjiptono, 2014) includes:

1. Quality goods and services, customer satisfaction will be fulfilled if the products offered are of good quality and excellent service from a company.
2. Relationship marketing A strong and mutually beneficial relationship between the company and customers can build repeat business and create customer loyalty.
3. Loyalty promotion program 19 This program is a kind of special reward for consumers to remain loyal to the company.
4. Handling complaints effectively. Every company must have an effective complaint handling attitude to help consumers solve problems related to the consumption of certain types of products or services.
5. customer loyalty promotional programs take various forms, they all have the main thing in common in terms of focusing on the most valuable customers.
6. Pay-for-performance program. The customer satisfaction program cannot be implemented without support from the organization's human resources. As the spearhead who interacts directly with customers and is obliged to fulfill their satisfaction, employees must also have their needs met.

### **Service Quality**

According to (Azrullah, 2021) service quality is one way to attract customer attention so that customers can be loyal to the company. Apart from that, the company must be able to understand what customers want and need. By understanding this, it will provide important suggestions for the company to carry out a good marketing strategy and will increase sales volume for the company.

According to (Tjiptono, 2014), service quality is the fulfillment of customer needs and desires as well as the accuracy of delivery to match customer expectations (Harianto, 2013). (Kotler, 2013) argues that service quality results from the success of the operational process in a company which is determined by several factors such as employees, technological systems, and consumer involvement.

Service quality in e-commerce plays an important role in preventing the influence of negative information that appears when using the WOM method, because this method can



spread quickly in cyberspace compared to the real world (Cox, 2001). A high level of service quality can increase the number of customers satisfaction and produce positive consumer behavior, namely creating customer loyalty and consumer trust (Rodgers, Suk, & Negash, 2005).

### **Factors that Influence Service Quality**

According to (Kasmir, 2017) the factors that influence service quality are as follows.

1. Total manpower
2. Quality of work force.
3. Employee motivation
4. Leadership
5. Organizational culture
6. Employee welfare
7. The work environment and other factors include the facilities and infrastructure used, technology, building and room layout, product quality and so on.

### **Service Quality Indicators**

According to (Zeithaml, Bitner, & Dwayne, 2012) states that service quality can be measured from 5 dimensions, namely:

1. Tangible is the ability of a company to demonstrate its existence to external parties. The appearance and capabilities of the company's physical facilities and infrastructure and the condition of the surrounding environment are clear evidence of the services provided by the company.
2. Reliability is the ability to provide promised services promptly, accurately and satisfactorily. Performance must be in accordance with consumer expectations, which means punctuality, the same service for all consumers without errors, a sympathetic attitude and high accuracy.
3. Response/Responsiveness, namely the ability to help provide fast (responsive) and appropriate service to consumers by conveying clear information. Leaving consumers waiting without a clear reason causes a negative perception of service quality.
4. Guarantee (Assurance), the existence of certainty, namely knowledge, courtesy and the ability of company employees to foster consumer trust in the company's services which has several components, including:

### **Customer Relationship Management**

Customer relationship management is a combination of people, processes and technology that seeks to understand a company's customers. Customer relationship management is an integrated approach to managing customer relationships with a focus on customer development (Adam, 2015).

Customer relationship management is an integrated function that supports a company in the fields of marketing, sales and service which can increase the value of customer satisfaction. By increasing the level of customer satisfaction, it is hoped that there will be a maximum increase in sales value and company profits (Astuti & Saputra, 2019).

It is needed to prove that a relationship exists so that it can make a positive contribution to the relationship. There are key dimensions in building a relationship, namely:

- 1) Bond, is part of a relationship in which both parties form a unity to achieve goals.

- 2) trust, namely a belief that each party will keep its promises and will not harm the other party.
- 3) Empathy, namely dimensions and business relationships that allow both parties to see the situation from the opposing party's point of view, which can be interpreted as an attempt to understand someone's desires and wishes.
- 4) reciprocal, namely where both parties give each other something that benefits both.

### Factors that Influence Customer Relationship Management

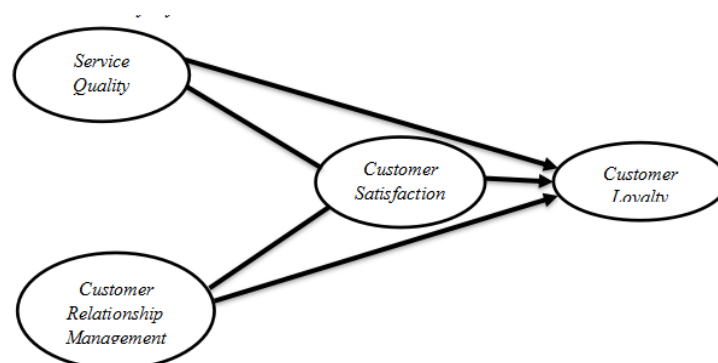
According to (Munandar, 2016) There are four factors that influence Customer Relationship Management, including Relationship Marketing , Business process management, knowledge management and information technology systems.

### Customer Relationship Management Indicators

Customer relationship management indicators according to (Rahmawati, Kusniawati, & Setiawan, 2019) are as follows according to four main strategic capabilities in CRM, including:

1. Technology (technology)
2. Human (people)
3. Process
4. Knowledge and understanding ( knowledge and insight )

### Conceptual Framework



**Figure 1 . Conceptual Framework**

Source: Research, 2023

### Method

#### Population

Population is a generalized area consisting of objects or subjects based on predetermined classifications to be studied and conclusions drawn. The population in this study was all high school students in classes X-XII, namely there were 279 populations.

#### Sample

A sample is a part of a population that has the same characteristics as the population and is taken to represent the entire population. This research uses a non-probability sampling method using purposive sampling technique. The non-probability sampling method is a sampling method that does not give members of the population the same opportunity/opportunity to be selected as the sample. Meanwhile technique Incidental



sampling is a technique for determining samples based on chance, anyone who meets the researcher by chance can be used as a sample.

Slovin's formula:

$$n = \frac{N}{1 + N (\alpha)^2}$$

$$n = \frac{279}{1 + 279 (0,1)^2}$$

$$n = \frac{279}{1 + 279 (0,1)^2}$$

$$n = \frac{279}{1 + 2,79}$$

$$n = \frac{279}{3,79} n = 73,61 \text{ disesuaikan peneliti jadi } 74$$

### Data collection Technique

Data collection techniques are techniques or methods used to collect data to be researched. This means that data collection techniques require strategic and systematic steps to obtain data that is valid and in accordance with reality. Data collection techniques in this research used

### Interview Techniques

Interview (interview) According to (Juliandi, Irfan, & Manurung, 2015) an interview is a direct dialogue between researchers and research respondents. Interviews are conducted when the number of respondents is only small.

### Questionnaire

A questionnaire is a technique for collecting data which is carried out by giving written questions to respondents to answer (Sugiyono, 2015) . The research used a questionnaire (questionnaire) in which the questionnaire was distributed to respondents to be answered via the Google Form application which was later distributed to all high school students in classes X-XII, namely a population of 279. using a Likert scale in a form where each question has options, namely Strongly Agree (SS), Agree (S), Somewhat Agree (KS), Disagree (TS), and Strongly Disagree (STS).

This research uses SEM-PLS 0.4 as a data processing tool. To test the validity of the instrument, it is done by looking at the AVE ( Average Variance Extracted ) value > 0.5 and the outer loading value > 0.7. Meanwhile, the reliability test is seen from composite reliability with a Cronbach's Alpha value > 0.70. The inner model (structural model) is used to determine the relationship between variables, seen through the R2 results. Additionally, look at the path coefficients with t-statistics value> 1.96. To see the influence test or hypothesis test, it can be seen from the path coefficient values provided that the t-statistic value is > t-table 1.96 with p-values < 0.05 and the indirect effect value.

### Result And Discussion

#### Respondent Profile

**Table 5. Description of Respondents Based on Gender**

Description	Frequency	Percentage (%)
<b>Gender :</b>		
Woman	44	59.46
Man	30	40.54
<b>Amount</b>	74	100

Source: Processed Data, 2023

description of gender where there are more female respondents than male, namely 44 female respondents (59.46%) and 30 male respondents (40.%). From this percentage it can be concluded that women study more at Adzki Medan Tutoring .

**Table 6. Results of Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
<b>Customer Loyalty</b>	<b>0.652</b>
<b>Customer Relationship Management</b>	<b>0.596</b>
<b>Customer Satisfaction</b>	<b>0.597</b>
<b>Service Quality</b>	<b>0.589</b>

Source: 2023 Data Processing Results

The AVE value for Customer Loyalty is 0.652; Customer Relationship Management of 0.596; Customer Satisfaction of 0.597; Service Quality is 0.589. The four variables have an AVE that is above 0.5 so that the construct has good convergent validity where the latent variable can explain on average more than half of the variance of the indicators.

Examination of the discriminant validity of the reflective measurement model is assessed based on cross loading and comparing the AVE value with the squared correlation between constructs. The measure of cross loading is comparing the correlation of indicators with their constructs and constructs from other blocks. Good discriminant validity will be able to explain the indicator variable at a higher rate than explaining the variance of other construct indicators. The following are the discriminant validity values for each indicator.

**Table 7. Discriminant Validity**

	Customer Loyalty	Customer Relationship Management	Customer Satisfaction	Service Quality
<b>X1.1</b>	0.682	0.666	0.667	0.731
<b>X1.10</b>	0.673	0.682	0.641	0.777
<b>X1.11</b>	0.702	0.734	0.680	0.802
<b>X1.12</b>	0.635	0.602	0.575	0.754
<b>X1.13</b>	0.704	0.595	0.641	0.735
<b>X1.14</b>	0.662	0.668	0.523	0.766
<b>X1.15</b>	0.635	0.604	0.588	0.773
<b>X1.2</b>	0.505	0.544	0.406	0.586
<b>X1.3</b>	0.674	0.640	0.584	0.771
<b>X1.4</b>	0.783	0.643	0.738	0.824

<b>X1.5</b>	0.701	0.647	0.634	0.799
<b>X1.6</b>	0.831	0.749	0.693	0.796
<b>X1.7</b>	0.700	0.780	0.676	0.813
<b>X1.8</b>	0.578	0.628	0.492	0.730
<b>X1.9</b>	0.685	0.709	0.631	0.827
<b>X2.1</b>	0.767	0.893	0.648	0.753
<b>X2.10</b>	0.671	0.607	0.620	0.603
<b>X2.11</b>	0.552	0.660	0.424	0.673
<b>X2.12</b>	0.474	0.473	0.411	0.367
<b>X2.2</b>	0.706	0.844	0.655	0.679
<b>X2.3</b>	0.759	0.808	0.696	0.717
<b>X2.4</b>	0.690	0.790	0.665	0.590
<b>X2.5</b>	0.721	0.818	0.663	0.643
<b>X2.6</b>	0.803	0.881	0.727	0.698
<b>X2.7</b>	0.748	0.840	0.699	0.758
<b>X2.8</b>	0.744	0.823	0.604	0.738
<b>X2.9</b>	0.682	0.714	0.660	0.691
<b>Y1.1</b>	0.831	0.769	0.670	0.749
<b>Y1.2</b>	0.855	0.811	0.792	0.771
<b>Y1.3</b>	0.885	0.805	0.841	0.780
<b>Y1.4</b>	0.836	0.728	0.730	0.810
<b>Y1.5</b>	0.840	0.797	0.738	0.789
<b>Y1.6</b>	0.755	0.717	0.721	0.609
<b>Y1.7</b>	0.812	0.719	0.646	0.728
<b>Y1.8</b>	0.836	0.694	0.759	0.735
<b>Y1.9</b>	0.571	0.507	0.499	0.403
<b>Z1</b>	0.529	0.531	0.648	0.471
<b>Z2</b>	0.525	0.496	0.601	0.586
<b>Z3</b>	0.753	0.659	0.874	0.677
<b>Z4</b>	0.813	0.759	0.874	0.734
<b>Z5</b>	0.727	0.672	0.816	0.694
<b>Z6</b>	0.726	0.660	0.824	0.625
<b>Z7</b>	0.686	0.639	0.772	0.576
<b>Z8</b>	0.761	0.691	0.877	0.687
<b>Z9</b>	0.581	0.534	0.597	0.503

Source: 2023 Data Processing Results

discriminant validity or loading factor value for each variable has a higher correlation with the variable compared to other variables. Likewise with the indicators for each variable. This shows that the placement of indicators on each variable is correct.

**Table 7. Reliability Results Data**

	<b>Cronbach's Alpha</b>
<b>Customer Loyalty</b>	<b>0.931</b>
<b>Customer Relationship Management</b>	<b>0.935</b>
<b>Customer Satisfaction</b>	<b>0.912</b>
<b>Service Quality</b>	<b>0.950</b>

Source: Processed Data, 2023

shows that the composite reliability value for Customer Loyalty is 0.931; Customer Relationship Management of 0.935; Customer Satisfaction of 0.912; Service Quality is 0.950. The four latents obtained composite reliability values above 0.6 so it can be said that all factors have good reliability or dependability as measuring tools.

**Table 8. R<sup>2</sup> results**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Customer Loyalty</b>	0.904	0.900
<b>Customer Satisfaction</b>	0.709	0.701

Source: 2023 Data Processing Results

That the influence of service quality , customer relationship management and customer satisfaction on customer loyalty with an r-square value of 0.904 indicates that variations in customer loyalty values can be explained by variations in service quality , customer relationship management and customer satisfaction values of 90.4% or in other words that the model This is substantial (good), and 9.6% is influenced by other variables. Furthermore, the influence of service quality , customer relationship management on customer satisfaction with an r-square value of 0.709 indicates that variations in customer satisfaction values can be explained by variations in service quality , customer relationship management values of 70.9% or in other words that the model is substantial (good), and 29.1% is influenced by other variables.

**Table 9. F-Square Value**

	<b>Customer Loyalty</b>	<b>Customer Satisfaction</b>
<b>Customer Loyalty</b>		
<b>Customer Relationship Management</b>	<b>0.323</b>	<b>0.207</b>
<b>Customer Satisfaction</b>	<b>0.382</b>	
<b>Service Quality</b>	<b>0.182</b>	0.134

Source: 2023 Data Processing Results

1. The influence of service quality on customer loyalty has an F2 value <sup>of</sup> 0.182, indicating that there is a moderate (moderate) effect.
2. The influence of service quality on customer satisfaction has an F2 value <sup>of</sup> 0.134, indicating that there is a small (weak) effect.
3. The influence of customer relationship management on customer loyalty has an F2 value <sup>of</sup> 0.323 indicating that there is a moderate (medium) effect.
4. The influence of customer relationship management on customer satisfaction has an F2 value <sup>of</sup> 0.207 indicating that there is a moderate effect.

5. The influence of customer satisfaction on customer loyalty has an F2 value of 0.382, indicating that there is a large (good) effect.

### Path Analysis Results (Path Coefficient)

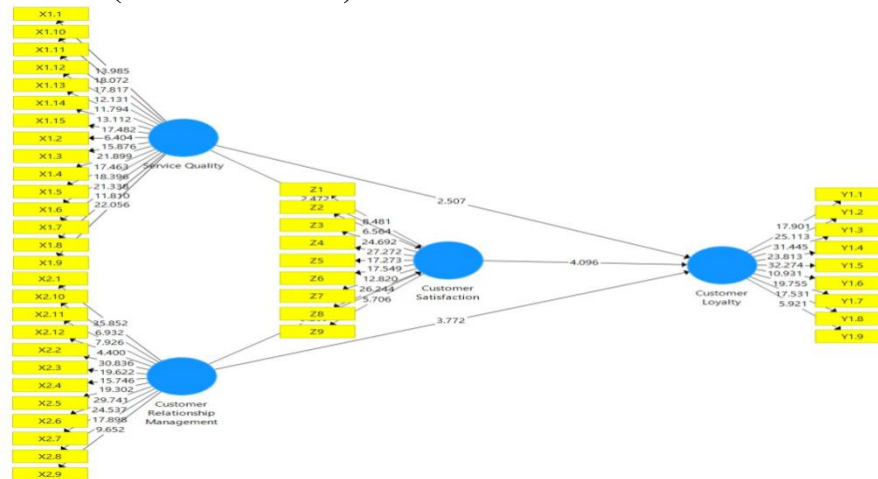


Figure 2. Conceptual Framework

Source. Data processed by SmartPLS, 2023

Table 10. Direct Effect / Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Customer Relationship Management -> Customer Loyalty	0.380	0.373	0.101	3,772	0,000
Customer Relationship Management -> Customer Satisfaction	0.483	0.471	0.151	3,209	0,001
Customer Satisfaction -> Customer Loyalty	0.354	0.342	0.086	4,096	0,000
Service Quality -> Customer Loyalty	0.277	0.295	0.110	2,507	0,013
Service Quality -> Customer Satisfaction	0.389	0.406	0.157	2,472	0,014

It is stated that hypothesis testing is as follows:

1. The influence of service quality on customer satisfaction has a path coefficient of 0.389. This influence has a probability value (p-values) of  $0.014 < 0.05$ , meaning that service quality has a significant effect on customer satisfaction at Adzkia Medan tutoring.
2. The influence of customer relationship management on customer satisfaction has a path coefficient of 0.483. This influence has a probability value (p-values) of  $0.001 < 0.05$ , meaning customer relationship management has a significant effect on customer satisfaction at Adzkia Medan tutoring.

3. The influence of service quality on customer loyalty has a path coefficient of 0.277. This influence has a probability value (p-values) of  $0.013 < 0.05$ , meaning that service quality has a significant effect on customer loyalty in Adzkie Medan tutoring.
4. The influence of customer relationship management towards customer loyalty has a path coefficient of 0.380. This influence has a probability value (p-values) of  $0.000 < 0.05$ , meaning that Customer Relationship Management has a significant effect on Customer Loyalty in Adzkie Medan tutoring.
5. The influence of customer satisfaction on customer loyalty has a path coefficient of 0.354. This influence has a probability value (p-values) of  $0.000 < 0.05$ , meaning that customer satisfaction has a significant effect on customer loyalty in Adzkie Medan tutoring.

**Table 11. Specific Indirect Effects**

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Customer Relationship Management -> Customer Satisfaction -> Customer Loyalty		0.171	0.159	0.059	2,884	<b>0.004</b>
Service Quality -> Customer Satisfaction -> Customer Loyalty		0.138	0.141	0.069	2,006	<b>0.045</b>

Source: 2023 Data Processing Results

It is stated that hypothesis testing is as follows:

1. The influence of customer satisfaction which mediates the influence of service quality on customer loyalty has a path coefficient of 0.138. This influence has a probability value (p-values) of  $0.045 < 0.05$ , meaning that service quality has a significant effect on customer loyalty through customer satisfaction at Adzkie Medan tutoring.
2. The influence of customer satisfaction which mediates the influence of customer relationship management towards customer loyalty by having a path coefficient of 0.171. This influence has a probability value (p-values) of  $0.004 < 0.05$ , meaning customer relationship management has a significant effect on customer loyalty through customer satisfaction at Adzkie Medan tutoring.
- 3.

**Table 12. Total Effect**

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Customer Relationship Management -> Customer Loyalty		0.551	0.532	0.114	4,851	<b>0,000</b>
Customer Relationship Management -> Customer Satisfaction		0.483	0.471	0.151	3,209	<b>0.001</b>



<b>Customer Satisfaction -&gt; Customer Loyalty</b>	0.354	0.342	0.086	4,096	<b>0,000</b>
<b>Service Quality -&gt; Customer Loyalty</b>	0.414	0.436	0.111	3,726	<b>0,000</b>
<b>Service Quality -&gt; Customer Satisfaction</b>	0.389	0.406	0.157	2,472	<b>0.014</b>

Source: 2023 Data Processing Results

The conclusion from the total effect value in table above is as follows:

1. The total effect for the relationship between service quality and customer loyalty is 0.414 with a p-value of 0.000, meaning that service quality has a significant effect on customer loyalty at Adzkia Medan Tutoring.
2. The total effect for the relationship between service quality and customer satisfaction is 0.389 with a p-value of 0.014, meaning that service quality has a significant effect on customer satisfaction at Adzkia Medan tutoring.
3. Total effect for customer relationship management relationships towards customer loyalty is 0.551 with a p-value of 0.000, meaning customer relationship management has a significant effect on customer loyalty in Adzkia Medan tutoring.
4. Total effect for customer relationship management relationships on customer satisfaction is 0.483 with a p value of 0.001, meaning customer relationship management has a significant effect on customer satisfaction at Adzkia Medan tutoring.
5. The total effect for the relationship between customer satisfaction and customer loyalty is 0.354 with a p-value of 0.000, meaning that customer satisfaction has a significant effect on customer loyalty at Adzkia Medan tutoring.

## Discussion

### There is an influence of service quality on customer satisfaction at Adzkia Medan Tutoring

From the results of the analysis of the influence hypothesis testing service quality on customer satisfaction has a path coefficient of 0.389. This influence has a probability value (p-values) of  $0.014 < 0.05$ , meaning that Service Quality has a significant effect on customer satisfaction at Adzkia Medan tutoring.

Service quality can provide encouragement to customers to establish close ties with the company. Over the long term, such ties can enable companies to know and understand customer expectations and their needs. In this way, companies can increase pleasant consumer satisfaction and reduce uncomfortable customer experiences.

According to research (Setiawan, 2014) states that the service quality variable has a positive and significant effect on customer satisfaction . This shows that the better the service quality provided to customers, the higher the level of customer satisfaction .

According to research results (Jasin & Sriwahyuni, 2014), (Faradina & Satrio, 2016), (Sari, Prayogi, Jufrizen, & Nasution, 2020), (Radiman, Gunawan, Wahyuni, & Jufrizen, 2018), (Radiman et al. , 2019), (Azhar, Jufrizen, Prayogi, & Sari, 2019), (Gunawan & Wahyuni, 2018) and shows that there is a positive and significant relationship between service quality variables and customer satisfaction, meaning that the higher the service quality provided, the greater the high customer satisfaction with the company.

### **There is an influence of Customer Relationship Management on Customer Satisfaction at Adzkia Medan Tutoring**

From the results of the analysis of the influence hypothesis testing customer relationship management on customer satisfaction has a path coefficient of 0.483. This influence has a probability value (p-values) of  $0.001 < 0.05$ , meaning that customer relationship management has a significant effect on customer satisfaction at Adzkia Medan tutoring.

With customer relationship management, companies will be able to establish more intense relationships with customers and vice versa. Some customer needs will be directly met by customer relationship management because customer relationship management will find what services the customer currently needs, with customer needs being met, the customer will feel cared for and ultimately the customer will feel satisfied with the service provided.

According to research (Farida, 2016), (Khedkar, EB 2015), (Haryandika, D., & Santra, 2021), (Budiyanto & Surya, 2019) (Hassan et al., 2015) said that the customer relationship management variable has a positive and significant effect on customer satisfaction. This shows that the better customer relationship management provided, the more satisfied the customer will be. Because a good customer relationship will provide good satisfaction and possibly be maximized in the minds of customers.

According to research (Sirait, 2018), customer relationship management variables have a positive and significant effect on customer satisfaction. In this case, customer relationship management has a broad and dynamic concept, therefore customer relationship management must be integrated with other concepts, in this case integrated problem communication. Even though technological facilities are available, the role of HR and employees in this case is still very determining.

### **There Is An Influence Of Service Quality On Customer Loyalty At Adzkia Medan Tutoring**

From the results of the analysis of the influence hypothesis testing service quality on customer loyalty has a path coefficient of 0.414. This influence has a probability value (p-values) of  $0.013 < 0.05$ , meaning that service quality has a significant effect on customer loyalty at Adzkia Medan tutoring.

Service quality is an important part that business actors always provide in order to retain customers and win business competition. Apart from creating quality products and good service, there are other things that business actors must pay attention to when running their business, namely customer loyalty. Loyalty will be formed by the effective service quality provided by the company because it will have a direct impact on the company.

According to (Nasution & Putri, 2021), (Kyle, T, G., & Theodorakis, D, N, 2010), (Saravanakumar, G, 2014), (Surahman, N, G, I, 2020), (Gultom et al., 2020), and (Aisha & Kurnia, 2018) the service quality variable has a positive and significant influence on customer loyalty. This means that the higher the quality of service a company provides, the higher customer loyalty will be.

### **There is an influence of Customer Relationship Management on Customer Loyalty in Adzkia Medan Tutoring**

From the results of the analysis of the influence hypothesis testing customer relationship management towards customer loyalty has a path coefficient of 0.551. This influence has a probability value (p-values) of  $0.000 < 0.05$ , meaning customer relationship management has a significant effect on customer loyalty at Adzkia Medan tutoring.

Based on the opinions and research above, it can be concluded that customer relationship management has a great influence on customer loyalty, where customer relationship management serves as an intermediary for the company to maintain good relationships with customers and ensure the provision of services provided to customers, both in terms of behavior and attitude. and the system, customer relationship management that is implemented will affect customer comfort so that it can influence customer loyalty

Loyal consumers will not purchase products or use services just once, they will purchase and use services repeatedly. Customer relationship management is a strategy that can increase a company's competitive advantage and the elements contained in customer relationship management will have a strong impact on customer loyalty.

According to research (Rizaldi & Hardini, 2019), (Setiawan, D., & Setiawan, L, 2021), (Rosyad, A. A, 2023), (Nur Lelasari & Innocentius Bernarto, 2023) (Yullya Ramadonna, Nasfi, 2019) and (Dike, Amarachi, R., & Stanley, C. C, 2021) stated that the customer relationship management variable has a significant influence on the customer loyalty variable, which means that the better the customer relationship management implemented in a company, the higher the customer loyalty to the company's goods/services.

#### **There Is An Influence Of Customer Satisfaction On Customer Loyalty At Adzkie Medan Tutoring**

From the results of the analysis of the influence hypothesis testing customer satisfaction towards customer loyalty has a path coefficient of 0.354. This influence has a probability value (p-values) of  $0.000 < 0.05$ , meaning that customer satisfaction has a significant effect on customer loyalty in Adzkie Medan tutoring.

Companies that are in a market where competition is quite tight are starting to compete for customer satisfaction so that customers become very loyal to the restaurants offered by the entrepreneur. Customer loyalty is closely related to customer satisfaction. The happier consumers are with their desires, the more they will buy the product and become loyal customers towards the seller's product. Meanwhile, customer satisfaction is influenced by good service provided by staff.

According to research (Muis, Gultom, Jufrizen, & Azhar, 2020), (Muis, Fahmi, Prayogi, & Jufrizen, 2021) (Handoko, 2015) (Gultom et al., 2020), (Habibi, S. M, 2017), (Haerudin, WI M, 2020) (Nur Lelasari & Innocentius Bernardo, 2023) the customer satisfaction variable has a significant and positive relationship with customer loyalty, which can be interpreted as that when customer satisfaction is high it will increase customer loyalty.

According to research (Ulfa & Mayliza, 2019), it is concluded that customer satisfaction influences customer loyalty, meaning that if customer satisfaction increases by 1, customer loyalty can increase, whereas if customer loyalty decreases by 1, customer loyalty will also decrease.

#### **There Is An Influence Of Customer Satisfaction Which Mediates The Influence Of Service Quality On Customer Loyalty At Adzkie Medan Tutoring**

From the results of the analysis of the influence hypothesis testing customer satisfaction, which mediates the influence of service quality on customer loyalty, has a path coefficient of 0.138. This influence has a probability value (p-values) of  $0.045 < 0.05$ , meaning that service quality has a significant effect on customer loyalty through customer satisfaction at Adzkie Medan tutoring.

The main thing that customers pay attention to is customer satisfaction. After using the service, do they feel satisfied with the service provided to customers. If customers are

satisfied, customer loyalty will increase and customers will recommend our business to others.

According to (Surti & Anggraeni, 2020) service quality has a positive effect on customer loyalty with customer satisfaction as a mediating variable. Good service quality will create customer loyalty and good or bad service provided by the company will achieve customer satisfaction where customers will use our services repeatedly.

According to research (Wijayanti & Wahyono, 2015) (Grihana, NDK, & Kusuma, D, 2021) (Soesilowati et al., 2019) (Alsukri et al., 2022) The customer satisfaction variable can mediate the relationship between service quality and customer loyalty. It can be concluded that if service quality is higher for customers, it will lead to customer satisfaction, and in the long term it will of course result in customer loyalty, meaning that service quality has a significant effect on customer loyalty which is influenced by customer satisfaction.

### **There Is An Influence Of Customer Satisfaction That Mediates The Influence Of Service Quality On Customer Loyalty**

From the results of the analysis of the influence hypothesis testing customer satisfaction mediates the influence of customer relationship management on customer loyalty by having a path coefficient of 0.171. This influence has a probability value (p-values) of  $0.004 < 0.05$ , meaning that customer relationship management has a significant effect on customer loyalty through customer satisfaction at Adzkie Medan tutoring.

This shows that the customer relationship management provided by the company means that if the customer relationship management provided by the company achieves customer satisfaction, there will be an increase in customer loyalty.

According to research (Zahro & Prabawani, 2018), there is an influence between customer relationship management variables on customer loyalty through customer satisfaction which is quite significant as shown in the calculation table where the t statistic is greater than the t table.

According to research (Arianty & Marfah, 2023), (Mudjiyanti & Sholihah, 2022) (Grihani & Kusumadewi, 2021) (Febrilia et al., 2023) concluded that customer satisfaction significantly mediates customer relationship management and customer loyalty

### **Conclusion**

Based on the results of the research and discussion previously stated, the following conclusions can be drawn.

1. Based on research conducted directly Service quality has a significant effect on customer satisfaction at Adzkie Medan tutoring.
2. Based on research conducted directly Customer relationship management has a significant effect on customer satisfaction at Adzkie Medan tutoring.
3. customer satisfaction directly has a significant effect on customer loyalty in Adzkie Medan tutoring.
4. service quality directly has a significant effect on customer loyalty in Adzkie Medan tutoring.
5. customer relationship management directly has a significant effect on customer loyalty in Adzkie Medan tutoring.
6. customer satisfaction indirectly mediates the influence of service quality on customer loyalty in Adzkie Medan tutoring.
7. customer satisfaction indirectly mediates the influence of customer relationship management on customer loyalty in Adzkie Medan tutoring.

## Suggestion

Based on the conclusions above, in this case the author can suggest the following:

1. In order to further increase loyalty and satisfaction, there needs to be an increase in service quality which is better than what has been implemented in the previous Adzkia Medan tutoring. For example, there is a need to establish a more detailed performance structure, implement professionalism in performance such as fast and alert service in serving customer needs, a welcoming attitude (friendliness) that is always shown by every tutor.
2. In order to further increase loyalty and satisfaction, it is necessary to increase efforts in managing long-term relationships with customers, one of which is through a retention strategy which can be done by increasing the intensity in providing free consultations, handling customer complaints online.
3. In order to further increase customer loyalty, Adzkia Medan tutoring aims to further build customer satisfaction by increasing consistency in the implementation of service quality, especially in the area of reliability so that customers feel satisfied and make it possible to revisit intention.

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