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Customer Relationship Management (CRM) Practices and Customer Satisfaction: Evidence from Retail Stores in Indonesia

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In the present era, the complexity of the customer has been found to be increasing. Consequently, satisfaction and retention of such customers are proving increasingly hard for organisations. The changing inclinations and needs of customers can be satisfied when organisations are furnished with these arrangements. One of the most appropriate procedures is Customer Relationship Management (CRM), which can be utilised to achieve customer loyalty and satisfaction. In this study, Gartner's first four structural blocks, vision, strategy, organisational collaboration, and valued customer experience, and their effect on the satisfaction of the customers are being examined. This study was conducted in one of the biggest retail stores in Jakarta, which has been practicing CRM for a long time. The sample size comprises 397 representatives working in a retail store. Testing of hypotheses and data analysis is carried out by structural equation modelling (SEM). Confirmatory factor analysis is carried out with the help of SPSS v.20, whereas model estimations have been carried out with the help of AMOS v.20. The outcome of the study showed that customer satisfaction is positively affected by the vision and collaboration of the organisation.

Key words: *Customer Relationship management, Vision, Strategy, Collaboration, Valued customer experience, Customer satisfaction, Customer loyalty.*



Introduction

Customer satisfaction is considered to be one of the most important objectives that businesses want to achieve. Thus, information about consumers, including their focus, requirements, money conceivable outcomes, and potential, are pivotal (Wu, Wang, Zhang, & Cai, 2018). Each customer is important; however, regardless of this reality, it is financially important to rank customers based on specific criteria. The conventional objective of promoting techniques is accomplished through the development of new customers. Customer devotion is the principle objective of customer relationship management. The clients who have a habit of shopping consistently and in enormous quantities have proved to be more profitable and less outrageous, which contrasts the method of putting effort into finding new customers for the business (Kotler, Keller, & Burton, 2014). CRM (customer relationship management) frameworks are driven by the implementation of different procedures, and the patterns of the available procedures are known by organisations. Organisations that are monolingual and possess “cloud” technology have more reach in the world, and they are globally considered to be of more importance.

The CRM scope has spread widely to incorporate the satisfaction of customers, quality of service, quality of relationship, loyalty, trust, retention of customers, commitment, and so many others. It does not come as a surprise that transaction marketing has shifted to relationship marketing. Gupta (2019) brought up that these days, customers are keen on having complete purchasing knowledge in addition to knowledge about the main product. Many studies have demonstrated that expanded CRM leads to more prominent customer satisfaction. Customer satisfaction is additionally connected with expanded consumer loyalty and the value of partners. As competition in the market has increased, organisations have been giving more consideration to retention of customers and loyalty. It is less expensive to retain customers; they are of more economically competitive benefit than new customers because of the high cost of acquiring them (Kotler et al., 2014). Customers who are loyal will generally be less sensitive to price, purchase repeatedly over time, and give cost-free word-of-mouth promotions. With new innovation and the development of accessibility of cutting-edge product and service features, customers’ expectations are changing constantly, hence their willingness to trade-off in the item and service quality. It seems that the building of solid associations with clients is the safest approach to monitoring customers’ evolving desires, altering one’s promoting tactics, and impacting customer purchasing practices (Santouridis & Veraki, 2017).

Global organisations fundamentally work in the same manner, paying little attention to their activity segment. They have appropriately arranged the structure of their organisation (Stverkova & Pohludka, 2018). Based on the CRM frameworks comprising overall business models and complete operations of business, organisations endeavour to furnish their



representatives, alongside announcing and implementing the individual aspects of the business. Setting this framework and working along these lines is fundamentally essential to the management of business and segmentation of customers. For the profitable relationships, there has been an increased focus on CRM frameworks that include software utilisation in the present era. The need for CRM has been supported by the discoveries that have been made from various investigations into long-haul manageability of business (Siu, 2016). Through earlier studies, a positive connection has been discovered between performance of the company and its CRM framework implementation (Arsić, Banjević, Nastasić, Rošulj, & Arsić, 2019; Siu, 2016).

One of the main impacts of globalization is an increase in competition. As the accessibility of merchandise grows, there is an increase in localization of product independence, and marketing has a consistent expanding effect. In this condition, organisations endeavour to gain an upper hand and generate sustainable improvement (Malik & Jasińska-Biliczak, 2018). Manageability issues influence all activities that are conducted in the business of an organisation, regardless of whether these organisations are global partners or medium-sized enterprises, also known as SMEs. In this way, SMEs should receive progressively sustainable practices and reasonable procedures (Shankar, Kannan, & Kumar, 2017). Practical and exceptional segmentation of customers must be done in an organisation if the CRM framework is to function well. The knowledge provided by the CRM, which consists of product portfolio interest, business potential, and so forth, can be used for many years, and this information is point-by-point in nature.

Literature Review and Hypotheses

Productivity, income, and satisfaction of customer is optimized by CRM, which is an enterprise-wide strategy of business designed around segments of customers. A CRM cultivates satisfaction of customers' practices and connects processes with consumers through providers (Nyadzayo & Khajehzadeh, 2016). The satisfaction of customers is the essential objective of CRM, along with the enjoyment, at all degrees, with the client interface. With the help of CRM, clients are obtained, satisfied, and can be retained (Tseng, 2016). "CRM is an interactive process that aims to achieve an optimal balance between corporate investment and the satisfaction of customer needs. The optimal balance is determined by the maximum profit of both the parties" (Siu, 2016). An essential for accomplishing this ideal state is the cultivation of long-haul associations with clients. Long-haul point of view collaboration carries noteworthy incentive to both partners, which is expressible in fiscal worth.

As indicated by Barreto et al.(2019), client care incorporates the persistent upgrading of client needs, inspiration, and propensities; measurement of the advantages of key CRM capacities; marketing, deals, and administration exercises; and client knowledge, which is



used in conjunction with the items offered for the advancement of involvement. There are also client support systems, and sales and advertising are coordinated. Present day devices are used to help fulfil the needs of the clients. The advantages of CRM are also evaluated, and its benefits amplified, with the help of maintaining harmony between promotion, sales, and the activities of the administration. CRM is a framework that tracks client communications with the organisation and empowers workers to locate the fundamental client data, for example, past requests, administration history, unresolved issues, and so forth (Garrido-Moreno, Lockett, & Garcia-Morales, 2015). All records are held and utilised for the sole reason of fulfilling the client, since the client makes the business run.

Both medium and large organisations are known to utilise CRM progressively. If properly executed, CRM is considered valuable, just on the off chance it needs to be used. As proposed by Das and Mishra (2019), CRM cannot bear much fruit if it is employed only at department level, as it was usually exercised; instead, if CRM is employed at an organisation level, then there will be more progress. The eight structure blocks of CRM are identified by Gartner, and effective CRM is brought about when these structural blocks are appropriately pursued and utilised (Weinstein, Ellison, & Ellison, 2016). The eight structural blocks of Gartner include strategy, vision, experience of valued customer, process, metrics, collaboration, technology, and information. Best practices are centred on the initial four blocks, and the areas where practices are thought to be connected are centred on the later four. The effects of Gartner's first four blocks on the satisfaction of customers have been investigated in this study.

Vision

The vision is a customer-driven venture, supported by the advancement of authority at the top level of organisation. Focuses include CRM potential and being a client-driven organisation. There ought to be clarity among all representatives with respect to the goals of utilising CRM and how CRM will be helpful. It has likewise been recommended that the organisation must see how effective CRM is for the venture (Weinstein et al., 2016).

Strategy

It is important to create a system to transform a client base into a resource by conveying client incentives. According to Weinstein et al.(2016), this can be accomplished by building up a long-haul guide that fits choices and articulates the objectives and strategies to accomplish them. Simultaneously, the organisation must understand that CRM is a mix of innovation, individuals, procedure, and legislative issues.



Experience of Valued Customer

Weinstein et al. (2016) recommended that a client's involvement while communicating with the organisation is very significant in forming their perspectives on the association. By incorporating clients into the procedures of CRM and consistently coordinating all channels, correspondence with clients is helpful in conveying a progressive incentive.

Collaboration at organisation level

A high degree of organisational cooperation is required by CRM. A cultural adjustment needs to be made to change from a product-based organisation to a client-based organisation. This includes changing the structure of the enterprise and its conduct when CRM is utilised. A general leader for CRM should be chosen and cross-function groups should be set. Along with these changes, management and preparation should also be incorporated from the beginning (Weinstein et al., 2016). The CRM works best on structure blocks that are appropriate to CRM procedures, for example, client lifecycle management and management of knowledge to improve consumer loyalty and reliability. Fulfillment is an element of all satisfaction-oriented exchanges (Das, Mishra, & Kumar Mohanty, 2018).

The aim of this research is to comprehend the satisfaction of customers through the impact of procedures of CRM, as prescribed by Gartner. As recommended by Gartner, the client life cycle, which includes procurement, fulfillment, development and retention, is influenced by the initial four structural blocks: strategy, vision, experience of the valued customer, and enterprise culture. Consequently, this research utilises the structure of Gartner and breaks down the impact of Gartner's prescribed CRM procedures on customer satisfaction. The following hypotheses were tested in this study:

- H1: Satisfaction of the customer is not affected by the vision of the organisation.
- H2: Satisfaction of the customer is not affected by the strategy of the organisation.
- H3: Satisfaction of the customer is not affected by the consumer experience of the organisation.
- H4: Satisfaction of the customer is not affected by the collaboration of the organisation.

Method

Research Location

The study was conducted in the city of Jakarta, the capital and largest city of Indonesia. Jakarta is the encapsulation of a clamouring Asian city, with a population of 10 million individuals calling it home. Jakarta is a wonderful place for shopping. The city has slowly expanded in both unorganized and organized retail setups. With a total of 150 shopping



centres and markets, Jakarta has a wide assortment from which people may pick where to do their shopping. The focus of this research is one of the biggest retail stores, as this store deals in products of various natures and has been successful in gaining the attention of various segments of the market. The store has been practicing CRM for a long time.

Procedure

This study is descriptive in nature. The primary data were collected with the help of a questionnaire, delivered in the form of direct interviews. Caution was exercised during the collection of data and its analysis. This research survey was conducted using the biggest retail store in Jakarta, which has an enormous assortment of stock, a wide price range, and a consumer base from practically all segments of the market. The sample size was 397, which comprised representatives working at this retail store. The respondents possessed various job roles from every hierarchical level (bottom, middle, top) of the store, including attendants, store keepers, floor managers, sales executives, marketing managers etc. In addition, respondents originated from various divisions, including marketing, sales, stock keeping, transport, administration, maintenance, etc. A pre-arranged questionnaire was administered to all the respondents.

Measures

For the purpose of the study, a scale comprising 17 items was prepared. The best practices of CRM were measure by 13 items, which were adopted from Eisenfeld and Nelson (2003). While the remaining four items measured satisfaction of customers (Anderson & Srinivasan, 2003; Cronin & Taylor, 1992; Kim, Park, & Jeong, 2004; Oliver, 1997; Shin & Kim, 2008; Turel & Serenko, 2006; Zeithaml, Bitner, & Gremler, 1996). The variables that were measured by the scale included strategy, vision, organisational collaboration, satisfaction of customer and valued experience of customer.

A pre-test was conducted before carrying out the real survey. The questionnaire was first administered to 30 respondents who were similar in characteristics to the real respondents. The scale was checked for its ease of response, appropriateness, and ambiguity, and was determined to be acceptable. After that, the finalised questionnaire was administered to 450 respondents, out of which 53 questionnaires were incomplete, so the final sample size came out to be 397. A confirmatory factor analysis was first carried out to understand the underlying variables, and the results of this confirmatory factor analysis were followed to understand the wellness with which the specified variables fit the data.



Data Analysis and Inferences

The data and the model of this study have been analysed by structural equation modelling (SEM). There are two models in the SEM. The first is the measurement model and the second is the structural model. How well the construct is represented by the measured variable is described by the measurement model, whereas the structural relationship between the constructs is defined by the structural model.

Measurement Model

The accuracy of the estimations is checked through Confirmatory Factor Analysis (CFA) (Teo, 2011). CFA is used to explain the degree to which the estimated factors can calculate the constructs. First with the help of SPSS v.20, the first five constructs are extracted through exploratory factor analysis, and then, with the help of AMOS v.20, the estimation of the model is carried out by taking the five constructs. The maximum likelihood estimations of the model's parameters are assessed through CFA. It is considered to be a superior method of estimation, as compared to other methods (Lai, Hutchinson, Li, & Bai, 2007).

The construct validity is inspected before estimating the CFA. Construct validity guarantees that the arrangement of things really speaks to the hypothetical latent construct. Convergent validity and discriminant validity are used to test the validity of the constructs. The extent of fluctuation for every construct is recognized by the convergent validity. In the estimation of the dependent variable, the degree to which the independent variable is different from other independent variables is recognized with the help of discriminant validity. The factor loading standardization, variance extracted (AVE), and composite reliability (CR) are used to test the convergent validity, and all these should have a value more than 0.7. The results for factor loading standardization, variance extracted (AVE) and composite reliability (CR) shows that there is existence of strong convergent validity, since all the values are greater than 0.7 (see Table 2). AVE and maximum shared variance (MSV) are used to test the discriminant validity. In case of discriminant validity, the value of MSV should be less than AVE. As seen in Table 1, the value of MSV is less than AVE, which shows that there is existence of discriminant validity. The result of both convergent validity and discriminant validity shows the presence of strong construct validity.



Table 1: shows result of discriminant validity

	CR	AVE	MSV	MaxR (H)	Coll.	Vision	Str.	Exp.	Sat.
Collaboration	0.897	0.699	0.215	0.946	0.836				
Vision	0.874	0.874	0.453	0.957	0.403	0.935			
Strategy	0.897	0.742	0.148	0.973	0.234				
Experience	0.934	0.774	0.000	0.984	0.015		0.008		
Satisfaction	0.968	0.877	0.453	0.986	0.463	0.673	0.377	-0.003	

Note: Coll.: Collaboration, Str.: Strategy, Exp.: Experience, Sat.: Satisfaction

For an estimation model to be a good fit, the value of mean square of approximation (RMSEA) should be less than 0.8 and the values for comparative fit index (CFI), goodness of fit index (GFI), normed fit index (NFI), and adjusted goodness of fit index (AGFI) should also be less than 0.9. The value should be less than 2.5 for ratio of chi square (χ^2) and degrees of freedom (df) (Gerpott, Rams, & Schindler, 2001). The outcome of analysis shows that the value for RMSEA is 0.064, which is less than 0.8. The value of CFI is 0.979, which is greater than 0.9. The value for GFI is 0.916, which is greater than 0.9. The value for NFI is 0.959, which is also greater than 0.9. The value of χ^2 /df is 2.025 which is less than 2.5. This shows that the model is a good fit. Only the value of AGFI, which is 0.883, is less than 0.9 (as shown in Table 2). The reliability of the constructs is shown by the amplexness of the model estimations, and it can be said that the constructs are correctly marking the theory and can be taken into account for analysing the suggested relationships (Teo, 2011).

Table 2: shows results for measurement model through model fit summary

CMIN Model	NPAR	CMIN	DF	P	CMIN/DF
Default Model	48	259.288	128	0	2.025
Saturated Model	173	0	0		
Independence model	19	6048.758	155	0	39.024
RMR, GFI Model	RMR	GFI	AGFI	PGFI	
Default Model	0.056	0.916	0.883	0.668	
Saturated Model	0	1			
Independence model	0.719	0.246	0.157	0.217	
Baseline Comparisons model	NFI	RFI	IFI	TLI	CFI
	Delta 1	Rho 1	Delta 2	Rho 2	
Default Model	0.959	0.949	0.979	0.974	0.979
Saturated Model	1				
Independence model	0	0	0	0	0



RMSEA Model	RMSEA	LO 90	HI 90	PCLOSE	
Default Model	0.064	0.053	0.074	0.039	
Independence model	0.367	0.363	0.379	0	

Results

The hypotheses are tested with the help of structural equation modelling. The outcome of analysis shows that the value for RMSEA is 0.53, which is less than 0.8. The value of CFI is 0.983, which is greater than 0.9. The value for GFI is 0.936, which is greater than 0.9. The value for NFI is 0.965, which is also greater than 0.9. The value for AGFI is 0.910, which is greater than 0.9. The value of χ^2/df is 1.978, which is less than 2.5. This shows that the model is a good fit (as shown in Table 3).

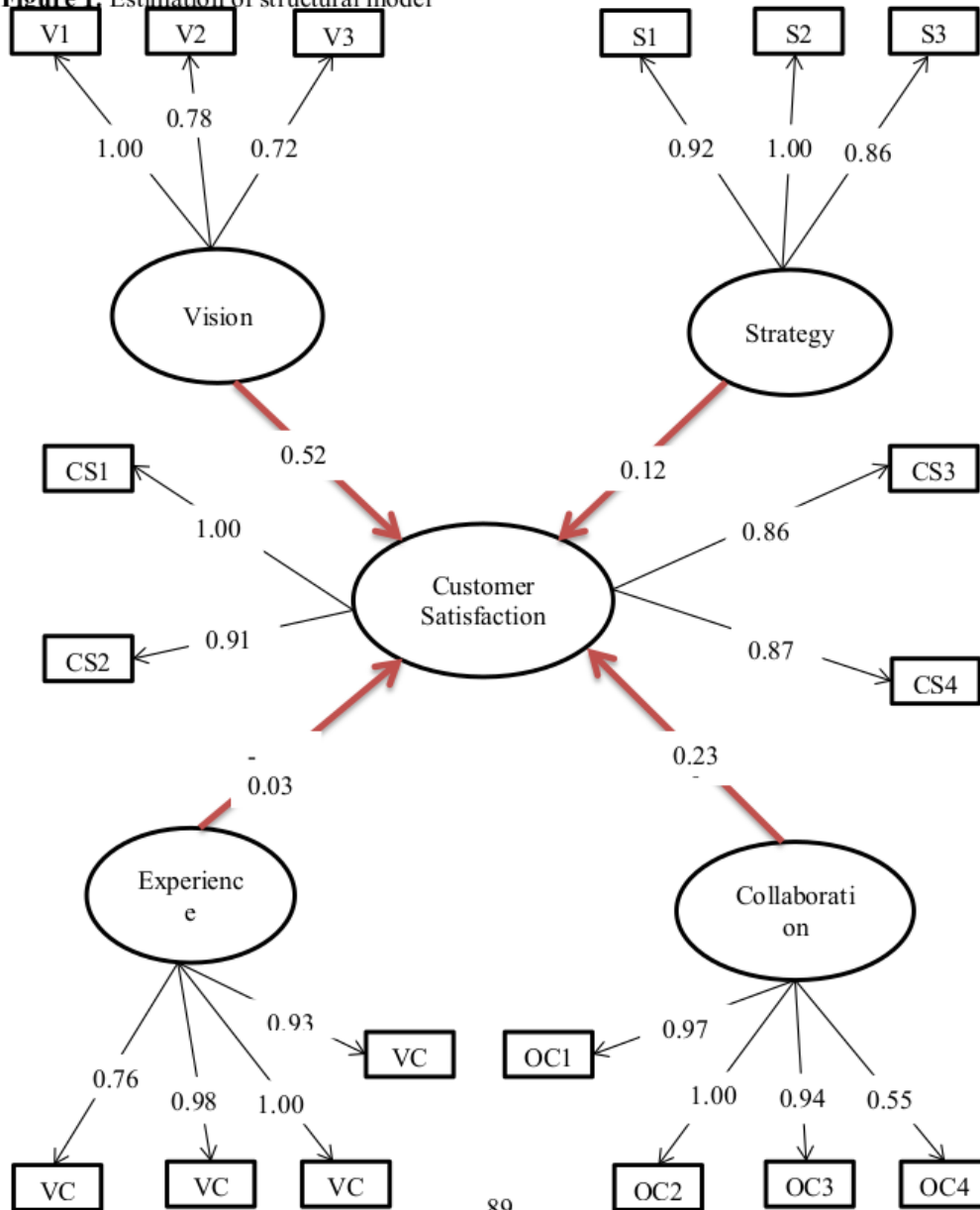
Table 3: shows results for structural model through model fit summary

CMIN Model	NPAR	CMIN	DF	P	CMIN/DF
Default Model	48	253.257	128	0	1.978
Saturated Model	173	0	0		
Independence model	19	6779.24	155	0	43.737
RMR, GFI Model	RMR	GFI	AGFI	PGFI	
Default Model	0.046	0.936	0.910	0.684	
Saturated Model	0	1			
Independence model	0.624	0.279	0.193	0.248	
Baseline Comparisons model	NFI	RFI	IFI	TLI	CFI
	Delta 1	Rho 1	Delta 2	Rho 2	
Default Model	0.965	0.957	0.983	0.974	0.983
Saturated Model	1				
Independence model	0	0	0	0	0
RMSEA Model	RMSEA	LO 90	HI 90	PCLOSE	
Default Model	0.053	0.043	0.07	0.424	
Independence model	0.334	0.325	0.335	0	

It is evident from the structural model analysis that a significant impact on satisfaction of the customer is observed through Vision ($c = 0.521$, $p < 0.01$) and Collaboration ($c = 0.239$, $p < 0.01$). The vision of an organisation most highly influences the satisfaction of the customers, whereas organisational collaboration comes second. Hence, it can be said that practices like increasing understanding of employees about CRM and its advantages, leadership development, cross-functional groups, appointment of a CRM leader, and training and change

management will impact the satisfaction of the customer positively. On the other hand, it can be seen that satisfaction of the customer is not statistically influenced significantly by the experiences of the valued customers ($c = -0.034$, $p > 0.01$) and strategy ($c = 0.126$, $p > 0.01$). In spite of the fact that strategy has an inconsequential relationship in our investigation, it does have a positive impact.

Figure 1. Estimation of structural model





Conclusion

The outcome of the study suggests that organisational practices associated with vision of organisation and collaboration will decidedly impact the satisfaction of the consumer. Accordingly, organisations must focus on the practices identified with these scopes, for example, creating leadership, comprehending the uniqueness of CRM and how it can be helpful, building up cross-functionality groups, changing administration, preparing from the beginning, and selecting a CRM leader. The positive effect of a fruitful CRM execution on quality of relationship has been additionally confirmed by Rahimi and Kozak (2017). The outcome of the study might prove useful for managers with respect to the development and execution of practices of CRM that will prompt customer satisfaction. Taking into account that loyalty of consumer is frequently referred to in literature as an essential for building loyalty of customer, the outcomes can be demonstrated to be valuable for the advancement of long-haul and productive associations with clients. This is of essential significance for a market that has been saturated, for example, that of portable communication, and considerably more so in a nation experiencing a profound financial crisis, as is Greece. The focus of relationship quality must be genuinely contemplated, relationship fulfillment must be prioritized, and trust improvement activities must be implemented.

The satisfaction of relationship and measurement of relationship quality were found to completely mediate the effect of CRM practices and, all the more explicitly, its dimensions of customer care. Subsequently, accommodating issues, for example, personalization of contributions, insurance of individual information, arrangement of helpful and adaptable payment procedures, effectiveness and productivity of client administration, auspicious answers to client needs, and participation projects, can upgrade the satisfaction of customers with their relationship and, through this, their fulfillment with the given service. In addition, the outcomes demonstrated that satisfaction of customers is additionally, emphatically affected by trust and that correspondence positively affects trust yet does not have any impact on fulfillment.

This could imply that issues significant to correspondence with clients, for example, accommodation offered by correspondence channels, convenience and proficiency of website, and effectiveness of searching information, impact the development of trust from the clients' side. Be that as it may, these issues were not found to add to the satisfaction of the customers. Almost certainly, other trust components, for example, keeping promises or maintaining the reputation of company, lead to improved customer satisfaction. It is critical for experts to unmistakably see how changes in CRM practices, and their viability, impact consumer loyalty and dedication.



The loyalty of customers is immediately and positively associated with customer relationship practices. The better the CRM practices, the more reliable they will be. Client devotion frames the retention of beneficial clients (Rahimi & Gunlu, 2016). Loyalty is the most attractive result for any organisation, as it guarantees constant inflows of clients and, eventually, of benefits because of the quick development of CRM practices. It can be implied that when organisations, especially service providers, are looking to increase the dependability of clients, this can be achieved by implementing CRM activities.

Dealing with every client in a different way is one of the most significant parts of CRM because every client has their own needs, which are fulfilled in different ways. In addition, identifying the most profitable clients and maintaining great associations with such clients are parts of CRM practice. CRM activities can also become a danger for the organisation itself if they are used extensively or in an abusive manner. Clients may get offended due to the differing treatment of different clients and take it as discrimination. Along these lines, in actualizing CRM, organisations must address this issue so as to avoid dissatisfaction (Nguyen & Mutum, 2012).

Limitations

The responses of the participants depend on their way of thinking or perception about the retail store in the study. Therefore, the outcome of this study cannot be generalized to all retail stores, as the study is micro in its nature. For future researches, studies should be carried out in multiple retail stores of various natures.



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