

THE ROLE OF SERVICE QUALITY AND CUSTOMER SATISFACTION IN MEDIATING THE RELATIONSHIP BETWEEN CUSTOMER RELATIONSHIP MANAGEMENT AND CUSTOMER LOYALTY (A STUDY OF CV. MULCOM CHEMICALS)

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ABSTRACT

The increasing costs of the CRM program implemented by CV. Mulcom Chemicals were expected to create loyal consumers. However, based on the company's internal data, the number of loyal consumers has continued to decline. Therefore, this research aims to obtain empirical evidence, analyze, and explain the mediating role of Service Quality and Customer Satisfaction in the relationship between Customer Relationship Management and Customer Loyalty. This study was conducted on all customers of CV. Mulcom Chemicals. The sampling technique employed in this research utilized saturated sampling, where the entire population served as the research sample, consisting of 90 respondents who are loyal customers of CV. Mulcom Chemicals. All research hypotheses were tested using SEM-PLS analysis with the assistance of SmartPLS software. The results of this study indicate that all hypotheses in this research were accepted. Furthermore, Service Quality and Customer Satisfaction were proven to mediate the relationship between CRM and Customer Loyalty.

Keywords: CRM, Service Quality, Customer Satisfaction, Customer Loyalty

INTRODUCTION

The chemical industry plays a pivotal role in Indonesia's national development, prompting the government to actively advance this sector (Infopublik, 2023). This commitment is reflected in the industry's significant growth in recent years, as evidenced by its increasing contribution to the national Gross Domestic Product (GDP). In 2019, the chemical sector contributed 10.54% to GDP, rising to 10.75% in 2020 with a growth rate of 5% (FIKI, 2022). By 2021, the sector's contribution further increased to 11.51% (Katadata, 2022), and in 2022, it became the third-largest non-oil and gas contributor to GDP (Ekonomi Republika, 2022). These figures highlight the substantial potential of Indonesia's chemical industry.

The growth of the chemical industry is also evident in the increasing number of businesses operating in this sector. According to the Central Bureau of Statistics (BPS, 2024), the number of chemical companies rose from 1,454 in 2019 to 1,628 in 2020, and further to 1,840 in 2021. This expansion signals a healthy industry but also intensifies competitive pressure among firms. Nevertheless, a major challenge arises from businesses' heavy reliance on imported raw materials, which leads to price volatility and raises production costs by approximately 30–50% (Kompas, 2021; Data Alinea, 2024). Consequently, companies must navigate volatile pricing while addressing consumer sensitivity to price changes to remain competitive.

In such a competitive landscape, companies must develop a competitive advantage to sustain their market position (Kuo, 2020). Effective distribution strategies aligned with market conditions are crucial for success (Kaihatu, 2008). Competitive advantage enables firms to outperform rivals by delivering superior value to customers, fostering long-term relationships (Chatterjee et al., 2021; Urbanek, 2023). A key indicator of this advantage is customer loyalty, which ensures stable revenue streams and reduces acquisition costs (Nguyen et al., 2020). Loyal customers exhibit repeat purchases, positive word-of-mouth, and brand preference, making them vital for business sustainability (Jin et al., 2020; Sharma et al., 2020).

However, CV. Mulcom Chemicals, a business-to-business (B2B) chemical company, faces challenges in maintaining customer loyalty. Internal data from January to July 2024 revealed that only 90 out of 193 customers

made repeat purchases, indicating weak retention. This issue threatens long-term business viability, necessitating an investigation into the factors influencing customer loyalty. The Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975) provides a framework for understanding loyalty, positing that rational decision-making based on attitudes and subjective norms drives repeat purchases and positive recommendations (Liao et al., 2014).

To enhance loyalty, companies often implement Customer Relationship Management (CRM) strategies. CV. Mulcom Chemicals allocates 500–600 million IDR annually for CRM initiatives, including hampers, after-sales services, and partner visits. While CRM is widely regarded as essential for fostering loyalty (Kumar, 2021; Herman et al., 2020), its effectiveness at CV. Mulcom Chemicals remains questionable, as repeat purchases remain below 50%. This inconsistency is consistent with the findings of Farida and Jannah (2022), which indicate a disconnect between CRM implementation and customer loyalty. To overcome this issue, service quality and customer satisfaction are introduced as mediating variables that help link CRM practices to loyalty outcomes.

Prior research highlights service quality as a critical factor in loyalty (Supriyanto et al., 2021; Gopi & Samat, 2020), yet its mediating role remains underexplored. Similarly, customer satisfaction has been shown to mediate CRM's impact on loyalty in industries like banking and telecommunications (Hayati et al., 2020; Gazi et al., 2024), but not extensively in Indonesia's chemical industry. This study aims to fill these gaps by examining how CRM, mediated by service quality and satisfaction, influences loyalty in CV. Mulcom Chemicals, offering both theoretical and practical contributions to a rapidly growing yet understudied sector. This study aims to fill these gaps by examining: (1) the influence of CRM on service quality, (2) the effect of CRM on customer satisfaction, (3) the impact of service quality on customer satisfaction, (4) the mediating role of service quality in the CRM–customer satisfaction relationship, (5) the direct effect of CRM on customer loyalty, (6) the mediating role of service quality in the CRM–loyalty link, (7) the mediating role of customer satisfaction in the CRM–loyalty relationship, (8) the effect of service quality on loyalty, (9) the influence of customer satisfaction on loyalty, and (10) the mediating role of customer satisfaction in the service quality–loyalty connection. By analyzing these relationships, this research provides both theoretical and practical contributions to a rapidly growing yet understudied sector. The Introduction section should explain the background to the study, its aims, a summary of the existing literature and why this study was necessary.

LITERATURE REVIEW

Theory of Reasoned Action

The Theory of Reasoned Action (TRA), developed by Fishbein and Ajzen (1975), posits that behavioral intention - the strongest predictor of actual behavior - is determined by two key factors: personal attitudes and subjective norms. According to TRA, stronger intentions significantly increase the likelihood of behavior execution, with these intentions being shaped by predictable psychological and social factors (Jogiyanto, 2007). This highlights the relevance of the Theory of Reasoned Action (TRA) in explaining and predicting behaviors across domains such as health, marketing, and education, where behavioral change is essential. Within the context of this study, TRA provides a clear framework for understanding how customer relationship management (CRM) and service quality influence consumer attitudes, while customer satisfaction shapes subjective norms, together driving loyalty intentions. Although alternative models such as the Theory of Planned Behavior (TPB) are available, the simplicity and contextual suitability of TRA make it more appropriate for this research, particularly because perceived behavioral control—one of TPB's key constructs—does not play a significant role in this setting. TRA's practical applicability has been demonstrated in behavior change campaigns that strategically target attitudes and social norms to foster positive intentions, similar to how health promotions use education and social proof to encourage healthy behaviors. This theoretical foundation allows our study to effectively examine the psychological and social mechanisms underlying customer loyalty formation in the chemical industry.

Customer Relationship Management

Customer Relationship Management (CRM) is defined as an integrated system for managing customer relationships through acquiring new clients, retaining existing ones, and winning back former clients using data

analysis and technology (Nettleton, 2014; Kincaid, 2008). Unlike mass marketing, CRM emphasizes personalized interactions, relationship building, and collaborative systems to enhance customer loyalty. Alam et al. (2021) identify four key CRM indicators: (1) Customer Knowledge - understanding customer needs and preferences as competitive assets; (2) Customer Orientation - commitment to prioritizing stakeholder satisfaction; (3) Customer Advocacy - benefiting from strong customer recommendations; and (4) Customer Engagement - fostering ongoing brand interactions that create mutual value. These components collectively differentiate CRM from conventional promotional approaches by focusing on long-term, personalized relationship management.

Service Quality

Service quality refers to meeting customer needs and expectations through accurate service delivery (Rahmadaniati et al., 2020; Tjiptono, 2007). It involves comparing perceived service with customer expectations (Apriyani, 2013), where understanding customer needs leads to long-term relationships (Rahmadaniati et al., 2020). Parasuraman et al. (1985) refined SERVQUAL into five key dimensions:

1. Tangibles: Physical facilities, equipment, and personnel appearance (Irma, 2021).
 2. Reliability: Delivering promises accurately and timely (Hameed & Anwar, 2018).
 3. Responsiveness: Promptness in addressing requests and complaints (Anwar & Qadir, 2017).
 4. Assurance: Building trust through employee competence and credibility (Anwar & Abdullah, 2021).
 5. Empathy: Personalized care and understanding customer feelings (Dewi et al., 2019).
- These dimensions help customers evaluate service quality, though their emphasis may vary (Anwar & Shukur, 2015).

Customer Satisfaction

Customer satisfaction, the core essence of business (Schanaars in Tjiptono, 2007), arises from the discrepancy between consumer expectations and perceived performance (Tjiptono, 2008; Buttle, 2007). It represents customers' affective evaluations of products or services, which may be positive or negative depending on whether their experiences surpass, meet, or fail to meet expectations. Customer satisfaction generates substantial benefits, such as stronger relationships, repeat purchasing behavior, enhanced loyalty, and favorable word-of-mouth, whereas dissatisfaction can lead to complaints and adverse publicity (Hult et al., 2019). Satisfaction is measured through three key indicators: (1) Overall Satisfaction - general post-experience evaluation; (2) Confirmation of Expectation - alignment between expectations and actual experience; and (3) Comparison with Ideal - the gap between received service and idealized standards. These metrics collectively determine how customers assess their satisfaction levels with a company's offerings.

Customer Loyalty

Customer loyalty represents a consumer's steadfast commitment to repurchase or consistently choose a specific brand, despite competitive influences (Kotler & Keller in Zusrony, 2021). It transcends mere preference, encompassing trust, emotional attachment, and long-term commitment (Saadat et al., 2018), and evolves through positive experiences, satisfaction, and perceived service quality (Vilkaitė-Vaitonė & Skačkauskienė, 2020). Key indicators include: (1) Repeat purchases - consistent repurchases reflecting satisfaction; (2) Referrals - willingness to recommend the brand; and (3) Resistance to competitors - rejection of alternatives despite availability (Novia, 2019). Loyalty thus reflects both behavioral consistency and deep emotional bonds between customers and brands.

The Relationship Between Customer Relationship Management and Service Quality

Customer relationship management (CRM) and service quality are interrelated in a synergistic manner. Effective CRM implementation allows firms to gather and analyze customer data to design more personalized and relevant service strategies, which in turn enhance service quality dimensions such as responsiveness, accuracy, and reliability in fulfilling customer expectations (Tseng, 2016). By leveraging CRM data, companies can identify critical points for improvement, such as response time to complaints or the effectiveness of problem handling, and

proactively respond to customer needs based on interaction history. This not only improves service quality but also creates a positive experience for customers, making them feel understood and valued, which ultimately contributes to increased customer satisfaction and loyalty.

H1: Customer relationship management (CRM) has a significant positive effect on service quality.

The Relationship between Customer Relationship Management (CRM) and Customer Satisfaction

Haryandika and Santra (2021) found that CRM significantly improved customer satisfaction at PT Ritra Cargo Indonesia's Denpasar branch (path coefficient). CRM increased customer satisfaction by 70.7%. This means that the better the company's service, the more satisfied its customers. Research by Mehrbakhsh Nilashi et al. (2023) also supports this by highlighting customer satisfaction related to CRM systems and providing in-depth information on influencing factors, such as information, system, and service quality.

H2: Customer relationship management (CRM) has a significant positive effect on customer satisfaction.

The Relationship between Service Quality and Customer Satisfaction

Service quality (SERVQUAL), measured through five dimensions—reliability, responsiveness, assurance, empathy, and tangibles—directly impacts customer satisfaction. When a company meets or exceeds customer expectations across these five dimensions, customers feel their needs are fully met, creating a satisfying experience (Udayana et al., 2022). Reliability, responsiveness, professional assurance, and empathy not only increase satisfaction but also build positive perceptions of the company. With SERVQUAL, companies can identify areas of improvement to maintain long-term satisfaction, ultimately contributing to customer loyalty.

H3: Service quality has a significant positive effect on customer satisfaction.

The Relationship Between CRM and Customer Satisfaction Through Service Quality as an Intervening Variable

Studies show that CRM implementation does not always directly increase customer satisfaction (Hadi & Haris, 2024; Sukma et al., 2024), despite the goal of better understanding customer needs (Rane et al., 2023; Almohaimmed, 2021). Challenges emerge when CRM overly emphasizes data management while neglecting personal interactions, which can weaken relationship quality and reduce customer satisfaction. In this context, the SERVQUAL framework becomes essential. Insights derived from CRM data allow firms to enhance service quality dimensions, such as reliability and responsiveness, thereby aligning service delivery more closely with customer expectations (Tseng & Wu, 2014). This improved service quality then serves as a bridge between CRM and customer satisfaction, while strengthening long-term relationships (Batista et al., 2020; Rane et al., 2023). Thus, the effectiveness of CRM in achieving satisfaction depends heavily on its ability to improve service quality as an intervening variable.

H4: Service quality positively and significantly mediates the relationship between Customer relationship management (CRM) and Customer satisfaction.

The Relationship between Customer Relationship Management (CRM) and Customer Loyalty

The findings of Sumantri et al.'s (2020) research indicate a relationship between CRM and customer loyalty at PT Raharja Duta Solusindo. This is consistent with the results of SEM hypothesis testing, which showed that improving CRM quality at PT Raharja Duta Solusindo would affect customer loyalty levels. Another study by Bintarto et al. (2021) showed a relationship between CRM and customer loyalty, specifically hotel guests. Research by Aisah & Sudaryanto (2022) also demonstrated a relationship between CRM and customer loyalty among Gopay users using the Go-Jek app. This statement is supported by the results of the hypothesis test, which stated that CRM influences customer loyalty by 37.6%, with 25.2% being a direct influence and 12.4% being an indirect influence.

H5: Customer relationship management (CRM) has a significant positive effect on customer loyalty.

The Relationship between CRM and Customer Loyalty through Service Quality as an Intervening Variable

Although CRM is considered a key strategy for building customer loyalty, its implementation is not always successful in increasing retention due to a gap between strategy and customer expectations (Farida & Jannah, 2022; Khan et al., 2022). Challenges such as lack of personalization, data management complexity, and market competition are often the causes. This is where SERVQUAL plays a crucial role as an intervening variable. Service quality (reliability, responsiveness, assurance, empathy, and tangibles) enhanced through CRM has been shown to strengthen loyalty by creating positive experiences and sustained satisfaction (Dewi et al., 2021; Fida et al., 2020). Thus, the effectiveness of CRM in achieving loyalty depends heavily on its ability to enhance service quality as a mediator.

H6: Service quality positively and significantly mediates the relationship between customer relationship management (CRM) and customer loyalty.

The Relationship Between Customer Relationship Management (CRM) and Customer Loyalty Through Customer Satisfaction as an Intervening Variable

Haryandika and Santra's (2021) study at the Denpasar branch of PT Ritra Cargo Indonesia found that CRM is crucial for customer loyalty, with customer satisfaction acting as an intermediary. The path coefficient was 43.9%, indicating that the better a company's CRM strategy, the more loyal its customers. In contrast, Safira et al. (2020), in their study at the Ambon branch of PT Pelabuhan Indonesia IV (Persero), reported differing findings. Customer satisfaction was found to have a minimal effect on loyalty, as the company operates as a state-owned monopolistic enterprise. This suggests that customer satisfaction is not the dominant determinant of customer loyalty in such a context.

H7: Customer satisfaction positively and significantly mediates the relationship between Customer Relationship Management (CRM) and Customer Loyalty

The Relationship Between Service Quality (SERVQUAL) and Customer Loyalty

Good service quality (SERVQUAL), measured through five dimensions—reliability, responsiveness, assurance, empathy, and tangibles—has a significant impact on customer loyalty. When companies meet or exceed customer expectations across these dimensions, satisfaction increases, encouraging repeat purchases and recommendations (Udayana et al., 2022). Reliable, responsive, and empathetic service creates positive experiences, building trust and emotional bonds that form the basis of long-term loyalty. Thus, improved service quality not only satisfies customers but also strengthens their commitment to the brand.

H8: Service quality has a significant positive effect on customer loyalty.

The Relationship between Customer Satisfaction and Customer Loyalty

Research by Theresia and Vita Briliana (2021) and research by Haryandika and Santra (2021) both highlight the importance of customer satisfaction in building loyalty. A study of KFC customers in Jakarta by Theresia and Vita Briliana (2021) found that satisfaction influences loyalty. Haryandika and Santra (2021) also found a similar finding at the Denpasar branch of PT Ritra Cargo Indonesia, with a path coefficient of 43.4%, indicating a significant relationship between satisfaction and loyalty.

H9: Customer satisfaction has a significant positive effect on customer loyalty.

The Relationship Between Service Quality (SERVQUAL) and Customer Loyalty Through Customer Satisfaction as an Intervening Variable

SERVQUAL, which encompasses the dimensions of reliability, responsiveness, assurance, empathy, and tangibles, influences customer loyalty through customer satisfaction as a key mediator (Udayana et al., 2022). When a company provides quality service that meets or exceeds expectations, customers experience satisfaction, which then drives loyalty in the form of repeat purchases and recommendations. This satisfaction serves as an important bridge between service quality and loyalty, as satisfied customers tend to maintain long-term relationships with the

company despite the availability of alternatives. Therefore, companies need to focus not only on improving service quality but also on the ability of that service to create satisfying experiences for customers.

H10: Customer satisfaction positively and significantly mediates the relationship between service quality and customer loyalty.

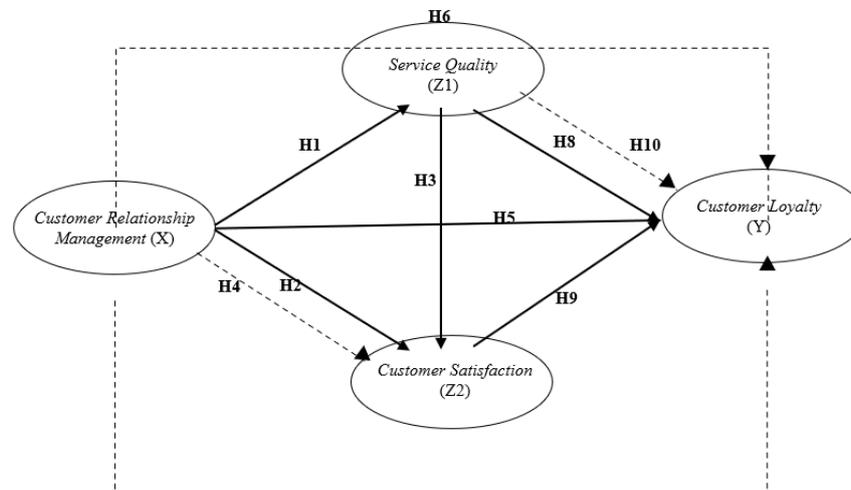


Figure 1. Conceptual Framework

This study has 1 independent variable, namely Customer Relationship Management (X), 1 dependent variable, namely Customer Loyalty (Y), and 2 mediating variables, namely Service Quality (Z1) and Customer Satisfaction (Z2).

RESEARCH METHODS

This study employed a quantitative approach with a survey method to efficiently collect data from CV. Mulcom Chemicals' customer population. The survey was administered online via social media platforms between December 2024 and January 2025. Given the relatively small population of 157 customers, a census sampling approach was applied. A total of 90 respondents were included in the final sample, all of whom were classified as loyal customers based on their repeat purchase behavior. Data were gathered using a questionnaire measured on a five-point Likert scale, and the analysis was conducted using SmartPLS 4.

Data analysis was conducted in three main stages. First, descriptive analysis to understand the basic characteristics of the data. Second, evaluation of the measurement model included testing indicator reliability (outer loading >0.708), internal reliability (Cronbach's alpha >0.70), convergent validity (AVE >0.50), and discriminant validity (HTMT <0.85). Third, structural analysis of the model included testing collinearity (VIF), strength of influence (F-square), predictive power (R-square), and predictive relevance (Q²).

Hypothesis testing was conducted using the bootstrapping method (5000 subsamples) to evaluate path coefficients and statistical significance (p-value <0.05). Mediation effects were analyzed following the procedures of Baron & Kenny (1986) and the criteria of Nitzl et al. (2016) to distinguish partial and complete mediation. The analysis focused on the highest factor loadings to identify the strongest relationships between variables in the research model.

RESULT AND DISCUSSION

A total of 90 respondents who are customers of CV. Mulcom Chemicals participated in this study. Based on gender, the majority of respondents were female (68%), while males accounted for 32%. In terms of education, most respondents held a D-IV/Bachelor's degree (70%), followed by graduates of D-I/D-II/D-III (18%), high school/equivalent (8%), and Master's degree (4%). Based on the duration of subscription, the majority of customers have been using CV. Mulcom Chemicals' services for 1.1–2 years (61%), followed by 2.1–3 years (32%), and more

than 3 years (7%). This data indicates that CV. Mulcom Chemicals' customers are predominantly highly educated individuals who have been using the company's services for a medium period of time.

Table 1. Characteristics of Research Respondents

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Men	29	32%
	Women	61	68%
Education Level	High School	7	8%
	Diploma	16	18%
	Bachelor's degree	63	70%
	Master's degree	4	4%
Subscription period	1,1 – 2 years	55	61%
	2,1 – 3 years	29	32%
	> 3 years	6	7%

The results of the descriptive analysis show that all research variables are in the excellent category. Customer Relationship Management (CRM) has an overall average of 4.22, with the highest dimension being Customer Engagement (4.25) and the lowest being Customer Knowledge (4.19). Service Quality has an average of 4.31, with Reliability as the highest dimension (4.38) and Responsiveness as the lowest (4.23). Customer Satisfaction has an average of 4.16, with Overall Satisfaction (4.18) as the highest indicator. Meanwhile, Customer Loyalty has an average of 4.05, with Rejection of Competitor Products as the highest dimension (4.18) and Repeat Purchases as the lowest (3.62). These results confirm that the implementation of CRM, service quality, satisfaction, and customer loyalty at CV. Mulcom Chemicals are in the very good category, but improvements are needed in repeat purchases and responsiveness.

Table 2. Summary of Descriptive Results of Research Variables

Variable	Highest dimension (Mean)	Lowest dimension (Mean)	Average
Customer Relationship Management (CRM)	Customer Engagement (4,25)	Customer Knowledge (4,19)	4,22
Service Quality	Reliability (4,38)	Responsiveness (4,23)	4,31
Customer Satisfaction	Overall Satisfaction (4,18)	Confirmation of Expectation (4,14)	4,16
Customer Loyalty	Rejection of Competing Products (4,18)	Repeat Purchases (3,62)	4,05

The measurement model (outer model) was evaluated to assess construct reliability and validity. The results of the outer loading test show that most indicators meet the loading value criterion of ≥ 0.7 , except for several indicators in the CRM variable (CK3, CK4, CO2, CO3, CA2, CA3, CE3, CE4) that are below the threshold. However, these indicators are retained because their removal would reduce convergent validity

Table 3. Indicator Reliability as the Square of Outer Loading

Variable	Indicator Reliability	Outerloading Value	Square Value
CRM	CK1	0.840	71%
	CK2	0.848	72%
	CK3	0.652	43%
	CK4	0.564	32%
	CO1	0.748	56%
	CO2	0.627	39%
	CO3	0.499	25%
	CO4	0.786	62%
	CA1	0.823	68%
	CA2	0.468	22%
	CA3	0.628	39%
	CA4	0.831	69%
	CE1	0.799	64%
	CE2	0.836	70%
	CE3	0.529	28%
	CE4	0.331	11%
<i>Customer Satisfaction</i>	CS1	0.984	97%
	CS2	0.963	93%
	CS3	0.994	99%
<i>Customer Loyalty</i>	CL1	0.948	90%
	CL2	0.897	80%
	CL3	0.918	84%
	CL4	0.882	78%
	CL5	0.851	72%
<i>Service Quality</i>	RE1	0.914	84%
	RE2	0.919	84%

RE3	0.798	64%
RE4	0.882	78%
RE5	0.894	80%
AS1	0.937	88%
AS2	0.793	63%
AS3	0.926	86%
AS4	0.846	72%
TG1	0.893	80%
TG2	0.892	80%
TG3	0.832	69%
TG4	0.901	81%
EM1	0.886	78%
EM2	0.743	55%
EM3	0.849	72%
EM4	0.806	65%
EM5	0.810	66%
RS1	0.843	71%
RS2	0.784	61%
RS3	0.744	55%
RS4	0.762	58%

Table 4. Outer Loading Reliability Test Pass Indicator

	CRM	Customer Loyalty	Customer Satisfaction	Service Quality
CA1	0.888			
CA4	0.955			
CE1	0.897			
CE2	0.930			
CK2	0.944			
CO1	0.869			
CO4	0.940			
CK1	0.935			
CL1		0.948		

CL2	0.897		
CL3	0.918		
CL4	0.882		
CL5	0.851		
CS1		0.984	
CS2		0.963	
CS3		0.994	
AS1			0.955
AS3			0.946
EM3			0.887
EM4			0.819
RE1			0.918
RE2			0.949
RS1			0.829
TG1			0.925
TG4			0.915

The indicators with the highest loading values for each variable are CA4 (CRM) = 0.955; CL1 (Customer Loyalty) = 0.948; CS3 (Customer Satisfaction) = 0.994; and AS1 (Service Quality) = 0.955. The construct reliability results indicate that all variables have Cronbach's Alpha and Composite Reliability above 0.7. Customer Satisfaction has the highest reliability (CA = 0.980; CR = 0.987). The AVE values for all variables are also above 0.5, indicating good convergent validity. Additionally, discriminant validity is met because all HTMT values between variables are < 0.85.

Table 5. Internal Consistency Reliability & AVE Value

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>		<i>AVE</i>
		<i>rho_A</i>	<i>rho_C</i>	
CRM	0.974	0.977	0.978	0,847
<i>Customer Loyalty</i>	0.941	0.948	0.955	0,810
<i>Customer Satisfaction</i>	0.980	0.981	0.987	0,961
<i>Service Quality</i>	0.973	0.980	0.986	0,821

Structural model testing (inner model) was conducted through collinearity analysis, F-square, R-square, Q², and hypothesis testing.

Table 5. R-Square Values of Endogenous Variables

Variable	R-Square	R-Square Adjusted
Customer Loyalty	0,827	0,821
Customer Satisfaction	0,404	0,390
Service Quality	0,229	0,220

Table 6. Predictive Relevance Values (Q²)

Variable	Q²
Customer Loyalty	0,647
Customer Satisfaction	0,381

Service Quality

0,174

All VIF values are < 3 , so there is no multicollinearity problem. The explanatory power (R^2) shows that the model is able to explain 82.1% of Customer Loyalty (strong), 39% of Customer Satisfaction (moderate), and 22% of Service Quality (low). The predictive power (Q^2) is high for Customer Loyalty (0.647), fairly good for Customer Satisfaction (0.381), and low for Service Quality (0.174). The F-square results show that the greatest influence comes from Customer Satisfaction on Customer Loyalty (1.692). Additionally, the hypothesis test results indicate that all 10 hypotheses are accepted ($p < 0.05$), with the most dominant influence being Customer Satisfaction on Customer Loyalty ($\beta = 0.700$).

Table 7. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
CRM -> Service Quality (H1)	0.479	0.483	0.091	5.281	0.000	Accepted
CRM -> Customer Satisfaction (H2)	0.245	0.256	0.089	2.740	0.006	Accepted
Service Quality -> Customer Satisfaction (H3)	0.481	0.481	0.112	4.295	0.000	Accepted
CRM -> Service Quality -> Customer Satisfaction (H4)	0.230	0.231	0.066	3.499	0.001	Accepted
CRM -> Customer Loyalty (H5)	0.420	0.433	0.078	5.372	0.000	Accepted
CRM -> Service Quality -> Customer Loyalty (H6)	0.087	0.084	0.034	2.552	0.011	Accepted
CRM -> Customer Satisfaction -> Customer Loyalty (H7)	0.172	0.183	0.068	2.529	0.012	Accepted

Service Quality -> Customer Loyalty (H8)	0.182	0.176	0.067	2.697	0.007	Accepted
Customer Satisfaction -> Customer Loyalty (H9)	0.700	0.714	0.069	10.095	0.000	Accepted
Service Quality -> Customer Satisfaction -> Customer Loyalty (H10)	0.337	0.345	0.092	3.644	0.000	Accepted

The research results show that Customer Relationship Management (CRM) has a significant influence on service quality and customer satisfaction. The strongest indicator of CRM is the customer's willingness to recommend the company (CA4), while trust in employee behavior (AS1) is a key factor in service quality. These findings confirm that effective CRM can enhance the customer experience by creating more personalized and proactive relationships and collecting customer data to tailor services to their needs. Furthermore, service quality has also been shown to have a positive effect on customer satisfaction, with employee reliability and responsiveness playing a crucial role. Furthermore, the study revealed that service quality acts as a partial mediator in the relationship between CRM and customer satisfaction, indicating that CRM strategies must be balanced with improvements in service quality to achieve optimal customer satisfaction.

The relationship between CRM and customer loyalty was also significant, with the strongest indicator being customer emotional attachment (CL1). The results indicate that both service quality and customer satisfaction act as partial mediators in this relationship. This means that while CRM can directly increase loyalty, its impact is stronger when supported by quality service and high customer satisfaction. On the other hand, service quality has also been shown to have a direct impact on customer loyalty, particularly through the formation of trust and consistent positive experiences. Meanwhile, customer satisfaction, as measured by the level of satisfaction of repeat customers (CS3), is a key determinant of loyalty because it creates long-term emotional bonds. This study also confirms that customer satisfaction mediates the relationship between service quality and loyalty, emphasizing that good service must be directed at creating satisfaction to effectively increase loyalty.

Overall, the findings of this study emphasize the importance of an integrated approach in managing CRM, service quality, and customer satisfaction to build sustainable customer loyalty. Companies like CV. Mulcom Chemicals need to ensure that their CRM strategy focuses not only on data collection and customer interactions, but also on improving service quality through employee training and aligning services with customer expectations. Furthermore, companies must consistently monitor customer satisfaction levels, as high satisfaction drives loyalty and recommendations from customers. By optimizing these three factors, companies can build stronger relationships with customers, increase retention, and strengthen their competitive position in the market. These findings align with various previous studies and provide an empirical foundation for developing customer-centric business strategies.

Discussion

Relationship between CRM and Service Quality

This study demonstrates a significant positive relationship between CRM and service quality (H1 is accepted). The strongest indicator of CRM is willingness to recommend the company (CA4), indicating that meeting customer expectations is key to CRM effectiveness (Haryandika & Santra, 2021). Meanwhile, trust in employee behavior (AS1) is a key indicator of service quality. These findings align with research by Mehrbakhsh Nilashi et al. (2023), which states that good CRM can enhance the customer experience through proactive communication, ultimately shaping positive perceptions of service quality. Companies need to focus on CRM strategies that are oriented toward customer needs and building trust through quality employee interactions.

Relationship between CRM and Customer Satisfaction

The results of this study confirm a positive relationship between CRM and customer satisfaction (H2 is accepted). CRM's ability to create relevant interactions and understand customer needs has been shown to increase satisfaction, particularly as seen in the repeat customer satisfaction indicator (CS3). This finding is consistent with research by Udayana et al. (2022), which states that when customers perceive service that meets or exceeds expectations, long-term loyalty develops. This research reinforces the theory that effective CRM not only enhances the service experience but also strengthens customers' emotional connections with the company (Zeithaml et al., 2020).

Relationship between Service Quality and Customer Satisfaction

Service quality, particularly as demonstrated through trust in employee behavior (AS1), has been shown to have a strong influence on customer satisfaction (H3 is accepted). Elements such as service reliability and responsiveness contribute to positive customer experiences (Rane et al., 2023). The indicator of consistent customer satisfaction (CS3) confirms that professional employee interactions are key to creating satisfaction. These findings support the research of Cavaliere et al. (2021) that companies need to ensure consistent service quality to maintain high levels of satisfaction.

Service Quality Mediates the Relationship between CRM and Customer Satisfaction

Service quality acts as a partial mediator in the CRM-Customer Satisfaction relationship (H4 is accepted). These results align with research by Almohaimmed (2021), which found that although CRM has a direct effect, improving service quality can strengthen its impact on satisfaction. These findings suggest that CRM strategies must be integrated with improvements in service quality, particularly in meeting specific customer expectations (Batista et al., 2020), to achieve optimal levels of satisfaction.

Relationship between CRM and Customer Loyalty

Effective CRM has been shown to increase customer loyalty (H5 accepted), with the strongest indicator being customer loyalty (CL1). This finding is consistent with research by Sumantri et al. (2020) that found that a company's ability to meet customer expectations through CRM creates an emotional bond. However, research by Bintarto et al. (2021) cautions that a mismatch between service and expectations can reduce the positive impact of CRM on loyalty.

Service Quality Mediates the Relationship between CRM and Customer Loyalty

Service quality serves as a partial mediator between CRM and customer loyalty (H6 accepted). This finding supports research by Aisah & Sudaryanto (2022) that found that CRM supported by high service quality is more effective in building loyalty. These results emphasize the importance of ensuring that investments in CRM are accompanied by tangible improvements in service quality (Zeithaml et al., 2023) for maximum impact on customer retention.

Customer Satisfaction Mediates the Relationship Between CRM and Customer Loyalty

Customer satisfaction partially mediates the relationship between CRM and Loyalty (H7 is accepted), although the effect is relatively small (0.172). This finding aligns with research by Haryandika and Santra (2021), which states that loyal customer satisfaction (CS3) is an important pathway in building loyalty. However, these results also indicate the presence of other influencing factors, so companies need to combine satisfaction-enhancing strategies with other approaches to strengthen loyalty.

Relationship between Service Quality and Customer Loyalty

Service quality has a significant effect on customer loyalty (H8 is accepted), with the strongest indicators being trust in employee behavior (AS1) and customer loyalty (CL1). This finding is consistent with research by Zeithaml et al. (2023) that consistent service that meets expectations creates a sense of appreciation that drives loyalty. This research emphasizes the importance of maintaining high service standards as a foundation for building long-term loyalty.

Relationship between Customer Satisfaction and Customer Loyalty

Customer satisfaction is proven to be a key driver of loyalty (H9 is accepted), especially for repeat customers (CS3). This result supports research by Haryandika and Santra (2021) that repeated positive experiences create emotional bonds that discourage customer turnover. This finding emphasizes the importance of focusing on maintaining long-term satisfaction through consistent service that meets customer expectations.

Customer Satisfaction Mediates the Relationship between Service Quality and Customer Loyalty

Customer satisfaction acts as a partial mediator between service quality and loyalty (H10 is accepted). This finding aligns with the theory of reasoned action (Fishbein & Ajzen, 1975), which suggests that quality service must first create satisfaction to foster loyalty. This study recommends that companies understand customers' unique needs and ensure service quality is not only high but also relevant to their preferences (Udayana et al., 2022).

CONCLUSIONS AND PRACTICAL IMPLICATION

This study examines the effect of Customer Relationship Management (CRM) on Customer Loyalty, with Service Quality and Customer Satisfaction as mediators at CV. Mulcom Chemicals. The analysis shows that CRM has a positive effect on service quality (H1 is accepted) and customer satisfaction (H2 is accepted). The more effective the CRM program is, the better customers perceive the company's service and the higher their satisfaction levels. This finding aligns with previous research that suggests a sound CRM strategy can improve the overall customer experience.

Furthermore, Service Quality has been shown to have a positive effect on Customer Satisfaction (H3 is accepted) and Customer Loyalty (H8 is accepted). This means that quality service not only increases customer satisfaction but also strengthens customer loyalty. Furthermore, Service Quality and Customer Satisfaction act as partial mediators in the relationship between CRM and customer loyalty (H4, H6, H7, and H10 are accepted). This suggests that although CRM has a direct impact on loyalty, companies still need to ensure that service quality and customer satisfaction are maintained to maintain long-term loyalty.

This research also provides theoretical contributions by strengthening the literature on the relationship between CRM, service quality, satisfaction, and customer loyalty, particularly in the context of the chemical industry (B2B). These findings support the Theory of Reasoned Action (TRA), which emphasizes that customer attitudes and perceptions (such as satisfaction and assessment of service quality) influence loyalty behavior. Furthermore, this research confirms that the SERVQUAL dimensions (reliability, responsiveness, assurance, empathy, and physical aspects) play a significant role in shaping customer loyalty.

From a managerial perspective, CV. Mulcom Chemicals needs to improve service personalization by utilizing CRM data to gain a deeper understanding of customer needs. The company should also strengthen service quality through employee training and more efficient service processes. Furthermore, a loyalty program designed

based on customer preferences can be an effective strategy to encourage repeat purchases. Regular evaluation of CRM strategies is also necessary to ensure the company remains responsive to changing market needs.

Overall, this research confirms that CRM, Service Quality, and Customer Satisfaction are key factors in building customer loyalty. By integrating these three elements holistically, CV. Mulcom Chemicals can create a better customer experience, increase satisfaction, and ultimately strengthen customer loyalty in an increasingly competitive business environment. These findings are relevant not only to chemical companies but also serve as a benchmark for other industries that rely on long-term customer relationships.

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