

The Role of Customer Relationship Management (Crm) and Service Quality Expectation in Increasing Customer Satisfaction through Company Image (Study at Perumda Air Minum Tirta Sewakadarma Denpasar)

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ABSTRACT

This study is motivated by the importance of understanding the factors that influence customer satisfaction, particularly at Perumda Air Minum Tirta Sewakadarma Denpasar. Fluctuations in customer satisfaction are a central issue that can threaten the company's stability and growth. Therefore, this study aims to analyze the impact of Customer Relationship Management (CRM) and service quality expectations on customer satisfaction with the mediation of corporate image. The research method used is quantitative with a cross-sectional design. Data were collected through a questionnaire survey and analyzed using Structural Equation Modeling (SEM). The results of the study indicate that CRM and service quality expectations significantly affect customer satisfaction, which directly enhances corporate image. Corporate image is proven to be a significant mediator in linking CRM and service quality expectations with customer satisfaction. Recommendations for Perumda Air Minum Tirta Sewakadarma include improving relationship quality and service expectations through enhanced CRM and service personalization. Future research is recommended to use a longitudinal design to understand changes in customer behavior over time.

KEYWORDS - Customer Relationship Management, Service Quality Expectation, Corporate Image, Customer Satisfaction.

1. INTRODUCTION

In an era of increasingly fierce competition, companies in the service sector must prioritize customer satisfaction to survive, compete, and gain market share. Customer satisfaction is a dynamic condition influenced by customer expectations that continue to increase and the company's limited ability to fulfill them (Kotler et al., 2019). According to Khan et al. (2022), managing long-term relationships with customers and increasing loyalty and satisfaction can be achieved through the implementation of Customer Relationship Management (CRM).

Customer satisfaction is defined as a feeling of pleasure or disappointment that arises after the customer compares the performance of the product or service with his expectations (Kotler et al., 2019). Assessment of service quality, which includes the level of comfort related to meeting customer needs, is closely related to consumer satisfaction (Hasfar & Noorlitaria, 2020). High service quality is considered one of the main factors affecting customer satisfaction and loyalty (Saleem et al., 2016).

In the context of CRM, Sigala (2018) states that effective social CRM implementation can encourage customer dialog and engagement, ultimately improving customer experience. Research by Keshavarz et al. (2016) shows that customer expectations have a significant influence on perceived quality and customer loyalty, although they do not always have a significant effect on customer satisfaction. Meanwhile, Bungatang & Reynel (2021) confirmed that service quality has a significant influence on customer satisfaction, where dimensions such as reliability and assurance are determining factors.

On the other hand, corporate image also plays an important role in shaping customer perceptions and satisfaction. According to Zuhdi (2022), company image and word of mouth communication significantly affect customer satisfaction. The results of Esmailpour & Barjoei's research (2016) show that corporate image has a positive effect on brand equity and customer satisfaction. However, other studies such as those conducted by Hasan et al. (2020) show that company image is not always positively related to customer satisfaction.

Existing research shows varied and sometimes inconsistent results regarding the factors that influence customer satisfaction and loyalty, including service quality and corporate image (Winarno et al., 2020; Chien & Chi, 2019; Chou & Kohsuwan, 2019). This study was conducted in response to the business phenomenon at Perumda Air Minum Tirta Sewakadarma, with the aim to further analyze the relationship between CRM, service quality expectations, and customer satisfaction, and explore the role of corporate image as a mediator in this relationship.

2. LITERATURE REVIEW

Contrast Theory

Contrast theory as one of the theories that explains the phenomenon of customer satisfaction from a psychological perspective. Over the years scientists from various fields such as economics, psychology, sociology and anthropology have designed new theories and studies aimed at a better understanding of consumer behavior and motivation (Stephen, 2016). This theory was first introduced by Hovaland & Sherif, (1957) in Tjiptono, (2008) which presents a view of the consumer evaluation process after the use of a product or service which causes predictive results opposite to performance to satisfaction. This contrast theory magnifies the difference between expectations and product / service performance. This means that if performance exceeds expectations, then consumers will feel very satisfied. However, if the product performance is below expectations, then the consumer will be very dissatisfied. This implies that consumers are very sensitive to unmet expectations and can overreact to them.

The Effect of Customer Relationship Management on Customer Satisfaction.

CRM can also help organizations better understand the needs and preferences of their customers which allows them to personalize offers and increase customer satisfaction (Herman, L. E., et al., 2021). Customer relationship is a business approach based on managing relationships or relationships with customers (Hayati et al., 2020). Customer relationship is the process of building, developing, and maintaining high-value, cost-effective, and effective relationships with customers, suppliers, employees, and partners to create sustainable benefits for both parties (Kotler et al., 2019). CRM has the quality to maximize customer satisfaction while gaining loyalty (Agrawal, S. R., 2020). Customer relationships affect customer satisfaction (Bukhari, S. F. H., et al., 2019). CRM is a very important organizational tool, helping to increase customer loyalty and satisfaction to manage it in the long term between companies and customers (Herman, L.E., et al., 2020). Thus, it can be concluded that the application of CRM can be the key to increasing customer satisfaction. Through efforts to build, manage, and maintain effective relationships with customers, companies can better understand consumer needs and preferences. This can have a positive impact on customer satisfaction because companies can provide services that are more personalized, responsive, and in line with customer expectations.

Previous research shows that customer relationship management has a positive and significant impact on satisfaction (Cheema, S., et al., 2019; Ramadonna, Y., et al., 2019; Fraihat, B., et al., 2023; Sumantri, et al., 2020; Kuswandarini, K. I., & Annisa, A. A., 2021).

H1: Customer relationship management has a positive and significant effect on customer satisfaction.

The Effect of Service Quality Expectation on Customer Satisfaction

Satisfaction with each customer can be created from optimal and quality service (Alfin, M. R., & Nurdin, S., 2017). Many businesses today realize that they can compete more effectively by differentiating themselves in terms of service quality, which means being produced by quality human resources and through the performance of each individual (Darmawan, D., & Grenier, E., 2021). Satisfaction will be maximized if the company's performance level is service quality that matches the level of customer expectations (Wibowo, A. S., et al., 2018). Companies can increase sales volume by offering good quality services to increase market share and the effectiveness of their service environment (Becerril-Arreola, R., et al., 2017).

Previous research shows that service quality has a positive and significant impact on satisfaction (Keshavarz, et al., 2016; Bungatang, B., & Reynel, R., 2021; Afthanorhan, et al., 2019; Wibowo, et al., 2018; Ismail, A., & Yunan, Y. M., 2016; Hartono, S. S., 2019; Affandi, et al., 2017; Adriansyah, M., & Nurwani, N., 2022; Setiawan, H., & Sayuti, A. J., 2017; Maria, et al., 2020; Christanto, Y. M., 2023; Atsan, N., 2017; Kristiawati, et al., 2023).

H2: Service quality expansion has a positive and significant effect on customer satisfaction.

The Effect of Customer Relationship Management on Company Image

Customer relationship management (CRM) focuses on creating, managing and expanding the relationship between a company and its customers. CRM is part of marketing management in a company, companies expect to contribute to the improvement of customers, behavior and pretensions which in turn affect the depth and strength of the relationship between the company and its customers. CRM has a different impact on organizational structures (Rahimi, R., et al., 2017) because each organization can build different customer relationship strategies (Mang'uni, E. E., et al., 2018). In the current era, academics and practitioners pay much attention to CRM strategies (Rahimi, R. & Gunlu, E., 2016). Consumer loyalty is customer loyalty to a service and customer relationship (CRM) with the reputation / image of the company (Gorondutse & Hilman, 2014 in Khan, R. U., et al., 2022).

Previous research shows that CRM has a positive and significant impact on company image (Kurniati, et al., 2015; Kahokaew, P., & Nurittamont, W., 2021; Setiawati, et al., 2019).

H3: Customer relationship management has a positive and significant effect on company image.

The Effect of Service Quality Expectation on Company Image

Good service quality will convince clients to repeat service requests. This shows customer behavior towards service providers (Kaura V., et al., 2015 in Ismail, A., & Yunan, Y. M., 2016). Service quality as an adaptation to customer requests to provide services and the results of customers whether the perceived quality obtained meets their expectations (Dam, et al., 2021). Company reputation / image is the perception of quality coupled with the name (brand name) or is the trust in the good name of the service provider by consumers (Wahyuni, S., & Ghozali, I. 2019; Atsan, N., 2017).

Previous research shows that service quality has a positive and significant impact on company image (Sanjaya, D. P. E., & Yasa, N. N., 2018; Manalu, et al., 2020; Chien, L., & Chi, S., 2019; Yingfei, et al., 2022; Khoo, K. L., 2020; Kristiawati, et al., 2023).

H4: Service quality expansion has a positive and significant effect on company image.

The Effect of Company Image on Customer Satisfaction

Corporate reputation/image is one of the most important elements in the business world which is an important indicator of the company's success. Even business icons have stated that it takes 20 years to build a company's reputation and only takes five minutes to destroy it (Syahfudin, E., & Ruswanti, E., 2017). A good company reputation/image affects customer satisfaction because customer satisfaction is the buyer's feeling that the company's performance matches his expectations (Khan, R. U., et al., 2022).

Previous research shows that company image has a positive and significant impact on satisfaction (Esmaeilpour, M., & Barjoei, S., 2016; Sallam, M. A., 2016; Wibowo, et al., 2018; Setiawan, H., & Sayuti, A. J., 2017; Maria, et al., 2020; Winarno, et al., 2020; Christanto, Y. M., 2023; Atsan, N., 2017; Kristiawati, et al., 2023).

H5: Company image has a positive and significant effect on customer satisfaction.

The Role of Corporate Image in Mediating the Effect of Customer Relationship Management on Customer Satisfaction

Satisfaction or dissatisfaction is a person's feeling of pleasure or disappointment that comes from comparing his impression of real or actual product performance with expected product performance (Özkan et al., 2020). CRM is a source for attracting customers, building strong relationships with suppliers and customers and successfully maintaining relationships for the long term through satisfaction (Balaji, 2015 in Khan, R. U., et al., 2022). Company reputation/image is one of the most valuable assets in achieving competitiveness (Syahfudin, E., & Ruswanti, E., 2017). Therefore, it can be concluded that customer relationship management can be a key factor

in increasing customer satisfaction through the creation of a company image. Understanding and meeting consumer expectations through good relationships can form the basis for building customer satisfaction and ensuring the company's existence from a customer perspective.

This research was conducted to show that company image is able to mediate the relationship between Customer Relationship Management and customer satisfaction.

H6: Company image mediates the effect of customer relationship management on customer satisfaction.

The Role of Company Image in Mediating the Effect of Service Quality Expectation on Customer Satisfaction

Customer satisfaction is very important for company reputation/image (Khan, R. U., et al., 2022). Company image is a set of beliefs, ideas and impressions that a person has of an object (Kotler & Keller, 2016). Reputation / corporate image is the perception of quality coupled with the name (brand name) or is the trust in the good name of the service provider by consumers. Customer awareness also depends on the company's image, resulting in customer satisfaction and loyalty (Wahyuni, S., & Ghozali, I. 2019). Therefore, it can be concluded that Service Quality Expectation can be a key factor in increasing customer satisfaction through the creation of a company image. Meeting customer expectations through positive experiences can form the basis for building customer satisfaction and ensuring the company's existence from a customer perspective.

Previous research shows that company image is able to positively and significantly mediate the relationship between Service Quality Expectation and customer satisfaction (Kristiawati, et al., 2023).

H7: Company image mediates the effect of service quality expansion on customer satisfaction.

3. RESEARCH METHODS

This research uses a quantitative approach with a causality design to test the cause-and-effect relationship between the variables studied. Data analysis was carried out using a structural equation model (SEM) with a variance-based or component-based approach known as Partial Least Square (PLS). This research was conducted at Perumda Air Minum Tirta Sewakadarma located at Jl. Ahmad Yani No.98, Dauh Puri Kaja, North Denpasar District, Denpasar City, Bali 80231. The company has 90,023 customer connections. The selection of Perumda Air Minum Tirta Sewakadarma as the research location is based on indications of problems related to customer satisfaction, which are reflected in the data on customer disconnections and the number of external complaints from customers. This phenomenon indicates the need for further investigation of the relationship between Customer Relationship Management (CRM), service quality expectations, and corporate image that influence customer satisfaction in the business environment of Perumda Air Minum Tirta Sewakadarma. This research was conducted during the period 2023-2024. The research population is all Perumda Air Minum Tirta Sewakadarma customers totaling 90,023 connections. The sampling method used was stratified random sampling with a sample size of 100 respondents. The research instrument used was a questionnaire consisting of closed statements to measure the four research variables. This questionnaire uses a Likert scale of 1 to 5, where scale 1 indicates the most negative perception and scale 5 indicates the most positive perception. Data analysis was carried out using the Structural Equation Modeling (SEM) technique with the Partial Least Square (PLS) approach.

4. RESULT

4.1 Hypothesis Test

Table 1 Direct effect
test results

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Customer Relationship Management (X1) -> Customer Satisfaction (Y2)	0,341	3,757	0,000	Accepted
Service Quality Expectation (X2) -> Customer Satisfaction (Y2)	0,298	2,940	0,003	Accepted
Company Image (Y1) -> Customer Satisfaction (Y2)	0,323	2,684	0,008	Accepted
Customer Relationship	0,320	3,002	0,003	Accepted

Management (X1) -> Company Image (Y1)				
Service Quality Expectation (X2) -> Company Image (Y1)	0,542	5,565	0,000	Accepted

Source: data processing results, 2024

The results of the direct effect hypothesis test can be described as follows:

- a. Hypothesis Testing 1: Customer Relationship Management on Customer Satisfaction.
The empirical analysis conducted resulted in path coefficients of 0.341 signifying that improvements in customer relationship management significantly contributed to an increase in Customer Satisfaction of Perumda Air Minum Tirta Sewakadarma Denpasar. Furthermore, the recorded t-statistic value is 3.757, which significantly exceeds the critical value of 1.96 at the 0.000 significance level. This confirms that the relationship between Customer Relationship Management and Customer Satisfaction is strong and statistically significant. Therefore, this hypothesis is accepted.
- b. Hypothesis Testing 2: Service Quality Expectation on Customer Satisfaction
According to the results of the analysis conducted, there is empirical evidence that supports this assumption, with path coefficients of 0.298. This indicates that an increase in Service Quality Expectation significantly contributes to an increase in Customer Satisfaction of Perumda Air Minum Tirta Sewakadarma Denpasar. The t-statistic value recorded from this analysis is 2.940, which exceeds the critical value of 1.96 at a significance level of 0.003. This finding statistically confirms that the relationship between Service Quality Expectation and Customer Satisfaction is not only positive but also significant. Thus, the second hypothesis is accepted
- c. Hypothesis Testing 3: Customer Relationship Management on Company Image
The analysis conducted resulted in a path coefficient of 0.320, indicating that improvements in Customer Relationship Management contributed significantly to the improvement of the Company Image of Perumda Air Minum Tirta Sewakadarma Denpasar. The statistical analysis results show that the t-statistic value obtained is 3.002, which far exceeds the critical value of 1.96 at a significance level of $\alpha=0.003$. This finding confirms that the relationship between Customer Relationship Management and Company Image of Perumda Air Minum Tirta Sewakadarma Denpasar is very strong and statistically significant. Therefore, the third hypothesis is accepted
- d. Hypothesis Testing 4: Service Quality Expectation on Company Image
The analysis yielded significant path coefficients of 0.542, indicating that better Service Quality Expectation significantly contributes to an improved Company Image of Perumda Air Minum Tirta Sewakadarma Denpasar. The achieved t-statistic value is 5.565, which substantially exceeds the critical limit of 1.96 at a very low significance level ($\alpha=0.000$). This result confirms that the relationship between Service Quality Expectation and Company Image of Perumda Air Minum Tirta Sewakadarma Denpasar is not only positive but also highly statistically significant. Thus, the fourth hypothesis is accepted.
- e. Hypothesis Testing 5: Company Image on Customer Satisfaction
From the results of the analysis, it was found that the path coefficients for the effect of Company Image on Customer Satisfaction were 0.323. This finding indicates that an increase in Company Image significantly strengthens Customer Satisfaction with the company. Furthermore, the t-statistic value achieved was 2.684, which clearly exceeds the critical value of 1.96 at a significance level of $\alpha=0.008$. This confirms that the relationship between Company Image and Customer Satisfaction is robust and statistically significant. Thus, the fifth hypothesis is accepted.

**Table 2 Indirect Effect
Test Results**

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Customer Relationship Management (X1) -> Company Image (Y1) -> Customer Satisfaction (Y2)	0,103	1,994	0,047	Accepted
Service Quality Expectation (X2) -> Company Image (Y1) -> Customer Satisfaction (Y2)	0,175	2,293	0,022	Accepted

Source: data processing results, 2024

The results of testing the hypothesis of indirect influence (mediation) can be described as follows:

- a. Hypothesis Testing 6: Company Image is able to mediate the effect of Customer Relationship Management on Customer Satisfaction.

The results of the path coefficient test of the effect of Customer Relationship Management on Customer Satisfaction mediated by Company Image show a positive influence with a coefficient value of 0.103, the t-statistic value of 1.994 is above the critical value of 1.96, thus H6 is accepted.

- b. Hypothesis Testing 7: Company Image is able to mediate the effect of Service Quality Expectation on Customer Satisfaction

The results of the path coefficient test of the effect of Service Quality Expectation on Customer Satisfaction mediated by Company Image show a positive influence with a coefficient value of 0.175, the t-statistic value of 2.293 is above the critical value of 1.96, thus H7 is accepted.

4.2 Discussion of Research Results

The Effect of Customer Relationship Management on Customer Satisfaction

Customer Relationship Management (CRM) has a positive and significant effect on customer satisfaction, indicating that an increase in CRM tends to increase customer satisfaction. Marketing management theory supports this concept by stating that understanding and fulfilling customer needs is at the core of an effective marketing strategy. CRM serves as a key tool in marketing management, allowing companies to collect and analyze customer data to tailor offers and services more personally. Customer behavior theory emphasizes that customer behavior is influenced by their experience with a company's services. CRM allows companies to track and understand customer motivations, so that they can better meet their expectations. Contrast theory also states that customer satisfaction increases when their expectations are exceeded. Effective CRM helps companies achieve or exceed these expectations by providing more responsive and personalized services. Previous research supports this finding. Cheema et al. (2019), Ramadonna et al. (2019), Fraihat et al. (2023), Sumantri et al. (2020), and Kuswandarini & Annisa (2021) found that effective CRM significantly contributes to customer satisfaction. Herman et al. (2021) emphasized that CRM enables personalization of services, increasing satisfaction. Hayati et al. (2020) highlighted that CRM aims to build high-value relationships. Agrawal (2020) adds that CRM can maximize customer satisfaction and loyalty, while Bukhari et al. (2019) showed that customer relationships affect customer satisfaction. In conclusion, good CRM is a key factor in increasing customer satisfaction and creating sustainable relationships.

The Effect of Service Quality Expectation on Customer Satisfaction

Service Quality Expectation has a positive and significant effect on Customer Satisfaction of Perumda Air Minum Tirta Sewakadarma Denpasar. Increased expectations for service quality tend to be followed by increased customer satisfaction. In marketing management theory, meeting customer needs and expectations is the key to a successful marketing strategy. High service quality demonstrates the company's ability to understand and meet customer needs, which increases their satisfaction. Customer behavior theory emphasizes that customers' experience with a company's services greatly affects their satisfaction. If the service meets or exceeds expectations, customers tend to be more satisfied. Similarly, contrast theory suggests that satisfaction is affected by the difference between customer expectations and experience; services that exceed expectations will significantly increase satisfaction. Good Service Quality Expectation includes various dimensions such as tangible, reliability, responsiveness, assurance, and empathy, which directly affect the level of customer satisfaction. The better the service quality perceived by customers, the higher the satisfaction they feel, including being satisfied with the decision as a customer and the fulfillment of expectations. Previous research also supports these findings. Keshavarz et al. (2016), Bungatang & Reynel (2021), Afthanorhan et al. (2019), Wibowo et al. (2018), Ismail & Yunan (2016), Hartono (2019), Affandi et al. (2017), Adriansyah & Nurwani (2022), Setiawan & Sayuti (2017), Maria et al. (2020), Christanto (2023), Atsan (2017), and Kristiawati et al. (2023) all found that higher service quality contributes significantly to customer satisfaction. Therefore, Perumda Air Minum Tirta Sewakadarma Denpasar needs to continuously improve service quality to meet or exceed customer expectations, which will increase overall satisfaction.

The Effect of Customer Relationship Management on Company Image

Customer Relationship Management (CRM) has a positive and significant influence on Company Image at Perumda Air Minum Tirta Sewakadarma Denpasar. An increase in CRM tends to be followed by an increase in company image. In marketing management, CRM plays an important role in understanding and meeting customer needs, which can improve the company's image. Customers who feel cared for and valued will have a positive view of the company, improving its reputation in the market. CRM also allows companies to track and analyze customer behavior, so that they can respond to their needs more effectively. This strengthens the relationship between the company and the customer, enhancing the company's image. Contrast theory

emphasizes that if customer expectations are met or exceeded, the company's image will become more positive. Effective CRM includes meeting customer needs, expectations and preferences, as well as the ability to establish deep relationships with customers. This contributes to a good corporate image, including a high reputation, good service quality and a distinctive identity. Research supports these findings. Kurniati et al. (2015) stated that effective CRM increases customers' positive perceptions of the company. Kahokaew & Nurittamont (2021) show that a good CRM strategy can strengthen the company's image. Setiawati et al. (2019) added that good customer relationship management improves the company's image. Thus, effective CRM implementation is the key to improving the company's image and creating sustainable and profitable relationships.

The Effect of Service Quality Expectation on Company Image

Service Quality Expectation has a positive and significant influence on Company Image at Perumda Air Minum Tirta Sewakadarma Denpasar. An increase in expected service quality tends to be followed by an increase in company image. In marketing management theory, high service quality reflects the company's ability to understand and meet customer needs, which leads to customer satisfaction and positive perceptions of the company. This ultimately improves the company's image and competitiveness in the market. Customer behavior theory emphasizes the importance of customer experience in influencing their view of the company. Customers who feel their expectations are met or exceeded by service quality tend to have a positive view of the company. Contrast theory also asserts that if customers' experiences exceed their expectations, the company's image will become more positive. The importance of Service Quality Expectation is also seen through the various dimensions of service quality such as tangible, reliability, responsiveness, assurance, and empathy, which directly contribute to the formation of a strong corporate image. Positive perceptions of these aspects create a good image, a well-managed brand, a high reputation, and recognized service quality. Previous research supports these findings, where Sanjaya & Yasa (2018), Manalu et al. (2020), and Chien & Chi (2019) show that good service quality increases positive perceptions and corporate image. Yingfei et al. (2022), Khoo (2020), and Kristiawati et al. (2023) also found that companies that successfully maintain high service quality tend to have a better corporate image. Overall, the implementation of high service quality is key to improving the company's image. Perumda Air Minum Tirta Sewakadarma Denpasar needs to continuously improve their service quality to ensure that they meet or exceed customer expectations, which will ultimately strengthen the company's image in the eyes of customers.

The Effect of Company Image on Customer Satisfaction

Company Image has a positive and significant influence on Customer Satisfaction at Perumda Air Minum Tirta Sewakadarma Denpasar. An increase in company image tends to be followed by an increase in customer satisfaction. In the context of marketing management theory, a positive corporate image reflects good service quality, trust, and credibility, which helps attract and retain customers. Customers who have a positive perception of the company tend to be more satisfied because they believe the company will meet or exceed their expectations. Customer behavior theory supports the importance of corporate image in influencing customer satisfaction. A positive image influences customer trust and satisfaction, which can increase their loyalty. Contrast theory explains that satisfaction is influenced by the difference between expectations and experience. If customers' experiences match or exceed their expectations, satisfaction will increase. Therefore, a positive corporate image ensures high expectations of service quality and, in turn, increases customer satisfaction. A good corporate image, including high reputation, good service quality, and distinctive identity, plays an important role in increasing customer satisfaction at Perumda Air Minum Tirta Sewakadarma Denpasar. Customers who have a favorable perception of the company tend to feel more satisfied with the services they receive. Research supports this finding. Esmailpour & Barjoei (2016) found that a good corporate image contributes significantly to customer satisfaction. Sallam (2016), Wibowo et al. (2018), Setiawan & Sayuti (2017), Maria et al. (2020), Winarno et al. (2020), Christanto (2023), Atsan (2017), and Kristiawati et al. (2023) also show that a positive company image significantly increases customer satisfaction.

The Role of Corporate Image in Mediating the Effect of Customer Relationship Management on Customer Satisfaction

Company Image acts as a mediator in the relationship between Customer Relationship Management (CRM) and Customer Satisfaction at Perumda Air Minum Tirta Sewakadarma Denpasar. This shows that company image affects how strongly CRM contributes to customer satisfaction. Satisfaction is a feeling of satisfaction or disappointment resulting from a comparison between expectations and the reality of product performance (Özkan et al., 2020). CRM is a tool to attract and retain customers by building satisfying long-term relationships (Balaji, 2015 in Khan et al., 2022), while corporate image is a valuable asset in achieving competitiveness (Syahfudin & Ruswanti, 2017). In marketing management theory, CRM helps companies understand and fulfill customer needs, which improves the company's image. Customers who feel cared for tend to have a positive

view of the company, which strengthens the company's reputation in the market. Customer behavior theory supports that corporate image affects customer satisfaction; a positive image increases trust and satisfaction, encouraging loyalty. Contrast theory emphasizes that if customers' experiences match or exceed their expectations, then satisfaction increases. Thus, a positive corporate image ensures expectations of service quality remain high and customer satisfaction increases. CRM, which includes meeting customer needs and expectations, collaborating with companies, and a commitment to serving customers, directly affects customer satisfaction. However, CRM also affects corporate image, which includes reputation and service quality, which in turn affects customer satisfaction. In other words, although CRM has a direct effect on customer satisfaction, part of the effect is mediated by corporate image. Previous research shows that CRM has a positive and significant effect on corporate image and customer satisfaction. Esmailpour & Barjoei (2016) found that a good corporate image contributes significantly to increased customer satisfaction. Sallam (2016), Wibowo et al. (2018), Setiawan & Sayuti (2017), Maria et al. (2020), Winarno et al. (2020), Christanto (2023), Atsan (2017), and Kristiawati et al. (2023) support that a positive company image increases customer satisfaction.

The Role of Company Image in Mediating the Effect of Service Quality Expectation on Customer Satisfaction

Company Image acts as a mediator in the relationship between Customer Experience and Customer Satisfaction at Perumda Air Minum Tirta Sewakadarma Denpasar. The addition of Corporate Image as a mediating variable shows a different effect on the direct relationship between Service Quality Expectation and Customer Satisfaction. Customer satisfaction strongly influences the company's image, which is the perception of the quality and reputation of the service provider (Khan et al., 2022; Kotler & Keller, 2016). A positive company image increases customer awareness, satisfaction, and loyalty (Wahyuni & Ghazali, 2019). In marketing management theory, Service Quality Expectation is the key to meeting and exceeding customer expectations, which creates a positive company image and increases customer satisfaction. Customer behavior theory confirms that high service quality forms a good company image and increases customer satisfaction. Contrast theory explains that if the customer experience matches or exceeds expectations, the company image will be more positive, which increases satisfaction. Service Quality Expectation includes five dimensions: Tangible (sophistication of equipment, appearance of facilities), Reliability (reliability and fulfillment of promises), Responsiveness (quick response and willingness to help), Assurance (trust and security in transactions), and Empathy (personal attention and understanding of customer needs). Each of these dimensions contributes to increased customer satisfaction and forms a good corporate image, which in turn increases overall customer satisfaction. Previous research shows that company image positively and significantly mediates the relationship between Service Quality Expectation and customer satisfaction. For example, Kristiawati et al. (2023) found that company image strengthens the effect of Service Quality Expectation on customer satisfaction. In conclusion, Service Quality Expectation is an important factor in increasing customer satisfaction through the creation of a positive company image. Meeting or exceeding customer expectations in terms of service quality not only improves the company's image but also increases overall customer satisfaction.

5. CONCLUSION

Based on the research results, it can be concluded that Customer Relationship Management (CRM) and Service Quality Expectation have a positive and significant influence on Customer Satisfaction at Perumda Air Minum Tirta Sewakadarma Denpasar. CRM and Service Quality Expectation also positively affect Company Image, which in turn acts as a mediator in the relationship between these two variables and Customer Satisfaction. Improvements in CRM and Service Quality Expectation have the potential to improve the company's image, which then increases overall customer satisfaction. Suggestions for Perumda Air Minum Tirta Sewakadarma Denpasar include an in-depth evaluation of customer expectations to improve the "Expectations met" indicator as well as strengthening the branding strategy to improve "Positive distinctiveness" and "Overall good image". It is also recommended to improve the CRM program by focusing on collaboration and deeper relationships with customers and providing ongoing training to officers. For future researchers, it is recommended to expand the scope of the study, use a longitudinal methodology, and consider additional variables such as price and promotion to gain a more holistic understanding of the relationship between CRM, Service Quality Expectation, Company Image, and Customer Satisfaction.

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