The Influence of Customer Relationship Management (CRM) Indicators on Customer Loyalty of Sharia Based Banking System

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ABSTRACT

Objective – The purpose of this research is to determine whether CRM (Customer Relationship Management) indicators, namely complaint resolution, customer orientation, customer empowerment and customer knowledge affect the loyalty of sharia bank customers in North Sumatra.

Methodology/Technique – The sample of this study is 120 Islamic banking customers in North Sumatra, namely customers at PT. BNI Syariah Tbk, PT. Bank Syariah Mandiri Tbk and PT. BRI Syariah Tbk. The analytical method used is multiple linear regression analysis.

Findings – The results of this study are as partial complaint resolution, customer orientation, customer empowerment and customer knowledge variables have a significant effect on customer loyalty in Islamic Banking in North Sumatra and the hypothesis is accepted. The better CRM that is owned and implemented by Islamic Banking in North Sumatra will have an effect on increasing customer loyalty. Simultaneously complaint resolution, customer orientation, customer empowerment and customer knowledge variables significantly influence customer loyalty in Islamic Banking in North Sumatra and the hypothesis is accepted.

Type of Paper: Empirical

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1. Introduction

Facing the current era of globalization, Indonesia is faced with increasingly fierce competition. The competition does not only occur between banks, but also comes from other financial institutions that have succeeded in developing new financial products. The competition and the quite rapid development made each banking institution must compete to win business competition, as well as banks in North Sumatra. Therefore, banking institutions need to improve

their performance to be able to survive in a crisis situation or win competition in the current era of globalization. One way for banks to do this is to determine the right strategy to survive in the midst of competition and increase their profitability. In order to succeed in marketing, companies must implement a good customer relationship management. The basic purpose of CRM is to understand customers and the factors that influence customer retention and loyalty (Rigby et al., 2003; Lavender, 2004; Leverin and Liljander, 2006; Thakur, 2014; Al-hawari, 2015).

With the advent of CRM, there has been a substantial increase in the company's potential to efficiently handle customers (Zablah et al., 2004; Payne and Frow, 2005). Improved customer relationships ultimately lead to greater customer loyalty and retention and also provide better competitiveness and superiority compared to competitors (Ngai, 2005; Brun et al., 2014; Sayani, 2015). Customer Relationship Management (CRM) is a business approach based on managing relationships or relationships with customers. CRM is more focused on what customers value rather than products that companies want to sell. Through the implementation of CRM, the company is expected to be able to build good communication and relationships with its customers so that in producing a product the company does not only sell and market a product of good quality or competitive prices but can also answer the wants and needs of consumers.

By fulfilling the needs, desires appropriately, it can encourage the achievement of satisfaction in consumers of a product. Consumer satisfaction becomes an important factor in the creation of a loyalty, by feeling satisfied with a product, consumers will automatically come back again to buy and consume these products. In the end, this is expected to be the main driver for the achievement of the company's own profit, where when consumers are loyal or loyal to a product will certainly encourage continuous product sales because the biggest profit is obtained by the company from loyal customers where the company can sell goods or services to customers who have tried and are familiar with the company's goods or services, the company must be able to retain these customers. Previous literature has established a strong relationship between customer satisfaction and customer loyalty (Oliver, 1980; Oliver and Swan, 1989; Cronin and Taylor, 1992; Levesque and McDougall, 1996; McDougall and Levesque, 2000).

In the banking industry, customer loyalty is one proof that the bank has been able to compete in providing excellent service to each customer. Loyalty starts from the customer's assessment of the quality of the product or service it receives based on the expectations that have been conceptualized in his mind. This expectation arises from products or services that have been received previously. Seeing this event, the largest Islamic banking in North Sumatra, namely PT. BNI Syariah Tbk, PT. Bank Syariah Mandiri Tbk and PT. BRI Syariah Tbk needs to improve and develop strategies by reviewing and understanding whether CRM can increase customer loyalty. So the company is not only able to retain existing customers, but it continues to attract new customers. A business is said to be successful if it is successful in getting, retaining, and growing customers (Kotler and Keller, 2009). In this study, the CRM dimension will shape the loyalty of Islamic bank customers in North Sumatra, reflecting the research conducted by (Suhail et.al, 2016). According to Wright et al. (2006) some companies refuse to use the CRM dimension to increase customer loyalty. Based on this, Islamic banking companies need to refine and re-evaluate whether the CRM dimension can increase customer loyalty.

2. Literature Review

CRM (Customer Relationship Marketing)

Customer relationship management refers to a series of relational practices adopted by companies to improve customer relations. Previously various studies have examined the implementation of CRM from various types of industries such as hotels (Lo et al., 2010), retail businesses (Minami and Dawson, 2008), financial services (Dimitriadis, 2010), business markets (Gummesson, 2004) and public services (Pan et al., 2006). CRM as a philosophy that considers customer loyalty as the key to business profitability and long-

term competitiveness (Siddiqi, 2011). To achieve loyalty, companies must shift their focus from getting new customers but to retaining existing customers (Reichheld, 2006).

Filip (2013) argues that integrated management systems can provide an opportunity for organizations to learn from customer complaints and utilize this information to reduce weaknesses, improve business performance, avoid negative experiences in the future and consequently rebuild loyalty. Based on literature (Fox and Stead, 2001; Ryals and Knox, 2001; Kalustian et al., 2002; Lavender, 2004; Wright et al., 2006; Narang et al., 2011; Siddiqi, 2011; Filip, 2013) state that The company must focus on formulating a CRM strategy, and the dimensions of CRM consist of four components, namely: complaint resolution, customer knowledge, customer empowerment and customer orientation.

Complaint resolution

Complaint resolution has a profound impact on customer relationships. "A typical complaint is a report of failure of a product or service, followed by a narrative on the customer's efforts to resolve the issue" (Galitsky and Rosa, 2011, p. 2019). Redressal of complaints enhances customer loyalty and retention, which in turn develops belongingness among customers towards the company. Empirical evidences further suggest that complaint resolution mechanism (Zablah et al., 2004) provides the company with additional opportunities to identify internal deficiencies and help them in developing appropriate recovery strategies (Filip, 2013). Consumer complaining behavior has been gaining popularity for its potential impact on customer loyalty and repurchases intentions (Day, 1984).

Customer knowledge

Customer knowledge management is fundamental to organizations involved in gathering, managing and sharing customer knowledge (Murillo and Annabi, 2002). Customer knowledge can be broadly categorized into a) knowledge for customers (ie, knowledge provided to customers to satisfy their needs), b) knowledge about customers and c) knowledge from customers (obtained preferably through customer interactions) (Khodakarami and Chan, 2014) . The application of data warehousing and data mining to the knowledge database enables firms to have better understanding of customer needs and preferences, which assists in formulating an effective marketing strategy (Cheng et al., 2013). Customer data has been used as a platform by CRM systems for communication, providing additional customer service, creating loyalty, cultivating trust and maintaining relationships in banks (Järvinen, 2014). Xu and Walton (2005) are of the belief that customer knowledge management provides customer insights, profiles, habits, contact preferences and understanding to improve contacts with customers leading to improvement in satisfaction and loyalty. Hence, the information regarding customers should be gathered through various customer interactions/touch points across all functional areas so that a full profile of the customer is established and maintained (Fox and Stead, 2001). Nevertheless, the usage of customer information for the purpose of improving the value of customer relationships appears to be an area that needs to be researched.

Customer Empowerment

Customer empowerment is another significant factor for managing relationships with customers. Customer empowerment, for the present study has been examined from the process perspective, which requires giving customer power/authority to make decisions. For internal customers, empowerment means controlled delegation, involving clarification of mandate, expected performance and enablement (Kilton, 2003). For external customers, it is about increasing customer value by providing additional access, content, education and commerce to wherever the customer is located (Pires et al., 2006). It involves helping customers choose what they want, when they want it, on their own terms. Montaglione (1999) observed that trust, commitment and loyalty are linked to empowering the relationship between customers and organization in healthcare

sector. Same results were also found by the Ouschan et al. (2006) that customer empowerment has positive impact on the loyalty in healthcare sector. This study has also linked the customer empowerment dimensions with the loyalty dimensions (Ouschan et al., 2006). Hence, customer empowerment has positive impact on the customer loyalty.

Customer Orientation

Customer orientation refers to "the set of beliefs that puts the customer interests first, in order to develop a long term profitable organization" (Deshpande et al., 1993, p. 27). Customer orientation is part of organizational culture that provides implicit values and beliefs on which norms of accepted behaviour are based (Bentum and Stone, 2005). Through customer orientation such as customization and a customer-oriented service/sales-person, CRM generates significant benefits for customers. Many authors argue that customer orientation and customer perceived value foster customer loyalty initially to a salesperson and then to organization as a whole. Thus, it is expected that customer loyalty to the serviceperson is transmitted to the organization because the former serves as the latter's representative in the minds of customers (Doney and Cannon, 1997). Further studies provide empirical evidence for the argument that customer-oriented behaviour (customer orientation) enhances customer loyalty and performance of a firm (Sirdeshmukh et al., 2002; Pousa and Mathieu, 2014).

Customer Loyalty

One of the primary goals of CRM is customer loyalty or customer retention (Anderson and Srinivasan, 2003; Verhoef, 2003). Gaining of customer loyalty has been a double-edge sword for organizations in competitive markets as getting a new customer costs much higher than retaining an existing customer. Sidiqqi (2011) has found that the interrelationship between service quality, customer satisfaction and customer loyalty provides creative ideas for improving services in order to gain a competitive advantage in the retail banking sector. Narang et al. (2011) conceded that CRM not only ensures better relations with customers but also loyalty among them which is very critical.

According to Griffin (2003), customer loyalty is an activity in making regular purchases, buying outside the product/service line, recommending other products, showing immunity from the attractiveness of similar products from competitors. Kotler and Keller (2009) also define customer loyalty as the long term success of the particular brand is not based on the number of consumers who purchase it only once, but on the number who become repeat purchases, through this definition, explains that consumers will Loyalty is measured through the following three things: Word of mouth: recommending others to buy or refer others. Reject another: refuse to use other products or show immunity to pull from competitors. Repeat purchasing: how often do repeat purchases. The success or failure of a company in creating loyal customers depends very much on the company's ability to create value and continually strive to improve it. To increase satisfaction, companies must add value that can make their customers get what they pay for or more than they expected, so they can survive and lead to repeat purchases, recommendations and increased recommendations.

Research Hypothesis

This study replicates a portion of research from Suhail et al. (2016), in his research examining the impact of CRM on competitive advantage through customer loyalty. Then the researchers tried to test whether the dimensions of CRM implemented by Islamic banking in North Sumatra will affect customer loyalty. Based on the above theory, the researcher can formulate a hypothesis as follows:

H1: Complaint Resolution (X1), Customer Orientation (X2), Customer Empowerment (X3) and Customer Knowledge (X4) variables significantly and jointly influence Customer Loyalty (Y).

H2: Complaint Resolution (X1), Customer Orientation (X2), Customer Empowerment (X3) and Customer Knowledge (X4) variables significantly and partially affect Customer Loyalty (Y) Variables.

H3: Complaint Resolution (X1), Customer Orientation (X2), Customer Empowerment (X3) and Customer Knowledge (X4) variables have a dominant influence on Customer Loyalty (Y) Variables.

3.Research Methodology

This type of research is explanatory research with a quantitative approach. The sample in this study is customers in North Sumatra who have done banking transactions at PT. BNI Syariah Tbk, PT. Bank Syariah Mandiri Tbk and PT. BRI Syariah Tbk. The sample in this study was 150 customers. Sampling is done by non-probability sampling method, using purposive sampling technique. The analysis technique used is descriptive analysis, classic assumption test and multiple regression analyses. The statistical analysis tool uses the SPSS For Windows Ver.23 program.

4. Results

Based on table 1, it can be seen the magnitude of the contribution of independent variables to the dependent variable, including Complaint Resolution of 0.381, Customer Orientation of 0.275, Customer Empowerment of 0.188, and Customer Knowledge of 0.236. It can be concluded that the variable Complaint Resolution, Customer Orientation, Customer Empowerment, Customer Knowledge has a positive effect on Customer Loyalty. That means that if there is an increase in the Complaint Resolution, Customer Orientation, Customer Empowerment, Customer Knowledge variables, the customer loyalty variable will also increase. From the results of table 1 it is also known that the dimensional variables of CRM have a significant effect together with the sig value. 0.00.

Table 1. Results of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig	Explanation
		B	Std Error	Beta			
1	(Constant)	4,543	1.376		3,142	,002	
	X1	,381	,251	,279	3,048	,003	Significant
	X2	,275	,074	,008	,076	,001	Significant
	X3	,188	,090	,206	2,081	,000	Significant
	X4	,236	,067	,295	3,222	,002	Significant

R = 0,554
R² = 0,506
Adjusted R² = 0,674
F Calculate = 10,453
Sig = 0,000
N = 150

The coefficient of determination is used to determine the effect of independent variables on the dependent variable simultaneously. The results of R (correlation coefficient) in the data table 1. It is known for 0.554. The data show that the relationship between independent variables, namely Complaint Resolution (X1), Customer Orientation (X2), Customer Empowerment (X3) and Customer Knowledge (X4) is positive. This means that if the independent variable is increasingly increased, the customer loyalty variable will also increase. From the data in table 1. the results obtained R² (regression coefficient) of 0.506 means that 50.6% of customer loyalty variables will be influenced by the independent variables, namely Complaint Resolution

(X1), Customer Orientation (X2), Customer Empowerment (X3) and Customer Knowledge (X4). The remaining 40.4% customer loyalty variables are influenced by other variables not discussed in this study.

Hypothesis test

Hypothesis I

The first hypothesis testing that there is a significant influence jointly from the variables Complaint Resolution (X1), Customer Orientation (X2), Customer Empowerment (X3) and Customer Knowledge (X4) significantly and jointly influence the Customer Loyalty Variable (Y). F test is performed to determine the effect of the overall independent variable (X) on the dependent variable (Y). Based on Table 1, it is known that the F count is 10.453. While the F table is 2.47 and the significant value is 0.000. The independent variable has a significant influence together on the dependent variable if F arithmetic.

Hypothesis II

The second test was conducted to determine the partially significant effect of the complaint resolution, customer orientation, customer empowerment and customer knowledge variables on customer loyalty variables. Hypothesis II tests method uses the T test which aims to determine whether or not the influence of the four variables on customer loyalty. If t arithmetic > T table, the complaint resolution variable partially affects customer loyalty. Based on table 1 it can be seen that the results of the t test on the variable complaint resolution (X1) with a t value of 3.048 is greater than the t value of table 1.985 and the value of sig. 0.003 customer orientation (X2) with a t value of 2.676 is greater than the value of t table 1.985 and sig. .001. The customer empowerment (X3) variable with a calculated t value of 2.081 is greater than the t table value of 1.985 and a sig value. 0,000. Customer knowledge variable (X4) with a calculated t value of 3.222 is greater than the value of t table 1.985 and sig. 0.002.

This shows that the complaint resolution, customer orientation, customer empowerment and customer knowledge variables have a significant effect on customer loyalty variables.

Hypothesis III

The third hypothesis testing aims to find out the most dominant influence of the complaint resolution, customer orientation, customer empowerment and customer knowledge variables on customer loyalty. From table 1, it can be concluded that the Beta Value of the four most dominant variables is customer knowledge with a Beta value of 0.295 meaning that the customer knowledge variable has the most dominant influence on customer loyalty variables.

5. Discussion

Overall, the implementation of customer relationship management that has been carried out by Islamic banking in North Sumatra has been considered good by the customer. Customer loyalty is believed to be able to have a positive impact and have a significant effect on the survival of the bank both in the short and long term. Bank as one of the financial services sectors, its performance will depend on the good or bad overall service to its customers. The better the service from a bank, the relatively easier it is to get loyalty and trust from its customers to conduct banking transactions.

Correlation value (r) of 0.554 which means there is a positive relationship, a positive relationship means that if the dimension variable (CRM) namely complaint resolution, customer orientation, customer empowerment and customer knowledge increases will be accompanied by an increase in customer loyalty variables, while from the correlation value (r) can be obtained the value of the coefficient of determination (adjusted r square) used to measure the effect of customer relationship management on customer loyalty that

is equal to 67.4%, while the remaining 32.6% is influenced by other factors not discussed in this study. This research is in line with research conducted by (Anderson and Srinivasan, 2003; Verhoef, 2003; Sidiqqi, 2011) which states that CRM affects customer loyalty.

Implementation of Customer Relationship Management promises key benefits in the form of customer loyalty. The long-term advantage of implementing Customer Relationship Management is that the company gets loyal customers. With the application of Customer Relationship Management, companies can target and serve consumers in a way that can make consumers return.

6. Conclusion

From data processing and analysis, hypothesis testing, analysis and discussion of research results, several conclusions can be drawn as follows:

Overall the implementation of customer relationship management that has been carried out by Islamic Banking in North Sumatra has been considered good by the customer. Satisfaction with the performance and increasing credibility of a bank will increase customer loyalty, and it is believed to be able to have a positive impact and have a significant effect on the survival of the bank both in the short and long term. From the results of the analysis of the coefficient of determination is known there are other factors that affect customer loyalty. T test results show that partially complaint resolution, customer orientation, customer empowerment and customer knowledge variables have a significant effect on customer loyalty in Islamic Banking in North Sumatra and the hypothesis is accepted. The better CRM that is owned and implemented by Islamic Banking in North Sumatra will have an effect on increasing customer loyalty. From the results of the F test shows that simultaneously complaint resolution, customer orientation, customer empowerment and customer knowledge variables significantly influence customer loyalty in North Sumatra Sharia Based Banking System and the hypothesis is accepted.

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