Service Quality and Customer Relationship Management on Customer Loyalty: The Mediating Role of Customer Satisfaction

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Authors' contributions

This work was carried out in collaboration between both authors. In addition to conducting research on 160 McDonald's customers in Malang City belonging to generation Z, author SR searches for topics to wrote about for journal articles, gathers drafts of journal articles ranging from introduction to methodology, processes and interprets research data, wrote manuscripts, and submitted completed manuscripts to journal templates. Author NLF directed and advised author SR on the actions that she took. Both authors read and approved the final manuscript.

Original Research Article

ABSTRACT

Aims: The purpose of this study was to determine how customer satisfaction affected the relationship between service quality, customer loyalty, and customer relationship management among McDonald's generation Z customers in Malang.

Problem Formulation: (1) Does service quality have a significant effect on customer satisfaction for McDonald's products? (2) Does customer relationship management have a significant effect on customer satisfaction for McDonald's products? (3) Does customer satisfaction have a significant effect on customer loyalty for McDonald's products? (4) Does service quality have a significant

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effect on customer loyalty for McDonald's products? (5) Does customer relationship management have a significant effect on customer loyalty for McDonald's products? (6) Does customer satisfaction significantly mediate the effect of service quality on customer loyalty for McDonald's products? (7) Does customer satisfaction significantly mediate the effect of customer relationship management on customer loyalty for McDonald's products?

Study Design: This study employs a quantitative methodology that combines exploratory and descriptive research techniques.

Place of Study: Respondents in this study are McDonald's consumers in Malang City who fall into the generation Z category.

Methodology: The sampling approach used was nonprobability sampling, especially purposive sampling. Respondents in this study totaled 160 people, which is equal to the number of research items used, 32 multiplied by 5, yielding the result 160. The data was processed with smartPLS 3.0.

Results: Based on the validity test results, each statement item is valid. Furthermore, hypothesis testing shows that service quality affects customer satisfaction, customer relationship management affects customer satisfaction, customer loyalty is not influenced by service quality, customer satisfaction affects customer loyalty, customer satisfaction can mediate the effect between service quality on customer loyalty, and customer satisfaction can mediate the effect of customer relationship management on customer loyalty.

Conclusion: Although customer happiness serves as a mediator, it is not directly influenced by customer loyalty or customer relationship management. Instead, they have an indirect influence on it. This research contributes to our understanding of the elements that can influence McDonald's customer loyalty in Malang City. In summary, increasing customer happiness is the first step to increasing customer loyalty, which can then be achieved through better customer relationship management and service quality.

1. INTRODUCTION

Development in this modern era is experiencing rapid growth in various sectors. One of them is in the food consumption sector, as for one of the foods that are quite popular in this modern era is fast food or commonly referred to as fast food. McDonald's is one of the fast food restaurants that has developed a self-service system that uses technology using self ordering kiosk services [1]. McDonald's is an American company that entered Indonesia in 1991 [2]. McDonald's, a fast food restaurant that serves a range of fast foods, has seen tremendous growth [3]. Generation Z is one of the generations that likes fast food or fast food. Studies by Situmorang [4] provide evidence for this, stating that generation Z is a generation that likes practical things, for example preferring to buy food at restaurants rather than having to cook their own food at home. Generation Z is the population that dominates the quantity of Indonesians. The city of Malang is the second city that has the most generation Z in East Java after the city of Surabaya with a total of 7,806 people in 2022 [5].

Several earlier studies, such as one by Arif [6], which asserts that customer happiness will be impacted by the quality of service rendered to customers, are compatible with the findings of this study. This is corroborated by study by Deffi [7], which indicates that customer satisfaction will rise dramatically in proportion to the level of service delivered. However, according to research by Budiarno [8], customer happiness is unaffected by and does not significantly depend on service quality. Customer relationship management has the potential to impact customer happiness as well. This is corroborated by research [9] which finds that effective CRM contributes to higher customer satisfaction. Research by Rompas [10] further supports this, stating that the goal of customer relationship management is to ensure that customers are satisfied with the goods or services that the organization provides. On the other hand, research [11] indicates that customer relationship management is neither important or has any effect on customer satisfaction. According to research by Sudarnice [12], there is a correlation between customer satisfaction and loyalty. Specifically, when businesses strive to improve customer satisfaction, customer loyalty rises; conversely, when businesses or business units face a decline in customer satisfaction, customer loyalty naturally falls. Research by Gultom [13] further supports this, stating that when customers

get what they want, their contentment will be satisfied and their loyalty would rise. However, other research findings by Aprileny [14] indicate that even while customers are content, there are a number of other reasons that can cause them to be disloyal, proving that customer satisfaction does not significantly directly affect customer loyalty.

Customer loyalty can be developed by high-quality service; study by Siswadi [15] indicates that, either directly or indirectly, stronger customer loyalty is correlated with higher customer service quality. This is further corroborated by study by Bara [16], which claims that giving consumers higher-quality services will increase their loyalty to businesses and brands. Nevertheless, research by Triandewo [17] yielded conflicting results, claiming that customer loyalty is not positively impacted by service quality. Customer relationship management is another way to build customer loyalty. A study by Rizaldi [18] found that a company's capacity to effectively manage its customer connections will increase its customers' loyalty to the brand or enterprise. This is supported by research that indicates the implementation of an efficient CRM system will impact customer loyalty [19]. Some research findings [20] indicate that customer relationship management has no discernible beneficial effect on customer loyalty since fostering customer loyalty requires addressing other issues prior to putting CRM into practice.

According to research by Mila [21], improved service quality would also promote customer loyalty because it would play a bigger part in the eyes of consumers when it comes to customer happiness. client satisfaction acts as a mediator between service quality and the influence of client loyalty. This is supported by a study by Adi [22], which asserts that when clients are happy with the caliber of services they receive, the business may promote client loyalty and favorable word-of-mouth recommendations. However, a study by Syahran [23] demonstrates that customer satisfaction functions as a mediating element and that there is no discernible relationship between service quality and customer loyalty. There is a function for customer happiness in mediating CRM on customer loyalty, according to study by Rochmah [24], which shows that improving customer satisfaction through the deployment of efficient CRM will have an effect on growing customer loyalty. This is further corroborated by research by Kurniawan [25], which shows that customer

satisfaction mediates the relationship between customer loyalty and customer relationship management, with the former having a positive and significant influence on the latter. However, some research findings suggest that there is no mediation role for customer satisfaction between customer loyalty and customer relationship management [26,27-29].

It is evident from the previously mentioned research results that different researchers have produced different research results (a research gap). The researcher is interested in taking on the research title "Service Quality and Customer Relationship Management on Customer Loyalty: The Mediating Role of Customer Satisfaction" based on the phenomena and findings of earlier research described above.

2. HYPOTHESIS DEVELOPMENT

2.1 Service Quality to Customer Satisfaction

According to Deffi [7], service quality has a significant positive impact on customer satisfaction at Bank Syariah Mandiri in Juanda Sidoarjo. Customer satisfaction should rise dramatically in direct proportion to the quality of services given. Furthermore, other research demonstrates that service quality has a positive and significant impact on customer satisfaction [6,30,31,32]. On the other hand, [8] claims that service quality has a negative and minimal impact on customer satisfaction measurements. With this description in mind, the writers develop the following theory:

> **H1:** Customer satisfaction is positively and significantly impacted by service quality.

2.2 Customer Relationship Management (CRM) on Customer Satisfaction

According to Promanjoe [9], effective customer relationship management will lead to higher levels of satisfaction. This study is supported by a number of previous studies that claim that customer relationship management has an impact on customer satisfaction [33,25,24]. Customer relationship management is unimportant and has minimal effect on customer happiness, according to Pradana [11]. After considering this description, the writers proposed the following theory:

> **H2:** Customer satisfaction is positively and significantly impacted by customer relationship management.

2.3 Service Quality on Customer Loyalty

According to Siswadi [15], there is a direct correlation between increased client loyalty and higher service quality. Then, throughout his investigation, Aprileny [14] observed that service quality had a direct impact on consumer loyalty. This study is supported by a number of earlier research studies that show that service quality influences customer loyalty [22,34,35,36]. On the other hand, Triandewo [17] discovered in his study that service quality has no positive effect on a client's loyalty to BCA in Jakarta. Given this justification, the authors proposed the following theory:

> **H3:** Customer loyalty is positively and significantly impacted by service quality.

2.4 Customer Relationship Management (CRM) on Customer Loyalty

According to Rizaldi [18], customer loyalty is positively and significantly impacted by customer relationship management. They also claim that a company with effective CRM would see a boost in customer loyalty to the brand or business. Numerous earlier studies that claim client Relationship Management (CRM) influences client loyalty [19,24,25,33,9] provide evidence for this research. In contrast, Mamahit [20] finds in his research that customer loyalty to Indihome wifi in the Alandrew Permai Manado Housing area is negatively and negligibly impacted by customer relationship management. The writers proposed the following theory in light of this description:

> **H4:** Customer loyalty is positively and significantly impacted by customer relationship management (CRM).

2.5 Customer Satisfaction on Customer Loyalty

According to Sudarnice [12], customer loyalty rises when businesses work to improve customer satisfaction; conversely, when businesses or business units see a drop in customer satisfaction, customer loyalty naturally falls. Numerous earlier studies that claim that customer satisfaction influences customer loyalty [13,22,36,37,21,16,38] provide support for this research. While this is going on, Aprileny [14] notes that although consumers are happy with the items that Grab offers, loyalty is not always the outcome of that satisfaction. The writers proposed the following theory in light of this description:

> **H5:** Customer loyalty is positively and significantly impacted by customer satisfaction

2.6 Customer Satisfaction Mediates the Relationship Between Service Quality and Customer Loyalty

According to their research, [22] discovered that the relationship between service quality and client loyalty is mediated by customer satisfaction. Additionally, they discovered that happy clients are more likely to stick with the brand since they will be inspired to refer the company to others. This research is supported by other previous studies that claim that customer satisfaction, which is a result of service quality, influences customer loyalty [36,39]. Meanwhile, according to [23]'s research, clients grow disloyal since satisfaction levels are insufficient to influence the quality of the services they receive. Based on this description, the writer proposes the following hypothesis:

> **H6:** Through increased customer satisfaction, service quality has a favorable and noteworthy impact on client loyalty.

2.7 Customer Satisfaction Mediates the Relationship Between Customer Relationship Management and Customer Loyalty

Rochmah [24] states that the relationship between the effects of customer relationship management and client loyalty might be mediated by customer satisfaction. They discover, in particular, that increasing customer satisfaction through efficient CRM deployment can increase customer loyalty. This research is supported by a large body of previous research that asserts Customer Relationship Management (CRM) influences customer happiness, which in turn influences customer loyalty [25,19]. On the other hand, [26] claims that customer satisfaction and customer relationship management have little bearing on customer loyalty at the PT Pelabuhan Indonesia IV (Persero) Makassar Branch. The theory of the writers:

> **H7:** Customer Relationship Management (CRM) has a positive and significant effect on customer loyalty through customer satisfaction, is based on this description.

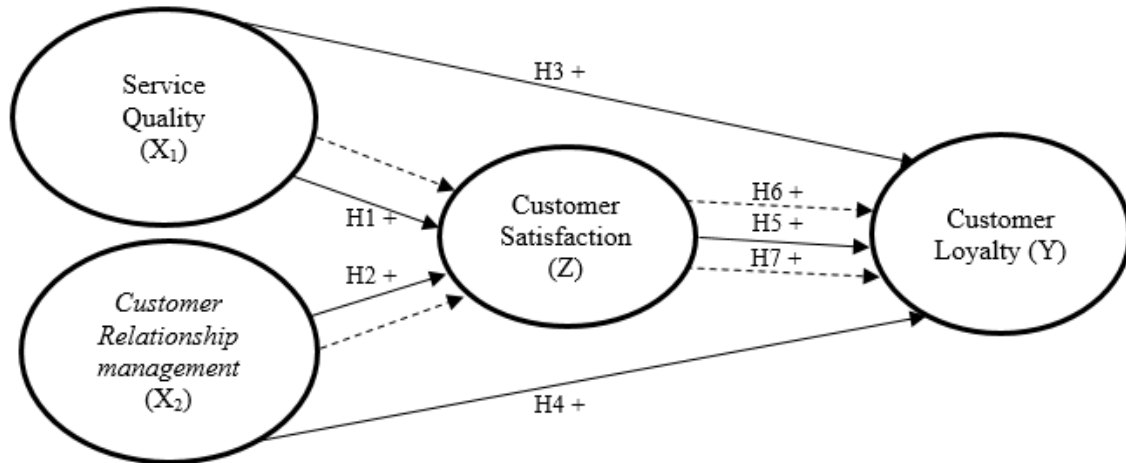The following is a conceptual framework of the above hypothesis:

Fig. 1. Framework methodology

3. METHODOLOGY

This study employs a quantitative methodology that combines exploratory and descriptive research techniques. Respondents completed questionnaires that were distributed in order to gather data. There are three sections to the questionnaire. The first is the questionnaire cover; the second is the respondent's information, which includes their year of birth, if they have ever made a purchase at a Malang City McDonald's, whether they have utilized the self-ordering kiosk service, and whether they are a member of Malang City's Generation Z. A set of questions measuring customer happiness, customer loyalty, customer relationship management, and service quality make up the third section. The research scale used is a Likert scale.

Table 1. Indicator and item of research

Variable	Indicator	Item
Service quality is measured by items from [40]	Functionality	4 items
	Enjoyment	1 item
	Privacy	1 item
	Design	1 item
	Assurance	1 item
	Convenience	1 item
	Customization	1 item
Customer relationship management is measured by items from Lubis (2020) [41]	Customers	2 items
	Benefits	2 items
	CRM technology	2 items
Customer satisfaction is measured by items from Tjiptono (2019) [42]	Product	3 items
	Price	1 item
	Promotion	3 items
	Location	1 item
	Employee service	3 items
	Facilities	1 item
	Atmosphere	1 item
Customer loyalty is measured by items from [43]	Saying positive things	1 item
	Giving recommendations	1 item
	Making repurchases	1 item

Source: Data Inputed by Researchers (2024)

Respondents in this study are McDonald's consumers in Malang City who fall into the generation Z category. The sample used in this study were 160 McDonald's consumers in Malang City who belong to generation Z. The sampling method applied is nonprobability sampling, specifically through purposive sampling techniques. The total number of respondents in this study was 160; this figure is equal to the number of research items used, which was 32, multiplied by five to get 160. The smartPLS 3.0 version was used to process the data. The inner model test, outer model test, hypothesis testing, and mediation test are the phases of data analysis.

4. RESULTS AND DISCUSSION

This study found no direct association between customer loyalty, customer relationship management, or service quality. This study discovered that customer satisfaction can act as a mediating factor between the impacts of consumer happiness and customer relationship management on customer loyalty. In other words, customer pleasure can reduce the impact of customer quality and CRM on customer loyalty.

4.1 Validity Test Results and Reliability Tests

In the validity test, it is said to be valid if each statement item has a correlation value> 0.7, so that in this study all statement items starting from statement items on service quality variables, customer relationship management, customer satisfaction, and customer loyalty are declared valid because all values of each statement item have a value of more than 0.7. In Table 1, the statement items and correlation values that have been declared valid are presented.

A variable is deemed reliable in the reliability test if its Cronbach's alpha value is greater than 0.7; if it is less than 0.7, the variable is deemed unreliable. Additionally, every variable in this study passes the reliability test because their Cronbach's alpha values are all greater than 0.7.

4.2 Hypothesis Test Results

In hypothesis testing, a variable is said to have an effect on other variables if its p values are less than the significance value (in this case, 0.05), meaning that its p values are less than 0.05. If, on the other hand, the p values are greater than 0.05, it can be said that there is no effect on the relationship between these variables [44]. According to this study, there is no direct correlation between customer loyalty and either customer relationship management or service quality. Then, customer satisfaction is highly influenced by service quality, customer satisfaction is highly influenced by customer relationship management, and customer satisfaction is highly influenced by customer loyalty. Because of this, customer satisfaction can operate as a mediator between the effects of service quality, customer relationship management, and customer loyalty. In other words, these factors can have an indirect impact on customer loyalty through customer satisfaction.

Table 2. Validity test results

Item	Value	Item	Value	Item	Value	Item	Value
KL1	0.856	CRM1	0.787	KP1	0.859	LP1	0.895
KL2	0.854	CRM2	0.858	KP2	0.865	LP2	0.877
KL3	0.897	CRM3	0.861	KP3	0.909	LP3	0.919
KL4	0.890	CRM4	0.876	KP4	0.888		
KL5	0.896	CRM5	0.886	KP5	0.869		
KL6	0.836	CRM6	0.846	KP6	0.854		
KL7	0.892			KP7	0.887		
KL8	0.794			KP8	0.880		
KL9	0.873			KP9	0.909		
KL10	0.863			KP10	0.898		
				KP11	0.913		
				KP12	0.888		
				KP13	0.891		

Source: Data Processed by Researchers (2024)

Table 3. Reliability test results

Variable	Cronbach's Alpha
Service Quality	0.963
Customer Relationship Management	0.925
Customer Satisfaction	0.977
Customer Loyalty	0.879

Source: Data Processed by Researchers (2024)

Table 4. Hypothesis and mediation test results

Hypothesis	P Values
Service Quality -> Customer Satisfaction	0.006
Customer Relationship Management -> Customer Satisfaction	0.011
Service Quality -> Customer Loyalty	0.175
Customer Relationship Management -> Customer Loyalty	0.064
Customer Satisfaction -> Customer Loyalty	0.000
Service Quality -> Customer Satisfaction -> Customer Loyalty	0.008
Customer Relationship Management -> Customer Satisfaction -> Customer Loyalty	0.007

Source: Data Processed by Researchers (2024)

4.3 The Effect of Service Quality on McDonald's Customer Satisfaction in Malang City

The service quality variable has a positive and significant influence on McDonald's customer happiness in Malang City, according to the findings of a hypothesis test between that variable and the customer contentment variable. P values < significance, specifically a value of 0.006 < 0.05, demonstrate this. this indicates that the first hypothesis is true. These findings support the hypothesis that raising the caliber of services rendered will enhance McDonald's customer service in Malang City. Then, KL3, which claims that making it simpler for clients to submit orders will enhance service quality, is recognized as the highest statement item of service quality, in order to boost consumer happiness using this approach, which in turn may boost customer loyalty. The results of this study, which were derived from questionnaire data processed with the SPSS program, are consistent with research by Joudeh [30], which found that the quality of internet services has a positive and significant impact on consumer satisfaction. Furthermore, [31] asserts that a noteworthy correlation exists between service quality and customer satisfaction. These findings stem from data that was processed using the SPSS version 23 software. then [32], which also cites a substantial correlation between customer satisfaction and service quality, provides data using the SPSS program.

4.4 The Effect of Customer Relationship Management (CRM) on Mcdonald's Customer Satisfaction in Malang City

A positive and significant link between the Customer link Management (CRM) variable and the Customer Satisfaction variable is found from the hypothesis test, as indicated by P Values < significance, specifically with a value of 0.011 < 0.05. This indicates that the second hypothesis is true. Therefore, it is determined that boosting CRM will raise customer satisfaction at McDonald's in Malang City. Next, it is known that the statement item with the highest result from CRM is CRM5, which claims that McDonald's self-ordering kiosk service provides customers with a lot of information about new products. This means that using this method can boost customer satisfaction and foster greater customer loyalty. Numerous earlier studies support the findings of this one, including one by Abekah [45] that found a relationship between CRM and customer happiness that was discovered after the data was processed using the SPSS program. Furthermore, research by Triandewo [46] indicates that CRM significantly affects customer happiness; these findings are acquired following the processing of the data with the AMOS program.

4.5 The Effect of Service Quality on McDonald's Customer Loyalty in Malang City

It is known that there is no relationship between McDonald's customer loyalty in Malang City and

service quality based on the findings of hypothesis testing. The P Values > significance, namely 0.175 > 0.05, indicate this. In other words, hypothesis 3 is disproved. It follows that there is no direct correlation between customer loyalty and service excellence. Similar findings to those of this study have been found in earlier research, specifically that carried out by Keshavarz [47]. According to his research, loyalty to BCA clients in Jakarta is not positively impacted by service excellence.

4.6 The Influence of Customer Relationship Management (CRM) on McDonald's Customer Loyalty in Malang City

According to the findings of the hypothesis test, there is no connection between client loyalty and customer relationship management (CRM). The P Values > 0.05, specifically 0.064 > 0.05, allow for this to be known. As a result, hypothesis 4 is disproved. Thus, it can be concluded that in Malang City, CRM has no direct impact on McDonald's patronage. This is also supported by the findings of a study by Mamahit [20], which explains that customer relationship management has a negligible and unfavorable impact on Indihome wifi customers' loyalty in the Alandrew Permai Manado Housing area.

4.7 The Effect of Customer Satisfaction on McDonald's Customer Loyalty in Malang City

The conclusion drawn from the hypothesis testing is that there is a strong and positive correlation between McDonald's customer loyalty and customer satisfaction. Given that 0.000 < 0.05 is the P Value of significance, which indicates that this is known, hypothesis 5 is accepted. Thus, it can be concluded that raising customer pleasure might lead to an increase in customer loyalty. Consequently, it is known that KP11, the customer satisfaction statement item with the highest value, states that staff members are helpful when customers have inquiries about self-ordering kiosk services. By using this strategy, it is possible to increase McDonald's customer loyalty in Malang City. The findings of this study are consistent with those of several other studies, such as one by Ilyas [27], which found a strong and favorable relationship between customer loyalty and customer satisfaction as a result of data processing via the AMOS application. Then [12] adds that customer

loyalty rises when businesses work to improve customer happiness; conversely, when businesses or business units see a drop in customer satisfaction, customer loyalty naturally falls.

4.8 The Effect of Service Quality Through Customer Satisfaction on McDonald's Customer Loyalty in Malang City

According to hypothesis testing, customer satisfaction—a proxy for customer loyalty—is the means by which service quality influences client loyalty. The P Values < significance, which show that 0.008 < 0.05 indicates that hypothesis 6 is accepted, support this. Thus, it is possible to assess how customer satisfaction influences the relationship between service quality and customer loyalty. Research by Yadav [39] yielded similar results in the past and suggests that customer satisfaction mediates the association between service quality and customer loyalty. The results were acquired using an SPSS 20 application and a basic linear regression technique.

4.9 The Effect of Customer Relationship Management (CRM) Through Customer Satisfaction on McDonald's Customer Loyalty in Malang City

According to hypothesis testing, customer satisfaction—a byproduct of customer relationship management—is the indirect way in which CRM influences client loyalty. As can be observed from the P Values < significance, which indicate that hypothesis 7 is accepted (0.007 < 0.05). Thus, it is possible to examine how customer happiness influences CRM's effect on customer loyalty. The same findings have been found in earlier research by Triandewo [46], which found that customer satisfaction strongly moderates the association between CRM and customer loyalty. The AMOS application was used to handle the questionnaire data that produced these findings [47].

5. CONCLUSION

The following conclusions can be drawn: (1) Customer satisfaction at McDonald's in Malang City is significantly impacted by service quality. (2) In Malang City, McDonald's customer happiness is greatly impacted by customer relationship management. (3) In Malang City, McDonald's patron loyalty is unaffected by

service quality. (4) In Malang City, client loyalty to McDonald's is unaffected by customer relationship management. (5) In Malang City, McDonald's customer loyalty is significantly impacted by customer satisfaction. (6) In Malang City, customer happiness has the power to mitigate the impact of service quality on McDonald's patronage. (7) In Malang City, customer satisfaction has the ability to mitigate the impact of CRM on McDonald's patronage. In order to be used as assessment material and recommendations for future improvements so that McDonald's customer loyalty in Malang City would rise, this research contributes to our understanding of the elements that can effect McDonald's customer loyalty in Malang City. In summary, enhancing customer happiness is the first step towards boosting customer loyalty, which may then be achieved through better customer relationship management and service quality.

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COMPETING INTERESTS

Authors have declared that no competing interests exist.

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