PENGARUH CUSTOMER RELATIONSHIP MANAGEMENT TERHADAP RETENSI PELANGGAN DENGAN KEPUASAN PELANGGAN SEBAGAI MEDIATOR DI CV. KOMBOS MANADO

THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT ON CUSTOMER RETENTION WITH CUSTOMER SATISFACTION AS MEDIATING VARIABLE IN CV. KOMBOS MANADO

Oleh:
Sarah Tamuntuan[1]
Merinda H. C. Pandowo[2]
Regina T. Saerang[3]

[123]International Business Administration, Management Department
Faculty of Economics and Business
Sam Ratulangi University Manado

E-mail:
[1]sarahtamuntuan062@student.unsrat.ac.id
[2] merindapandowo@unsrat.ac.id
[3]regina.saerang@unsrat.ac.id

Abstract: Customer Relationship Management (CRM) is one way for companies to create customer satisfaction and increase customer retention. Customer Relationship Management (CRM) is recognized as a strategic approach that has the poten-tial to create higher customer satisfaction and, ultimately, effectively increase cus-tomer retention. The purpose of this study is to determine the effect of customer relationship management on customer retention with customer satisfaction as a mediator. This research was approached with quantitative methods. Data collection was done through questionnaires with random sampling technique. The data was analyzed using path analysis. The results showed that Customer Relationship Management (CRM) has a direct influence on customer retention. Customer rela-tionship management (CRM) has an effect on customer satisfaction. In addition, customer satisfaction has a positive and significant effect on customer retention. Finally, Customer Relationship Management (CRM) has an indirect effect on cus-tomer retention through the mediating variable of customer satisfaction.

Keywords: Customer Relationship Management (CRM), Customer Satisfaction, Customer Retention

Abstrak: *Customer Relationship Management (CRM) adalah salah satu cara perusahaan untuk menciptakan kepuasan pelanggan dan meningkatkan retensi pelanggan. Customer Relationship Management (CRM) dikenal sebagai pendekatan strategis yang berpotensi menciptakan kepuasan pelanggan yang lebih tinggi dan, pada akhirnya, secara efektif meningkatkan retensi pelanggan. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh customer relationship management terhadap retensi pelanggan dengan kepuasan pelanggan sebagai mediator. Penelitian ini didekati dengan metode kuantitatif. Pengumpulan data dilakukan melalui kuesioner dengan teknik random sampling. Data dianalisis dengan menggunakan path analysis. Hasil penelitian menunjukkan bahwa Customer Relationship Management (CRM) memiliki pengaruh langsung terhadap retensi pelanggan. Customer Relationship Management (CRM) berpengaruh terhadap kepuasan pelanggan. Selain itu, kepuasan pelanggan berpengaruh positif dan signifikan terhadap retensi pelanggan. Terakhir, Customer Relationship Management (CRM) berpengaruh secara tidak langsung terhadap retensi pelanggan melalui variabel mediasi kepuasan pelanggan.*

Kata Kunci: *Customer Relationship Management, Retensi Pelanggan, Kepuasan Pelanggan.*

INTRODUCTION

Research Background

In the modern era, companies are not solely focused on transactions but also strive to build long-lasting relationships with customers. This is based on the understanding that satisfied and loyal customers will provide long-term benefits to the company, such as increased sales, reduced marketing costs, and a positive company image. To achieve these goals, companies need to formulate an appropriate marketing strategy. This strategy should focus on building effective communication with customers, understanding their needs and desires, and providing a positive and memorable experience. To effectively bridge the gap between customers and companies, a strategic approach is

essential. One such strategy that companies can employ is the implementation of CRM or Customer Relationship Management. It is a business strategy that emphasizes managing customer relationships. CRM has proven to be highly effective in assisting companies in building strong customer relationships (Al Arif and Nurasiah, 2015). CRM is the process of fully understanding consumer behavior and preferences in order to launch campaigns and initiatives that motivate consumer to consistently improve their commercial connection with the company. CRM is about more than just making sales; it's also about creating enduring bonds with clients. Businesses that maintain positive relationships with their customers can boost repeat business, foster customer loyalty, and attract new clients by way of referrals from current ones.

This in-depth understanding of consumers through CRM ultimately aims to encourage customer retention. Customer retention refers to the strategies implemented by service providers to maintain and develop relationships with existing customers, to encourage continued interaction in the future. Customer retention is still a crucial aspect that must be preserved even though the business is well-known and has a well-known brand. This can be achieved by keeping an eye on Customer Satisfaction. Kotler and Keller (2016) state that customer satisfaction is a reflection of the feeling of pleasure or disappointment that arises after comparing the perceived product or service performance results with expectations. Customers are more inclined to refer others to a product or brand, use it frequently, and repurchase it if they are pleased with it. Nevertheless, happy consumers do not always mean that they will repurchase a product. Thus, in order to maintain customer loyalty and encourage them to use the company's products, an efficient customer relationship building strategy must be put into place.

The increasing number of automotive companies in Indonesia, both in big cities and in regions, has resulted in fierce competition in this industry. Based on surveys, Toyota service stations are the most visited official service stations in Indonesia. One of the Toyota service companies is CV Kombos. CV Kombos is a company engaged in maintenance services. This company was established as an authorized service station for Toyota vehicles. CV Kombos Manado has conducted a Customer Relationship Management program which has a target to provide customer satisfaction and increase customer retention. The innovation of the Customer Relationship Management program carried out by the company is the use of information technology where every customer need is recorded in the information system. That way, the company can find out what is needed by consumers and the company can meet these needs. As for several other Customer Relationship Management programs carried out by the company, among others, T-Care, which is a free program for periodic service fees and spare parts, booking service, which makes it easier for consumers to carry out car maintenance, Toyota home service, which is a service that provides convenience for busy customers for routine, or light services at the same price and quality as in the workshop.

However, CV Kombos is also affected by the tight competition. In fact, there are still customers who prefer to service cars at unofficial service stations compared to service at the CV. Kombos service station. This can lead to a decrease in customer retention at CV. Kombos. CV. Kombos continues to strive to continue to compete, satisfy and retain their customers, one of which is by continuing to implement Customer Relationship Management. However, it is not certain whether the program at CV. Kombos Manado has been implemented properly and can provide satisfaction to customers and be able to retain customers. In this case, CV Kombos needs to ensure that they implement good customer relationship management to create customer satisfaction, increase customer retention and even gain new customers.

Research Objectives
1. To find out whether there is an influence of customer relationship management on customer retention at CV. Kombos Manado
2. To find out whether there is an influence of customer relationship management on customer satisfaction at CV. Kombos Manado
3. To find out whether there is an influence of customer satisfaction on customer retention at CV. Kombos Manado.
4. To find out whether customer satisfaction mediates the relationship between customer relationship management and customer retention at CV. Kombos Manado

LITERATURE REVIEW

Marketing

Marketing is the process through which we create value for the world, leading people to connect with us (Godin, 2018). Another definition of marketing was put forward by Kotler and Armstrong (2018) marketing is to increase and retain current customers by providing value and satisfaction, as well as to draw in new ones by making

higher-value promises. In a marketplace that is evolving quickly and becoming more digital and social, marketing is all about building value and engaging with customers. Creating value for consumers is the goal of marketing in order to obtain value from them in return.

Service Marketing

According to Writz and Lovelock (2016), service marketing is the process of promoting and selling intangible services by focusing on building relationships, customer experience, and service quality rather than just product features. Service marketing is a branch of marketing that focuses on the promotion and sale of services, as opposed to the marketing of physical products. According to Anita and Rahanatha (2015), service marketing is the nature of product presentation or performance, which is a significant part of the business's strategy to obtain an advantage over rivals, either as a market leader or as a plan to continue growing.

Customer Retention

Customer retention begins the moment a business contacts a customer and continues until the business is able to build enduring connections with its clients. Zeithaml et al. (2009) state that customer retention is defined as the purpose or desire of customers to make further purchases, stay longer than anticipated, spread good word of mouth, and return. A business will profit as anticipated if it can get as many customers to purchase its goods or services. The attitude of consumers or customers who want to return to complete transactions for goods or services because of the positive imp act of the product and company on their first experience, which encourages them to return next time, can be defined as customer retention.

Customer Relationship Management

Asraini (2019) state that Customer Relationship Management means a business strategy built around managing relationships with customers. Tjiptono (2014) highlights CRM not as a theoretical concept but as a business strategy to grasp, manage, and cultivate customer relationships, encompassing both current and prospective customers. Customer Relationship Management is about more than just making sales; it's also about creating enduring bonds with clients. Businesses that maintain positive relationships with their customers can boost repeat business, foster customer loyalty, and attract new clients by way of referrals from current ones.

Customer Satisfaction

According to Tjiptono (2014), Customer satisfaction is one of the key ideas in marketing theory and practice. One of the most crucial success criteria for marketing firms, both in the commercial and nonprofit sectors, is customer satisfaction. It is thought that achieving consumer satisfaction helps businesses to meet goals like profit, market share, and expansion. How a person feels when they compare perceived product performance or results with expected results and experience pleasure or disappointment refers to Customer Satisfaction.
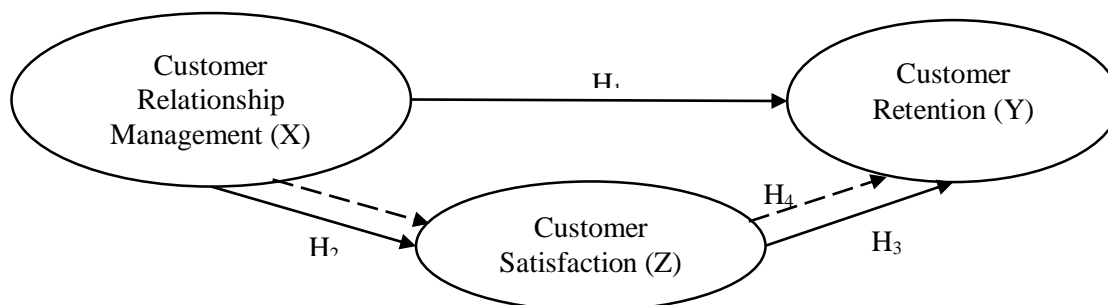
Previous Study

Tifliyah et al. (2021) analyzed the effect of Customer Relationship Management (CRM) on customer retention mediated by customer satisfaction and customer loyalty on Priority BTN in Malang City. The population of this study is Priority BTN customers in Malang City, and the number of samples obtained is in accordance with the research criteria as many as 100 samples. The approach used in this study is a quantitative approach. The type of research based on the formulation of the problem and the purpose of the study is explanatory. The technique used in this study is probability sampling with a simple random sampling method. The research instrument used was a questionnaire analyzed using SmartPLS 3.0 software. The results showed that CRM has a direct influence on customer retention. In addition, CRM indirectly affects customer retention through mediating variable customer satisfaction and customer loyalty.

Shah et al (2023) examines the key factors that determine effective CRM practices for sustainable customer retention management in the telecom industry of Pakistan. A well-structured questionnaire was designed and face-to-face interviews were conducted with the respondents to collect primary data for the empirical study. The results show that CRM practices have a positive impact on customer retention. The results also show that CRM practices positively influence customer satisfaction and effective commitment.

Shahzad (2023) analyzed the influence of customer relationship marketing program and customer retention through customer satisfaction in CV Vapor City offering marketing services and retailing. The study addressed all customers of CV Vapor City and took 150 people as the respondents. Using multiple regression analysis, the results conclude that customer relationship marketing programs have positive and significant effect on customer satisfaction

and customer satisfaction has positive and significant effect on customer retention. Sobel test proved that customer satisfaction mediates the influence of customer relationship marketing program on customer retention. The model was good and fit. CV Vapor City can thus continue its relationship marketing programs and increase skill and attitude of the employees in serving the customers.

Conceptual Framework

Figure 1. Conceptual Framework
Source: Literature Review

Research Hypothesis:
H_1: Customer Relationship Management positively and significantly affect Customer Retention.
H_2: Customer Relationship Management have positive and significant effects on customer satisfaction.
H_3: Customer Satisfaction has a positive and significant effect on Customer Retention.
H_4: Customer Relationship Management has an indirect influence on customer retention by mediating the variables of customer satisfaction

RESEARCH METHOD

Research Approach

In this study, a quantitative approach was used. In order to test previously developed hypotheses, quantitative research employs a population or sample, data collection instruments, and quantitative or statistical analysis and evaluation of the data (Sugiyono, 2019).

Population

The population included in this study consists of regular customers of CV. Kombos Manado. The study's sample consists of 100 CV. Kombos Manado's regular customers with requirements of having had their vehicles serviced at least twice. Purposive sampling technique was used in this research to obtain the information from the selected respondent that has the criteria.

Type of Data and Data Source

Primary and secondary data are used as the main source. The primary data sources for this study are the answers to the questionnaires. Articles, research journals, corporate documents or records, and official company websites are the sources of secondary data.

Data Collection Method

This study collected and analyzed data using questionnaires. Researchers created questions based on indicators for each variable and distributed them to every regular customer of CV. Kombos Manado.

Operational Definition and Indicator of Research Variables
Table 1. Operational Definition and Indicator of Research Variables

Variable	Definition	Indicator
Customer Relationship Management (X)	CRM is the strategy and systems used by CV. Kombos to manage interactions with current and potential customers.	1. Understand customer wants and needs

		2. Fast customer complaint handling process
		3. Convenience for customers to obtain information through electronic media
		4. Employee friendliness (Al Hakim, 2020)
Customer Retention (Y)	Customer Retention is the attitude of CV. Kombos customers who want to return to have their car serviced thoroughly because of the positive impact of the service on their first experience, thus encouraging them to return again at another time.	1. Prioritize service at the selected location 2. Do not move to another service station 3. Consistent visit (Danesh, et al., 2012; Bakar, 2010)
Customer Satisfaction (Z)	Customer satisfaction refers to how customers feel when they compare perceived service performance or outcomes with expected outcomes and experience pleasure or disappointment.	1. Customer convenience 2. The results are as expected 3. Needs and wants are fulfilled 4. Recommendation propensity (Dianti, 2022)

Testing of Research Instruments
Validity and Reliability Tests
The validity test is used to calculate whether the questionnaire is valid or not. It is said to be valid if the question can explain something that is measured (Ghozali, 2018). The item is considered valid if the correlation number obtained (r count) is greater than the correlation table number (r table). In the meanwhile, the item is considered invalid if r count < r table.

A statistical method called a reliability test is utilised to assess the degree of consistency and dependability of a research tool, such a questionnaire. In this study, the reliability test was conducted using Cronbach alpha (α). The value of r results in the reliability test is also referred to as r alpha. If the Cronbach alpha value > 0.60 then a construct or variable is said to be reliable.

Data Analysis Method
Test of Classical Assumption
Normality
The statistical process called the normality test in this study determines whether the relevant data is normally distributed or not. The Kolmogorov-Smirnov statistical test was used in this work to perform the normalcy test.

Multicollinearity
Multicollinearity testing is a statistical test used to detect strong relationships or correlations between independent variables in a model.

Heteroscedasticity
The heteroscedasticity test is a procedure in regression analysis to test whether the variance of the residuals or errors of the regression model remains constant (homoscedasticity) or varies (heteroscedasticity) across the range of values of the independent variables. A good regression model is not heteroscedasticity.

Path Analysis
Path analysis is an extension of multiple linear regression with a more complex model. Path analysis, according to Ghozali (2018), is employed to elucidate the direct and indirect influences of a set of causal variables on a corresponding set of effect variables. In this study, researchers analyzed the direct and indirect relationships between the independent variable Customer Relationship Management (X), the mediating variable Customer Satisfaction (Z), and the dependent variable Customer Retention (Y). The form of a structural equation, namely the regression equation shows the hypothesized relationship (Ghozali, 2018) as follows:

$$Z = P_1X + e_1 \qquad (1)$$
$$Y = P_1X + P_2Z + e_2 \qquad (2)$$

Standardize the coefficient for Customer Relationship Management (X) in equation (1) will give the value P1. While the coefficient for Customer Relationship Management (X) and Customer Satisfaction (Z) in equation (2) will give P2 and P3 values.

Coefficient of Determination Test (R²)

The coefficient of determination test is used to measure how far the model's ability to explain variations in the dependent variable (Ghozali, 2018).

Hypothesis Testing
T-Test and F-Test

Determining whether the difference between two means is significant, or merely statistically random is the primary goal of a t-test. If t count > t table then the hypothesis is accepted which means that the independent variable has a significant effect on the dependent variable and if t count < t table then the hypothesis is rejected which means that the independent variable does not significantly affect the dependent variable.

The F test according to Ghozali (2018) is used to determine the significant level of influence of the independent variables on the dependent variable simultaneously. The way to calculate the f-table is $df_1 = k-1$ and $df_2 = n-k$ with a significance level (α) of 0.05.

RESULT AND DISCUSSION

Research Results
Validity and Reliability Tests
Table 2. Validity Test

Variable	Item	R value	R table	Sig	Status
Customer Relationship	X1	0.705	0.361	0.000	Valid
Management	X2	0.754	0.361	0.000	Valid
	X3	0,671	0.361	0.000	Valid
	X4	0,716	0.361	0.000	Valid
	X5	0.618	0.361	0.000	Valid
Customer Retention	Y1	0.967	0.361	0.000	Valid
	Y2	0.963	0.361	0.000	Valid
	Y3	0.949	0.361	0.000	Valid
	Y4	0.928	0.361	0.000	Valid
Customer Satisfaction	Z1	0.950	0.361	0.000	Valid
	Z2	0.953	0.361	0.000	Valid
	Z3	0.930	0.361	0.000	Valid
	Z4	0.931	0.361	0.000	Valid
	Z5	0.938	0.361	0.000	Valid

Source: Data Processed, 2025

The validity test results show that all correlation values obtained (r count) are greater than the correlation values in the correlation table (table r), which means that all statements are valid.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Description
Customer Relationship Management	0.729	Reliable
Customer Retention	0.962	Reliable
Customer Satisfaction	0.966	Reliable

Source: Data Processed, 2025

It can be seen that for each variable has a Cronbach's alpha value > 0.6, so the conclusion is that all statements from all variables are said to be reliable.

Classical Assumption Tests
Normality Test
Table 4. Normality Test Model I

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		118
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.02205951
Most Extreme Differences	Absolute	.064
	Positive	.064
	Negative	-.051
Test Statistic		.064
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source: Data Processed, 2025

From the table 4, it can be seen that Asymp. Sig. (2-tailed) is 0.200. This shows that the value of Asymp. Sig. (2-tailed) p-value> 0.05. So it can be concluded that the research data for regression I is normally distributed.

Table 5. Normality Test Model II

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		118
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.62688001
Most Extreme Differences	Absolute	.058
	Positive	.039
	Negative	-.058
Test Statistic		.058
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source: Data Processed, 2025

From the table 5, it can be seen that Asymp. Sig. (2-tailed) is 0.200. This shows that the value of Asymp. Sig. (2-tailed) p-value> 0.05. So it can be concluded that the research data for regression II is normally distributed.

Multicollinearity Test
Table 6. Multicollinearity Test Model I

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Customer Relationship Management (X)	1.000	1.000

Source: Data Processed, 2025

From the table 6, it can be seen that the tolerance value of the customer relationship management(X) is 1.000 and the VIF value is 1.000. From these results, it shows that the tolerance value > 0.1 and the VIF value < 10, so that the regression equation model I used does not occur multicollinearity or no correlation between variables is found.

Table 7. Multicollinearity Test Model II

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Customer Relationship Management (X)	0.333	3.005
Customer Satisfaction (Z)	0.333	3.005

Source: Data Processed, 2025

From the table 7, it can be seen that the tolerance value of the customer relationship management (X) is 0.333 and the VIF value is 3.005. For the customer satisfaction variable, the tolerance value is also 0.333 and the VIF value is 3.005. From these results, it shows that the tolerance value > 0.1 and the VIF value < 10, so that the regression equation model II used does not occur multicollinearity or no correlation between variables is found.

Table 8. Heteroscedasticity Test Model I

Variables	Sig	Descriptions
Customer Relationship Management (X)	0.477	There is no heteroscedasticity effect

Source: Data Processed, 2025

From the table 8, it can be seen that the sig result on the Customer Relationship Management (X) variable of 0.447 shows a value of more than 0.05 (sig>0.05). So it can be concluded that in equation I there is no heteroscedasticity.

Table 9. Heteroscedasticity Test Model II

Variables	Sig	Descriptions
Customer Relationship Management (X)	0.638	There is no heteroscedasticity effect
Customer Satisfaction (Z)	0.717	There is no heteroscedasticity effect

Source: Data Processed, 2025

Based on the results obtained, it is known that the Sig. Customer Relationship Management and Customer Satisfaction are 0.638 and 0.717> 0.05 respectively, it can be concluded that there are no symptoms of heteroscedasticity in the regression model.

Table 10. Linear Regression Analysis Model I

	Coefficients^a				
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.030	1.382		2.916	.004
Customer Relationship Management	.761	.056	.807	13.519	.000

a. Dependent Variable: Customer Satisfaction

Source: Data Processed (2025)

The equation for Model I, as shown in Table 10 is formulated as follows:
$$Y = 4.030 + 0.761 (X).$$

Based on Model I's regression equation, the findings can be described as follows:
1. The constant (a) represents the point where the regression line intersects the Y-axis when X equals 0, implies that the dependent variable's value is equivalent to the constant when the independent variable has no influence. With a constant value of 4.030, if Customer Relationship Management remains unchanged or is 0, the resulting value will be 4.030.
2. The test results yielded a regression coefficient value of 0.761 for Customer Relationship Management, which is both positive and significant. This indicates a direct relationship between Customer Relationship Management and Customer Satisfaction, suggesting that improved Customer Relationship Management leads to increased Customer Satisfaction at CV. Kombos Manado.

As shown in Table 10, the Customer Relationship Management variable yields a significant level of 0.000 < α = 0,05 with a standardized beta (P1) value of 0.807. These findings confirm that Customer Relationship Management (X) has a positive and significant impact on Customer Satisfaction (Z)

Table 11. Multiple Linear Regression Analysis Model II

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	**Std. Error**	**Beta**		
1 (Constant)	1.097	1.062		1.033	.304
Customer Relationship Management	.443	.071	.520	6.211	.000
Customer Satisfaction	.337	.075	.376	4.486	.000

a. Dependent Variable: Customer Retention
Source: Data Processed (2025)

The equation for Model II, as shown in Table 11 is formulated as follows:
$$Y = 1.097 + 0.443 (X) + 0,337 (Z)$$

Based on Model II's regression equation, the findings can be described as follows:
a. The dependent variable's value is equivalent to the constant when the independent variable has no influence. With a constant value of 1.097, if Customer Relationship Management remains unchanged or is 0, the resulting value will be 1.097.
b. Customer Relationship Management Variable Regression Coefficient. The test results yielded a regression coefficient value of 0.443 for Customer Relationship Management, which is both positive and significant. This indicates a direct relationship between Customer Relationship Management and Customer Retention, suggesting that improved Customer Relationship Management leads to increased Customer Retention at CV. Kombos Manado.
c. Customer Satisfaction Variable Regression Coefficient. The test results yielded a regression coefficient value of 0.337 for Customer Satisfaction, which is both positive and significant. This indicates a direct relationship between Satisfaction and Customer Retention, suggesting that improved Customer Satisfaction leads to increased Customer Retention at CV. Kombos Manado. These findings confirm that the Customer Relationship Management (X) and Customer Satisfaction (Z) have a positive and significant effect on Customer Retention (Y)

Coefficient of Determination (R^2) and Correlation (R)
Table 12. Correlation Coefficient and Coefficient of Determination (R^2) of Linear Regression Model I

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807[a]	.651	.647	2.035

a. Predictors: (Constant), Customer Relationship Management
Source: Data Processed (2025)

Table 12 shows the resulting R Square (R^2) value of 0,651 and R-value is 0.807, which means the correlation of Customer Relationship Management (X) on Customer Satisfaction (M) is highly correlated. These results show the contribution of the Customer Relationship Management (X) given to Customer Satisfaction (M) at CV.Kombos Manado is 65.1%. The remaining 34.9% is influenced or explained by other variables outside the model discussed.

Table 13. Correlation Coefficient and Coefficient of Determination (R^2) of Linear Regression Model II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855[a]	.731	.727	1.64097

a. Predictors: (Constant), Customer Satisfaction, Customer Relationship Management
Source: Data Processed (2025)

Table 13 shows the resulting R Square (R^2) value of 0,731 and R-value is 0.855, which means the correlation of Customer Relationship Management (X) and Customer Satisfaction (M) on Customer Retention is highly correlated.

These results show the contribution of the Customer Relationship Management (X) and Customer Satisfaction (M) given to at Customer Retention (Y) at CV. Kombos Manado is 73.1%. The remaining 26.9% is influenced or explained by other variables outside the model discussed.

Hypothesis Testing
F-Test
Table 14. F-Test

			ANOVA[a]			
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	690.541	2	345.270	125.695	.000[b]
	Residual	266.449	97	2.747		
	Total	956.990	99			

a. Dependent Variable: Customer Retention
b. Predictors: (Constant), Customer Satisfaction, Customer Relationship Management
Source: Data Processed, 2025

Table 11 shows the calculated F value of 12.695 while the F table with df1 = 1 and df2 = 100 – 1 -1 = 97. The result shows that f count is greater than F table which indicates the fitness of the model is high. The significance value of 0.000 <0.05, it can be stated that customer relationship management and customer satisfaction have a positive and significant effect on customer retention simultaneously.

T-Test
         Based on Table 10, Customer Relationship Management variable has a tcount value of 13.519 > t table (α = 0.05) 1.985 with a significant rate of 0.000 < 0.005. This means that H0 is rejected and H2 is accepted, this shows that the Customer Relationship Management variable (X) has a positive and significant effect on Customer Satisfaction (Z) in CV. Kombos Manado.
         Based on Table 11, Customer Relationship Management variable has a t-count value of 6.211> t table (α = 0.05) 1.985 with a significant rate of 0.000 < 0.005. This means that H_0 is rejected and H_1 is accepted, this shows that the Customer Relationship Management variable (X) has a positive and significant effect on Customer Retention (Y) in CV. Kombos Manado. The Customer Satisfaction variable has a t-count value of 4.486 > t table (α = 0.05) 1.985 with a significant rate of 0.000 < 0.005. This means that H_0 is rejected and H_3 is accepted, this shows that the Customer Satisfaction variable (Z) has a positive and significant effect on Customer Retention (Y) in CV. Kombos Manado.

Mediation Test
Table 15. Path Analysis

Variabel	Standardized Coefficients Beta	Sig	Status
Customer Relationship Management → Customer Satisfaction	0.807 (P_1)	0,000	Significant
Customer Relationship Management → Customer Retention	0.520 (P_2)	0,000	Significant
Customer Satisfaction → Customer Retention	0.376 (P_3)	0,000	Significant

Source: Data Processed (2025)

Table 16 shows the influence of Customer Relationship Management showing the significant influence of Customer Satisfaction and Customer Rentention at CV. Kombos Manado. The test result also show that Customer Satisfaction has a significant effect on Customer Retention at CV.
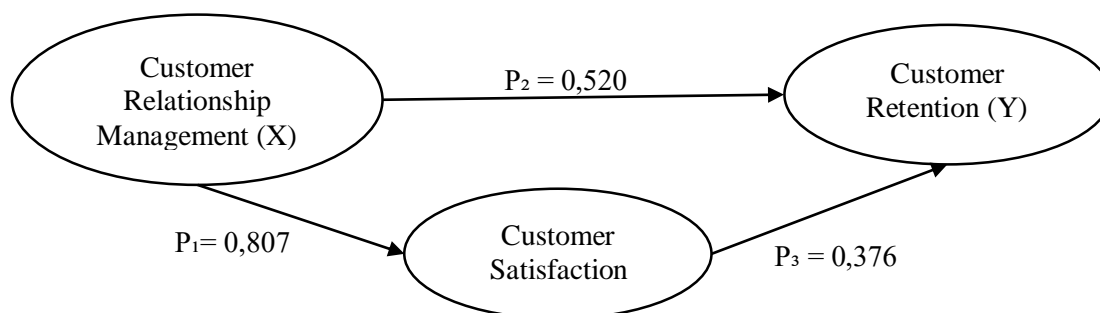
The total influence of the direct or indirect Customer Relationship Management variable on Customer Retention in CV. Kombos Manado through Customer Satisfaction as follows:
1. The amount of direct influence between Customer Relationship Management on Customer Retention in CV. Kombos Manado of P_2 = 0.520. While the indirect effect is calculated by multiplying P_1 x P_3 = 0.807 x 0.376 = 0,303
2. The total influence of Customer Relationship Management directly or indirect on Customer Retention mediated by Customer Satisfaction is as follow:

The total influence of Customer Relationship Management = $P_2 + (P_1 \times P_3)$
$$Y = 0.520 + 0.303 = 0.823$$

From the calculation the influence of Customer Relationship Management either directly or indirectly on Customer Retention at CV. Kombos Manado mediated by Customer Satisfaction can be seen in the following figure.

Figure 2. Path Analysis
Source: Data Processed (2025)

Figure 2 shows that Customer Relationship Management can have a direct or indirect effect on Customer Retention at CV. Kombos Manado. It shows the direct influence of Customer Relationship Management on Customer Retention is 0,520. While indirect influence mediated by Customer Satisfaction is 0,807 x 0,376 = 0,303. The value of the indirect influence through the mediation variable, Customer Satisfaction is greater than the value of the direct influence of Customer Relationship Management on Customer Retention. With these result, it can be concluded that Customer Satisfaction is able to be a variable that mediates the influence of Customer Relationship Management on Customer Retention, and the total influence of Customer Relationship Management on Customer Retention in CV. Kombos Manado mediating by Customer Satisfaction is 0,823. Therefore, H4 is accepted and H0 is rejected.

Discussion
The Influence of Customer Relationship Management on Customer Retention
      The results of this study indicate that Customer Relationship Management (CRM) has a significant positive influence on Customer Retention at CV. Kombos Manado. This relationship is particularly driven by employee friendliness and effective communication, which customers feel play a crucial role in maintaining their relationship with the company. The study found that customers tend to stay with CV. Kombos due to the high quality of service and a focus on building good relationships. The company's efforts, such as offering comprehensive after-sales service and providing a platform for feedback, align with the service marketing principles of Writz and Lovelock (2016), which emphasize relationship building and service quality over product features. Ultimately, the comfort customers feel through effective communication and friendly staff is a key factor in attracting and retaining them.

The Influence of Customer Relationship Management on Customer Satisfaction
      The results of this study indicate that Customer Relationship Management has a significant influence on Customer Satisfaction at CV. Kombos Manado. Customer Relationship Management (CRM) has the potential to increase customer satisfaction because it is one of the main pillars of the relationship between a business and its customers. The results underscore the importance of direct human interaction in service marketing. As suggested by Writz and Lovelock (2016), a company's focus on service quality and the customer experience is more effective than solely relying on product features. Even though companies have implemented sophisticated CRM systems, direct interaction between employees and customers remains a determining factor in shaping customer perceptions of the company. CV. Kombos Manado successfully applies this principle by using a friendly and responsive staff to create a positive environment. This not only meets customer expectations but also transforms satisfied customers into active promoters of the business, proving that positive interpersonal interactions are a powerful tool for building customer satisfaction.

The Influence of Customer Satisfaction to Customer Retention
      The results of this study indicate that customer satisfaction has a significant influence on customer retention at CV. Kombos Manado. Kotler and Keller (2016) states that customer satisfaction can drive customer retention

because the key to customer retention is achieving customer satisfaction. Handayani and Prasetya (2024) elaborate that satisfaction occurs when customers perceive they have gained benefits—whether financial, social, or structural—from a company's offerings. This positive perception encourages repeat purchases and, consequently, higher retention rates. Satisfied customers tend to respond by making subsequent purchases, providing positive reviews, and actively recommending the company. Therefore, for CV. Kombos, by actively building high customer satisfaction through its services, facilities, and programs, it can directly increase customer retention rates and simultaneously help attract new customers.

The Influence of Customer Satisfaction Mediating the Relationship between Customer Relationship Management and Customer Retention at CV. Kombos Manado

The research results explain that customer satisfaction is able to mediate customer relationship management towards customer retention. Good strategies and systems will create high customer satisfaction, making customers feel comfortable and trusting the company. This ultimately increases their tendency to continue using the product or service in the long term, or in other words, increases customer retention. A good CRM implementation, such as that implemented by CV. Kombos Manado, through friendly, responsive, personalized service and effective communication, will create a positive experience for customers. This positive experience creates satisfaction, a feeling of pleasure or contentment because customer expectations regarding service have been met or even exceeded, ultimately leading to repeat customers. This research is supported by previous research of Tifliyah (2021) showed that Customer Relationship Management (CRM) has an indirect influence on customer retention by mediating the variables of customer satisfaction and customer loyalty.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the research and discussion that has been stated previously, conclusions can be drawn from as follows:

1. Customer Relationship Management has a positive and significant effect on Customer Retention at CV. Kombos Manado. Measured by indicators of understanding customer wants and needs, a fast customer complaint handling process, making it easy for customers to get information through electronic media, and employee friendliness, this will create service priorities at the chosen location, not moving to other service stations, and consistent visits. The better Customer Relationship Management is implemented, the higher the retention rate achieved.
2. Customer Relationship Management has a positive and significant effect on Customer Satisfaction at CV. Kombos Manado. This means that the better Customer Relationship Management is implemented, the higher the satisfaction achieved.
3. Customer Satisfaction has a positive and significant effect on Customer Retention at CV. Kombos Manado. Measured by indicators of service priorities at the chosen location, not moving to other service stations, and consistent visits. This means that the better Customer Satisfaction obtained, the higher the retention achieved.
4. Customer Satisfaction can be used as a mediating variable for the effects of Customer Relationship Management on Customer Retention at CV. Kombos Manado.

Recommendation

Based on the research findings and the discussion of the result, this study provides some recommendation that listed in the following sentences

1. CV. Kombos Manado to continuously improve and develop innovative programmes in customer relationship management practices, in creating customer satisfaction as well as customer retention. In addition, utilise customer feedback proactively, and always ensure all staff, especially those who interact directly with customers, have a deep understanding of the importance of customer relationship management and how their role contributes to customer satisfaction and retention and continue to conduct regular audits of customer relationship management practices and results.
2. Business people to adopt customer relationship management as a pillar of business strategy by using data from customer relationship management systems to provide more personalised offers, communications and service experiences as customers tend to be more loyal to businesses that understand and meet their individual needs. In addition, learn how similar businesses or industry leaders have successfully implemented customer relationship

management and achieved high customer retention rates. Adapt best practices that suit your business model and target market

3. Future researchers is suggested to deepen and develop other variables that have not being examined in this study. It could focus on specific dimensions of CRM, exploring other moderating variables that might influence this relationship. Additionally, consider using qualitative methods to gain a richer understanding of the customer experience and internal company dynamics related to CRM.

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