

The Effect of Electronic Customer Relationship Management on Customer Satisfaction mediated by Customer Experience at Telkomsel Company

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Abstract

In today's digital age, the internet significantly influences communication and information access, enabling companies to better understand and measure consumer behavior. This research assesses the influence of Electronic Customer Relationship Management (E-CRM) on customer satisfaction, with Customer Experience acting as an intermediary element. A quantitative, causal approach was employed, with data collected from 385 Telkomsel customers using the MyTelkomsel application. Primary data was gathered through Google Forms, while secondary data was sourced from websites, journals, and previous studies. Partial Least Squares (PLS) The data analysis included the use of Structural Equation Modeling (PLS-SEM), which encompassed the Outer Model, Inner Model, and bootstrapping tests. The results indicate that Customer Experience has the greatest impact on boosting Customer Satisfaction at Telkomsel. To enhance Customer Satisfaction, the study suggests that Telkomsel should focus on improving Customer Experience. Future research should consider different industries to facilitate comparative studies.

Keywords: Electronic Customer Relationship Management, Customer Satisfaction, Customer Experience, Telkomsel.

INTRODUCTION

Period of globalization allows the international community nowadays obtain knowledge sources extremely rapidly and simply. This phenomenon occurs due to the increasing accessibility and affordability of internet connectivity on an annual basis. Furthermore, the internet itself has an impact not just on the dissemination of information but also on communication. In the present day, individuals throughout the globe have the

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ability to connect with one another without any constraints of time or distance. The cellphone is an example of a communication technology that has revolutionized global communication, enabling both one-way and two-way conversation.

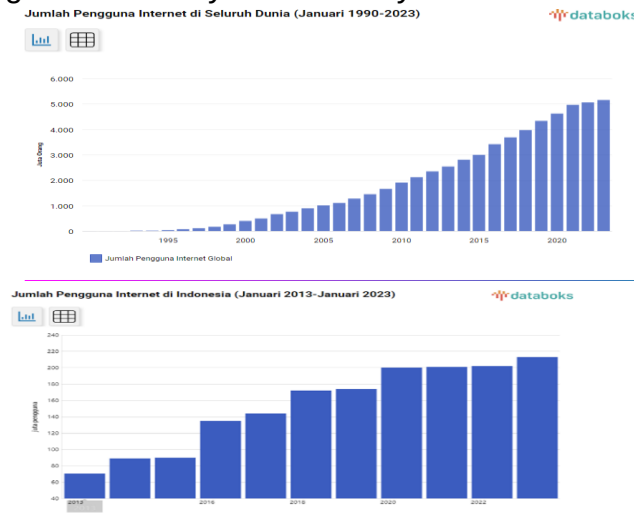


Figure 1: Global and Indonesian internet usage statistics

The figure above illustrates a global rise in internet users, with Indonesia, being a large nation, contributing significantly to this growth. To support internet usage, adequate infrastructure is essential. Indonesia is home to several companies that provide this support, with one of the most established being PT Telekomunikasi Selular, commonly known as Telkomsel that has 135 million users by 2023 (CnbcIndonesia, 2023) . Telkomsel provides a variety of goods and services that allow its clients to connect to the internet and remain connected to the digital realm.

Telkomsel consistently innovates each year to ensure customer satisfaction, which is a primary goal for any company. Customer experience plays a crucial role in achieving this objective. In a highly competitive market, customer satisfaction is regarded one of the most essential markers of business success (Kumar et al., 2022). To enhance customer satisfaction, Telkomsel has implemented various strategies, including the launch of an E-CRM program called MyTelkomsel. This program is specifically designed to provide Telkomsel customers with easy and efficient access to various services through Android and iOS mobile devices, consequently boosting the customer experience and encouraging customer satisfaction. Effective adoption of E-CRM services inside firms may favorably improve customer satisfaction (Al-Dmour et al., 2019). Research by Raina et al. (2018) further underlines the crucial significance of customer experience in

generating customer satisfaction and loyalty. Understanding and crafting a positive customer experience is essential for delivering high-quality service.

Despite having the MyTelkomsel App as its E-CRM platform, Telkomsel faces several issues with the application. Users have reported numerous complaints about poor customer experiences on the Mediakonsumen.com community website. Additionally, the number of MyTelkomsel App users is relatively low compared to the overall number of Telkomsel product users, and the app has received negative reviews on the Play Store. These problems can lead to customer dissatisfaction, potentially harming the company's future prospects.

LITERATURE REVIEW

Marketing

According to Kotler et al. (2021), marketing centers on recognizing and fulfilling social and human needs in alignment with organizational objectives. Czinkota et al. (2021) describe marketing as a set of activities undertaken by an organization to achieve its overarching goals. Sudarsono (2020) defines marketing as a management process that helps individuals or groups reach their objectives by creating, delivering, and exchanging valuable products with others. The primary aim of marketing is to maximize profits through effective Sales Strategies (Wibowo, 2019)

Marketing Management

Effective marketing requires strong management to achieve its goals. Organizations or businesses must emphasize marketing management, since it plays a significant part in the process of marketing product (Satriadi et al., 2021). Marketing management is both an art and a science, encompassing the identification of target markets and the acquisition, retention, and satisfaction of consumers by developing, providing, and conveying value (Kotler et al., 2021). Shinta (2011) states that marketing management encompasses the planning, implementation (including organization, direction, and coordination), and supervision of marketing activities within an organization to achieve its goals efficiently and effectively.

Consumer Behaviour

According to Priansa (2017), consumer behavior refers to the activities consumers do while looking for, acquiring, utilizing, reviewing, and disposing of things to meet their requirements and desires. Consumer behavior forms the basis of purchasing decisions,

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influenced by factors such as price, packaging, design, functionality, and other considerations (Firmansyah, 2018). Putra & Sharif (2022) describe consumer behavior as the actions taken by people, communities, or entities in selecting products according to their desires and needs. This behavior involves the interplay of influence, awareness, behavior, and the environment, and how these factors impact consumer decisions.

Electronic Customer Relationship Management

According to (Buttle & Maklan, 2019), CRM is a business strategy centered on building and maintaining valuable relationships with customers through the creation and delivery of value propositions. With advancements in technology, CRM has evolved into E-CRM. The adoption of E-CRM is crucial for companies, as it emphasizes customer interactions that foster loyalty and retention (Eltahir et al., 2021). Al-Dmour et al. (2019) describe E-CRM as a method for managing long-term customer relationships using traditional or web-based technology. E-CRM offers effective, engaging, and relevant engagement with clients using electronic platforms (Kampani & Jhamb, 2020).

Customer Experience

Tyrväinen et al. (2020) describe customer experience as an internal and subjective reaction customers have as a result of their direct or indirect interactions with a company. A positive user experience is a powerful and valuable competitive advantage (Rachmawati & Mohaidin, 2019). Customer experience can result from emotional and cognitive interactions between consumers and companies (Godovykh & Tasci, 2020). Customer experience offers the benefit of allowing customers to discover their preferences based on company interactions and feedback, while companies can gain insights into the strengths and weaknesses of their customer interactions (Alamsyah et al., 2018).

Customer Satisfaction

Sofi et al. (2020) explain that customer satisfaction involves evaluating and comparing pre-purchase expectations with the actual post-purchase experience. Alimin et al. (2022) describe customer satisfaction as the extent to which a customer feels content with a particular product or service. in comparison to others in meeting their expectations. In a highly competitive environment, customer satisfaction is often regarded as the most critical indicator of organizational success (Kumar et al., 2022).



Conceptual Framework & Research Hypothesis

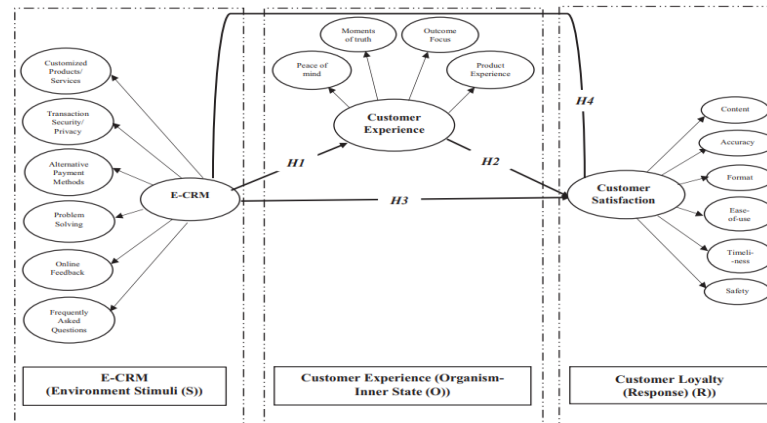


Figure 2: Conceptual Framework

Source: Kumar et al., (2022)

Hypothesis

H1: E-CRM has a positive relationship with customer experience.

H2: Customer experience has a positive relationship with customer satisfaction.

H3: E-CRM has a positive relationship with customer satisfaction.

H4: Customer experience mediates the relationship between E-CRM and customer satisfaction.

RESEARCH METHODS

This research utilizes quantitative approaches, which emphasize that the study's objects should be observable, measurable, classifiable, and causal, focusing on directly observable phenomena through the senses. This approach is not suitable for studying emotional aspects (Sugiyono, 2022). The study employs a causal research approach to evaluate cause-and-effect correlations between variables. According to Indrawati (2015), causal research is typically conducted after reviewing prior studies to identify causal and effect variables and to assess whether their relationship is positive or negative. The research method used is a survey. Sekaran & Bougie (2016) describe a survey as a systematic approach to collecting data from or about individuals to describe, compare, or explain their knowledge, attitudes, and behaviors. The study focuses on Telkomsel customers using the MyTelkomsel app. The researcher maintains minimal involvement, not intervening in data collection. The study adopts a Cross-Sectional strategy, which includes gathering data at a particular moment in time—over days, weeks, or months—

to solve research concerns (Sekaran & Bougie, 2016). Cross-Sectional methods involve gathering data during one period for subsequent analysis and conclusions (Indrawati, 2015). The research setting is a non-contrived environment, meaning it takes place in a natural setting (Indrawati, 2015). The main objective is to evaluate the influence of Electronic Customer Relationship Management on Customer Satisfaction, with Customer Experience acting as a mediator, among Telkomsel customers. Additionally, this research aims to validate previous theories by gathering supporting data and to assist companies in identifying and addressing current challenges to prevent future issues.

RESULT AND DISCUSSION

This study employs PLS-SEM for data analysis. PLS-SEM is employed to analyze the simultaneous relationships among multiple dependent variables within a multivariate framework. The assessment of the PLS model is accomplished using a nonparametric prediction technique, which is separated into two components. The outer model focuses on examining the validity and reliability of the mode, including tests for convergent validity, discriminant validity of latent construct indicators, combined reliability, and Cronbach's alpha for each indicator. In contrast, the inner model seeks to forecast the associations between latent variables (Ghozali, 2021).

Outer Model

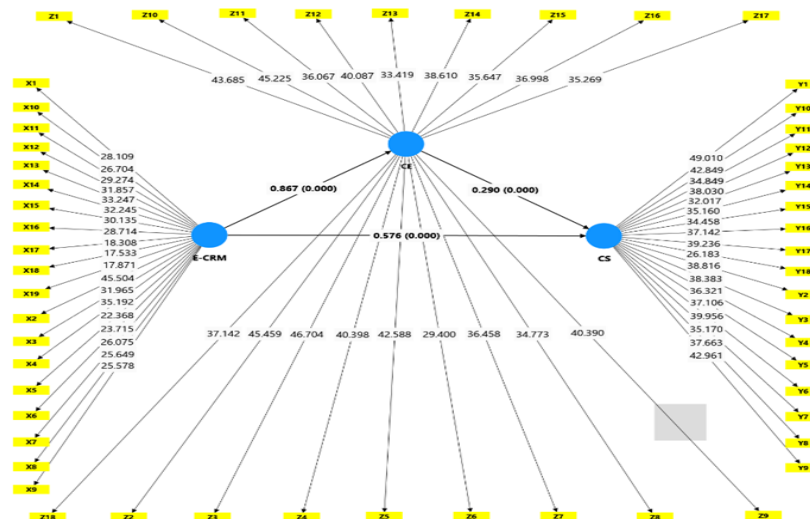


Figure 3: Outer Model
Source: author's data processing (2024)

Convergent Validity**Table 1: Convergent Validity Results**

Variabel	Dimensi	Indikator	Loading Factor	AVE
Electronic Customer Relationship Management. (Kumar et al., 2022)	Customized products/services (E-CRM 1)	Aplikasi MyTelkomsel memungkinkan untuk menyesuaikan produk atau layanan sesuai kebutuhan pengguna.	0.716	0.501
		Pelanggan dapat berinteraksi dengan aplikasi MyTelkomsel untuk mendapatkan layanan yang disesuaikan dengan kebutuhan pelanggan.	0.828	
		Penyesuaian layanan pada masing-masing pelanggan memotivasi untuk menggunakan aplikasi MyTelkomsel.	0.746	
		Pelanggan menemukan bahwa kemungkinan penyesuaian layanan sangat penting untuk kesuksesan aplikasi MyTelkomsel.	0.777	
	Transaction security/privacy (E-CRM 2)	MyTelkomsel tidak menyalahgunakan informasi pribadi.	0.645	
		Aplikasi MyTelkomsel aman untuk informasi.	0.666	
		Semua informasi pribadi tentang pelanggan dijaga keamanannya dari akses yang tidak sah ketika menggunakan aplikasi MyTelkomsel.	0.697	
		Berbagai macam metode pembayaran	0.709	

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	Alternative payment methods (E-CRM 3)	dapat dipilih pada aplikasi MyTelkomsel	
		Tersedianya berbagai metode pembayaran untuk transaksi adalah faktor penting untuk mengunjungi dan menggunakan aplikasi MyTelkomsel.	0.694
		Metode pembayaran yang berbeda dapat diperlihatkan dengan jelas.	0.704
	Problem solving (E-CRM 4)	Saluran online perusahaan memberikan informasi yang sesuai kepada pelanggan ketika terjadi masalah.	0.720
		Aplikasi MyTelkomsel dapat menyelesaikan masalah yang dihadapi dengan cepat pada transaksi online apa pun.	0.742
		Menggunakan formulir pengaduan online untuk menghubungi Perusahaan saat terjadi masalah.	0.759
	Online feedback (E-CRM 5)	Fitur Umpan Balik Online tersedia di aplikasi MyTelkomsel.	0.751
		Selalu menggunakan formulir Umpan Balik untuk Aplikasi MyTelkomsel.	0.721
		Aplikasi MyTelkomsel memiliki customer services yang tersedia secara online.	0.734

	Frequently asked questions (E-CRM 6)	Frequently Asked Questions (FAQs) membantu ketika menggunakan aplikasi MyTelkomsel.	0.586	
		Selalu menggunakan FAQs saat mengeksplorasi aplikasi MyTelkomsel	0.597	
		FAQs berguna.	0.599	
Customer Experience (Kumar et al., 2022)	Peace of mind (CE 1)	Memiliki keyakinan terhadap keandalan aplikasi MyTelkomsel.	0.800	0.611
		Seluruh proses yang terjadi saat menggunakan aplikasi MyTelkomsel dilakukan dengan mudah.	0.817	
		Telkomsel akan menjaga customer nya untuk menjadi pelanggan dalam waktu yang lama	0.819	
		Tetap bertahan untuk menggunakan aplikasi MyTelkomsel karena hubungan masa lalu dengan aplikasi tersebut.	0.780	
		Sudah pernah berurusan dengan aplikasi MyTelkomsel sehingga sangat mudah untuk mendapatkan apa yang diinginkan.	0.803	
		Aplikasi MyTelkomsel memberikan saran independen.	0.712	
	Moments-of-truth (CE 2)	Aplikasi MyTelkomsel selalu fleksibel saat	0.769	



		berurusan dan selalu memperhatikan kebutuhan.	
		Aplikasi MyTelkomsel selalu up-to-date.	0.758
		Aplikasi MyTelkomsel merupakan aplikasi yang aman.	0.795
		Orang-orang yang bekerja pada aplikasi MyTelkomsel memiliki keterampilan yang baik.	0.805
		Aplikasi MyTelkomsel berurusan dengan benar ketika sesuatu kesalahan terjadi.	0.767
	Outcome Focus (CE 3)	Selalu menggunakan aplikasi MyTelkomsel membuat segala proses menjadi lebih mudah.	0.797
		Lebih memilih aplikasi MyTelkomsel dibandingkan dengan alternatif aplikasi lain.	0.764
		Aplikasi MyTelkomsel selalu bisa memahami situasi.	0.775
	Product Experience (CE 4)	Harus memilih di antara beberapa opsi pada aplikasi MyTelkomsel	0.768
		Perlu menerima penawaran dari lebih dari sekedar aplikasi MyTelkomsel.	0.780
		Perlu membandingkan beberapa opsi pada aplikasi MyTelkomsel	0.765
		Aplikasi MyTelkomsel memiliki kontak personal yang bisa dihubungi setiap saat.	0.787



Customer Satisfaction (Kumar et al., 2022)	Content (CS 1)	Aplikasi MyTelkomsel menyediakan informasi yang tepat sesuai kebutuhan anda.	0.816	0.600
		Konten informasi dari aplikasi MyTelkomsel memenuhi kebutuhan.	0.781	
		Aplikasi MyTelkomsel menyediakan laporan transaksi yang hampir persis sesuai dengan yang dibutuhkan.	0.794	
		Aplikasi MyTelkomsel menyediakan informasi yang memadai.	0.763	
	Accuracy (CS 2)	Data di aplikasi MyTelkomsel akurat?	0.773	
		Puas dengan akurasi data di aplikasi MyTelkomsel.	0.781	
	Format (CS 3)	Output dari aplikasi MyTelkomsel disajikan dalam format yang berguna.	0.757	
		Informasi laporan yang di ambil dari aplikasi MyTelkomsel sudah jelas.	0.766	
	Ease of use (CS 4)	Aplikasi MyTelkomsel user friendly.	0.800	
		Aplikasi MyTelkomsel mudah untuk digunakan.	0.803	
	Timeliness (CS 5)	Mendapatkan informasi yang dibutuhkan secara tepat waktu dari aplikasi MyTelkomsel.	0.750	
		Aplikasi MyTelkomsel menyediakan informasi yang terkini.	0.791	

	Safety (CS 6)	Aplikasi MyTelkomsel menyediakan keamanan yang memadai.	0.759	
		Puas dengan keamanan aplikasi MyTelkomsel.	0.790	
		Adopsi mekanisme keamanan dari MyTelkomsel akan meningkatkan keamanan data pada transaksi.	0.760	
		Puas dengan mekanisme keamanan dari aplikasi MyTelkomsel.	0.786	
		Puas dengan jaminan transaksi secara online melalui aplikasi MyTelkomsel.	0.791	
		Puas dengan aplikasi MyTelkomsel dan keterlibatan pihak ketiga yang terpercaya (Trusted Third Parties) dalam bertransaksi online.	0.676	

Source: author's data processing (2024)

In assessing convergent validity, two key metrics are evaluated. A loading factor is considered good if it exceeds 0.70. (Hair et al., 2021), However, values above 0.50 are still acceptable. (Haryono, 2016). The AVE value must exceed 0.50 for convergent validity to be deemed acceptable (Hair et al., 2021). According to these standards, all convergent validity tests in this study are considered acceptable, as indicated in the table above.

Discriminant Validity

Heterotrait Monotrait Ratio (HTMT) testing provides an estimate of how much similarity between different constructs (heterotrait) compared to similarity within one construct (monotrait). The HTMT value is said to be good if the number in each variable is <0.9.



Table 3: Heterotrait Monotrait Ratio Test Results

	CE	CS	E-CRM
CE			
CS	0.813		
E-CRM	0.899	0.852	

Source: author's data processing (2024)

It can be seen in the table above that all HTMT values of all variables are at <0.9 so it can be concluded that all of these research instruments pass the discriminant validity test.

Reliability

Table 4: Reliability Test Results

Variabel	Cronbach's alpha	Composite Reliability	Keterangan
Electronic Customer Relationship Management	0.962	0.966	Reliabel
Customer Experience	0.961	0.964	Reliabel
Customer Satisfaction	0.944	0.950	Reliabel

Source: author's data processing (2024)

This study assesses the dependability of the research instruments implementing two methods: measuring Cronbach's alpha and composite reliability values. The standard for dependability are that both values should surpass 0.70. According to table above, all variables in this research display Cronbach's alpha and composite reliability amounts over 0.70, suggesting that all variables fulfill the reliability test. This means that all indicators within each variable are dependable and consistent.

Inner Model

Inner Model testing in this research aims to identify and assess the relationships between construct variables. This study performed hypothesis testing, which involved measuring the R Square, F Square, Q Square, and Hypothesis Test.

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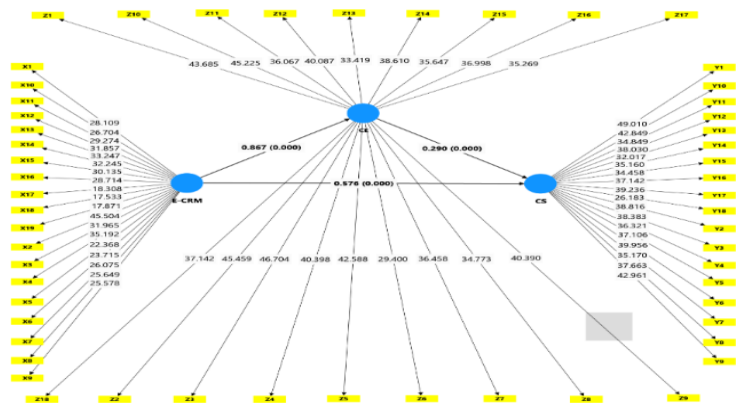


Figure 3: Outer Model
Source: author's data processing (2024)

R-Square

Table 5: R-Square Test Results

Variable	R Square	R Square Adjusted	Results
Customer Experience	0.752	0.751	Strong
Customer Satisfaction	0.706	0.704	Moderate

Source: author's data processing (2024)

Looking at the R Square results presented in the table, the initial R Square value of 0.752 suggests that the E-CRM variable has a high influence on the Customer Experience variable, accounting for 75.2% of its variance, with the remaining 24.8% attributed to other variables. The second R Square score of 0.706 reveals that the E-CRM variable has a moderate effect on the Customer Satisfaction variable, accounting for 70.6% of its variation via the Customer Experience variable, whilst the remainder of 20.4% is affected by other variables.



F-Square**Table 6: F-Square Test Results**

	Customer Experience	Customer Satisfaction	E-CRM
Customer Experience		0.071	
Customer Satisfaction			
E-CRM	3.024	0.280	

Source: author's data processing (2024)

The table above shows the outcomes of the F Square test. A value of 3.043 demonstrates that the E-CRM variable has a substantial or strong influence on the Customer Experience variable. A value of 0.280 indicates a moderate effect of the E-CRM variable on the Customer Satisfaction variable. Finally, a value of 0.071 reveals that the Customer Experience variable has a minor or weak impact on the Customer Satisfaction variable.

Q-Square**Table 7: Q-Square Test Results**

Variabel	Q Square Predict
Customer Experience	0.751
Customer Satisfaction	0.682

Source: author's data processing (2024)

According to the table above, a Q^2 rating of 0.751 for Customer Experience implies that the model has strong predictive relevance for anticipating changes in Customer Experience based on E-CRM. Similarly, a Q^2 value of 0.682 for Customer Satisfaction shows that the model has excellent predictive relevance for predicting changes in Customer Satisfaction based on both E-CRM and Customer Experience.



Hypothesis Tests**Table 8: Hypothesis Test Results**

Hypothesis	Path coefficient	T Statistic	P-Values	Conclusions
H1:E-CRM -> CE	0.290	49.412	0.000	H1 Accepted
H2:CE -> CS	0.868	4.887	0.000	H2 Accepted
H3:E-CRM -> CS	0.576	10.173	0.000	H3 Accepted
H4:E-CRM -> CE -> CS	0.252	4.773	0.000	H4 Accepted

Source: author's data processing (2024)

The table above indicates that all values satisfy the assessment criteria. Consequently, it can be concluded that all hypotheses in this study are accepted.

CONCLUSIONS AND SUGGESTIONS

Based on research involving 385 respondents on “The Effect of Electronic Customer Relationship Management on Customer Satisfaction mediated by Customer Experience at Telkomsel,” the findings are as follows: E-CRM positively impacts Customer Experience, with effective MyTelkomsel app interactions being crucial, though the FAQ section needs improvement. Customer Experience also positively influences Customer Satisfaction, requiring Telkomsel to sustain customer relationships and enhance the relevance of suggestions within the app. E-CRM directly affects Customer Satisfaction, particularly through personalized app interactions, but the FAQ section needs enhancement to boost satisfaction. Additionally, E-CRM indirectly influences Customer Satisfaction through Customer Experience, emphasizing the need for ongoing customer engagement and improved app functionalities, particularly in FAQs and independent suggestions.

Recommendations that can be obtained after seeing the conclusion for Telkomsel are proposed: First, improve E-CRM by regularly updating the FAQ section in the MyTelkomsel app based on user feedback and common questions. Second, enhance Customer Experience by providing more independent, unbiased advice to users. Third, besides regular updates, enrich the FAQ section with multimedia such as images and



video tutorials to better address customer queries. Fourth, customize the FAQ section and advice based on user profiles, including transaction history, demographics, and preferences, to improve both E-CRM and Customer Experience.

The author encourages future researchers to address the limitations identified in this study and to further develop the topic. Future research could broaden its scope by including comparative studies across different industries, both within Indonesia and internationally, to explore how Electronic Customer Relationship Management impacts customer satisfaction, taking into account the role of customer experience as a mediator.

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