THE INFLUENCE OF CUSTOMER RELATIONSHIP MANAGEMENT AND BRAND IMAGE ON CUSTOMER LOYALTY THROUGH SATISFACTION

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Abstract

The purpose of this study was to determine the direct and indirect effects of customer relationship management and brand image on customer loyalty through satisfaction in the official Suzuki Indosun Semarang workshop. The population in this study were consumers of the Semarang Indosun Suzuki official workshop who had served more than once with a total sample of 115 respondents, through non-probability sampling techniques, namely accidental sampling. Data collection was obtained through questionnaires. Data analysis method in this study consisted of validity, reliability, classical assumption test, hypothesis test, and path analysis. Instrument testing is carried out using the IBM SPSS Statistics 23.0 program. The results show that customer relationship management and brand image have a significant effect on satisfaction. Customer relationship management and brand image have a significant effect on customer loyalty. Satisfaction has a significant effect on customer loyalty. The results of the path analysis test show that customer relationship management and brand image have a significant effect on customer loyalty through satisfaction. So that it can be said that satisfaction is able to become an intervening variable the influence of customer relationship management and brand image on customer loyalty.

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh langsung dan tidak langsung dari manajemen hubungan pelanggan dan citra merek terhadap loyalitas pelanggan melalui kepuasan di bengkel resmi Suzuki Indosun Semarang. Populasi dalam penelitian ini adalah konsumen bengkel resmi Suzuki Indosun Semarang yang telah melayani lebih dari satu kali dengan total sampel 115 responden, melalui teknik pengambilan sampel non-probabilitas, yaitu accidental sampling. Pengumpulan data diperoleh melalui kuesioner. Metode analisis data dalam penelitian ini terdiri dari validitas, reliabilitas, uji asumsi klasik, uji hipotesis dan analisis jalur. Pengujian instrumen dilakukan dengan menggunakan program IBM SPSS Statistics 23.0. Hasil penelitian menunjukkan bahwa manajemen hubungan pelanggan dan citra merek memiliki pengaruh yang signifikan terhadap kepuasan. Manajemen hubungan pelanggan dan citra merek berpengaruh signifikan terhadap loyalitas pelanggan. Kepuasan berpengaruh signifikan terhadap loyalitas pelanggan. Hasil uji analisis jalur menunjukkan bahwa manajemen hubungan pelanggan dan citra merek memiliki pengaruh signifikan terhadap loyalitas pelanggan melalui kepuasan. Sehingga dapat dikatakan bahwa kepuasan mampu menjadi variabel intervening pengaruh manajemen hubungan pelanggan dan citra merek terhadap loyalitas pelanggan.

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INTRODUCTION

The growing world of business and the rapid progress of the Indonesian economy, be it a business engaged in manufacturing or engaged in services. At present, the economic sector in the service sector has experienced a drastic increase compared to the previous decade. The rapid increase in the service sector arises because of the need for the community to consume service products in addition to primary needs in increasing the comfort and satisfaction that is not obtained from service products. This is known as the "great leap forward" or extraordinary progress in the service sector (Rambat & Hamdani, 2006). In addition, the intention of the service provider is also important, because the intention or interest is to explain the purpose of the individual to conduct various behaviors and may be considered a special reason for the belief (perceived) (Murwatiningsih & Yulianto, 2017). Humans are an effort that can produce services, but there are many other supporting factors that can be used to produce services, such as sophisticated equipment, cleanliness, accuracy, etc. that can produce services (Alma, 2007). Services are businesses that use humans or technology (machinery) of an object (including actions and performance or effort) that cannot be physically processed (Lamb et al., 2001).

Current economic developments inevitably require companies to be able to compete to maintain the survival of the company. These developments forced market participants to be right in making strategies to anticipate increasingly fierce competition (Fatona, 2010). In addition, business competition in the global economic era is getting tighter. This has resulted in many foreign entrepreneurs starting to invest in Indonesia (Sakitri et al., 2017). In an effort to win the increasingly fierce competition like today, companies must be able to create marketing that is in line with market needs (Hidayat & Murwatiningsih, 2018). Every entrepreneur will definitely do many ways or strategies so that his business will survive and thrive (Musrifah & Murwatiningsih, 2017).

The average growth in the number of motorcycles in Indonesia per year reaches 6.76%. But the amount of growth was not offset by the number of workshops. There are two types of workshops in Indonesia, namely general workshops and official workshops or dealers. The workshop managed by an authorized dealer is expected to provide standard services because it is related to the company's image and the quality of service from the company (Genoveva, 2015). At present in providing services that require a new

thing, innovation is seen as one of the values that create core capabilities that drive market orientation behavior (Putri et al., 2016).

The success of a company in achieving its objectives does not only depend on existing facilities and infrastructure but also depends on customer loyalty, therefore the company is required to be able to satisfy customers by making products or services that customers want, but the company must also be able to create and improve customer loyalty (Lupiyoadi, 2001).

Customer loyalty is very important for the company to maintain its customers. Business is called success if it is successful in getting, growing and retaining customers (Kotler & Keller, 2009). Consumer loyalty is needed for all companies because the nature of loyalty itself has a long impact on a company. That is, the longer consumers are loyal to a service product from a particular company, the company will get a large profit (Griffin, 2002). Customer loyalty is indicated by the repurchase (using the same product or service) from the same company (Cronin et al., 1992). Customer loyalty is described as a strength of the relationship between relative attitudes and customers repeatedly. In loyalty is based on customer preferences as evidenced by repeated buying behavior (Ergin et al., 2007).

Customer loyalty is formed through a long process, where the customer has gone through a learning process (experience) from a continuous purchase made by the customer itself. If consumers feel that they are in accordance with what they expect, then consumers will make purchases repeatedly (Ellys et al., 2008). This can be said to have formed customer loyalty. Consumer loyalty can be formed because of the satisfaction felt by consumers. Consumer satisfaction is determined by consumer perceptions of product or service performance in meeting their expectations (Permana, 2013).

Management's ability to recognize competitors will help and explore various information about what and how competitors run the business as well as the strategy model that is applied, so that management gets the assurance that any strategies and activities carried out by the company are not preceded by competitors (Wulandari, 2012). Many of the strategies adopted by the company to maintain customers and build customer loyalty, along with the development of technology and information are increasingly advanced one of the right marketing strategies using customer relationship management by paying attention to customer relationship management (Febriyaningtyas et al., 2013).

Customer relationship management is the process of building and maintaining long-term, profitable relationships with customers through providing services that are valuable and satisfying to them (Kotler & Armstrong, 2009). Customer relationship management is one of the important activities whose results will affect customer loyalty because true customer loyalty is impossible without an emotional connection. If the company can optimize resources, the company is able to produce sustainable competitive advantages (Handriani, 2011).

Customers themselves know and are able to say, the emotional attachment between them and a company or between them and individual service providers (Barnes, 2003). The key to success for many companies lies in the transformational relationship of repeat customer buying behavior into relationships that are colored by positive emotions (Imasari & Nursalin, 2012). Based on this statement, customer relationship management is an important factor in increasing customer loyalty.

Another factor that can influence loyalty other than customer relationship management is a brand image. Loyal customers in re-purchasing will also consider the brand image. The brand image gives consumers an idea of the company. Consumers assume that certain brands are physically different from brands, the brand image will be attached continuously so that they can form loyalty to certain brands called brand loyalty (Rangkuti, 2009).

Consumers who have a positive image of a brand will be more likely to make purchases (Setiadi, 2003). The image is able to influence loyalty by forming the stability of the company which is realized by the excellence of the company which is still able to survive in the changing economic conditions at a time when, the positive reputation of the company is realized by the ethics and appearance of employees in serving, as well as the good name of the company in the minds of consumers (Arfianti, 2014). Therefore, even though they already have customers who are considered loyal, the company must maintain and pay attention to customer loyalty so that customers do not change brands (Sujadi & Wahyono, 2015).

However, from various existing studies, the relationship between customer relationship management and customer loyalty is inconsistent. Research conducted by Imasari and Nursalin (2012) states that customer relationship management has a positive and significant effect on customer loyalty. Research conducted by Prabawani (2018) shows that there is a relationship between customer relationship management and customer loyalty at PT. Limardi Trusted Partner Honda dealer Tunggul Sakti Kaliwungu Kendal shows that customer relationship management is positively and significantly related to customer loyalty. Furthermore, research conducted by Saadat and Nas (2013) states that customer relationship management does not have a positive and significant effect on customer loyalty showing results that are contrary to the research above which results in research there is no significant relationship between customer relationship management and customer loyalty.

In addition to research on customer relationship management towards customer loyalty that results in inconsistent relationships, research on the relationship of brand image to customer loyalty also results in inconsistent relationships. Research conducted by Wu et al. (2011) according to the results of the study shows that brand image does not have a positive and significant influence on loyalty. Unlike the results of other studies conducted by Ogba and Tan (2009) which stated that brand image has an influence on consumer loyalty. The results of this study are also supported in the research conducted by Ardiani and Murwatiningsih (2017) brand image has a positive and significant influence on consumer loyalty.

One form of loyal customer creation is the satisfaction they feel and receive from the company which leads to consumers will remain loyal or move to the choice of other products or services. Focusing on customer satisfaction basically occurs because of a situation where the needs, desires and expectations of customers can be fulfilled through the products they use (Nasution, 2010). Loyal customers are a result of the reflection of satisfaction received by consumers towards the company, the main purpose of the existence of a customer satisfaction program to build good customer relationships so that they become loyal customers in the long term. Customers who obtain a level of satisfaction after evaluating the purchase of a product or service will have an impact on the level of loyalty to the product or service (Kotler & Armstrong, 2009). Consumer satisfaction is a post-purchase evaluation where the alternatives chosen at least provide results (outcomes) equal or exceed consumer expectations, while dissatisfaction arises when the results obtained do not meet consumer expectations (Tjiptono 2011).

Customer satisfaction is a comparison of the quality of goods or services perceived by customers with customer desires, needs and expectations and if the customer has achieved satisfacti-

on, a repeat purchase or customer loyalty to the product or service will occur (Nasution, 2010). Research conducted by Zangmo et al. (2014) which examined the aviation services industry, showed that customer satisfaction had a positive and significant effect on loyalty. In addition, research conducted by Mahmud and Jusoff (2013) also shows that satisfaction has a positive and significant effect on loyalty.

But in other studies, it is said that the factors of customer satisfaction have no effect and are not significant to customer loyalty (Musanto, 2005). Another study conducted by Iriandini (2015) also showed different results that satisfaction did not significantly influence customer loyalty PT. Gemilang Surabaya Libra Logistics. Zangmo et al. (2014) in his research suggested that when consumers receive a satisfied attitude towards the product or service they receive, they believe that they receive good value, this will increase their loyalty to service providers. The decline in customer loyalty does not rule out this possibility due to customer satisfaction when (the outcome) is not as expected. Wijayanti and Wahyono (2015) states that a loyal customer will reduce the effort to find new customers, provide positive feedback to the organization. Consumer satisfaction is a comparison between products both goods and services received with what is expected by evaluating.

The phenomenon that occurs is the application of customer relationship management a company has been implemented optimally and the company's brand image is well owned, both directly and indirectly by the company, but the number of visitors is still fluctuating, even tends to decline. As the number of motorbike vehicles grew, the business in the area after sales and service or routine maintenance of motorcycle vehicles increased. One of the motorcycle service companies in Semarang, namely the official Suzuki Indosun Semarang workshop, is a company engaged in unit sales, providing original parts known as genuine Suzuki parts and routine maintenance of Suzuki motorbikes. The official Suzuki Indosun Semarang workshop or commonly called the Semarang Indosun Suzuki Beres is under PT Sejahtera Motor Gemilang, having its address at Jalan Jendral Sudirman Number 303, Kalibanteng, Semarang City.

Every company must have a goal to be achieved. As with the Semarang Indosun Suzuki which has a goal, both long-term goals and short-term goals, it is necessary for consumers who are committed to companies that have a high organization and are able to provide high satisfaction. This is because based on the data obtained from the company, it is suspected that there is satisfaction in customer service loyalty in the Suzuki Indosun Semarang official workshop, which has decreased, resulting in fluctuations in the number of visitors in the past few years. Based on an interview with the Suzuki Indosun Semarang service manager that various efforts have been made to retain customers, including the existence of electronic parts namely online product catalogs of spare parts starting from prices, part codes and technology-based component details that can be seen by its customers through its official website. In addition to these efforts, Indocin Suzuki Semarang always provides the best service to consumers by employees and also provides a complete availability of spare parts as well as a very convenient service waiting room where the noise of the workshop is not heard, in the waiting room with the air conditioner being cool enough, flat television and free wifi access for visitors.

Hypothesis Development

According to Mokodongan (2010) in relation to customer relationship management, customer loyalty is the result obtained from an organization that creates benefits for its customers so that they will make purchases or makes purchases from the organization; real customer loyalty is created if customers become advocates for the company, without intensive though. Customer loyalty can be created, but of course, an organization must cooperate for it by creating a win-win relationship between the company and its customers through the provision of benefits between the two parties.

Customer relationship management is one of the important activities whose results will affect customer loyalty because true customer loyalty is impossible without an emotional connection. Loyalty itself can be measured differently based on the stage at which the customer relationship management process is located. At the stage of customer acquisition, the measurement of customer loyalty relates to transactions such as the product / service turnover offered. This is related to profitability such as profit margins from the products or services offered. This measurement of loyalty turns into relationship-oriented, along with the changing stages of customer retention. Research conducted by Prabawani (2018) at PT. Limardi Trusted Partner of Honda dealer Tunggul Sakti Kaliwungu Kendal shows that customer relationship management is positively and significantly related to customer loyalty.

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

Customer relationship management directly affects customer satisfaction and loyalty. Customer relationship management that covers this will lead to the creation of a positive emotional relationship between the customer and the company so that later customer loyalty will be created. Zangmo et al. (2014) in his research suggested that when consumers receive a satisfied attitude towards the product or service they receive, they believe that they receive good value, this will increase their loyalty to service providers. The decline in customer loyalty does not rule out this possibility due to customer satisfaction when (the outcome) is not as expected. Research conducted by Khedkar et al. (2015) states that customer relationship management (CRM) has proven to have a large influence on customer satisfaction and had an impact on customer loyalty.

H2: Customer relationship management has a positive and significant effect on customer loyalty through satisfaction.

Rangkuti (2009) states that if consumers assume that a particular brand is physically different from a competitor's brand, the brand image will be attached continuously so that it can form loyalty to a particular brand called loyalty. Research conducted by Ardiani and Murwatingsih (2017) suggests that brand image has a positive and significant effect on consumer loyalty.

H3: Brand image has a positive and significant effect on customer loyalty.

The brand image directly affects customer satisfaction and customer loyalty. The relationship between brand image and customer loyalty is influenced by satisfying product use experience. Consumers who have loyalty to a brand will continue to make repurchases because they believe and feel satisfied so that consumers are not easily tempted by promotions from competitors and the willingness to recommend the brand to others, thus creating satisfaction from customer loyalty generated from the image the brand. Research conducted by Shandra and Murwatiningsih (2017) which shows the results that brand image has an indirect effect on customer loyalty through customer satisfaction.

H4: Brand image has a positive and significant effect on customer loyalty through satisfaction.

Customers who obtain a level of satisfaction after evaluating purchases will have an impact on the level of loyalty to the product or service (Kotler & Armstrong, 2009). According to Oliver Richard (1997) in the long run, satisfaction will have an impact on customer loyalty. High satisfaction is important to keep loyal customers. When a customer feels satisfied with the product or service provided by a company, the customer will tend to re-purchase the product or visit the service, which is an indicator of customer loyalty. Research conducted by Mahmud and Jusoff (2013) shows that satisfaction has a positive and significant effect on loyalty.

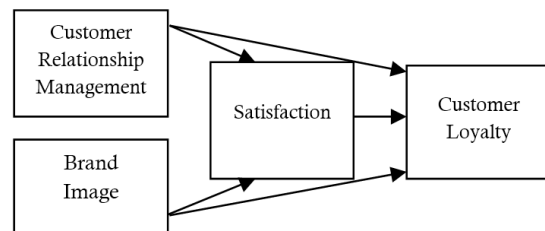H5: Satisfaction has a positive and significant effect on customer loyalty.

Figure 1. Research Model

METHOD

The population used in this study are consumers who use service services more than 2 times in the official Suzuki Indosun Semarang workshop. The population in this study is not known with certainty, then the determination of the number of samples to be used in this study using the iteration formula method. Based on the sample iteration calculation, as many as 115 respondents from customer service services at the Suzuki Indosun Semarang official workshop. This study uses a sampling technique called accidental sampling which is included in the non-probability sampling. According to Sugiyono (2010), incidental sampling is a technique of determining samples based on a chance/ incidental meeting with researchers can be used as a sample, if viewed by the person found is suitable as a data source. Variables consisting of independent variables, dependent variables and intervening variables.

The dependent variable in this study is customer loyalty (Y2). According to Kotler and Keller (2009) indicators of customers who are loyal to a product or service include:

1. Repeat Purchases, defined as loyalty to the product buyer by making repeated purchases of the product or service. Customers can be said to be loyal if they have made purchases more than once.
2. Retention, resistance can be interpreted that customers who are more loyal to a company then the customer will be immune to the negative influence about the company, mea-

ning that customers will continue to think positively of the company that has been trusted and not easily moved to other products or services (competitors).

3. Referrals, meaning loyal customers will provide references or recommendations to other potential customers about the products or services that they have trusted, whether they are friends or groups.

The independent variables in this study were customer relationship management (Y1) and brand image (Y2). According to Anton and Petouhoff (2001), customer relationship management has three main aspects that are mutually binding, as follows:

1. Humans, in this case, what is meant by humans are employees as executors of customer relationship management. The key factors that must be considered in this dimension are the enthusiasm, appearance and friendliness given by the company to customers.

2. The process, this relates to systems and procedures that help people (employees) to better identify and establish close relationships with customers. The dimensions of the process are formed because of the identification of profiles, communication with customers, providing added value, handling customer complaints and giving discounts to customers. In customer relationship management, the process must focus on the customer.

3. Technology, this is done to help accelerate and optimize human factors (employees) and business processes in voluntary activities with everyday customers. The technology dimension is formed because indicators of customer database systems and communication media are used to establish relationships with customers.

According to Ferrinadewi (2008) and Aaker and David (2010) indicators of the brand image include:

1. Reputation, level or status that is high enough for a brand because it is more proven to have a good track record.

2. Positive Strengths, consisting of 3 things in the minds of consumers, namely the desire, then the belief that certain brands can fulfill their desires and the most important is consumer confidence that the brand has a significant difference compared to other brands.

Intervening variables in this study are satisfaction (Y1). According to Martín-Consuegra et al. (2007), there are several indicators of customer satisfaction, including:

1. Conformity of Hope is a comparison of the reality that customers get when using services before using services. A feeling of pleasure or disappointment that appears after comparing the perception or impression of the performance or results of a product and its expectations.

2. Customer Appraisal is a customer's assessment of all performance that has been felt during the use of services, both employee performance such as politeness and friendliness as well as service skills and also an assessment of various supporting facilities.

Data collection methods used are documentation and questionnaires. Data analysis in this study consisted of validity, reliability, classic assumption test, hypothesis test and path analysis.

Validity Test

Validity test is used to measure whether a questionnaire is valid or not. The results of the study are valid if there are similarities between the data collected and the data that actually occurs in the object under study (Sugiyono, 2010). In this study the significance test is done by comparing the r count with r table for the degree of freedom (df) = n-2, in this case, n is the number of samples, so that (df) = 30-2 = 28, then the r table is 0.361. R table obtained is 0.361. If the r count is greater than r table (0.361), then the statement is valid. Whereas if r count is smaller than r table (0.361), then the statement is invalid.

Based on the calculation stated the instrument as many as 29 items the statement is valid, so it can be forwarded to the calculation of regression analysis.

Reliability Test

Reliability testing is used to find out whether the data collection tool shows the level of accuracy, accuracy, stability, or consistency of the tools in uncovering symptoms at different times. According to Sugiyono (2008), a reliable instrument is an instrument that when used several times to measure the same object, will produce the same data. The results of the correlation between the answers to the statements submitted to respondents were measured using the IBM SPSS Statistics 23.0 program through the Cronbach's Alpha (α) test. A construct of the variable is said to be reliable if it gives a Cronbach's Alpha value of more than 0.70. In this study, reliability testing

was carried out on 30 respondents and the interpretation of the results will be adjusted to the previous provisions. If the Cronbach's Alpha value is more than 0.70, then the research instrument can be said to be reliable. Conversely, if the value of Cronbach's Alpha is less than 0.70, the research instrument is declared unreliable.

Based on the calculation, the Cronbach's Alpha value calculated for each variable> 0.70 then all the research instruments were declared reliable.

RESULT AND DISCUSSION

Normality Test

The normality test aims to test whether, in the regression model, the variable has a normal distribution. Normality test can be seen through the following Kolmogorov-Smirnov (K-S) nonparametric statistical test:

The Kolmogorov-Smirnov test shows that the data is normally distributed if the Asimp value. Sig (2-tailed) > 0.05 level of significant One-Sample Kolmogorov. Based on the table, the Asymp value is obtained. Sig. (2-tailed) 0.200> 0.05, means that the residual data is normally distributed so that it meets the classic assumption of normality.

Multicollinearity test

Multicollinearity test aims to test whether the regression model is found to have an (independent) load variable. To detect the presence or absence of multicollinearity, one way can be seen from the tolerance value and the opposite, Variance Inflation Factor (VIF). Multicollinearity occurs when the tolerance value is < 0.10 and if the tolerance value is > 0.10, there is no multicollinearity, or the VIF value < 10 = no multicollinearity occurs. The results of the calculation of tolerance values in the table shows that each independent variable has a tolerance value> 0.10, as well as the value of Variance Inflation Factor (VIF) <10. So it can be concluded that there is no multicollinearity between independent variables in the regression model.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		115
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.24837398
Most Extreme Differences	Absolute	.067
	Positive	.067
	Negative	-.057
Test Statistic		.067
Asymp. Sig. (2-tailed)		.200

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Table 2. Multicollinearity Test Results

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	20.808	3.830		5.433	.000		
Total_Crm	.177	.079	.210	2.247	.027	.860	1.163
Total_Cm	.217	.104	.184	2.081	.040	.955	1.047
Total_Satisfaction	.251	.122	.192	2.048	.043	.853	1.172

a. Dependent Variable: Total_Loyalty

Table 3. Heteroscedasticity Test Results with the Glejser Test Method

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.613	2.515		.244	.808
	Total_Crm	.111	.052	.213	2.137	.078
	Total_Cm	-.093	.069	-.128	-1.351	.179
	Total_Satisfaction	-,013	.080	-.017	-.166	.869

a. Dependent Variable: RES2

Table 4. Results of t-Test Customer Relationship Management, Brand Image and Satisfaction with Customer Loyalty

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.808	3.830		5.433	.000
	Total_Crm	.177	.079	.210	2.247	.027
	Total_Cm	.217	.104	.184	2.081	.040
	Total_Satisfaction	.517	.122	.192	2.048	.043

a. Dependent Variable: Total_Loyalty

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is a variance inequality from residual one observation to another observation. If the variance from residual one observation to another observation remains or does not change, then it is called homocedastisity and if it is changed, it is called heteroscedasticity. To further strengthen that regression does not occur heteroscedasticity can be done with the Glejser Test. Based on the Table 3, that none of the independent variables that are statistically significant affect the independent variables or the probability of Sig. > 0.05, so that it can be concluded that heteroscedasticity does not occur.

Model Examination

The model testing is testing hypotheses in the form of path diagrams or relationships between variables arranged according to theory (Sugiyono, 2012).

Test the Significance of Individual Parameters (Test Statistics t)

Test the significance of individual parameters (t statistic test) is used to determine the value of t arithmetic and the significant value between the independent variables on the dependent variable. The following results of testing the significance of individual parameters. Based on the Table 4, shows that the customer relationship management variable has a significance level of 0.027 from what is required that is equal to < 0.05, that is the results of the study obtained 0.027 < 0.05. This means that hypothesis 1 which states that customer relationship management has a significant effect on customer loyalty is accepted. The results of this study supported by research conducted by Prabawani (2018) prove that there is a direct and significant influence on customer relationship management on loyalty.

Furthermore, the significance value of brand image variable on customer loyalty is 0.040 < 0.05. This means that hypothesis 3 which states that brand image has a significant effect on customer loyalty is accepted. The results of the study are in line with the research conducted by Ardiani and Murwatingsih (2017) which suggests that brand image has a direct positive and significant effect on customer loyalty.

Then, the significance value of the variable satisfaction with customer loyalty is 0.043> 0.05. This means that hypothesis 5 which states satisfaction has a significant effect on customer loyalty is accepted. The results of this study are in line with research conducted by Mahmud and Jusoff (2013) stating that customer satisfaction has a significant impact on customer loyalty.

Path Analysis (*Analisis Jalur*)

Path Analysis (*Analisis Jalur*) used to measure causality relationships between variables that have been predetermined. The causality variable tested in this study is customer relationship management and brand image of customer loyalty through satisfaction. To measure the presence or absence of mediating or interfering effects, the path coefficient ratio is used. Path coefficients are calculated by making two equations, model 1 and 2 regression which show hypothesized relationships.

Table 5. Model 1 R Square

Model Summary			
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.383[a]	.147	.132	1.760

a. Predictors: (Constant), Total_Cm, Total_Crm

b. Dependent Variable: Total_Satisfaction

From the table above can be seen the value of R Square or R^2 is 0.147. The R^2 value can be used to calculate the value of e1 with the formula:

$$e1 = \sqrt{(1 - R^2)} = \sqrt{1 - 0.147}$$

$$e1 = 0.923$$

Based on the Table 5, it can be seen the regression equation as follows:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + e1$$
$$Y_1 = 0.340 X_1 + 0.130 X_2 + 0.923 …..............(1)$$

From the model 1 equation, it can be explained that: a) Every increase in customer relationship management will be followed by an increase in satisfaction of 0.340 if other variables are assumed to be fixed; b) every increase in the brand image will be followed by an increase in satisfaction of 0.130 if other variables are assumed to be fixed.

Table 6. Model 2 R Square

Model Summary[b]			
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.412[a]	.169	.147	2.279

a. Predictors: (Constant), Total_Kepuasan, Total_Cm, Total_Crm

b. Dependent Variable: Total_Loyalitas

From the table above can be seen the value of R Square or R2 is 0.169. The R2 value can be used to calculate the e2 value with the formula:

$$e2 = \sqrt{(1 - R^2)} = \sqrt{1 - 0.169}$$

$$e2 = 0.911$$

Based on the Table 6, it can be seen the regression equation as follows:

$$Y_2 = \beta_4 X_1 + \beta_5 X_2 + \beta_3 Y_1 + e2$$
$$Y_2 = 0.210 X_1 + 0.184 X_2 + 0.192 Y_1 + 0.911.......(2)$$

From the model 2 equation, it can be explained that: a) Every increase in customer relationship management will be followed by an increase in customer loyalty by 0.210 if other variables are assumed to be fixed; b) every increase in the brand image will be followed by an increase in customer loyalty by 0.184 if other variables are assumed to be fixed; c) every increase in satisfaction will be followed by an increase in customer loyalty of 0.192 if other variables are assumed to be fixed.

Based on the calculation of the two regression equations, we can include the research regression as follows:

$$Y_1 = 0.340 X_1 + 0.130 X_2 + 0.923. ....(1)$$
$$Y_2 = 0.210 X_1 + 0.184 X_2 + 0.192 Y_1 + 0.911......(2)$$

The indirect effect of customer relationship management variable on customer loyalty through satisfaction can be known by multiplying the path coefficient of customer relationship management in equation 1 and satisfaction in equation 2, namely $0.340 \times 0.192 = 0.065$. The total effect of the path coefficient is by adding up the direct influence of customer relationship management and the indirect effect of $\beta 4 + (\beta 1 \times \beta 3) = 0.210 + 0.065 = 0.275$.

The following is a path analysis image to prove the intervening effect of satisfaction on the effect of customer relationship management on customer loyalty.
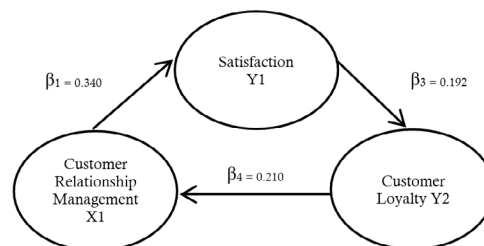

Figure 2. Path Analysis Effect of Customer Relationship Management on Customer Loyalty Through Satisfaction

Based on Figure 2 it can be seen from the results of these calculations that the total indirect effect between the variable customer relationship management on customer loyalty through satisfaction is 0.275. While the direct influence coefficient value of customer relationship management on customer loyalty is 0.210 because the total coefficient of indirect influence is greater than the effect of 0.275 > 0.210. Then hypothesis 2 which states that customer relationship management affects customer loyalty through satisfaction is accepted. This shows that satisfaction is able to strengthen the influence of customer relationship management on customer loyalty. This research is in line with the research conducted by Khedkar et al. (2015) states that customer relationship management (CRM) has proven to have a large influence on customer satisfaction and had an impact on customer loyalty.

The indirect effect of brand image variable on customer loyalty through satisfaction can be known by multiplying the path coefficient of brand image in equation 1 and satisfaction in equation 2, namely $0.130 \times 0.192 = 0.025$.

The total effect of the path coefficient is by adding up the direct influence of brand image and the indirect effect of $\beta5 + (\beta2 \times \beta3) = 0.184 + 0.025 = 0.209$

The following is a path analysis image to prove the intervening effect of satisfaction on the effect of brand image on customer loyalty.
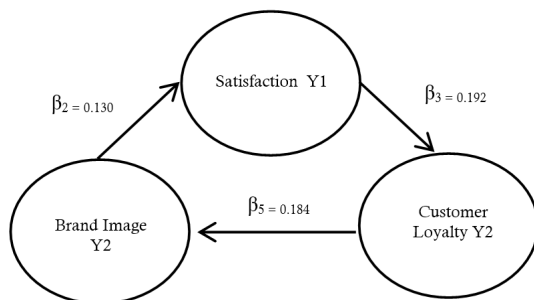

Figure 3. Path Analysis Effect of Brand Image on Customer Loyalty Through Satisfaction

Based on Figure 3 it can be seen from the results of these calculations that the total indirect effect between the variable brand image on customer loyalty through satisfaction is equal to 0.209. While the coefficient of the influence of brand image on customer loyalty is 0.184 because the total coefficient of indirect influence is greater than the effect of 0.209 > 0.184. So hypothesis 4 which states that brand image influences customer loyalty through satisfaction is accepted. This shows that satisfaction can strengthen the influ-

ence of brand image on customer loyalty. This research is in line with research conducted by Shandra and Murwatiningsih (2017) which shows the results that brand image has an indirect effect on customer loyalty through customer satisfaction.

CONCLUSION AND RECOMMENDATION

Based on the results of the study and discussion of the conclusions that, customer relationship management has a significant effect on customer loyalty. That is, the better the implementation of customer relationship management, then the level of customer loyalty will increase. Customer relationship management has an indirect influence on customer loyalty through satisfaction as an intervening variable. This means that satisfaction can be an intervening variable between customer relationship management and customer loyalty.

Brand image has a significant effect on customer loyalty. That is, the better the image owned by the company, the level of customer loyalty will increase. Brand image has an indirect influence on customer loyalty through satisfaction as an intervening variable. This means that satisfaction can be an intervening variable between brand image and customer loyalty. Satisfaction has a significant effect on customer loyalty. That is, the higher satisfaction is fulfilled, the level of customer loyalty will increase. Based on the results of the discussion in this study, the suggestions that researchers can provide are among others, for consumers in motorcycle service prioritizing service in authorized workshops that have implemented customer relationship management and have a good brand image. For companies, customer relationship management should be more attention to service activities with customers.

Furthermore, the brand image needs to be improved again to give a better image of the official Suzuki Indosun Semarang workshop to customers. It is suggested that further research can develop its research by adding other variables that can directly affect customer loyalty such as perceived value variables, customer experience, service quality, etc. In addition, it is also recommended to try different research models so that research becomes more varied.

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