

The Impact of CRM Mediation on Customer Experience and SERQUAL on Customer Loyalty in Retail Companies

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ABSTRACT : This study aims to analyze the effect of customer experience and service quality on customer loyalty through the mediating role of Customer Relationship Management (CRM) and the moderating role of local wisdom in retail companies in Batam City. This study employed a quantitative approach with a causal-comparative research design. The population consisted of consumers who had made transactions at Top 100 Supermarket, JC Supermarket, and Gogo Supermarket in Batam City. Purposive sampling was used to obtain 328 respondents. Data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with SmartPLS 4.0 software. The results indicate that customer experience and service quality have a positive and significant effect on Customer Relationship Management (CRM). Furthermore, customer experience, service quality, and CRM positively and significantly influence customer loyalty. CRM also significantly mediates the relationships between customer experience and customer loyalty, as well as between service quality and customer loyalty. However, local wisdom has no significant effect on customer loyalty and does not moderate the relationship between customer experience and customer loyalty. This study extends Relationship Marketing Theory by demonstrating the strategic role of Customer Relationship Management as a mediating mechanism linking customer experience and service quality to customer loyalty in the retail sector. In addition, the findings provide empirical evidence that local wisdom does not strengthen the relationship between customer experience and customer loyalty within the context of retail companies in Batam City, highlighting the greater importance of relational and service-related factors in fostering customer loyalty.

KEYWORDS - Customer Experience, Service Quality, Customer Relationship Management, Local Wisdom, Customer Loyalty.

I. INTRODUCTION

The retail industry is one of the sectors that plays a strategic role in driving national economic growth. Advances in digital technology, changes in consumer behaviour, and increasing competition between companies are driving businesses to sell products and build long-term relationships with customers (Berry, 1983; Sedalo et al., 2022). The retail sector in Indonesia continues to show positive growth, meaning that companies are required to create a competitive advantage through a high-quality shopping experience and excellent service. In an increasingly competitive environment, customer loyalty has become one of a company's strategic assets, as loyal customers tend to make repeat purchases, provide positive recommendations, and are less likely to be swayed by competitors' offers (Maheshwari et al., 2023; Gazi et al., 2024).

The city of Batam is a major commercial hub with a rapidly growing retail sector. The presence of various modern retail chains, such as Top 100 Supermarket, JC Supermarket and Gogo Supermarket, reflects the high level of competition in meeting consumer needs. On the other hand, the expansion of national retail chains is further intensifying competition, giving customers more options when choosing where to shop. This situation requires companies to offer a comprehensive range of products and provide an enjoyable shopping experience with consistent service quality. However, observations on the ground still indicate a decline in customer retention, a fall in average transaction value, and various operational challenges such as long queues, limited product stock, a lack of personalised service, and the sub-optimal use of Customer Relationship Management (CRM) systems in managing customer relationships (Tunas, 2023; Wibowo et al., 2021).

In the face of changing consumer behaviour, customer experience and service quality have become two factors that receive significant attention in marketing literature, as both are believed to shape positive perceptions of a company. Customer experience describes the overall experience a customer has whilst interacting with a company, whilst service quality reflects a company's ability to meet customer expectations through reliable, responsive and high-quality service (Kumar & Mokha, 2021; Agarwal & Dhingra, 2023). Various studies indicate that a positive customer experience and good service quality contribute to increased customer satisfaction, trust and loyalty (Dasgupta, 2025; Sujatha et al., 2025). However, this relationship is not always direct, as it is also influenced by a company's ability to build long-term relationships with customers.

Customer Relationship Management (CRM) is regarded as one of a company's strategic capabilities, enabling it to integrate customer information, improve the quality of interactions, and build sustainable relationships with customers (Gazi et al., 2024; Hasan et al., 2023). The implementation of CRM enables companies to gain a deeper understanding of customer needs, thereby making the service provided more personalised and valuable. Consequently, CRM is expected not only to have a direct impact on customer loyalty but also to act as a mechanism that bridges the influence of customer experience and service quality on customer loyalty (Juliyanti & Djunaid, 2024; Rayne & Hollebeek, 2025).

Although the relationship between customer experience, service quality, CRM and customer loyalty has been extensively studied, there are still some gaps in the research. Mahrinasari et al. (2024) placed greater emphasis on strategic factors in building competitive advantage without specifically testing the role of CRM as a mediating variable. The study by Wibowo et al. (2021) focuses more on the context of social media-based digital marketing and therefore does not yet describe customer characteristics in the offline retail industry. The study by Gazi et al. (2024) was conducted in the telecommunications sector, which has different characteristics to retail companies. On the other hand, research on the implementation of CRM in digital SMEs (Hasan et al., 2023; Hasan et al., 2025) highlights the importance of CRM in building customer relationships; however, the context of modern retail firms remains relatively under-researched. This indicates that there is still scope for research into the mechanisms by which customer experience and service quality can shape customer loyalty through the mediating role of CRM in the retail industry in Indonesia.

Based on this research gap, this study proposes a model that integrates customer experience and service quality as factors shaping customer loyalty, mediated by Customer Relationship Management (CRM), in retail companies in Batam. This study is expected to enrich the development of Relationship Marketing Theory (Berry, 1983) by explaining how CRM functions as a relational mechanism in transforming customer experience and service quality into customer loyalty. In addition to contributing to the development of relational marketing theory, the results of this study are also expected to provide practical insights for retail companies in designing more effective customer relationship management strategies to enhance the company's competitiveness. Based on the above, this study aims to analyse the influence of customer experience and service quality on Customer Relationship Management; to test the influence of customer experience, service quality, and Customer Relationship Management on customer loyalty; and to analyse the mediating role of Customer Relationship Management in the relationship between customer experience and service quality on customer loyalty in retail companies in Batam City.

II. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This study was conducted in the city of Batam, Riau Islands Province, focusing on three modern retail companies: Top 100 Supermarket, JC Supermarket and Gogo Supermarket. The city of Batam was chosen as the research location because it is one of Indonesia's centres for trade and services, experiencing rapid growth in the retail sector. Batam's geographical position, bordering directly on Singapore and Malaysia and supported by a free trade zone, has fuelled increased trade activity and competition within the retail sector. These conditions require retail companies to be able to enhance the customer experience, improve service quality, integrate local wisdom, and manage customer relationships effectively in order to maintain customer loyalty.

This study develops a model that examines the influence of Customer Experience (CE), Service Quality (SQ) and Local Wisdom (LW) on Customer Loyalty (CL) through the mediating effect of Customer Relationship Management (CRM). Customer experience represents the customer's experience whilst interacting with the company, whilst service quality describes the customer's perception of the quality of service received. On the

other hand, local wisdom reflects the application of local cultural values that can provide added value in the company's service and interactions with customers. Furthermore, Customer Relationship Management is positioned as a mediating variable that explains the mechanism by which customer experience, service quality, and the application of local wisdom values can build customer loyalty. Meanwhile, customer loyalty is an endogenous variable that describes customers' commitment to making repeat purchases, maintaining long-term relationships with the company, and providing positive recommendations to other customers. All variables are measured using indicators adapted from previous research that have met the requirements for validity and reliability. This research model illustrates that customer loyalty is influenced not only directly by customer experience, service quality and local wisdom, but also through a company's ability to manage customer relationships using Customer Relationship Management. Therefore, this study evaluates both the direct and indirect relationships between the variables to gain a more comprehensive understanding of the factors that shape customer loyalty in retail companies in Batam City.

III. METHODOLOGY

This study employs a quantitative approach using a causal-comparative research design to analyse the influence of Customer Experience, Service Quality and Local Wisdom on Customer Loyalty, mediated by Customer Relationship Management, in retail companies in Batam City. The causal-comparative design was chosen to identify cause-and-effect relationships based on phenomena that have already occurred (*ex post facto*) and to test the direct and indirect effects between variables within the research model (Sahir, 2022). This study aims to provide empirical evidence regarding the relationships between variables within the context of the modern retail industry.

A total of 328 questionnaires were collected from customers of Top 100 Supermarket, JC Supermarket and Gogo Supermarket in Batam City who met the research criteria, namely: being resident in Batam City, having previously made a purchase at one of these retail outlets, and being aged 15 or over. Respondents were selected using purposive sampling, given that the study required respondents with characteristics aligned with the research objectives (Sugiyono, 2023). The sample size met the minimum requirement calculated using the G*Power application based on a power analysis approach, namely 328 respondents (Verma, 2020).

All data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with the aid of SmartPLS 4 software. The PLS-SEM approach was chosen because it is capable of testing complex relationships between latent constructs, including mediating effects, and is suitable for research models involving several exogenous, mediating and endogenous variables (Hair et al., 2019). The analysis was conducted in three stages: evaluation of the outer model, evaluation of the inner model, and hypothesis testing. The evaluation of the outer model involved testing for convergent validity, discriminant validity, Cronbach's alpha, composite reliability, and average variance extracted (AVE). Subsequently, the inner model was evaluated using the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). Hypothesis testing was carried out using the bootstrapping procedure with a significance level of 5 per cent to evaluate the direct and indirect effects between variables in the research model.

IV. RESULT AND DISCUSSION

Based on demographic data of 311 respondents, the majority of participants in this study were male with a percentage of 64.95% (202 people), while females were only 35.05% (109 people). In terms of age, most respondents were in the 20–25 years age range, namely 68.49% (213 people), followed by the 26–30 years age group as much as 11.90% (37 people), above 30 years as much as 11.58% (36 people), and under 20 years as much as 8.04% (25 people). The respondents' last education was dominated by high school graduates or equivalent as much as 68.17% (212 people), while bachelor graduates amounted to 31.51% (98 people), and the remaining only 0.32% (1 person) came from junior high school level, without any from elementary school or other education. In terms of domicile, almost all respondents (99.68% or 310 people) live in Batam, indicating that this study is highly geographically relevant to the local context of the city. In terms of occupation, the majority of respondents came from private sector employees at 47.91% (149 people), followed by students at 27.97% (87 people), entrepreneurs at 17.36% (54 people), and a small portion came from civil servants and other occupations.

Meanwhile, the largest monthly income was in the range of IDR 3,500,000 – IDR 5,000,000 at 30.87% (96 people), followed by the group of IDR 5,000,001 – IDR 7,500,000 (25.08%), and more than IDR 10,000,000 (20.58%). This shows that the majority of respondents are a productive young age group who are fairly well educated, have a middle income, and are active users of e-commerce in Batam.

Table 1. The Assessment of Outer Model

Items	Outer Loading	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
CE1 – Social media posts attract customers' senses.	0.712	0.729	0.759	0.552
CE2 – Social media participation provides an interesting experience.	0.849			
CE3 – Social media encourages customers to consider their lifestyle.	0.708			
CE4 – Social media facilitates interaction among customers.	0.692			
SQ2 – Service quality minimizes customer complaints.	0.711	0.804	0.817	0.633
SQ3 – Delivery service meets customer expectations.	0.845			
SQ4 – The company provides excellent service quality.	0.868			
SQ5 – Information is delivered quickly and satisfactorily.	0.746			
LW1 – The company reflects positive local cultural values.	0.786	0.823	0.893	0.570
LW2 – Customers obtain benefits from local wisdom values.	0.748			
LW3 – The company provides pleasant services based on local values.	0.765			
LW4 – Local wisdom is integrated into products and services.	0.770			
LW5 – Employees utilize local expertise in serving customers.	0.703			
CRM1 – The company understands customer needs and preferences.	0.722	0.718	0.724	0.540
CRM3 – The company maintains long-term customer relationships.	0.748			
CRM4 – Customer data are collected and analyzed effectively.	0.706			
CRM5 – The company provides various communication channels for customers.	0.760			
CL1 – Customers recommend the company to others.	0.716	0.757	0.794	0.565
CL2 – Customers intend to continue using the company's services.	0.755			
CL3 – Customers intend to purchase additional services.	0.761			
CL4 – Customers share positive experiences with others.	0.774			

Source: Processed data 2026

Outer loading tests were conducted to evaluate convergent validity by examining the factor loadings of each indicator on its respective construct, where an indicator is considered valid if it has a value above 0.70, although values between 0.60 and 0.70 are still acceptable in exploratory research (Hair et al., 2022; Ghozali & Kusumadewi, 2023). The results of the study indicate that all indicators in this study met the criteria for convergent validity and are suitable for further analysis in the structural model evaluation stage because they met the criteria (Ghozali & Kusumadewi, 2023; Sahir, 2022).

Reliability and validity tests were conducted to ensure that each construct in the study exhibited good internal consistency and was capable of accurately measuring latent variables (Hair et al., 2022; Ghozali & Kusumadewi, 2023). Based on the analysis results, all variables showed Cronbach's Alpha values above 0.70, namely Customer Experience (CE) at 0.729, Customer Loyalty (CL) at 0.757, Customer Relationship Management (CRM) at 0.718, Local Wisdom (LW) at 0.823, and Service Quality (SQ) at 0.804; thus, they can be considered reliable (Hair et al., 2022; Sugiyono, 2023).

Furthermore, the convergent validity test using the Average Variance Extracted (AVE) values showed that all variables had AVE values above 0.50, namely CE at 0.552, CL at 0.565, CRM at 0.540, LW at 0.570, and SQ at 0.633, thus meeting the criteria for convergent validity (Hair et al., 2022; Ghozali & Kusumadewi, 2023). This indicates that each construct is capable of explaining more than 50% of the variance in its indicators and has a strong ability to represent the measured variables (Sugiyono, 2023; Sahir, 2022). Thus, it can be concluded that all variables in this study have met the criteria for reliability and validity, making them suitable for use in the subsequent analysis stage of the structural equation modeling (Hair et al., 2022; Ghozali & Kusumadewi, 2023).

Table 2. The Analysis Results of Significant Relationships Between Variables

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CE -> CL	0.145	0.142	0.057	2,550	0.011
CE -> CRM	0.262	0.265	0.076	3,440	0.001
CRM -> CL	0.283	0.279	0.058	4,906	0.000
LW -> CL	-0.064	-0.056	0.067	0.957	0.339
SQ -> CL	0.458	0.456	0.065	7,045	0.000
SQ -> CRM	0.311	0.313	0.062	5,016	0.000
LW x CE -> CL	0.045	0.038	0.052	0.868	0.386

Source: Processed data 2026

The test results show that Customer Experience has a positive and significant effect on Customer Loyalty ($\beta = 0.145$; $t = 2.550$; $p = 0.011$), so the hypothesis is accepted. These findings indicate that positive experiences customers have while interacting with a retail company can increase their tendency to make repeat purchases, recommend the company to others, and maintain a long-term relationship with the company. A pleasant shopping experience creates emotional value that fosters customer loyalty. These results are consistent with the study by Wibowo et al. (2021), which states that customer experience is a key determinant in building customer loyalty, and are supported by Redda and Deventer (2023), who found that positive customer experiences increase customer commitment to the company.

The results of the analysis show that Customer Experience has a positive and significant effect on Customer Relationship Management ($\beta = 0.262$; $t = 3.440$; $p = 0.001$), thus supporting the hypothesis. These findings indicate that the better the experience customers perceive during their interactions with the company, the more effective the relationships the company can build with its customers. Positive experiences help companies understand customer needs and strengthen communication and long-term relationships. These results are consistent with the research by Wibowo et al. (2021) and Gazi et al. (2024), which explains that customer experience is one of the key factors in enhancing the effectiveness of Customer Relationship Management implementation.

The test results show that Customer Relationship Management has a positive and significant effect on Customer Loyalty ($\beta = 0.283$; $t = 4.906$; $p < 0.001$), thus supporting the hypothesis. These findings indicate that effective customer relationship management can enhance customer loyalty through ongoing communication, an understanding of customer needs, and the provision of more personalized service. The better a company manages its relationships with customers, the more likely customers are to continue using the company's services and recommend them to others. These findings are consistent with Gazi et al. (2024), who state that CRM is a crucial strategy for building long-term relationships with customers, and are supported by Redda and Deventer (2023), who demonstrate that CRM contributes to increased customer loyalty.

The test results show that Local Wisdom does not have a significant effect on Customer Loyalty ($\beta = -0.064$; $t = 0.957$; $p = 0.339$), so the hypothesis is rejected. These findings indicate that the application of local wisdom values has not yet become a major factor influencing customer loyalty at retail companies in Batam City. In the context of this study, customers place greater emphasis on the quality of the shopping experience and service quality than on aspects of local culture when determining their loyalty. These results differ from the findings of Mahrinasari et al. (2024), which showed that local wisdom can provide added value for customers in certain sectors, suggesting that the influence of local wisdom still depends on industry characteristics and consumer behavior.

The results of the analysis show that Service Quality has a positive and significant effect on Customer Loyalty ($\beta = 0.458$; $t = 7.045$; $p < 0.001$), thus supporting the hypothesis. The largest path coefficient indicates that service quality is the most dominant factor in shaping customer loyalty compared to other variables. Reliable, responsive service that meets customer expectations will increase trust and encourage customers to continue using the company's services. These findings are consistent with the research by Agarwal and Dhingra (2023), which states that service quality is the primary determinant of customer loyalty, and are supported by Redda and Deventer (2023), who found that quality service drives repeat purchases and positive recommendations from customers.

The test results show that Service Quality has a positive and significant effect on Customer Relationship Management ($\beta = 0.311$; $t = 5.016$; $p < 0.001$), thus supporting the hypothesis. These findings indicate that improving service quality will strengthen the relationship between the company and its customers through increased trust, satisfaction, and better communication. Consistent, high-quality service provides a strong foundation for companies to build sustainable customer relationships. These findings are consistent with Agarwal and Dhingra (2023), who state that service quality contributes to the effectiveness of CRM, and are supported by Gazi et al. (2024), who emphasize that superior service is a key foundation of customer relationship management.

The test results show that Local Wisdom does not moderate the effect of Customer Experience on Customer Loyalty ($\beta = 0.045$; $t = 0.868$; $p = 0.386$), so the hypothesis is rejected. These findings indicate that the presence of local wisdom values neither strengthens nor weakens the effect of customer experience on the development of customer loyalty at retail companies in Batam City. Customer loyalty is more influenced by the quality of the shopping experience gained directly than by the aspects of local culture implemented by the company. These results indicate that in the context of the modern retail industry, customer experience and service quality remain more dominant factors than local cultural values in building customer loyalty.

Table 3. The Results of Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CE -> CRM - > CL	0.074	0.074	0.027	2,711	0.007
SQ -> CRM - > CL	0.088	0.087	0.024	3,695	0.000

Source: Processed data 2026

The test results show that Customer Relationship Management positively and significantly mediates the effect of Customer Experience on Customer Loyalty ($\beta = 0.074$; $t = 2.711$; $p = 0.007$), thus supporting the hypothesis. These findings indicate that a positive customer experience not only directly increases loyalty but also strengthens loyalty through effective customer relationship management. A pleasant shopping experience enables companies

to build better communication, understand customer needs, and create long-term relationships that ultimately enhance customer loyalty. These research results are consistent with Gazi et al. (2024), who state that Customer Relationship Management is a strategic mechanism for transforming customer experiences into sustainable relationships, and are supported by Wibowo et al. (2021), who found that positive customer experiences have a greater impact on loyalty when supported by effective customer relationship management.

The results of the analysis show that Customer Relationship Management positively and significantly mediates the effect of Service Quality on Customer Loyalty ($\beta = 0.088$; $t = 3.695$; $p < 0.001$), thus supporting the hypothesis. This finding indicates that good service quality will further enhance customer loyalty if the company is able to manage customer relationships effectively. Service that meets customer expectations fosters trust, ongoing communication, and a closer relationship between customers and the company, thereby leading to increased customer loyalty. These research results are consistent with Agarwal and Dhingra (2023), who state that service quality is the primary foundation for building strong customer relationships, and are supported by Gazi et al. (2024), who show that the implementation of Customer Relationship Management (CRM) strengthens the influence of service quality on customer loyalty.

Table 4. The Results of R-Square

	R-square	R-square adjusted
CL	0.469	0.461
CRM	0.273	0.268

Source: Processed data 2026

The results of the analysis show that the Customer Loyalty (CL) variable has an R^2 value of 0.469 and an adjusted R^2 of 0.461, indicating that 46.9% of the variation in Customer Loyalty can be explained by the variables Customer Experience (CE), Service Quality (SQ), Customer Relationship Management (CRM), and Local Wisdom (LW), placing it in the moderate category (Hair et al., 2022; Sugiyono, 2023).

Furthermore, the Customer Relationship Management (CRM) variable has an R^2 value of 0.273 and an adjusted R^2 of 0.268, indicating that 27.3% of the variation in CRM can be explained by the variables Customer Experience (CE) and Service Quality (SQ), thus falling into the weak-to-moderate category (Hair et al., 2022; Ghozali & Kusumadewi, 2023). Thus, it can be concluded that the research model has a fairly good explanatory power for the endogenous variables, making it suitable to proceed to the hypothesis testing stage (Hair et al., 2022; Sahir, 2022).

V. Conclusions

The research findings indicate that Customer Experience and Service Quality have a positive and significant impact on both Customer Relationship Management and Customer Loyalty. Furthermore, Customer Relationship Management has been shown to have a positive and significant impact on Customer Loyalty and to mediate the influence of Customer Experience and Service Quality on Customer Loyalty. These findings suggest that a positive customer experience and high service quality will be even more effective in fostering customer loyalty when supported by optimal customer relationship management.

On the other hand, Local Wisdom does not have a significant effect on customer loyalty and does not moderate the effect of customer experience on customer loyalty. These results indicate that, in the context of retail companies in Batam, customer loyalty is more strongly influenced by the quality of the shopping experience, service quality and the effectiveness of customer relationship management than by aspects of Local Wisdom. Therefore, retail companies need to prioritise strengthening their Customer Relationship Management strategies, supported by improvements in Customer Experience and Service Quality, in order to build sustainable customer loyalty.

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