

Review article

The Role of Customer Satisfaction Mediates Customer Relationship Management and Quality of Service to Customer Loyalty of Garuda Indonesia Domestic Airline

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Abstract - Business competition in the field of aviation is getting tighter. Every company engaged in an aviation business must be good at managing marketing and service strategies. Airlines must strive to survive market competition with their own advantages. The purpose of this study is to measure the effect of customer satisfaction impact in mediating variable customer relationship management and service quality on customer loyalty. This study was conducted in Denpasar with a sample of 253 respondents using purposive sampling and accidental sampling methods. The data collection was obtained from the results of the questionnaire dissemination using a five-point Likert scale used to measure 34 indicators using the SEM PLS analysis method. The results showed that customer satisfaction is able to mediate customer relationship management (CRM) and the quality of service to customer loyalty of Garuda Indonesia Domestic airlines. Garuda Indonesia's advice should be to improve the CRM system, especially in the field of human resources, and improve the quality of cleaning services.

Keywords - Customer loyalty, satisfaction, customer relationship management (CRM), service quality.

I. INTRODUCTION

Business competition in the field of aviation is getting tighter. Every company engaged in the aviation business must be good at organizing marketing strategies and services to increase the number of customers and maintain existing customers. Airlines must be able to survive market competition with their respective advantages. Garuda Indonesia provides services to passengers in terms of comfort, security, offering quality products and other services that are not available on airlines with low-cost carrier (LCC) concepts. To still be able to

succeed, Garuda Indonesia airline has the right strategy to target prospective passengers by choosing and determining the target market to match the services provided with ticket prices sold and, most importantly, not to ignore flight safety (Depi, 2019).

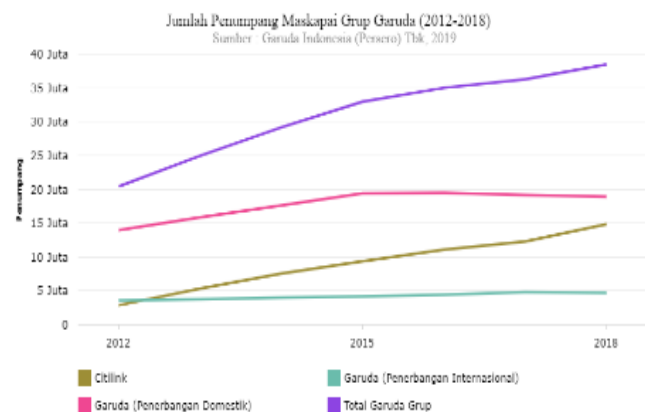


Fig. 1 Number of Passengers of Garuda Group Airlines

Source: katadata.co.id

In Figure 1.1, the number of passengers of Garuda Indonesia airlines throughout 2018 grew 6% to 38.44 million passengers. However, the number of Garuda passengers for domestic and international flights actually decreased. Only its subsidiary, Citilink, recorded the growth of aircraft passengers.

Loyalty is the ideal situation most marketers expect, where consumers are positive about a product or service and accompanied by a consistent repurchase pattern (Tjiptono, 2006). Customer loyalty can also be described as the intensity of the relationship between customer attitude and buyback behavior (Srivastava, 2015). Customer loyalty is basically a relationship between the company and the



customer. A good company always puts customers at the center of business activities. Hasan (2014: 121) suggests customer loyalty benefits the company, including reducing marketing costs, trade leverage, attracting new customers, responding to competitor threats, and the cumulative value of a sustainable business.

Customer Relationship Management (CRM) has become very important for companies, especially companies engaged in the provision of services. Customer Relationship Management (CRM) is the process of carefully managing detailed information about individual customers and appropriate customer contact points to maximize customer loyalty (Kotler and Keller, 2008:148). CRM strategies can help companies to maximize the value generated from customer transactions over the customer's lifetime. CRM must keep up with technological advances and implications on an organization's operations, behavior, and consumer expectations (Sigala, 2018).

Service Quality can be seen from five dimensions, including tangible evidence, namely the ability of Garuda Indonesia airline company to show its existence to external parties; the quality of service is very important for the company because it can affect customer satisfaction. The higher the quality of service perceived, the greater the satisfaction felt by customers. Customer satisfaction is a situation that consists of the wants, expectations, and needs of customers that can be met. The service is considered satisfactory if the service can meet the needs and expectations of customers (Novandy & Rastini, 2018). If the customer is satisfied or very satisfied, then he will show the magnitude of the possibility to become a loyal customer to the company and form a favorable word of mouth recommendation for the company (Fajariah, 2019). The purpose of this study was to measure the effect of customer satisfaction in mediating customer relationship management variables and service quality to customer loyalty of Garuda Indonesia Domestic airline.

II. LITERATURE REVIEW AND HYPOTHESIS

A. *Expectation-confirmation theory*

Expectation Confirmation Theory (ECT), originated by Oliver (1980), involves a common customer behavior pattern used to determine and predict buyback satisfaction and intentions. In Oliver's (1980) opinion, the intention of repurchase depends largely on previous satisfaction, while the level of satisfaction itself is derived from affirmed discounts and expectations of services on a product or system. Expectation Confirmation Theory involves four main constructs: expectations, perceived performance, confidence discounting, and satisfaction.

B. *Customer Relationship Management (CRM)*

Buttle (2019: 4) states that Customer Relationship Management (CRM) is an integration system used to plan, schedule, control pre-sales, and post-sales activities in an

organization. Customer Relationship Management (CRM) is referred to as an approach to managing a company's interactions with current and prospective customers (Jermsittiparsert et al., 2018).

CRM strategies help to improve customer satisfaction and maintain long-term relationships with customers to achieve organizational goals (Sofi et al., 2020). Variable Customer Relationship Management (CRM) measurement refers to super and Suasana research (2017) and Sofi et al. (2020) that have been adapted to the object of research, namely: (1) Continuity marketing consisting of indicators of member cards, discounts, and reward points, (2) One to one Marketing consisting of indicators of friendliness, speed, appearance and handling of complaints, (3) Customer orientation when an organization is organized, understand and meet customer needs with continuous interaction

C. *Quality of Service*

Quality of service is one of the determinants of success in the current service industry (Farooq et al., 2018). Quality of service can be defined as the needs and expectations of well-accommodated customers carried out by service providers (Kusumawardani et al., 2017). Variable measurement of service quality refers to the research Farooq et al. (2018) as well as research Kusumawardani et al. (2017) that have been adapted to the object of the study, namely: (1) Physical evidence (tangibility) measured through five indicators namely seats on the plane, quality of food and drink, interior of the aircraft, cleanliness of toilets in the aircraft and entertainment services. (2) Reliability is measured by three indicators, namely employee performance, security and control systems, updated websites, (3) Responsiveness is measured by four indicators, namely flight delays, check-in and baggage handling, employee willingness to help, speed of handling requests/complaints. (3) Assurance and assurance are measured using three indicators, namely company image, communication, and knowledge. (4) Empathy is measured using three indicators, namely employee behavior, attention, and understanding of passengers.

D. *Customer Satisfaction*

Satisfaction is a results-based evaluation process resulting from the customer experience of the offer (Potdar et al., 2018). Customer satisfaction is an important variable in customer loyalty, as customer satisfaction has the greatest positive influence on customer loyalty (Briliana, 2018). Satisfaction refers to the comparison made by customers with service satisfaction and expected satisfaction based on service standards provided from a collection of previous experiences (Chen & Lin, 2019). The measurement of customer satisfaction variables refers to the research of Berlianto (2019), Haddad et al., 1 (2018), as well as Darmawati research (2017) with customer satisfaction indicators consisting of: (1) Feelings of pleasure, (2) Decision making, (3) Conformity of expectations

E. Customer Loyalty

Loyalty is a customer's commitment to making consistent and continuous repurchases in the future, despite being influenced by situations and attempts to cause behavior change (Fadhilla et al., 2019). Loyalty is defined as a customer's strong commitment to re-subscribe to a particular product or service in the future despite environmental influences and marketing efforts that cause changes in marketing behavior (Rachmawati, 2017). Measurement of customer loyalty variables refers to research conducted by Hapsari et al. (2017) as well as Novandy & Rastini research (2018) that has been adapted to the research object, including the following: (1) Repeat purchase, (2) Retention, (3) Referalls, (4) Say positive things

a)Previous Research and Hypothesis

Another study conducted by Hajiyan et al. (2015) examined the influence of CRM on service quality and customer loyalty. The results show that CRM has a positive impact on service quality and customer loyalty. Unlike the results of santoso & widayanto research (2018), which uses variable satisfaction as a mediation variable. It shows that CRM only affects satisfaction but has no effect on loyalty. Bashir (2017) and Hassan et al. (2015) prove that CRM has a significant effect on customer satisfaction and having positive relationships. Likewise, research conducted by Damayanti & Prabawani (2017) proves that CRM affects customer loyalty through customer satisfaction. Research conducted by Hermawan & Suharyono (2018), Supar and Suasana (2017), Ningsih et al. (2016), Sundari (2019), Mranani & Supartini (2020) showed the results that customer relationship management (CRM) has a positive and negating effect on customer loyalty.

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

Chen & Liu (2017) shows that the impact of quality of service has an influence on customer loyalty either directly or indirectly. It refers to the extent to which individuals perceive that others who have significant influence, such as family and friends, can influence them to use technology. Mohamad et al. (2017) stated that the quality of service significantly affects customer loyalty, As well as research by Fadhilla et al. (2019), says that the quality of service has a positive effect on customer loyalty. Other research by Setiawan and Sayuti (2017) and Minh &Huu (2016) also proves that quality of service has a positive and significant effect on customer loyalty.

H2: Quality of service has a positive and significant effect on customer loyalty.

Research conducted by Yudhanta & Widodo (2018) obtained the results that customer relationship management (CRM) has a positive and significant effect on customer satisfaction. Similarly, the results of case study research on PT. Garuda Indonesia International Flight Route conducted

by Santoso & Widayanto (2016) shows that there is a positive and significant influence between customer relationship management (CRM) variables on customer satisfaction variables. Another study by Damayanti & Prabawani (2017) obtained the results that customer relationship management (CRM) affects customer satisfaction.

H3: Customer relationship management (CRM) has a positive and significant effect on customer satisfaction

Hariyatiningsih et al. (2018) managed to prove that the quality of service has a significant effect on customer satisfaction. The higher the quality of service, the higher customer satisfaction. If the performance of the service received is the same as the customer's expectations, satisfaction will appear, and if the service performance exceeds expectations, the customer will be more satisfied. Karnita & Darsono (2017) obtained the result that the quality of pre-flight and in-flight services affects customer satisfaction. Another study conducted by Fajariah (2019) stated that the quality of service has a significant effect on customer satisfaction.

H4: Quality of service has a positive and significant effect on customer satisfaction.

According to Kasiri et al. (2017) said that customer satisfaction has a positive and significant effect on customer loyalty. The same results were shown by research from Fernandes & Solimun (2018). Other research put forward by Keshavarz & Jamshidi (2018), Mohamad et al. (2017), Setiawan & Sayuti (2017), and Yang et al. (2019) also stated that customer satisfaction has a positive and significant effect on customer loyalty.

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

Masadeh et al. (2019) show that there is a positive relationship between CRM and customer loyalty through customer satisfaction as a mediation effect. Likewise, research conducted by Supar & Suana (2017), Ningsih et al. (2016), Setyaningrum et al .2018 proved that customer satisfaction has a significant role in mediating the influence of CRM on customer loyalty. Research conducted by Yudhanta & Widodo (2018) found that customer satisfaction mediates the influence of customer relationship management (CRM) on customer retention.

H6: Customer satisfaction mediates the influence of customer relationship management (CRM) on customer loyalty significantly

Research from Kasiri et al. (2017) proves that customer satisfaction is able to mediate the relationship between service quality and customer loyalty. Farooq et al. (2018) state that good quality of service will lead to increased customer satisfaction that makes customers loyal. Similarly, research by Keshavarz & Jamshidi (2018) says that customer

satisfaction fully mediates the effect of quality of service on customer loyalty. Other research by Mohamad et al. (2017) and Minh & Huu (2016) also states that there is a positive and significant impact of quality of service on customer-mediated customer loyalty.

H7: Customer satisfaction significantly mediates the effect of quality of service on customer loyalty.

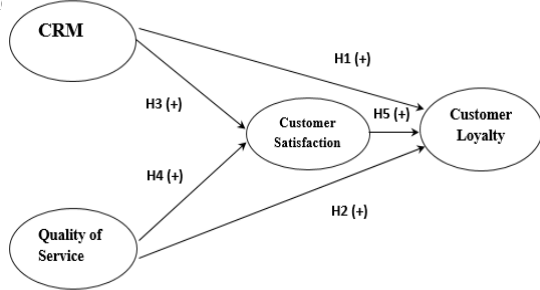


Fig. 2 Conceptual Framework

III. METHOD

This research uses a quasi-legal and quantitative approach. The variables identified in this study are (1) exogenous variables: customer relationship management (CRM) and service quality (2) Mediation variables: customer satisfaction; (3) Endogenous variables: customer loyalty. The data collected in the study used questionnaires. The questionnaire is distributed in the form of google form that will be distributed through-line, Whatsapp, or other social media to respondents. Sampling techniques are used by nonprobability sampling data collection techniques with purposive sampling methods. The best-recommended sample sequence for measuring multivariate is 5-10 observations of each estimated parameter. So that the calculation is carried out with a total number of indicators of a maximum of 340 respondents and a minimum of 170 respondents. Thus, overall the questionnaire that has been distributed answered complete and meets the requirements of the respondent criteria, which is as many as 253 people. The study uses descriptive statistical analysis techniques and inferential statistical analysis techniques with the SEM PLS method.

IV. RESULTS

A. Characteristics of respondents

Table. 1 Description of respondents' assessment of research variables

No	Criteria	Classification	Total	Percentage Numbers (%)
1	Gender	Woman	148	58,50
		Man	105	41, 50
	Total		253	100
2	Last Education	Senior High School	33	13,04

		Diploma	13	5,14
		Bachelor's Degree	174	68,77
		Postgraduate S2/S3	31	12,25
		Other	2	0,79
	Total		253	100
3	Profession	Not yet working	6	2,37
		Student/student	31	12,25
		Private sector employee	115	45,45
		BUMN employees	6	2,37
		entrepreneur	50	19,76
		Professional	29	11,46
		PNS/TNI/POLRI	15	5,93
		Retired	1	0,40
	Total		253	100

Source: processed data, 2021

Based on Table 1, the total respondents totaled 253 people. In terms of gender, the majority of female respondents were 148 people, namely 58.5%, while the majority of male respondents were 105 people, namely 41.5%. These results mean that the majority of respondents who use the services of the Garuda Indonesia airline more are women

B. Discriminant validity

Convergent validity can also be seen from the Average Variance Extracted (AVE) value.

Table. 2 Average Variance Extracted (AVE)

Variable	AVE
Customer Relationship Management (CRM) (X1)	0,792
Quality of Service (X2)	0,761
Customer Satisfaction (M)	0,825
Customer Loyalty (Y)	0,829

Source: processed data, 2021

In this study, the AVE value in Table 2 of all items above 0.5 means convergent validity requirements are met. Measurement of reflexive indicators based on cross-loading with latent variables. Another model compares the square root value of the Average Extracted (AVE) of each construct with the correlation between constructs. If the initial measurement value of both models is better than the other construct values, it can be concluded that the construct has a good discriminant validity value or vice versa. In connection with that, it is recommended that the measurement value should be greater than 0.50.

Table 3. Correlation Results Between Variables

Variable	Customer Relationship Management (X1)	Quality of Service (X2)	Customer Satisfaction (M)	Customer Loyalty (Y)
CRM (X1)	1,000	0,889	0,832	0,902
Quality of Service (X2)	0,889	1,000	0,835	0,909
Customer Satisfaction (M)	0,823	0,835	1,000	0,899
Customer Loyalty (Y)	0,902	0,909	0,899	1,000

Source: processed data, 2021

Table 4. AVE Value and Square Root AVE

Konstruk/Variabel	AVE	Akar Kuadrat AVE
CRM (X1)	0,792	0,890
Quality of Service (X2)	0,761	0,872
Customer Satisfaction (M)	0,825	0,908
Customer Loyalty (Y)	0,829	0,910

Source: processed data, 2021

Table 3 shows the results of the correlation between variables, and table 4 shows the value of the square root of AVE. If it is associated with discriminant validity, it means that there is a very strong correlation between the forming indicators of each variable.

The results of the cross-loading are presented in table 5, and it can be seen that each indicator has the largest outer loading when connected to its endogenous indicator. This shows that each indicator has correctly explained each endogenous variable. This proves that based on discriminant validity, all indicators are valid

Table 5. Validity Test Based on Cross Loading

	CRM	KL	KP	LP
CRM.1	0.937	0.817	0.776	0.847
CRM.2	0.922	0.827	0.780	0.849
CRM.3	0.905	0.793	0.760	0.823
CRM.4	0.892	0.795	0.729	0.819
CRM.5	0.834	0.762	0.650	0.700
CRM.6	0.847	0.771	0.670	0.740
CRM.7	0.903	0.777	0.734	0.797
CRM.8	0.882	0.792	0.726	0.819
CRM.9	0.884	0.785	0.755	0.817

KL.1	0.775	0.871	0.729	0.798
KL.10	0.788	0.887	0.742	0.803
KL.11	0.789	0.857	0.761	0.811
KL.12	0.828	0.901	0.777	0.857
KL.13	0.728	0.866	0.692	0.740
KL.14	0.748	0.872	0.705	0.771
KL.15	0.746	0.855	0.733	0.761
KL.16	0.803	0.857	0.754	0.827
KL.17	0.790	0.886	0.698	0.801
KL.18	0.756	0.888	0.718	0.776
KL.2	0.788	0.888	0.703	0.788
KL.3	0.764	0.855	0.729	0.789
KL.4	0.781	0.859	0.729	0.790
KL.5	0.787	0.875	0.738	0.812
KL.6	0.742	0.871	0.711	0.773
KL.7	0.768	0.863	0.726	0.767
KL.8	0.774	0.863	0.715	0.781
KL.9	0.792	0.888	0.742	0.822
KP.1	0.747	0.768	0.921	0.824
KP.2	0.744	0.753	0.904	0.812
KP.3	0.751	0.753	0.899	0.812
LP.1	0.817	0.825	0.812	0.912
LP.2	0.801	0.826	0.792	0.896
LP.3	0.855	0.847	0.838	0.913
LP.4	0.810	0.813	0.829	0.921

Source: processed data, 2021

The results of the cross-loading in table 5 show that each indicator has the largest outer loading when connected to its endogenous indicator. This proves that based on discriminant validity, all indicators are valid.

C. Composite Reliability Indicator

Table 6. Composite Reliability Indicator

Variable	Composite Reliability
CRM (X1)	0,972
Quality of Service (X2)	0,983
Customer Satisfaction (M)	0,934
Customer Loyalty (Y)	0,951

Source: processed data, 2021

Table 6 shows that all variables have a composite reliability value above 0.7 and thus are declared reliable. The next testing stage is that the feasibility of the measurement model can be known after bootstrapping.

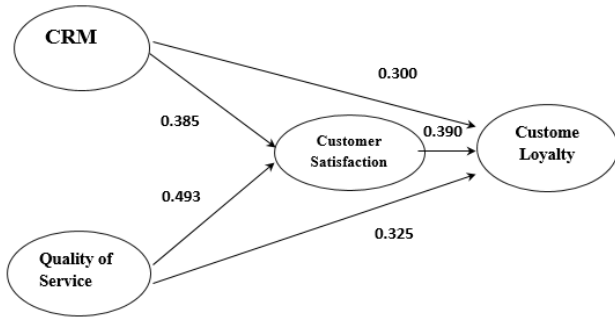


Fig. 3 Conceptual framework

Source: processed data, 2021

Table 7. Path Coefficient, Mean, STDEV, T-Statistic, P-Value

Informasi	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P Value
CRM - KP	0,385	0,394	0,139	2,776	0,006
CRM - LP	0,300	0,302	0,098	3,057	0,002
KL - KP	0,493	0,486	0,141	3,486	0,001
KL - LP	0,325	0,318	0,102	3,179	0,002
KP - LP	0,380	0,384	0,087	3,642	0,000

Source: processed data, 2021

In Table 7, it can be seen that all indicators are significant to the variables because the results of the t-statistical calculation are greater than the t-count.

D. Inner Model Evaluation

Evaluation of the Inner Model aims to determine the goodness of fit model with the method.

Table. 8 Value of R-Square (R2) Endogenous Variable

Variable	R-Square	
	Score	Criteria
CRM (X1)	-	-
Quality of Service (X2)	-	-
Customer Satisfaction (M)	0,726	Strong
Customer Loyalty (Y)	0,907	Strong

Source: processed data, 2021

Table 8 shows that the R-Square (R2) value of all variables is more than 0.50, so that it is included in the strong criteria, it can be said that the model formed is considered strong enough. The R-Square (R2) value greater than 0.50 is categorized as a strong model.

Furthermore, to measure the level of observation values obtained by a model and also its parameters, the Q-square

value can be calculated by:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2) \dots \dots \dots (1)$$

$$Q^2 = 1 - (0.025)$$

$$Q^2 = 0.975 \text{ or } 97\%$$

Calculation of Q-Square (Predictive Relevance) produces a value of 99%, which means that the model has a very good value. Meaning that 97% of the relationship between variables can be explained by the model. Based on the results of the above calculations, it can be continued with the analysis of hypothesis testing.

E. Hypothesis Testing Results

Table. 9 Direct effect test results

Variable Relationship	Path	P-Value
CRM-KP	0,385	0,006
CRM-LP	0,300	0,002
KL-KP	0,493	0,001
KL-LP	0,325	0,002
KP-LP	0,380	0,000

Customer Relationship Management Against Customer Loyalty The results of the analysis show support for H1 (tcount = 3.057; p < 0.002; = 0.300), indicating that Beta is 0.300 with a t-count value of 3.057 and a significance level of 0.002 less than a probability value of 0.05 or 0.002 < 0.05 then the path analysis coefficient is positively significant. Quality of Service on Customer Loyalty The results of the analysis show support for H2 (tcount = 3.179; p < 0.002; = 0.325), indicating that Beta is 0.325 with a t-count value of 3.179 and a significance level of 0.002 less than a probability value of 0.05 or 0.002 < 0.05 then the path analysis coefficient is positively significant. Customer Relationship Management Against Customer Satisfaction. The results of the analysis show support for H3 (tcount = 2.776; p < 0.006; = 0.385), indicating that Beta is 0.385 with a t-count value of 2.776 and a significance level of 0.006 less than a probability value of 0.05 or 0.006 < 0.05 then the coefficient path analysis was positively significant. Service Quality on Customer Satisfaction The results of the analysis show support for H4 (tcount = 3.486; p < 0.001; = 0.493), indicating that Beta is 0.493 with a t-count value of 3.486 and a significance level of 0.001 less than a probability value of 0.05 or 0.001 < 0.05 then the path analysis coefficient is positively significant. Customer Satisfaction with Customer Loyalty The results of the analysis show support for H5 (tcount = 3.642; p < 0.000; = 0.380), indicating that Beta is 0.380 with a t-count value of 3.642 and a significance level of 0.000 is smaller than the probability value of 0.05 or 0.000 < 0.05 then the path analysis coefficient is positively significant.

The Role of Customer Satisfaction in Mediating Customer Relationship Management on Customer Loyalty The results of the analysis show support for H6 (tcount = 2.285; $p < 0.023$; $\beta = 0.146$), indicating that Beta is 0.146 with a t-count value of 2.285 and a significance level of 0.023 which is smaller than the probability value. 0.05 or $0.023 < 0.05$, then the path analysis coefficient is positively significant. The Role of Customer Satisfaction in Mediating Service Quality on Customer Loyalty The results of the analysis show support for H7 (t count = 2.606; $p < 0.009$; $\beta = 0.187$), indicating that Beta is 0.187 with a t-count value of 2.606 and a significance level of 0.009 less than the probability value. 0.05 or $0.009 < 0.05$, then the path analysis coefficient is positively significant.

V. DISCUSSION

Customer relationship management has a positive and significant effect on customer loyalty for Garuda Indonesia (H1) airline customers. This study has the highest average score. Namely, Garuda Indonesia airline provides technology that facilitates CRM activities. Garuda Indonesia Airlines has been able to take advantage of existing technology to meet the needs of its customers. For example, CRM technology via social media in the form of WhatsApp, Twitter, Facebook, CRM technology in the form of a mobile application or website that can help customers to get information, submit complaints, and give criticism or suggestions to Garuda Indonesia airlines. Correct application of CRM can influence customer behavior so that they stay loyal to the company. Research conducted by Ningsih et al. (2016), Sundari (2019), Mranani & Supartini (2020) shows that customer relationship management (CRM) has a positive and significant influence on customer loyalty.

Service quality has a positive and significant effect on customer loyalty of Garuda Indonesia airline (H2). The results of this study found that the highest rating was that Garuda Indonesia had efficient check-in and baggage handling services. This means that Garuda Indonesia airlines are able to provide the best service to customers with check-in and baggage handling services. This is related to the CRM technology owned by the airline. Chen & Liu (2017) show that the impact of service quality has an influence on customer loyalty both directly and indirectly. Refers to the extent to which individuals perceive that others who have significant influence, such as family and friends, can influence them to use technology. Mohamad et al. (2017) stated that service quality significantly affects customer loyalty. Similarly, research by Fadhillah et al. (2019) says that service quality has a positive effect on customer loyalty.

Customer relationship management has a positive and significant effect on customer satisfaction for Garuda Indonesia (H3) airline customers. The existence of CRM technology provided by the Garuda Indonesia airline makes customers feel satisfied because it makes it easier for customers to relate to the airline. Widayanto (2016) shows

that there is a positive and significant influence between customer relationship management (CRM) variables on customer satisfaction variables. Another study by Damayanti & Prabawani (2017) found that customer relationship management (CRM) has an effect on customer satisfaction.

Service quality has a positive and significant effect on customer satisfaction (H4). Check-in and baggage handling services that can be done by customers online make customers do not need to come to the Garuda Indonesia airline office before departure. Karnita & Darsono (2017) state that the quality of pre-flight and in-flight services affects customer satisfaction. Another study conducted by Fajariah (2019) states that service quality has a significant effect on customer satisfaction.

Customer satisfaction has a positive and significant effect on customer loyalty (H5). The highest assessment of this hypothesis is satisfied using the Garuda Indonesia airline. This means that overall CRM and the quality of service provided by the airline are able to make customers feel satisfied using Garuda Indonesia airlines. This has made customers loyal and wants to use Garuda Indonesia airlines in the future. Keshavarz & Jamshidi (2018) states that customer satisfaction has a positive and significant effect on customer loyalty. Research conducted by Mohamad et al. (2017), Setiawan & Sayuti (2017), and Yang et al. (2019) also state that customer satisfaction has a positive and significant effect on customer loyalty.

Customer satisfaction is able to significantly mediate customer relationship management on customer loyalty (H6). Judging from the CRM variable that has been given to customers, customers are satisfied using the Garuda Indonesia airline. The existence of a good CRM will make it easier for customers to interact about complaints or customer needs to the airline. Customer satisfaction can create customer loyalty. Masadeh et al. (2019) showed that there is a positive relationship between CRM and customer loyalty through customer satisfaction as a mediating effect. Likewise, research conducted by Supar & Suana (2017), Ningsih et al. (2016), Setyaningrum et al. (2018) proves that customer satisfaction has a significant role in mediating the influence of CRM on customer loyalty.

Customer satisfaction is able to significantly mediate service quality on customer loyalty (H7). Satisfaction is the result of customer perceptions of the quality of service received from the Garuda Indonesia airline. The services provided can meet customer expectations or expectations, which will cause customers to feel satisfied. Quality provides an impetus for students to establish strong ties with the company. Farooq et al. (2018) stated that good service quality would lead to increased customer satisfaction which makes customers loyal. Similarly, research by Keshavarz & Jamshidi (2018) says that customer satisfaction fully mediates the effect of service quality on customer loyalty.

VI. CONCLUSION

Based on the results of the study, several conclusions were obtained in the study as follows:

- (1) Customer relationship management and customer satisfaction have a positive and significant effect on customer loyalty of Garuda Indonesia Airlines. This means that the better the CRM and the higher the level of customer satisfaction of Garuda Indonesia airlines, the higher the loyalty of Garuda Indonesia airline customers.
- (2) Customer relationship management and service quality have a positive and significant impact on customer satisfaction of Garuda Indonesia Airlines. This means that with CRM and good service quality, customers can be satisfied using Garuda Indonesia airlines.
- (3) Customer satisfaction has a positive and significant effect on customer loyalty of Garuda Indonesia Airlines. The satisfaction that customers get when using Garuda Indonesia airlines has an impact on customer loyalty.
- (4) Customer satisfaction is able to significantly mediate customer relationship management and service quality on Garuda Indonesia airline customer loyalty. That is, with CRM and good service

Based on the results of the study and the conclusions above, suggestions can be given:

Garuda Indonesia airlines need to develop human resources to improve the skills and productivity of the organization as a whole. For example, giving awards to employees, holding training programs, and providing opportunities to express ideas. The airline must pay more attention to the cleanliness of the aircraft before being boarded by customers. With good employee attitudes and behavior, polite communication, and timely performance, customers feel satisfied and happy to have the experience of using Garuda Indonesia airlines. Garuda Indonesia airlines need to improve CRM features/technology to speed up customers accessing information about the airline and improve service quality so that customers feel comfortable, satisfied, and become loyal to using Garuda Indonesia airlines.

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