

**ENHANCING CUSTOMER LOYALTY AND SATISFACTION: THE INFLUENCE OF
RELATIONSHIP MARKETING AND DIGITAL MARKETING****Saipul Al Sukri¹, Asepma Hygi Prihastuti², Salwa Hijrina³**¹Universitas Islam Negeri Sultan Syarif Kasim Riau, ²Universitas Persada Bunda Indonesia, ³Nagih JayaEmail: saipul.a.sukri@uin-suska.ac.idDOI: <https://doi.org/10.35145/procuratio.v14i3.6119>

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ABSTRACT

This study aims to analyze the effects of relationship marketing and digital marketing on customer satisfaction and customer loyalty. The study was conducted in Pekanbaru City. The population consisted of customers who had used TIKI Pekanbaru services more than twice. A sample of 100 respondents was selected using a questionnaire survey, and the data were analyzed using Structural Equation Modeling (SEM) with the assistance of SmartPLS 3. The results indicate that relationship marketing has a positive and significant effect on customer satisfaction, while digital marketing has no significant effect on customer satisfaction. Furthermore, relationship marketing has no significant effect on customer loyalty, digital marketing has no significant effect on customer loyalty, and customer satisfaction has a positive and significant effect on customer loyalty. Therefore, it is important for the company to maintain and improve customer satisfaction, as a higher level of satisfaction among customers using the services of TIKI Pekanbaru Branch is expected to contribute to increased customer loyalty.

Keywords : Relationship Marketing; Digital Marketing; Customer Satisfaction; Customer Loyalty***MENINGKATKAN LOYALITAS DAN KEPUASAN KONSUMEN: PENGARUH RELATIONSHIP
MARKETING DAN DIGITAL MARKETING******ABSTRAK***

Penelitian ini memiliki tujuan untuk menganalisis pengaruh relationship marketing dan digital marketing terhadap kepuasan dan loyalitas pelanggan. Penelitian ini dilakukan di kota pekanbaru. populasi dalam penelitian ini adalah pelanggan yang menggunakan TIKI Pekanbaru lebih dari 2 kali dan sampel dalam penelitian ini sebanyak 100 responden dengan menggunakan metode angket kemudian dianalisa dengan Structural Equation Model (SEM) dengan bantuan Smart PLS 3. Dari hasil penelitian dapat diketahui bahwa relationship marketing berpengaruh positif dan signifikan terhadap kepuasan pelanggan, digital marketing berpengaruh tidak signifikan terhadap kepuasan pelanggan, relationship marketing berpengaruh tidak signifikan terhadap loyalitas pelanggan, pemasaran digital tidak berpengaruh signifikan terhadap loyalitas pelanggan dan kepuasan berpengaruh positif dan signifikan terhadap loyalitas pelanggan. Untuk itu sebuah perusahaan penting menjaga serta meningkatkan kepuasan pelanggan hal ini dikarenakan semakin banyak pelanggan yang merasa puas ketika menggunakan jasa pengiriman TIKI cabang Pekanbaru maka semakin meningkatnya tingkat loyalitas seorang pelanggan.

Kata Kunci: Relationship Marketing; Digital Marketing; Kepuasan Pelanggan; Loyalitas Pelanggan

INTRODUCTION

The rapid advancement of technology has significantly contributed to the growth of the service sector, particularly the goods delivery and logistics industry. The demand for delivery services has increased substantially in recent years, driven largely by the widespread shift from conventional business models to online commerce through various marketplace platforms and online shops. These businesses rely heavily on delivery service providers to distribute products efficiently to customers. This development has encouraged the emergence of numerous new competitors in the delivery service industry, intensifying competition among service providers. Consequently, companies are required to continuously improve their service offerings and develop effective strategies to retain customers, prevent customer switching, and maintain long-term customer loyalty.

The implementation of the ASEAN Free Trade Area (AFTA) in Indonesia has also contributed to the expansion of the delivery service industry. AFTA represents a regional trade agreement established to promote a free and more integrated trading environment among ASEAN member countries. Increased trade activity and the expansion of cross-border business transactions have further stimulated the demand for reliable logistics and delivery services. In Indonesia, one of the well-established companies operating in this industry is PT Citra Van Titipan Kilat (TIKI), a prominent provider of goods delivery services.

PT Citra Van Titipan Kilat (TIKI) is one of Indonesia's well-established delivery service providers and continues to maintain a strong presence in the market. Nevertheless, the growing number of new competitors has become a significant concern for the company, as these emerging firms are increasingly capable of challenging TIKI's market position. One notable competitor is J&T Express, which has successfully identified and capitalized on opportunities within the market that were previously less explored by TIKI.

In particular, TIKI's limited involvement in marketplace-based delivery services provided an opportunity for J&T Express to strengthen its position by directly integrating its delivery services with the rapidly expanding e-commerce marketplace sector. This strategy contributed to the rapid growth of J&T Express and strengthened its brand position, which eventually surpassed TIKI in the Top Brand Index. This increasingly competitive environment highlights the need for TIKI to develop effective strategies to retain its existing customers and strengthen customer loyalty, thereby reducing the likelihood of customers switching to competing delivery service providers.

Furthermore, data from the TIKI Pekanbaru branch indicate a consistent decline in the volume of incoming shipments over the five-year period. In 2018, the branch recorded 581,696 incoming shipments. This figure decreased to 519,410 shipments in 2019, followed by a further decline to 369,916 in 2020. The downward trend continued in 2021, when the number of incoming shipments fell to 331,088, and declined again to 306,602 in 2022.

This sustained decrease in shipment volume may indicate challenges in maintaining customer satisfaction and loyalty at the TIKI Pekanbaru branch. The decline may reflect customers' changing preferences, dissatisfaction with the services provided, or their decision to switch to competing delivery service providers. Therefore, it is important for TIKI Pekanbaru to identify the factors influencing customer satisfaction and loyalty in order to develop appropriate strategies for retaining customers and strengthening its competitive position.

In addition to the external factors discussed above, internal factors may also contribute to the annual decline in the volume of shipments received by the TIKI Pekanbaru branch. Several internal factors are presumed to influence customer satisfaction and loyalty, particularly relationship marketing and digital marketing. Effective relationship marketing enables companies to establish and maintain strong, long-term relationships with customers, while digital marketing provides opportunities to engage customers more effectively through digital platforms. Therefore, examining the role of relationship marketing and digital marketing is important for understanding their potential contribution to enhancing customer satisfaction and strengthening customer loyalty at TIKI Pekanbaru.

Previous studies have reported inconsistent findings regarding the relationship between relationship marketing and customer satisfaction. Research conducted by Oktapiani & Anggraini (2022) and Handayani & Syarifudin (2022) found that relationship marketing has a positive and significant effect on customer satisfaction. In contrast Sari (2018) reported that relationship marketing does not have a significant effect on customer satisfaction. These contradictory findings indicate the presence of a research gap and suggest that the relationship between relationship marketing and customer satisfaction warrants further investigation in different contexts. Previous research has also produced mixed findings concerning the effect of digital marketing on customer satisfaction. Studies by Inkiriwang et al. (2022) and Zulhijjah & Muhammad (2022) found that digital marketing has a positive and significant effect on customer satisfaction. However, Fadhli & Pratiwi (2021) reported different findings, indicating that digital marketing does not have a significant effect on customer satisfaction. These inconsistencies highlight a research gap and provide a basis for further investigation into the role of digital marketing in shaping customer satisfaction across different business contexts.

Previous studies have also reported inconsistent findings regarding the effect of customer satisfaction on customer loyalty. Hendrayati & Nurwulandari (2022) and Arianto (2018) found that customer satisfaction has a positive and significant effect on customer loyalty. Similarly, Bulan & Chandra (2021) reported that customer

satisfaction significantly influences customer loyalty. In contrast, Koloy et al. (2022) found that customer satisfaction does not have a significant effect on customer loyalty. These contrasting findings indicate a research gap and suggest the need for further empirical investigation into the relationship between customer satisfaction and customer loyalty.

In addition to customer satisfaction, relationship marketing is also considered a potential factor influencing customer loyalty. Akbar (2018) and Nurbakti et al. (2022) found that relationship marketing has a positive and significant effect on customer loyalty. In contrast, Karim et al. (2020) reported that relationship marketing has a negative and insignificant effect on customer loyalty. These divergent findings suggest that the role of relationship marketing in fostering customer loyalty remains inconclusive and requires further empirical investigation.

Digital marketing is another factor that may influence customer loyalty. Wulandari et al. (2021) and Hanjaya & Setiawan (2022) found that digital marketing has a positive and significant effect on customer loyalty. However, Putri et al. (2021) reported that digital marketing has a significant effect on customer loyalty, although the direction of the relationship was not specified. The differences in findings across previous studies indicate that further research is needed to clarify the role of digital marketing in strengthening customer loyalty.

Based on the inconsistencies identified in previous studies, this study seeks to provide a more comprehensive understanding of the factors influencing customer satisfaction and customer loyalty in the goods delivery service industry. The novelty of this study lies in integrating relationship marketing and digital marketing as antecedent variables of customer satisfaction and customer loyalty within a single research model. Furthermore, this study focuses specifically on customers of TIKI, a delivery service provider operating in an increasingly competitive logistics and e-commerce environment. This context provides a distinct empirical setting compared with previous studies conducted in other industries and locations. By examining these relationships simultaneously, the study is expected to contribute to the development of marketing literature, particularly regarding customer relationship management and digital engagement strategies in the delivery service sector, while also providing practical insights for TIKI in developing strategies to enhance customer satisfaction and foster sustainable customer loyalty.

LITERATURE REVIEW

Relationship Marketing Theory

Relationship marketing refers to a strategic approach that emphasizes the development, maintenance, and enhancement of long-term relationships between organizations and their customers. Rather than focusing solely on individual transactions, relationship marketing seeks to create continuous interactions that generate mutual value for both the company and its customers. Morgan and Hunt (1994) conceptualized relationship marketing through the commitment-trust theory, arguing that trust and commitment are fundamental mediating variables that contribute to successful and enduring relationships between organizations and their exchange partners. According to this perspective, when customers perceive that a company is trustworthy and committed to maintaining the relationship, they are more likely to develop positive attitudes and behavioral intentions toward the company.

Therefore, relationship marketing provides an important theoretical foundation for examining customer satisfaction and customer loyalty in the delivery service industry. In the context of TIKI Pekanbaru, relationship marketing may play an important role in strengthening the company's connection with customers amid increasing competition from other delivery service providers. The implementation of effective relationship marketing strategies is expected to improve customers' perceptions of the company, enhance satisfaction, and encourage customers to maintain their relationship with TIKI. Accordingly, this study positions relationship marketing as one of the key explanatory variables for customer satisfaction and customer loyalty.

The Effect of Relationship Marketing on Customer Satisfaction

Relationship marketing focuses on developing long-term relationships with customers through continuous interaction, trust, commitment, and mutual value. Effective relationship marketing can strengthen customers' perceptions of the company and consequently increase customer satisfaction (Handayani & Syarifudin, 2022). Previous studies have shown that relationship marketing has a positive and significant effect on customer satisfaction (Oktapiani & Anggraini, 2022; Handayani & Syarifudin, 2022). However, other research found that relationship marketing does not significantly affect customer satisfaction (Sari, 2018). Based on these theoretical and empirical arguments, the following hypothesis is proposed:

H1: Relationship marketing has a positive effect on customer satisfaction.

The Effect of Digital Marketing on Customer Satisfaction

Digital marketing refers to the use of internet-based platforms to promote products or services and communicate information to potential customers through social media, websites, YouTube, and e-commerce platforms (Fadhli & Pratiwi, 2021). Effective digital marketing can provide customers with accessible and engaging information, which may enhance their overall experience and satisfaction. Previous studies have reported inconsistent findings,

with some research showing that digital marketing has no significant effect on customer satisfaction (Fadhli & Pratiwi, 2021), while other studies have found a positive and significant effect (Inkiriwang et al., 2022; Zuhijjah & Muhammad, 2022). Based on these theoretical and empirical findings, the following hypothesis is proposed:

H2: Digital marketing has a positive effect on customer satisfaction.

The Effect of Relationship Marketing on Customer Loyalty

Relationship marketing focuses on attracting customers and maintaining long-term relationships through continuous communication and an understanding of their needs and expectations. Effective relationship marketing can strengthen customers' commitment to a company and encourage them to remain loyal (Akbar, 2018). Previous studies have reported inconsistent findings, with relationship marketing showing a positive but insignificant effect on customer loyalty in some research (Karim et al., 2020), while other studies found a positive and significant effect (Akbar, 2018; Nurbakti et al., 2022). Based on these theoretical and empirical findings, the following hypothesis is proposed:

H3: Relationship marketing has a positive effect on customer loyalty.

The Effect of Digital Marketing on Customer Loyalty

Digital marketing involves the use of internet-connected technologies and digital platforms to communicate with customers and reach broader target markets. By enabling companies to interact with customers more effectively and continuously, digital marketing can strengthen customer engagement and potentially foster customer loyalty (Chakti, 2019). Previous studies have reported inconsistent findings, with digital marketing found to have no significant effect on customer loyalty in some research (Putri et al., 2021) while other studies found a positive and significant effect (Wulandari et al., 2021; Hanjaya & Setiawan, 2022). Based on these theoretical and empirical findings, the following hypothesis is proposed:

H4: Digital marketing has a positive effect on customer loyalty.

The Effect of Customer Satisfaction on Customer Loyalty

Customer satisfaction refers to the extent to which customers' expectations are fulfilled through their experiences with a product or service. Customers tend to be satisfied when the service they receive meets or exceeds their expectations, and their satisfaction can be evaluated based on their overall experience with the company (Anugrah et al., 2019). Previous studies have found that customer satisfaction has a positive and significant effect on customer loyalty (Hendrayati & Nurwulandari, 2022; Arianto, 2018). However, other research has found no significant effect of customer satisfaction on customer loyalty (Koloy et al., 2022). Based on these theoretical and empirical findings, the following hypothesis is proposed:

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

Conceptual Framework

The conceptual framework of this study is presented in Figure 1.

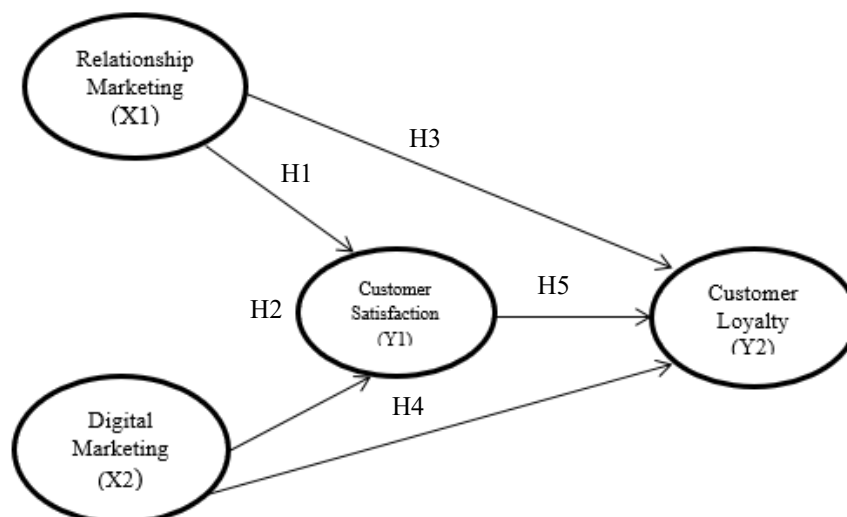


Figure 1. Conceptual Framework

RESEARCH METHODS

Population and Sample

The population of this study comprises customers who have used the delivery services of TIKI Pekanbaru, with the exact population size unknown. The sample size was determined based on Roscoe's rule of thumb, which recommends a minimum number of respondents based on the number of variables examined. With four variables and a multiplier of 20 respondents per variable, the minimum sample size was initially estimated at 80 respondents (4×20), which was subsequently increased to 100 respondents to obtain a more adequate sample size. The sampling technique employed was non-probability sampling using purposive sampling, with the criterion that respondents must have used TIKI's delivery services more than twice.

Measurement of Variables

The variables in this study were measured using indicators adapted from previous studies and adjusted to the context of the research. The measurement instrument consisted of several statements designed to assess respondents' perceptions of relationship marketing, digital marketing, customer satisfaction, and customer loyalty. Each statement was measured using a five-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). A higher score indicates a more positive perception of the variable being measured.

Relationship marketing was measured through indicators reflecting the company's efforts to establish and maintain long-term relationships with customers. The indicators include consumer trust, commitment, communication, and customer orientation (Nurbakti et al., 2022). These indicators were used to assess the extent to which the company is able to build customer relationships that encourage continued interaction and long-term engagement. Digital marketing was measured based on indicators related to the company's use of digital platforms to communicate with and provide information to customers. Digital Marketing was measured using five indicators: accessibility, interactivity, entertainment, credibility, and informativeness (Aryani, 2021).

Customer satisfaction was measured by assessing customers' overall evaluation of their experience after using the company's services. Customer Satisfaction was measured using three indicators: expectation conformity, intention to revisit, and willingness to recommend (Indasari, 2029). Customer loyalty was measured based on customers' intention and willingness to maintain a long-term relationship with the company. Customer Loyalty was measured using three indicators: repurchase intention, consumption habits, and preference for the product or service (Ikromah et al., 2019).

The measurement of all variables was conducted using the same five-point Likert scale to ensure consistency across the research instrument. Before conducting the main analysis, the instrument was evaluated through validity and reliability tests to ensure that each indicator appropriately measured its respective construct and that the measurement results were consistent.

Data Analysis Technique

To achieve the objectives of this study, two preliminary analytical approaches were employed. First, descriptive analysis was used to provide an overview of the characteristics and responses associated with each research variable. Second, questionnaire quality was assessed through validity and reliability tests to ensure that the measurement instruments were appropriate for data collection.

Furthermore, Structural Equation Modeling using Partial Least Squares (SEM-PLS) was employed to examine the direct and indirect effects among relationship marketing, digital marketing, customer satisfaction, and customer loyalty. The assessment of the SEM-PLS model included outer and inner model.

RESULTS AND DISCUSSION

Respondent Characteristics

The study involved 100 respondents who had used TIKI delivery services at several TIKI branches in Pekanbaru. The respondents' characteristics were classified based on gender, age, marital status, occupation, income, and frequency of using TIKI services.

The distribution by gender shows that male respondents dominated the sample, accounting for 64%, while female respondents accounted for 36%. This distribution may be related to the types of shipments commonly handled by TIKI, including relatively large or heavy packages, which may be more frequently managed by male customers.

In terms of age, respondents aged 23–34 years represented the largest group, accounting for 38%. This age group may have greater familiarity with digital technology and online platforms, while also being within the productive working age and therefore more likely to engage in online business activities that require delivery services.

Based on marital status, married respondents constituted the majority of the sample. This may be associated with the greater variety of household and family-related needs that require the purchase and delivery of goods.

Regarding occupation, respondents were predominantly entrepreneurs. This finding may be attributed to the increasing use of online sales among entrepreneurs, which creates a recurring need for delivery services to distribute products to customers.

In terms of income, the largest proportion of respondents earned between IDR 3,100,000 and IDR 5,000,000 per month. This indicates that a considerable proportion of TIKI customers in the sample had a relatively stable income level, potentially enabling them to regularly utilize delivery services for personal or business purposes.

Finally, respondents who used TIKI services 2–5 times per month represented the largest group. The relatively frequent use of TIKI services indicates recurring customer engagement with the company; however, frequency of use alone does not necessarily demonstrate customer loyalty, which should be assessed through specific loyalty indicators.

Preliminary Tests

Validity Test

The validity test results indicate that all questionnaire items measuring relationship marketing, digital marketing, customer satisfaction, and customer loyalty are valid. This is demonstrated by the calculated correlation coefficients for each item being greater than the corresponding critical value (0.3). Therefore, all measurement items were considered appropriate for inclusion in the subsequent analysis.

Reliability Test

Reliability refers to the consistency and dependability of a measurement instrument in producing stable results. An instrument is considered reliable when it consistently provides trustworthy measurements of the constructs being examined. The results of the reliability analysis for the research instruments are presented in Table 1.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Alpha	Result
Cutomer Satisfaction (Y1)	0,883	0,6	Reliable
Customer Loyalty (Y2)	0,915	0,6	Reliable
Relationship Marketing (X1)	0,894	0,6	Reliable
Digital Marketing (X2)	0,925	0,6	Reliable

Source : Processed Data (2025)

Based on the reliability test results presented in Table 1, the Cronbach's alpha values for all variables exceed the threshold of 0.60. This indicates that all measurement indicators demonstrate satisfactory internal consistency and reliability. Therefore, all questionnaire items are considered reliable and suitable for use in the subsequent analysis.

Evaluation of the Outer Model

Result of Evaluation of the Outer Model shows in Table 2.

Table 2. Evaluation of the Outer Model Result

Variable	Code	Indicator	Outer Loading	CR	AVE
Relationship Marketing	RM1	Consumer Trust	0.842	0.909	0.714
	RM2	Commitment	0.871		
	RM3	Communication	0.816		
	RM4	Customer Orientation	0.858		
Digital Marketing	DM1	Accessibility	0.824	0.92	0.697
	DM2	Interactivity	0.856		
	DM3	Entertainment	0.793		
	DM4	Credibility	0.875		
	DM5	Informativeness	0.847		
Customer Satisfaction	CS1	Expectation Conformity	0.861	0.899	0.748
	CS2	Intention to Revisit	0.884		
	CS3	Willingness to Recommend	0.849		
Customer Loyalty	CL1	Repurchase Intention	0.872	0.891	0.731
	CL2	Consumption Habits	0.815		
	CL3	Preference for Product/Service	0.864		

Source : Processed Data (2025)

The measurement outer model in Table 2, indicate that all indicators for Relationship Marketing, Digital Marketing, Customer Satisfaction, and Customer Loyalty have satisfactory outer loading values ranging from 0.793 to 0.884, exceeding the recommended threshold of 0.70. The Composite Reliability (CR) values range from 0.891 to 0.920, while the Average Variance Extracted (AVE) values range from 0.697 to 0.748, all above the recommended minimums of 0.70 and 0.50, respectively. These findings confirm that all constructs demonstrate good internal consistency and convergent validity, indicating that the measurement model is reliable and valid for further PLS-SEM analysis.

Evaluation of the Outer Model

Multicollinearity Test

The multicollinearity test was conducted using the Variance Inflation Factor (VIF). A VIF value below 10 indicates that the model is free from problematic multicollinearity. The multicollinearity test results are presented in Table 3.

Table 3. Multicollinearity Test Results

Predictor: Endogenous Construct	VIF
Relationship Marketing on Customer Satisfaction	1.842
Digital Marketing on Customer Satisfaction	1.842
Relationship Marketing on Customer Loyalty	2.176
Digital Marketing on Customer Loyalty	2.214
Customer Satisfaction on Customer Loyalty	2.386

Source : Processed Data (2025)

The multicollinearity test results presented in Table 3 show that all variables have tolerance values greater than 0.10 and VIF values below 10. These findings indicate that there is no evidence of problematic multicollinearity among the independent variables. Therefore, the model meets the multicollinearity criteria and is suitable for further analysis.

Coefficient of Determination (R-Square)

The coefficient of determination (R^2) was used to assess the explanatory power of the structural model by determining the proportion of variance in the endogenous constructs that can be explained by the exogenous variables. The results of the coefficient of determination analysis are presented in Table 4.

Table 4. Coefficient of Determination (R-Square)

Variable	R-Square	R Square Adjusted
Customer Satisfaction	0,327	0,313
Customer Loyalty	0,619	0,607

Source : Processed Data (2025)

Based on the results presented in Table 4, the adjusted R-square value for Customer Satisfaction (Y1) is 0.313, indicating that relationship marketing and digital marketing explain 31.3% of the variance in customer satisfaction, while the remaining 68.7% is explained by other factors not included in the model. Meanwhile, the adjusted R-square value for Customer Loyalty (Y2) is 0.607, indicating that relationship marketing and digital marketing, together with customer satisfaction, explain 60.7% of the variance in customer loyalty, while the remaining 39.3% is attributable to other factors outside the model.

Effect Size (f^2)

Effect size (f^2) was assessed to determine the substantive contribution of each exogenous construct to the endogenous constructs in the structural model. The f^2 values indicate the extent to which the inclusion or exclusion of a particular predictor affects the R^2 value of the endogenous construct. The results of the effect size analysis are presented in Table 5.

Table 5. Effect Size (f^2)

	Customer Satisfaction	Customer Loyalty
Relationship Marketing	0,272	0,040
Digital Marketing	0,032	0,018
Customer Satisfaction		0,733

Source : Processed Data (2025)

Based on the results presented in Table 5, relationship marketing has a medium effect on customer satisfaction and small effect on customer loyalty. Digital marketing has a small effect on customer satisfaction and weaker effect on customer loyalty. Meanwhile, customer satisfaction has a strong effect on customer loyalty. These findings indicate that relationship marketing and customer satisfaction make substantial contributions to the structural model, while the contribution of digital marketing to customer loyalty is relatively limited.

Hypothesis Testing

Hypothesis testing was conducted to examine the significance and direction of the relationships among relationship marketing, digital marketing, customer satisfaction, and customer loyalty. The hypothesis testing results are presented in Table 6.

Table 6. Hypothesis Testing Results

Hypothesis	Variable	Original Sample (O)	T Statistics (O/STDEV)	T-Table	P Values	Result
H1	Relationship Marketing on Customer Satisfaction	0,479	5,368	1,195	0,000	Significant
H2	Digital Marketing on Customer Satisfaction	0,164	1,737	1,195	0,083	Insignificant
H3	Relationship Marketing on Customer Loyalty	0,156	1,839	1,195	0,066	Insignificant
H4	Digital Marketing on Customer Loyalty	0,094	0,873	1,195	0,383	Insignificant
H5	Customer Satisfaction on Customer Loyalty	0,644	12,401	1,195	0,000	Significant

Source : Processed Data (2025)

For greater clarity, the results of the hypothesis testing are illustrated in Figure 2.

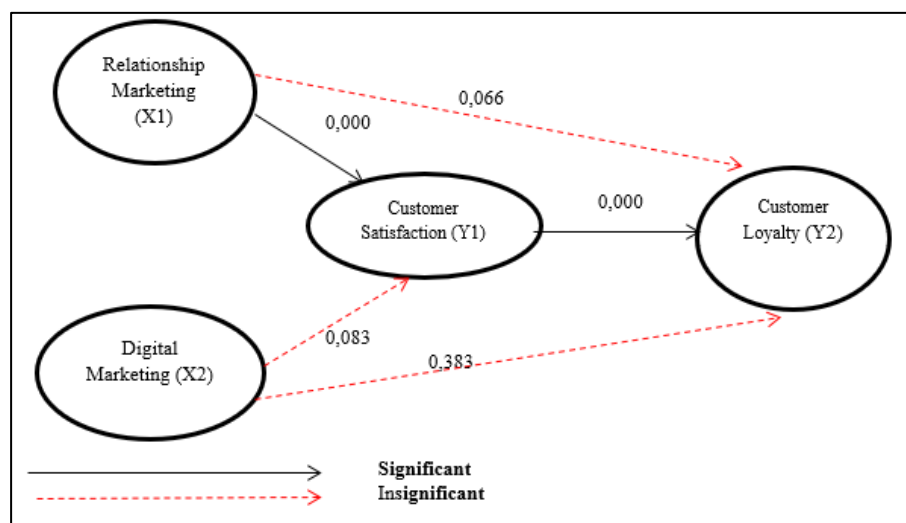


Figure 2. Hypothesis Testing Results

Discussion

The Effect of Relationship Marketing on Customer Satisfaction

The hypothesis testing results indicate that relationship marketing has a significant effect on customer satisfaction. This finding is supported by the descriptive analysis of respondents' responses, particularly the statement, "I can contact TIKI Pekanbaru customer service at any time," which received the highest score. This result suggests that the availability of accessible customer service makes customers feel well supported, especially because problems related to shipment services may occur at any time. The ability to contact TIKI customer service whenever assistance is needed can make customers feel valued and cared for, thereby contributing to stronger customer relationships and higher satisfaction.

Another highly relevant indicator is the statement, "TIKI Pekanbaru provides a complaint service when delivery problems occur." This service provides customers with an additional channel for addressing problems beyond contacting customer service. The availability of a dedicated complaint-handling mechanism can make customers feel respected and prioritized, even when they encounter difficulties during the delivery process. Thus, providing multiple channels for direct communication between customers and TIKI employees can strengthen

customer relationships and enhance satisfaction because customers perceive that their concerns are acknowledged and addressed appropriately.

These findings are consistent with previous studies showing that relationship marketing has a positive and significant effect on customer satisfaction (Oktapiani & Anggraini, 2022; Handayani & Syarifudin, 2022). However, they differ from the findings of Sari (2018) which reported that relationship marketing does not have a significant effect on customer satisfaction.

The Effect of Digital Marketing on Customer Satisfaction

The hypothesis testing results indicate that digital marketing does not have a significant effect on customer satisfaction. The respondent characteristics show that the majority of TIKI customers in this study are aged 23–34 years, indicating a predominance of younger consumers who are generally familiar with digital technology and online platforms. This demographic may be less influenced by promotional advertisements or discounts when choosing a delivery service, as their decisions may be driven more by functional needs and service considerations.

This finding is also supported by the respondent response to the statement, “TIKI Pekanbaru occasionally provides entertaining advertisements on social media and its website,” which received the lowest score among the digital marketing indicators. This suggests that although customers are familiar with digital technology, the digital promotional content provided by TIKI may not yet be sufficiently engaging or entertaining to capture their attention. More creative and interactive content may therefore be needed to increase customer engagement with TIKI’s digital marketing activities.

Overall, digital marketing may contribute to customer satisfaction, but its effect is not statistically significant. This may indicate that customers primarily use TIKI because of their functional need for delivery services rather than because of exposure to digital advertisements.

The finding is consistent with previous research showing that digital marketing does not have a significant effect on customer satisfaction (Fadhli & Pratiwi, 2021). However, it differs from studies reporting a positive and significant effect of digital marketing on customer satisfaction (Inkiriwang et al., 2022; Zulhijjah & Muhammad, 2022).

The Effect of Relationship Marketing on Customer Loyalty

The hypothesis testing results indicate that relationship marketing does not have a significant effect on customer loyalty. This finding may be related to the respondent characteristics, as many respondents are entrepreneurs who use TIKI approximately 5–7 times per month to distribute products from their online businesses. Despite their relatively frequent use of TIKI services, repeated usage does not necessarily indicate strong loyalty when customers still experience weaknesses in their relationships with the service provider.

The descriptive analysis supports this finding, particularly the statement, “TIKI Pekanbaru employees are always open and communicate well with customers,” which received the lowest score. This indicates that some customers perceive employees as insufficiently communicative, making them less comfortable when seeking information or discussing shipment-related issues. In addition, some customers may still have concerns about the accuracy of the delivery times promised by TIKI, as timely delivery is an important consideration for customers, particularly those operating online businesses.

These conditions suggest that limited employee communication, concerns regarding delivery reliability, and service-related problems may weaken the effectiveness of relationship marketing in developing customer loyalty. Thus, although customers may use TIKI frequently, their loyalty may not be sufficiently strengthened when trust and communication remain inadequate.

This finding is consistent with previous research showing that relationship marketing has a positive but insignificant effect on customer loyalty (Karim et al., 2020). However, it differs from studies reporting a positive and significant effect of relationship marketing on customer loyalty (Akbar, 2018; Nurbakti et al., 2022).

The Effect of Digital Marketing on Customer Loyalty

The hypothesis testing results indicate that digital marketing does not have a significant effect on customer loyalty. This finding is supported by the descriptive analysis, particularly the statement, “The social media interface makes it easier for me to communicate with TIKI Pekanbaru,” which received the lowest score. This suggests that some customers may still experience difficulties in accessing or understanding information provided through TIKI’s social media platforms, including contact details and links to the company’s website.

This finding may also be associated with the age distribution of respondents, which includes customers aged 40 years and above who may have lower levels of familiarity with digital devices and platforms compared with younger users. Consequently, the digital information provided by TIKI may not be sufficient to strengthen loyalty among all customer groups. Customers may continue using TIKI based primarily on their service needs and previous experiences rather than its digital marketing activities.

The finding is consistent with previous research indicating that digital marketing does not have a significant effect on customer loyalty (Putri et al., 2021). However, it differs from studies reporting that digital

marketing has a positive and significant effect on customer loyalty (Wulandari et al., 2021; Hanjaya & Setiawan, 2022).

The Effect of Customer Satisfaction on Customer Loyalty

The hypothesis testing results indicate that customer satisfaction has a significant effect on customer loyalty. This finding is supported by the descriptive analysis, particularly the statement, “I am satisfied with TIKI’s website facilities, which allow me to access the service from home,” which received the highest score. This indicates that customers appreciate the convenience provided by TIKI’s website, particularly the JEMPOL (Online Pickup) service, which allows customers to request the collection of packages directly from their homes. Such convenience is particularly beneficial for customers who have other activities or responsibilities and therefore may not have sufficient time to deliver their packages directly to a TIKI branch.

The age characteristics of the respondents may also support the utilization of TIKI’s digital services. The majority of respondents were aged 23–34 years, a group generally familiar with digital devices and online services. This familiarity may facilitate the effective use of TIKI’s website and online pickup facilities, thereby contributing to a more satisfactory service experience.

These findings are consistent with previous studies demonstrating that customer satisfaction has a positive and significant effect on customer loyalty (Hendrayati & Nurwulandari, 2022; Arianto, 2018). However, the findings differ from those reported by Koloy et al. (2022) which found that customer satisfaction does not have a significant effect on customer loyalty.

CONCLUSION

The results show that relationship marketing has a positive and significant effect on customer satisfaction, indicating that maintaining long-term customer relationships can enhance customers’ satisfaction with TIKI Pekanbaru. Digital marketing has a positive but insignificant effect on customer satisfaction, suggesting that digital promotional activities alone are not sufficient to significantly improve satisfaction. Furthermore, relationship marketing and digital marketing both have positive but insignificant effects on customer loyalty, indicating that customer loyalty is not primarily determined by relationship-building or digital promotional activities alone. In contrast, customer satisfaction has a positive and significant effect on customer loyalty, demonstrating that satisfied customers are more likely to remain loyal to TIKI Pekanbaru.

The findings imply that TIKI Pekanbaru should prioritize customer satisfaction by improving service quality, responsiveness, communication, complaint handling, and service convenience. Relationship marketing should be strengthened through more effective and consistent customer interaction, while digital marketing should focus on relevant, informative, engaging, and user-friendly content rather than merely increasing advertising frequency. These strategies can help TIKI improve customer experiences and ultimately strengthen customer loyalty.

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