Research Article

The Role of E-Satisfaction in Mediating Relationship Marketing (RM) on Banking E-Customer Loyalty

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Abstract.
The research objective is to analyze the relationship between relationship marketing (RM) and e-customer loyalty, which is mediated by e-customer satisfaction in the banking industry in Banjarmasin. The increasingly rapid challenges of the banking world require organizations to improve their efforts to provide world-class services in order to attract and retain loyal customers. RM is the key answer to retaining loyal customers. The research was conducted in Banjarmasin with a population of 200 conventional government bank customers using a simple random sampling technique. Data were obtained from interviews with customers using a questionnaire distributed via Google Forms, and data analysis techniques using SEM AMOS 24. The research results prove that RM which consists of trust, commitment, communication, and conflict handling has a positive and significant effect on e-customer loyalty through e-customer satisfaction. This means that to further increase customer satisfaction for them to be loyal, the repair company must be able to maintain good relationships by providing a good level of trust, commitment, communication, and resolve conflicts that occur.

Keywords: banking industry, commitment, communication, conflict handling, relationship marketing (RM), trust

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1. Introduction

Since 2005 and 2009 there have been major changes in the banking industry. Because there are so many choices that customers demand with world-class service quality. The many different aspirations of customers because they have different personalities means that it is important for banks to identify the determinants of satisfaction which will ultimately increase customer loyalty and retention [1]. Improving banking performance and image after mergers and acquisitions is expected to attract and retain more loyal customers. A manager must have skills that can encourage customer loyalty and be able to monitor programs [2]. Thus it can be said that there are many factors that must be considered by companies, especially the banking industry, in order to provide the

best service for customers so that they can encourage customer loyalty and Ultimately it will improve the performance of the company.

Competition in the banking world is increasingly open and tight, where the success factor is largely determined by the level of customer satisfaction, especially during the Covid-19 pandemic conditions, banks must be able to retain their customers by providing high commitment so that customer confidence increases. Companies must also realize that customers buy expectations, not just real goods. The ability to satisfy these expectations is communicated effectively by establishing relationships. Nowadays, relationships have become an important topic in business, where these relationships must be based on the principles of sincerity and mutual support, not just pseudo-transactional relationships and solely pursuing benefits. With the expectation that loyalty will be obtained, businesses have a strong motive to maintain relationships with customers, even the perception of the quality of a service is closely related to how well the relationship is built. Thus, establishing relationships to retain existing customers is the key to answering current marketing problems, which is called relationship marketing, which is more specific to customer relationship marketing (CRM) strategies.

Advances in digital technology are currently experiencing rapid development, so that technology is currently entering the digital era 4.0. The advancement of more complex technology influences not just the business domain but also reaches into the banking sector, so that the banking industry has opportunities, as well as new opportunities and market shares. In the current era of information technology, banks continue to optimize digitalization by limiting social activities, making people increasingly accustomed to carrying out digital transactions. The banking industry strives to meet customer needs efficiently in payment system traffic and facilitate access by utilizing advances in digital technology.

This trend compels companies to navigate a fiercely competitive landscape prior to venturing into the digital market and adjusting to the prevailing circumstances [3]. The internet revolution has pervaded industries worldwide, including banking [4]. Internet banking offers numerous advantages over traditional banking, such as enabling customers to conduct diverse banking tasks at minimal costs at any time [5]. Despite the manifold benefits it offers, the internet presents a dual challenge as it diminishes the human involvement aspect of financial institutions.

This mode of online interaction presents several novel and promising prospects for retaining customers on the World Wide Web, yet simultaneously intensifying competition

[6]. This scenario unfolds as companies exercise control over communication, affording them the capability to tailor information according to the specific needs of individual customers and optimize avenues for soliciting feedback from them [7].

This study delves into Relationship Marketing (RM) as a competitive tool for fostering e-customer loyalty within the banking sector in Banjarmasin. The primary objective of this research is to delve deeper into banking customers' perceptions of RM, focusing on key dimensions including trust, commitment, communication, and conflict resolution, in their influence on e-loyalty mediated by e-satisfaction.

2. Literature Review

2.1. E-Customer loyalty

Customer loyalty holds immense significance for companies as it ensures the sustainability of their operations and business endeavors. Loyal customers are individuals deeply satisfied with specific products and services, demonstrating eagerness to recommend them to their acquaintances. Subsequently, these loyal customers tend to extend their allegiance to other offerings from the same manufacturer. Ultimately, they become steadfast consumers loyal to a particular brand or company indefinitely.

Customer loyalty, according to Kotler & Keller [8], is the strong will to stick with a favored good or service going forward, regardless of external factors and promotional campaigns that would persuade them to change. This idea is consistent with the viewpoints of Zeithaml et al. [9], Jiang et al. [10], and Amin [5], who contend that recurrent business from customers motivated by a love for a specific product or service constitutes loyal customer behavior.

According to Chen et al. [11], loyalty is essential to the survival and expansion of e-commerce businesses and acts as a driving force behind them [12]. E-customer loyalty can be characterized as the desire to stick with a certain website, visit it frequently, and show a strong preference for it [13]. This indicates a user's desire to return to the website and maybe use its services in the future [5]. In the internet sphere, it can be difficult, but maintaining current clients and encouraging their loyalty through competitive offerings is essential [11].

The interaction experience with a website significantly influences customers' decisions to revisit the site and recommend it positively to others. Customers often base their purchasing behavior on past experiences, underscoring the importance of focusing on

e-customer loyalty in internet banking to uphold customer relationships [14][15]. Highly loyal customers are inclined to frequent the website and advocate for it, leading to a strong commitment to consistently reuse the service or product in the future [5].

In summary, e-customer loyalty entails an attitude driving behavior to purchase products or services through a company's website, encompassing emotional aspects, particularly among regular and consistent users of the website. This loyalty extends beyond mere repurchase behavior, encompassing a commitment and positive disposition towards the company's website offering the product or service.

2.2. E-Customer satisfaction

Customer satisfaction plays a pivotal role in a competitive environment, focusing on the emotions, happiness, or disappointment experienced by customers when they compare the impact or outcomes they've experienced with their expectations regarding certain products or services. Satisfaction can be understood as the fulfillment of expectations. According to Kotler & Keller, satisfaction is the degree of a person's feelings after assessing their perceived performance against their expectations [8]. It is a function of perceptions or impressions of performance and expectations. When performance exceeds expectations, customers feel satisfied, whereas if performance falls short of expectations, customers become dissatisfied, or even disappointed. Conversely, when performance surpasses desired expectations, customers experience high satisfaction. This aligns with Mowen perspective that consumer satisfaction is the overall attitude towards goods or services post-purchase and usage, indicating a post-purchase evaluative assessment stemming from purchase selection [16]. Therefore, the key to fostering customer loyalty lies in providing high customer value.

Customer satisfaction, according to Chang et al., is the psychological reaction that consumers have based on their prior experiences and is attained by contrasting perceived performance with expectations [17]. Anderson & Srinivasan looked at the importance of customer happiness in the context of e-commerce and defined e-customer satisfaction as the satisfaction acquired from prior online purchase experiences [13]. Similarly, Amin defines e-customer satisfaction as satisfaction based on past purchases from e-commerce companies [5].

Various factors influencing e-customer satisfaction in internet banking have been identified in prior research. According to Floh [14] and Shin et al. [18], e-customer satisfaction is influenced by website characteristics, while quality attributes, as noted by

Garepasha et al. [12], Sleimi et al. [19], Arcand et al. [20], and Floh [14], also play a crucial role. Kim et al. [21] elucidated that tangible product diversity, responsiveness, interactiveness, and stability significantly impact e-customer satisfaction. This underscores the importance of services delivered through websites in driving consumer satisfaction. Specifically, in internet banking, customers predominantly express satisfaction with internet accessibility, ease of use, usability, and trust. As a result, customer opinions about the caliber of different electronic service features can affect whether or not they are satisfied with the electronic services offered by the website. In online banking, it is critical to either meet or exceed client expectations because customers are more demanding.

2.3. Relationship Marketing (RM)

Relationship marketing serves as a pivotal strategy for nurturing company-customer relationships. It revolves around cultivating enduring relationships with customers, ultimately fostering long-term satisfaction and strengthening brand loyalty. The primary objective is to establish and sustain a customer base characterized by strong relationship commitment, proving profitable for the company.

In an online context, relationship marketing is structured around three dimensions: online trust, online satisfaction, and online commitment. While trust, commitment, and satisfaction have traditionally been recognized as critical aspects in relationship marketing literature, numerous studies have demonstrated their relevance in the online business landscape as well [22]. Furthermore, previous research has provided compelling evidence regarding relationship marketing as a comprehensive construct comprising trust, satisfaction, and commitment, all of which influence loyalty (Garepasha et al. [12]; Fang et al. [23]; Bligihan & Bujisic, [24]; Yu & Tung [25]. Additionally, Morgan & Hunt asserted that the dimensions of relationship marketing to be considered encompass trust, commitment, communication, and conflict handling [26]. These dimensions collectively contribute to the development and maintenance of strong, enduring relationships between companies and their customers.

2.4. Hypothesis

H1: RM (trust, commitment, communication, conflict handling) has a positive and significant effect on e-customer satisfaction.

H2: RM (trust, commitment, communication, conflict handling) has a positive and significant effect on e-customer loyalty

H3: e-satisfaction has a positive and significant effect on e-customer loyalty

H4: RM (trust, commitment, communication, conflict handling) has a positive and significant effect on e-customer loyalty through e-customer satisfaction.

3. Research Methods

Research was conducted on banking in Banjarmasin, especially government-owned conventional banks. This research uses primary data with interview techniques using questionnaires distributed to banking customers in Banjarmasin as respondents using a linket scale, distributing questionnaires using Google Form. The research population is an unknown number of conventional bank savings customers in Banjarmasin. Because the population size is unknown, the sample was determined at 200 respondents, this is in accordance with the requirements of the analysis technique using SEM. Sampling was taken using random sampling technique. Analysis of data used in research with SEM AMOS 24.

The research instrument uses a questionnaire with existing statements based on indicators for each variable studied. Then these indicators are used as a starting point for measuring each item in the instrument in the form of a statement.

The research instruments can be seen in Table 1 below:

The survey employed in this study utilizes a Likert scale, where respondents provide ratings ranging from highly positive to highly negative for each statement. The Likert scale includes levels of agreement such as strongly agree, agree, neutral, disagree, and strongly disagree. Subsequently, these responses are quantitatively analyzed. To facilitate this analysis, each response to the statement items is assigned a numerical score, as outlined in Table 2 below:

Empirical model in this research:

$Y_1 = \beta_1 X_1 + z_1$

$Y_2 = \beta 3 X_1 + z_1$

$Y_2 = \beta 5 Y_1 + z_2$

$Y_2 = \beta 6 X_1 + \beta 5 Y_1 + z_1$

TABLE 1: The research instruments.

No.	Variables	Indicators	Instruments
1	Relationship Marketing/RM (X) Brun et al. [22], Chung & Shin [27], Palmatier et al. [28]; Husnain & Akhtar [29]	Trust	The bank is very concerned about proper service Promise of reliable internet banking services The bank fulfills its obligations to serve customers
		Comintment	The bank is flexible in serving internet banking customers The bank offers personal services for internet banking customers
		Communication	Information presented on the actual financial situation The bank informs you if there are new services.
		Conflict Hanling	With internet banking banks try to avoid potential conflicts. Through internet banking, banks try to resolve conflicts before they cause problems The bank openly provides opportunities for problem solving
2	e-Customer Satisfaction/CS (Y1) Floh [14]; Fang et al, [23]; Wang et al, [30] 1 1	Fulfilled expectations	Continue using Recommend
		Positive attitude	I find it a pleasant experience when using internet banking I enjoy making transactions via internet banking
		Intention to transact again	I will carry out financial transactions via internet banking I will use other internet banking services. I will consider making transactions using internet banking
3	e-Customer Loyalty/CL (Y$_3$) Garepasha et al. [12]; Amin [5], Floh [14]; Anderson & Srinivasan [13]	Continue using	I decided to make a transaction using internet banking Internet banking is my choice for carrying out further financial transactions. I make more transactions via internet banking
		Recommend	I decided to make a transaction using internet banking 19.. Internet banking is my choice for carrying out further financial transactions. 20. I make more transactions via internet banking

Source: Processed data, 2023

4. Results and Discussion

4.1. Hypothesis test

The research findings indicate that the RMSEA value suggests a close fit for the goodness of fit index. Nevertheless, the X2-chi square results indicate that the probability

TABLE 2: Scoring criteria.

| Respondent's Answer	Scoring
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly agree	5

Source: Sugiyono [31].

level, GFI, AGFI, CMIN/DF, TLI, and CFI are fairly satisfactory. It can be concluded that the model is a good fit overall, with no significant difference found between the developed model and research data. The model meets the required criteria, as shown in Table 3:

TABLE 3: Calculation of goodness of fit indeks.

Goodness Of Fit Index	Cut-off Value	Results	Model Evaluation
X2 - Chi Square	Small	233.369	Good fit
Significance Probability	> 0.05	0.131	Good fit
RMSEA	≤ 0.08	0.320	Good fit
GFI	≥ 0.90	0.905	Good fit
AGFI	≥ 0.90	0.941	Good fit
CMIN/DF	≤ 2.00	1.157	Good fit
TLI	≥ 0.95	0.968	Good fit
CFI	≥ 0.95	1.094	Good fit

Source: SEM output, 2023

The structural equation model obtained can be seen in Figure 1 below:
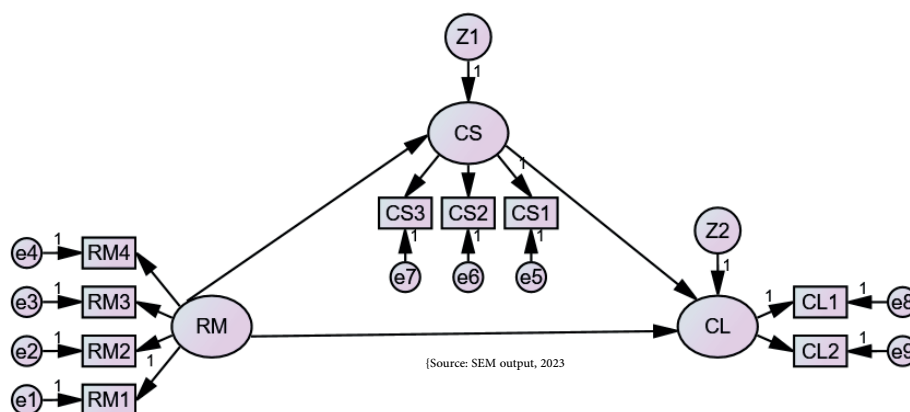
Source: SEM output, 2023

Figure 1: Structural model.

The next phase is hypothesis testing, where the goal is to ascertain how much exogenous variables affect endogenous variables. The null hypothesis (H0) is accepted and the alternative hypothesis (H1) is rejected if the significance value is greater than 0.05 (5%). Conversely, H0 is rejected and H1 is accepted if the significance value is less than 0.05 (5%). For hypothesis testing, regression weight testing is used, and the results are shown in Tables 4 and 5 below:

TABLE 4: Regression weight results.

	Estimate	S.E	P
CS ← RM	5,432	2,910	0,022
CL ← RM	0,039	0,006	0,003
CL ← CS	0,011	0,004	0,014

Source: SEM output, 2023

TABLE 5: Standardized regression weights.

	Estimate
CS ← RM	0,257
CL ← RM	0,435
CL ← CS	0,226

Source: SEM output, 2023

According to the test results, it is indicated that the RM variable exhibits an estimated parameter value of 0.257 for the e-customer satisfaction variable, with a p-value of 0.022. Since the p-value is less than 0.05, the RM variable is deemed to have a statistically significant effect on banking e-customer satisfaction. Consequently, H1 is accepted, affirming that RM exerts a significant and positive impact on banking e-customer satisfaction.

Similarly, the influence of the RM variable on the e-customer loyalty variable yields an estimated parameter value of 0.435, accompanied by a p-value of 0.003. Given that the p-value is less than 0.05, it is concluded that there exists a significant effect of the RM variable on e-customer loyalty. This finding supports H2, indicating that RM has a substantial and positive influence on banking e-customer loyalty.

Moreover, the impact of the e-customer satisfaction variable on the e-customer loyalty variable was found to be significant at α = 0.05, evidenced by a p-value of 0.011 and an estimated parameter value of 0.226. This value falls below the threshold of 0.05, indicating that e-customer satisfaction indeed influences e-customer loyalty. This aligns

with H3, which posits that e-customer satisfaction exerts a significant and positive effect on banking e-customer loyalty.

Moreover, significant findings were acquired with a p-value of 0.032, indicating the mediation effect of e-customer satisfaction on the link between RM and e-customer loyalty, less than the alpha level of 0.005 (5%). The findings are supported by the Sobel test, which resulted in a calculated t-value of 1.866, exceeding the critical t-table value of 1.6660. Therefore, H4 is supported, showing that RM has a significant and positive impact on e-customer loyalty via enhancing banking e-customer satisfaction.

4.2. Direct and indirect influence

The next step is to look at the influence between variables, where some of these influences are direct (direct effects) and some are indirect (indirect effects). The magnitude of the direct effect is the coefficient of all coefficient lines with one-ended arrows. Meanwhile, the magnitude of the indirect effect is the result of multiplying 2 paths connecting exogenous variables to endogenous variables through intervening variables. This can be seen in Table 6 below:

TABLE 6: Summary of influence between variables.

Influence between variables	Direct influence	Indirect Influence (through intervention)	Total Influence
CS → RM	0,301	(0,301)(0,436)= 0,131	0,363
CL → RM	0,436		
CL → CS	0,232		

Source: SEM output, 2023

Table 6 displays that the e-customer satisfaction variable has a significant direct impact of 0.436 on the banking e-customer loyalty variable. Furthermore, the direct or indirect variables that influence e-customer loyalty are apparently stronger with the presence of indirect variables or through intervening variables, namely 0.363 compared to directly with a value of only 0.232.

4.3. Discussion

4.3.1. The influence of RM on e-customer satisfaction

The results of this research show that RM with its indicators: trust, commitment, communication, and conflict handling is able to influence banking e-customer satisfaction, because the guarantees given to customers make them believe in the credibility of the bank in question. The commitment given by all elements in the company, good communication from all existing elements and how to handle conflicts that occur well so that customers feel comfortable and ultimately they are satisfied with all the services they receive at the bank.

E-consumer satisfaction is obtained by fulfilling their needs and desires. For this reason, a good and effective consumer relations management system is needed, namely by developing activities that focus on consumers. By focusing on consumers, it means that the company is ready to carry out the purchasing process from the consumer's perspective, can feel consumer feelings, and can provide information to consumers with full attention. If the company is able to understand its consumers, and the consumers feel satisfaction, trust and are willing to speak positively about the company, then the company's system has made consumers stay with the company. These findings align with the research conducted by Sumarauw et al. [32], which demonstrated a significant relationship between the RM variable and customer satisfaction. Where if banks implement the RM Strategy they will be able to maintain good relationships with their customers, through satisfactory service because customer expectations can be fulfilledline with research.

4.3.2. The influence of RM on e-customer loyalty

The findings from the study on the impact of RM on e-customer loyalty indicate that RM plays a crucial role in shaping e-customer loyalty. By implementing the RM strategy, it will be easier for banks to provide services to customers because they already know what customers need and want. Retaining consumers and building consumer loyalty is the goal of RM. By carrying out RM, you can change the company's perspective in carrying out its business activities. Therefore, companies will get different benefits even though they have to pay different costs.

This study is consistent with previous research on the connection between RM and e-customer loyalty Garepasha et al. [12]; Hussain & Akhtar [29]; Naoui & Zaien [29]; Bligihan & Bujisic, [24] with the same results, namely showing that The better the company implements long-term relationships through RM, the higher the e-loyalty that will be achieved.

4.3.3. The influence of e-satisfaction on e-customer loyalty

The research findings affirm that e-satisfaction plays a pivotal role in influencing e-customer loyalty, a notion supported by studies conducted by Sleimi et al. [19] and Floh & Treiblmaiser [14]. These studies suggest that satisfaction acts as a catalyst for consumers to make repeat purchases and continue consuming the product. Conversely, experiences of dissatisfaction lead to consumer disappointment and cessation of repurchasing or consumption of the product.

The findings of this research are consistent with the research conducted by Marist et al. which indicates a positive relationship between satisfaction and loyalty [33]. According to this study, customers who experience higher levels of satisfaction tend to exhibit greater loyalty towards the company. Similarly, research by Keisidou et al. emphasizes the importance for companies to prioritize customer satisfaction, as it emerges as the most influential predictor of customer loyalty [34]. This can be achieved by attentively listening to customer requirements and expectations, and subsequently developing products and services that effectively cater to their needs and desires.

4.3.4. The influence of RM on e-customer loyalty through e-customer satisfaction

The results of the mediation testing, indicating the significant influence of satisfaction on the relationship between RM and customer loyalty, align with the theory proposed by Kotler and Keller [8]. According to their theory, RM involves the meticulous management of individual consumer information and the strategic management of all consumer touchpoints to maximize consumer loyalty. Additionally, Tjiptono highlights several key benefits promised by the implementation of RM, including cost-effectiveness, enhanced consumer satisfaction and loyalty, increased profitability, positive word-of-mouth communication, and synergistic business partnerships [35]. RM operates on the fundamental assumption that nurturing long-term relationships with consumers is the most effective

strategy for fostering consumer loyalty, with loyal customers typically proving to be more profitable than disloyal ones.

5. Conclusions

This research investigates the role of e-satisfaction as a mediator in the relationship between RM and banking e-customer loyalty. The findings indicate that RM influences e-customer loyalty through the intermediary factor of e-banking customer satisfaction. It can be said that the Relationship Marketing (RM) strategy is one of the variables that is able to influence e-customer satisfaction, especially customers in the banking industry in Banjarmasin. Where if the dimensions of RM include trust, commitment, communication and conflict management, all of which are implemented consistently and continuously by all parties in the organization, then there will be continuity for customers/customers so that they will be satisfied with what they get and will not move. at other banks so that ultimately customer/customer loyalty will be created.

6. Limitations and Future Research

The research has limitations because it was only carried out in one area so the results cannot be generalized. This research also only uses one variable, namely RM, even though there are many other factors that can influence e-customer loyalty. Apart from that, the application of RM can be carried out in other industries besides the banking industry. Based on the current limitations, future research could benefit from exploring several areas for comparison to enhance the generalizability of the results. It is advisable to include additional variables to increase the accuracy of the findings. Moreover, conducting research in industries other than banking could offer valuable insights into the applicability of the findings across different sectors.

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