

The Effect of Trust, Commitment, Satisfaction and Engagement on PT Buhler Indonesia Customer Loyalty during Covid 19 Pandemic

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ABSTRACT

The goal of this thesis is to know the effect of strategic marketing related to relationship and after sales service during pandemic period to customer trust, commitment, satisfaction and engagement that will in the end affect to customer loyalty. Method used in this study is explanatory study that test on hypothesis-hypothesis made and especially explain on relation between variable. This study employed Partial Least Square-Structural Equation Modelling (PLS-SEM) as data analytic tools. This study found that customer trust, customer commitment, and customer satisfaction has positive effect toward customer engagement and customer loyalty. Additionally, this study also found that customer engagement has positive effect toward customer loyalty. The conclusion of this study is company should maintain and improve customer trust, customer commitment, customer satisfaction and customer engagement in order to maintain and improve customer loyalty.

KEYWORDS: Relationship Marketing; Trust; Commitment; Satisfaction; Engagement; Loyalty; B2B; Pandemic Covid-19

INTRODUCTION

Based on the business conditions of PT Bühler Indonesia during the Covid-19 Pandemic through 5 strengths model grid of Porter [1], could be observed that the industry related to handling and processing food naturally is a sustainable industry, considering that the need for food is a basic basic need of human life. the increasing population of people who need the same food needs. Furthermore, the condition of Indonesia's food sustainability index, which implies that there is still much need for improvement in supply-chain handling, processing to storage processes, provides broad opportunities for companies to participate in providing effective, quality and sustainable food handling and processing solutions.

However, the nature of the industry related to sustainable food handling and processing has resulted in many new competitors seeking to gain market share in this industry. In after-sales service in the Indonesian animal feed processing industry, one of the main business units of PT Bühler Indonesia, throughout 2020 there were three (3) new spare parts

providers who were actively offering products with low price strategies. This is a significant threat to PT Bühler Indonesia, especially in the context of the tightening of the budget carried out by PT Bühler Indonesia's customers as a result of the Covid-19 Pandemic. The relationship marketing strategy and solution provider is one of the strategies undertaken by PT Bühler Indonesia in dealing with this challenge.

As an effort to control the Covid-19 pandemic, customers from PT Bühler Indonesia have also tightened the acceptable visits to their processing factories. Combined with the current tight budget, this has provided an opportunity for substitute products, especially spare parts, to replace products from PT Bühler Indonesia. PT Bühler Indonesia's efforts to maintain market share by providing more flexible after-sales services with off-site assistance to providing webinars on technology and innovation in the processing industry are one of the strategies to maintain relationships and improve services for PT Bühler Indonesia's customers.

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As a direct impact of the Covid-19 Pandemic on manufacturing companies, including PT Bühler Indonesia's customers, is the tightening of the investment and maintenance budgets provided by the management of PT Bühler Indonesia's customers. Although the decrease in the investment and maintenance budget that occurred actually reduced the negotiating power of the buyer, the decrease in the availability of the investment and maintenance budget directly meant a decrease in sales potential for PT Bühler Indonesia and its competitors, both new and old. This makes every sales potential that exists becomes important for every product/service provider for PT Bühler Indonesia customers, which then becomes a source of more negotiating power for customers. As a company with a concept of differentiation through innovation and long-term solutions, creating a situation of buyer negotiation power that emphasizes more on short-term situations is a challenge for PT Bühler Indonesia.

On the other hand, the restrictions on the movement of goods between countries imposed during the Covid-19 pandemic have become a negotiating force for suppliers in providing materials and products for company needs. The influence of the negotiating power of these suppliers mainly affects the price and timing of the supply of materials and products, which in turn will have an impact on the provision of products and services for PT Bühler Indonesia's customers. However, as part of Buhler AG, PT Bühler Indonesia still gets protection from the negative impacts that are bigger than the negotiating power of this supplier.

Hollensen explained that there are two (2) theoretical perceptions in understanding how companies use resources to create competitive excellence, namely Market Orientation View and Resource-Based View. The Market Orientation View emphasizes the advantages of being able to react in adapting to market conditions while the Resource Based View emphasizes the character of the company's resources and the development of the company's capabilities and resources. [2]. Bridging the conflict between the two perceptions, Hollensen conceptualizes a Value Chain-Based View which emphasizes corporate action by considering the elements of the Market Orientation View where resources are used. In the Value Chain-Based View theory, competitive advantage is described as a function of providing buyer value more efficiently than competitors (lower cost) or carrying out activities at comparable costs in a special way so as to create higher customer value than competitors can provide (differentiation). [2]. A survey conducted by previous researchers found that

there were marketing opportunities that arose during the Covid-19 pandemic period, namely (1) customers prioritize trusted relationships, (2) online and digital marketing experienced significant developments, (3) increased use and results from social media, (4) marketing teams do more with less people, (5) the need for pivoting ability to be one of the main skills of marketers [3]. On the other hand, Moorman emphasized that the marketing opportunities in the Covid-19 pandemic period were to seek input from customers, get new customers, use partnership strategies, research marketing strategies. [3]

This leads to the Strategic Relations Theory which is described by Hollensen in two dimensions of relations, namely vertical relations and lateral relations [2]. Looking at market conditions and survey results obtained from these marketing practitioners, vertical relationships, especially customer relations, are the main focus to understand the position of the level of customer relations of PT Bühler Indonesia, and their impact on PT Bühler Indonesia's competitive advantage. In a relationship marketing strategy, loyalty and customer engagement are the desired outcomes of a good relationship marketing strategy because they provide a competitive advantage to the company [4]; [5]; [6]; [7]; [8]; [9]. Meanwhile, trust, commitment and satisfaction are seen as antecedents that affect customer engagement [5]; [10]; [11]; [12] and customer loyalty [13]; [14]; [15]; [8]; [16]; [17].

This research is based on research conducted by Petzer & Tonders which found the importance of customer engagement on customer loyalty in the context of relationship marketing in the insurance industry with a B2C context, but using a review point of view in the manufacturing industry with a B2B context while also eliminating the customer value factor [12]. Elimination of the customer value factor is carried out based on research conducted by Bergel et.al. [9] and Dikcius et.al. [8] who uses customer value is one of the indicators used in measuring customer satisfaction and not as an independent factor that stands alone. Apart from that, the meta-analysis study conducted by Oh & Kim also found that customer value based on cognitive comparisons of what customers sacrificed (costs) compared to what customers got (examples of quality) often did not have a significant effect. [18]

LITERATURE REVIEW

1. Strategic Marketing

Strategic marketing is the process of developing a market-based strategy by considering long-term developments within the framework of the company's integrated activities in corporate planning, there is a

close relationship between marketing and other corporate functions that focus on competition with other companies [19].

2. Customer Loyalty

Loyalty is a complex concept with an initial understanding as repurchase behavior developed by Bandyopadhyay & Martell [4] in a psychological context as a psychological bond to an object. In marketing studies, loyalty is seen as important because of the contribution that loyalty makes to the company's competitive advantage [20].

Measurements that will be examined in the customer loyalty variable include: a) Attitudinal Loyalty; and b) Behavioral Loyalty. [8]

3. Customer Engagement

Customer engagement is a customer psychological condition that is formed from the experience of co-creative interactions with a focus object of engagement, such as a brand focus, in a service-focused relationship [21]. The measurements that will be examined in the customer engagement variable include: a) Purchase behavior (CPB); b) Referral behavior (CRB); c) Influence behavior (CIB); d) Knowledge behavior (CKB) [5]

4. Marketing Relation

Marketing relation according to aims to involve and integrate customers, suppliers and other partners into the development and marketing activities of the company [2]. The two main points of relationship marketing are collaboration and interdependence, which gives an indication of the strength of the relation [22]. Hollensen defines relationship marketing as a company's marketing strategy in increasing the company's competitive advantage by using relationships as a resource in improving the company's market position which will ultimately improve company performance. [2]

5. Trust

Trust is the customer's belief in the integrity and competence of the company to take actions that produce a positive impact for customers, where customers believe that the company has good intentions and motives for customers and cares about positive results for customers. [23].

The variables used in this study used the variable from Doney and Cannon [24] which is used with adjustments by Petzer & Tonder [12] in their research namely: a) Performance; and b) Goodwill.

6. Satisfaction

Customer satisfaction as a customer's perception of the results of value co-creation in a transaction-oriented construct [25]. The mechanism for the

formation of customer satisfaction from the point of view of expectation-confirmation theory as a comparison between expectations before purchase and perceived product/service quality after purchase. [26].

The variable used in this study: a) Cognitive; b) Affective; and c) Behavior [27].

7. Commitment

Commitment is the attitude and desire of customers to stay in a relationship with the company and affect customer perceptions of their next experience with the company [28]. The variable used in this study uses a modified variable from Verhoef *et.al.* [29] used by Petzer & Tonder in their research, namely: a) Affective commitment; and b) calculative commitment [12].

METHODOLOGY

This research is an explanatory research that tests the proposed hypotheses, which specifically explain the relationship between variables. The population in this study is the customer company PT Bühler Indonesia from SBU Protein. Characteristics of the sample are those who have established business relations with PT Bühler Indonesia or have used products from PT Bühler Indonesia for at least five years, where each of them is in the position of making decisions in purchasing and procuring machinery at the company where they work. The number of samples used in this study was a total of 35 respondents. The sampling technique used in this study is total population sampling. The sampling technique is through an online survey. The data analysis technique used in this study is Structural Equation Modeling (SEM).

RESULT

1. Overview of Respondents Characteristics

Respondents with a period of working in the company for less than 5 years were 20%, then respondents with a period of working in the company for 5 to 10 years were 17.1%, and respondents with a period of working in the company for more than 10 years is as much as 62.9%.

Respondents with a period of working in their current position in the company for less than 5 years are as many as 45.7%, then respondents with a period of working in their current position in the company for 5 to 10 years are 34.3%, and respondents with tenure in the current position in the company for more than 10 years is as much as 20%.

Respondents with a relationship with PT Bühler Indonesia for 5 to 10 years were 71.4%, and 28.6% of respondents with a relationship with PT Bühler Indonesia for more than 10 years.

2. Data Description

Trust has an overall mean (mean) of 3.82 and a standard deviation of 0.575. This illustrates the tendency of respondents to express their trust in PT Bühler Indonesia. The respondent's statement in the questionnaire indicates that the respondents' trust in PT Bühler Indonesia is good.

Commitment has an overall mean value of 4.01 and a standard deviation of 0.603. This illustrates the tendency of respondents to assess things that support their commitment to establish a relationship with PT Bühler Indonesia. A statement on the questionnaire indicating that the respondent's commitment to PT Bühler Indonesia is good.

Customer engagement has an overall mean (mean) of 3.89 and a standard deviation of 0.636. This illustrates the tendency of respondents to state that there is involvement (customer) related to products

developed by PT Bühler Indonesia. The statement in the questionnaire indicates that the customer engagement with PT Bühler Indonesia has been good. A standard deviation value that is smaller than the mean indicates a small distribution of the customer engagement data variable or the absence of a large enough gap from the data for the variable between the lowest and the highest.

Customer loyalty has an overall mean (mean) of 3.91 and a standard deviation of 0.609. This illustrates the tendency of respondents to declare loyalty to PT Bühler Indonesia. The respondent's statement on the questionnaire indicates that customer loyalty to PT Bühler Indonesia is high. A standard deviation value that is smaller than the mean indicates a small distribution of the customer loyalty data variable or the absence of a large enough gap from the data variable between the lowest and the highest.

3. Hasil Analisis Data

Partial Least Square Schema Model (PLS)

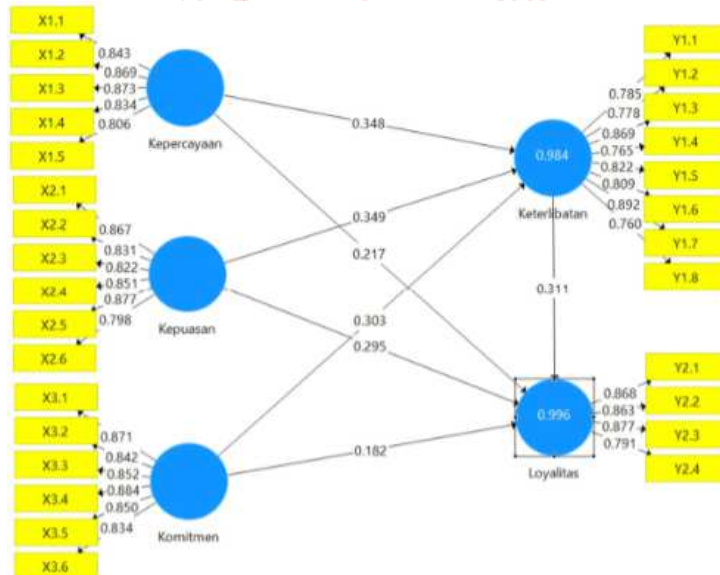


Image 1: Outer Model

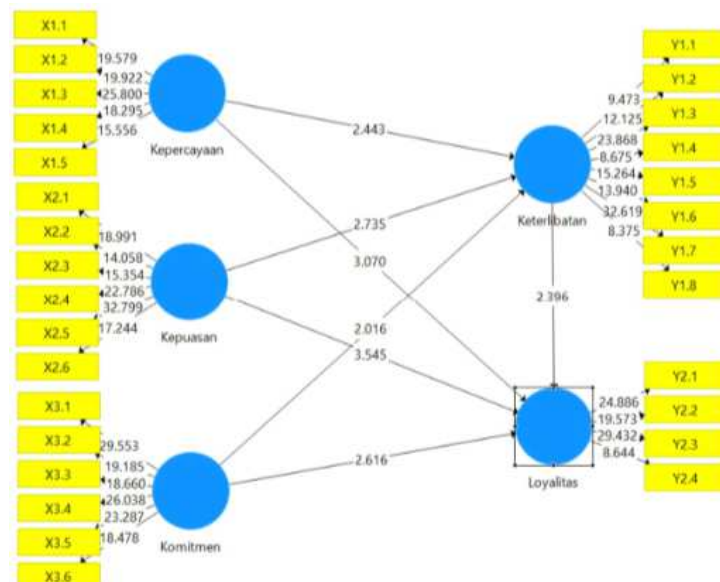


Image 2: Inner Model

Outer Model Evaluation

Internal consistency (composite reliability)

Table 1: Composite Reliability

Variable	Composite Reliability
Trust	0,926
Satisfaction	0,936
Commitment	0,942
Customer engagement	0,939
Customer loyalty	0,913

Cornbach's Alpha

Table 2: Cornbach's Alpha

Variable	Composite Reliability
Trust	0,900
Satisfaction	0,917
Commitment	0,927
Customer engagement	0,925
Customer loyalty	0,872

Convergent Validity

Table 3: Outer Loading

Variable	Indicators	Outer loading
Trust (X1)	X1.1	0,843
	X1.2	0,869
	X1.3	0,873
	X1.4	0,834
	X1.5	0,806
Satisfaction (X2)	X2.1	0,867
	X2.2	0,831
	X2.3	0,822
	X2.4	0,851
	X2.5	0,877
	X2.6	0,798
Commitment (X3)	X3.1	0,871
	X3.2	0,842
	X3.3	0,852
	X3.4	0,884
	X3.5	0,850
	X3.6	0,834
Customer engagement (Y1)	Y1.1	0,785
	Y1.2	0,778
	Y1.3	0,869
	Y1.4	0,765
	Y1.5	0,822
	Y1.6	0,809
	Y1.7	0,892
	Y1.8	0,760
Customer loyalty (Y2)	Y2.1	0,868
	Y2.2	0,863
	Y2.3	0,877
	Y2.4	0,791

The data presented in the table above shows that each research variable indicator has an outer loading > 0.7 . The data above shows that there is no variable indicator whose outer loadings is below 0.5, so all indicators are declared feasible or valid for research use and can be used for further analysis.

Discriminant Validity

Tabel 4: Cross Loading

Indicators	Variable				
	Trust	Satisfaction	Engagement	Commitment	Loyalty
X1.1	0,850	0,849	0,836	0,827	0,834
X1.2	0,874	0,839	0,873	0,853	0,863
X1.3	0,876	0,844	0,875	0,846	0,872
X1.4	0,868	0,849	0,836	0,867	0,861
X1.5	0,806	0,717	0,721	0,711	0,731
X2.1	0,820	0,867	0,835	0,810	0,834
X2.2	0,800	0,831	0,799	0,795	0,810
X2.3	0,833	0,844	0,840	0,839	0,843
X2.4	0,879	0,880	0,880	0,858	0,878
X2.5	0,851	0,877	0,856	0,856	0,874
X2.6	0,714	0,798	0,746	0,769	0,753
X3.1	0,790	0,828	0,829	0,817	0,822
X3.2	0,842	0,871	0,872	0,842	0,850
X3.3	0,852	0,809	0,853	0,852	0,843
X3.4	0,867	0,851	0,890	0,884	0,873
X3.5	0,855	0,829	0,856	0,850	0,851
X3.6	0,790	0,828	0,832	0,834	0,831
Y1.1	0,737	0,811	0,785	0,786	0,768
Y1.2	0,775	0,726	0,778	0,779	0,771
Y1.3	0,848	0,828	0,869	0,870	0,853
Y1.4	0,768	0,781	0,765	0,787	0,790
Y1.5	0,795	0,793	0,822	0,801	0,800
Y1.6	0,816	0,791	0,809	0,817	0,803
Y1.7	0,906	0,875	0,892	0,907	0,890
Y1.8	0,718	0,773	0,760	0,774	0,765
Y2.1	0,843	0,897	0,858	0,858	0,898
Y2.2	0,869	0,839	0,873	0,853	0,874
Y2.3	0,879	0,852	0,885	0,858	0,886
Y2.4	0,763	0,777	0,759	0,790	0,791

Source: Results of PLS 2022

Each indicator in the research variable has the largest cross loading value on the variables it forms compared to the cross loading value on other variables. Looking at the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

In addition to observing the cross loading, discriminant validity can also be known through other methods, namely by looking at the average variant extracted (AVE) value.

Table 5: Average Variant Extracted (AVE)

Variable	AVE
Trust	0,715
Satisfaction	0,708
Commitment	0,732
Customer engagement	0,658
Customer loyalty	0,723

Source: Results of PLS 2022

Value of AVE variable kepercayaan, kepuasan, komitmen, customer engagement, dan loyalitas pelanggan > 0.5. So it can be stated that each variable has good discriminant validity. Indicators in the construct indicator block are better than indicators in other blocks.

Inner Model Evaluation

Path Coefficient Test

Table 6: Path Coefficient

Variable	Original Sample
Trust → customer engagement	0,348
Commitment → customer engagement	0,303
Customer satisfaction → customer engagement	0,349
Trust → customer loyalty	0,217
Commitment → customer loyalty	0,182
Customer satisfaction → customer loyalty	0,295
Customer engagement → customer loyalty	0,311

Source: Results of PLS Data Processing 2022

Highest path coefficient value is indicated by customer satisfaction on customer engagement (0,349). Then the lowest effect is commitment on customer loyalty (0,182).

Goodness of Fit Test

Table 6: R-Square Value

Variable	R-Square Value
Customer engagement	0,984
Customer loyalty	0,996

Source: Results of PLS Data Processing 2022

R-Square value for the customer engagement is 0.984. Obtaining this value explains that the large percentage of customer engagement can be explained by trust, commitment, and customer satisfaction of 98,4%. Then for the R-Square value obtained by the customer loyalty of 0.996. This value explains that customer loyalty can be explained by trust, commitment, customer satisfaction, and customer engagement of 99,6%.

The goodness of fit is known from the Q-Square. The Q-Square has the same meaning as the coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better the model or fit with the data. The results of the calculation of the value of Q-Square are as follows:

Q-Square

$$\begin{aligned}
 &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,984) \times (1 - 0,996)] \\
 &= 1 - (0,016 \times 0,004) \\
 &= 1 - 0,000064 \\
 &= 0,999
 \end{aligned}$$

From the above calculation, it is known that the Q-Square 0.99. This shows that the diversity of the research data that can be explained by the research model is 99.9%. While the remaining 0.1% is explained by other factors outside the research model. Thus, from these results, this research model can be declared to have a good goodness of fit.

Hypothesis test

Table 7: Hypothesis test

H	Effects	T-statistics	P-Values	Result
H1	Trust → customer engagement	2,443	0,015	Accepted
H2	commitment → customer engagement	2,016	0,044	Accepted
H3	satisfaction → customer engagement	2,735	0,006	Accepted
H4	Trust → customer loyalty	3,070	0,002	Accepted
H5	commitment → customer loyalty	2,616	0,009	Accepted
H6	satisfaction → customer loyalty	3,545	0,000	Accepted
H7	customer engagement → customer loyalty	2,396	0,017	Accepted

Source: Results of PLS Data Processing 2022

Meanwhile, for the effect of the mediating variable, namely the customer involvement variable which mediates the influence of the trust, satisfaction and commitment variables on customer loyalty, the results of the hypothesis test are as follows.

Table 8: Mediation effect

Effect	T-statistics	P-Values	Result
Trust → customer engagement → customer loyalty	1,470	0,142	Rejected
Commitment → customer engagement → customer loyalty	1,528	0,127	Rejected
Customer satisfaction → customer engagement → customer loyalty	1,776	0,076	Rejected

Based on the hypothesis test, it can be seen that the customer engagement variable as an intervening variable is not able to mediate the effect of each variable of trust, satisfaction, and commitment on customer loyalty. This is because the P-Values value is greater than 0.05.

DISCUSSIONS

Effect of Trust on Customer Engagement

Based on the results of the first hypothesis test, statistically the P-Values value shows a value of 0.015 which is smaller than 0.05 so that the first hypothesis which states "Trust has a positive effect on customer engagement at PT Bühler Indonesia" is accepted. Thus it can be stated that the better the trust, the higher the customer engagement. On the other hand, if the trust is bad, then the customer engagement of PT Bühler Indonesia will be lower.

This is in line with the concept of evolution in customer management discussed by Pansari & Kumar that trust and commitment are factors that affect customer engagement, where trust and commitment are formed in the relationship between customers and the company. [5]. These results are consistent with the results obtained by Petzer & Tonder in their B2B-based research that trust has a positive and significant impact on customer engagement [12]. In addition, these results are also in line with the results obtained by Barari et.al. who found that trust had a significant and positive effect on customer engagement through mediation of commitment [30]. This research is also in line with research conducted by Itani et.al [11], Verhoef et.al. [29] and Kosiba et.al [31]

In accordance with the descriptive data of respondents' answers, respondents gave a high average score of confidence. This shows that respondents' trust in PT Bühler Indonesia is already high.

Effect of Commitment on Customer Engagement

Referring to the results of the hypothesis test, statistically the P-Values value shows a value of 0.044 which is smaller than 0.05 so that the second hypothesis which states "Commitment has a positive effect on PT Bühler Indonesia's customer engagement" is accepted. Thus it can be stated that the higher the commitment, the higher the customer engagement. On the other hand, if the commitment is bad, then the customer engagement of PT Bühler Indonesia will be lower.

In accordance with the descriptive data of respondents' answers, respondents gave a high average score of confidence. This shows that

respondents' trust in PT Bühler Indonesia is already high [5]. These results support the results obtained by Itani et.al [11], Petzer & Tonder [12], Barari et.al [30] who which found that commitment has a significant and positive effect on customer engagement. Partially this research is also in line with the results obtained by Verhoef et.al [29] who found that in the financial services industry in the Netherlands, affective commitment has a positive effect on customer referral behavior (CRB) and customer buying behavior (CPB).

Data on the distribution of respondents' answers regarding commitment said that respondents had a high commitment to PT Bühler Indonesia. This can be seen from the results of the answers to the questionnaire regarding commitment, namely the average score of the questionnaire is quite high. The main factor that affects the high commitment of respondents to PT Bühler Indonesia is the value perceived by respondents for the relationships, products and offers from PT Bühler Indonesia is higher than the value on relations, products and offers from competitors. The influence of the expertise, good name and brand of PT Bühler Indonesia has a significant impact on the perceived value of respondents on relationships, products and offerings from PT Bühler Indonesia. The positive relationship that respondents feel about the products and offerings from PT Bühler Indonesia encourages the involvement of respondents starting from participating in the development of processes, products and solutions to the preferences and references given by respondents to products and offerings from PT Bühler Indonesia.

The Effect of Satisfaction on Customer Engagement

The results of the third hypothesis test, statistically showed that the P-Values value of 0.006 was smaller than 0.05, thus the third hypothesis which states "Satisfaction has a positive effect on PT Bühler Indonesia's customer engagement" is accepted. The higher the satisfaction, the higher the customer engagement. On the other hand, if satisfaction is low, then the customer engagement of PT Bühler Indonesia will be lower.

The results of this study are in line with previous studies conducted by Bergel et.al. [9], Petzer & Tonder [12], and Itani et.al. [11] who found that satisfaction had a positive effect on engagement. In addition, the results of this study are also in line with the research results obtained Bergel et.al. [9] who found that there was a positive and significant effect of customer satisfaction on the four components of customer engagement: CPB, CKB, CIB, CRB. The results of this study are also in line with research from Petzer & Tonder [12] on the positive and significant influence of satisfaction on customer engagement in the B2B industry.

The results of the average distribution of satisfaction questionnaire scores are high, indicating that PT Bühler Indonesia's customer satisfaction has been high.

Effect of Trust on Customer Loyalty

Based on the results of the first hypothesis test statistically the P-Values value shows a value of 0.002 which is smaller than 0.05 so that the fourth hypothesis which states "Trust has a positive effect on customer loyalty of PT Bühler Indonesia" is accepted. Thus it can be stated that the better the trust, the higher the customer loyalty. Conversely, if the trust is bad, the lower the customer loyalty of PT Bühler Indonesia.

Doney & Cannon in their study of 678 purchasing managers registered with the National Association of Purchasing Management found that trust is a major factor in the relationship between buying companies and selling companies. Although this study aims to determine the main determinants in the formation of customer trust, at the same time it also finds that trust has a positive and significant effect on future purchase intentions from customers (attitudinal loyalty) [24]. Paparoidamis et.al. found that in B2B relationships across countries (Hungary, France, England) it was found that customer trust consistently has a positive and significant impact on customer loyalty [32]. In the B2C context and brand-centered research conducted by Ozdemir et.al. found that trust both cognitively and affectively have a positive effect on loyalty [33]. Reviewing the influence of corporate social responsibility (CSR) and the relationship of shared value creation in the context of the retail insurance industry in Mexico, Iglesias et.al. found that behavioral trust has a positive and significant impact on customer loyalty [34]. Islam et.al., by using corporate social responsibility (CSR) as the dependent variable in the B2C context, found a positive and significant effect of trust on loyalty [17].

Descriptive data of respondents' answers gives a high average score of confidence which implies that

respondents' trust in PT Bühler Indonesia is good. Descriptive survey data shows that the highest respondent's belief is PT Bühler Indonesia's concern for the business success of the respondent's company. This increases respondents' loyalty to PT Bühler Indonesia. PT Bühler Indonesia's focus on the suitability of providing solutions for respondents, also positively increases respondents' loyalty to PT Bühler Indonesia.

Respondents' belief that PT Bühler Indonesia is a reputable company in the feed industry in Indonesia, which is shown in every interaction between PT Bühler Indonesia and the respondent, gives the respondent a feeling of comfort and security thereby increasing the respondent's preference/loyalty to PT Bühler Indonesia. The willingness factor support from PT Bühler Indonesia's sales force to provide more time to understand the needs of the respondent's company is also a supporting factor in increasing respondent loyalty. The factor of the respondent's need to obtain information on innovation and information on the latest trends in the world feed industry also directly increases the loyalty of respondents to PT Bühler Indonesia..

Effect of Commitment on Customer loyalty

Referring to the results of hypothesis testing, statistically the P-Values value shows a value of 0.009 which is smaller than 0.05 so that the fifth hypothesis which states "Commitment has a positive effect on PT Bühler Indonesia's customer loyalty" is accepted. Thus it can be stated that the higher the commitment, the higher the customer engagement. On the other hand, if the commitment is low, the customer loyalty of PT Bühler Indonesia will be lower.

Izogo found that for telecommunication service customers in Nigeria, the effect of affective commitment had a positive impact on customer loyalty while calculative commitment had no significant effect on customer loyalty [22]. This is explained by Izogo as a result of the limited availability of telecommunication provider choices in Negeria and the high cost of moving [22]. Tabrani et.al found that commitment (affective and calculative) had a positive effect on customer loyalty from Islamic banking in Indonesia [14]. Meanwhile, Rather & Hollebeek found that commitment (affective, calculative, normative) had a positive effect on customer loyalty both attitudinal and behavioral in a study of hotel industry brands in developing countries [15]. Kim et.al. found that affective commitment and calculative commitment have a positive effect on customer loyalty both attitudinal and behavioral in total quality, product,

service and support, in B2B business relationships in Korea [13].

The results of this study are in accordance with research conducted by Schirmer et.al., found that there is an influence of the level of customer education on the relationship between commitment and customer loyalty [35]. Research conducted in European countries on gas station customers found that commitment (affective and calculative) had a positive effect on loyalty (attitudinal and behavioral) for customers with a high education level, while for customers with a low education level it had no effect.

Data on the distribution of respondents' answers regarding customer loyalty said that respondents had high customer loyalty to PT Bühler Indonesia. This can be seen from the results of the answers to the questionnaire regarding customer loyalty, namely the average score of the questionnaire is quite high.

Effect of satisfaction on customer loyalty

The results of the sixth hypothesis test statistically show the P-Values value of 0.000 which is smaller than 0.05, thus the sixth hypothesis which states "Satisfaction has a positive effect on PT Bühler Indonesia's Customer Loyalty" is accepted. The higher the satisfaction, the higher the customer loyalty. On the other hand, if satisfaction is low, the customer loyalty of PT Bühler Indonesia will be lower.

The results found in this study are in line with the concept of long-term relationships in value co-creation proposed by Woratschek et.al [25]. In addition, it is in line with the expectation-confirmation theory described by Zhao et.al., as a mechanism for the formation of customer satisfaction. Customer satisfaction will increase customer behavior loyalty [26].

In addition, it is in line with the expectation-confirmation theory described by Zhao et.al., as a mechanism for the formation of customer satisfaction. Customer satisfaction will increase customer behavior loyalty.

Effect of customer engagement on customer loyalty

The results of the seventh hypothesis test, statistically, show the P-Values value of 0.017 which is smaller than 0.05, thus the sixth hypothesis which states "customer engagement has a positive effect on customer loyalty of PT Bühler Indonesia" is accepted. The higher the involvement, the higher the customer loyalty. On the other hand, if the involvement is low, the customer loyalty of PT Bühler Indonesia will be lower.

This research is in line with research conducted by Parihar et.al in the context of digital retail marketing on online shoppers from online e-retail websites (Amazon, Alibaba and eBay) in India finding that customer engagement has a positive and significant impact on customer loyalty [36]. Kosiba et.al [31] also found that customer engagement has a positive and significant impact on the loyalty of customers of six banks in Ghana.

Data on the distribution of respondents' answers regarding respondent involvement said that respondents had high respondent involvement with PT Bühler Indonesia. This can be seen from the results of the answers to the questionnaire regarding the involvement of respondents, namely the average score of the questionnaire is quite high.

CONCLUSION

Based on the results of the study, it can be concluded that satisfaction, trust and commitment have a positive effect on PT Bühler Indonesia's customer engagement, so that hypotheses 1, 2, and 3 are accepted. satisfaction, trust, commitment and involvement have a positive effect on customer loyalty PT Bühler Indonesia, so that hypotheses 4, 5, 6, and 7 are accepted.

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