

The Effect of Customer Orientation and Supply Chain Orientation on Customer Loyalty with Customer Satisfaction as Mediator

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Abstract: The purpose of this study was to examine the association models of customer orientation and supply chain orientation towards customer satisfaction and customer loyalty. A total of 154 respondents were sampled representing the customers of a company manufacturing flavorings and fragrances in Indonesia. Measuring instrument used a questionnaire using semantic differential scale that is specifically developed for this study. Analysis of the data using structural equation modeling (SEM) that the calculation is done with the help of IBM-AMOS ver.24. The results show that supply chain orientation and customer orientation have a direct effect on customer satisfaction and customer satisfaction has an effect on customer loyalty.

Keywords: Customer Orientation, Customer Satisfaction, Customer Loyalty, Supply Chain Management, Supply Chain Orientation

I. Introduction

The supply chain is a phenomenon that exists in a business where every company related to the flow of commodities with other companies. (Mentzer et al., 2001). Supply chain has strategic implications on the sustainability of the company (Signori et al, 2015; Hassini et al., 2012).

The activities of supply chain management is a series of actions or behaviors consistent form of activity integrated, sharing information of mutual benefit, work together, the same focus on the purpose and customer service, integration of processes and partnerships to build and maintain long-term relationships between members of the organization / company supply chain for the purpose of improving the long-term performance of individual company and the performance of the supply chain as a whole (Mentzer et al, 2001; Sun et al, 2009).

Supply chain management is a tactical weapon for the company in terms of 1) reducing costs, 2) reduce the risk of uncertainty on the market, 3) developing innovative solutions, 4) increasing responsibility to improve the value and customer satisfaction as well as 5) as a reference in making short-term decisions functional and operational level company (Lee, 2000). The implementation of SCM is a set of activities carried out by an organization in order to achieve the effectiveness of the supply chain management (Li et al, 2006 in Purnomo & Sulistyowati, 2018).

One of the toughest challenges faced by manufacturing companies for industry flavorings (flavor) and perfume (fragrance) is in maintaining a competitive advantage in a situation that can not be predicted and customers tend to demand more. In the current situation of global competition, the company becomes very difficult to meet the needs and desires of customers that may result in the loss of customers, who were dissatisfied, to other competitors. In this case, companies need to manage and maintain the company's performance-oriented customers.

A phenomenon that occurs in the flavor business processes in the company under study is the decline in the total value of sales of the product significantly. The sales decline is suspected customer migration to other competitors due to various things such as unstable supply of material causing a back order in addition to the customer complaints related to quality, delivery delays, and the accuracy of the number. Headwinds hand, supply of raw materials, due to the amount of imported raw materials are high, the deadline for the purchase of a long, and the accuracy of estimates of the needs of the low impact on the performance of the supply chain in meeting the needs of customers (customer service), which at a given time can affect customer loyalty.

Based on the description above, the study sought to examine the causal relationship between the orientation of the supply chain as a representation of the company's long-term concept and customer orientation as a representation of customer focused services to corporate objectives to satisfy customers and gain a loyal customer.

II. Literature Review

Supply Chain Management

Supply Chain Management (SCM) is the integration of procurement activities of materials and services, conversion into semi-finished goods and finished products (Heizer and Render, 2008). Supply chain management is a set of approaches utilized to efficiently integrate suppliers, manufactures, warehouses, and stores, so that merchandise is produced and distributed at the right quantities, to the right location, at the right time, in order to minimize system wide costs while satisfying service level requirements' (Levi, 2000). Supply Chain Management can also be interpreted network of organizations regarding the relationship to the upstream (upstream) and downstream (downstream), in different processes and produce value in the form of goods / services in the customer's hands last (Mentzer, 2001).

Supply Chain Orientation

The orientation of the supply chain is an element associated with the understanding of the importance and the strategic objectives of supply chain management. Terminology supply chain orientation was stated by Mentzer. (2001), which is defined as "understanding of an organization on the implications of a systemic, strategic than tactical activity involved in managing the various streams / flows in the supply chain," or is identified as "a set of beliefs" about the supply chain arising from within the company and became the basis for cooperation between organizations. Therefore, conceptually oriented supply chain is an antecedent of supply chain management activities (Esper et al., 2010, Mentzer et al., 2001).

Results of research Min et al. (2007) demonstrate empirically that the orientation of the supply chain affects positively and significantly on the activity of supply chain management, and concluded that the orientation of the supply chain is an operational concept of the philosophy of supply chain actualization of the company (within the organization), while activity chain management is an overall supply management activities undertaken between organizations (between the organization).

Meanwhile, according to Schulze et.al (2014), supply chain orientation behavior is to establish cooperative relations between the two companies or more interdependent to achieve shared interests and goals. Generally it can be divided into the concept of vertical cooperation orientation and the orientation of the common goal. Vertical cooperation orientation as positive and the general attitude towards collaboration with business partners downstream or upstream, while the shared goal orientation describes the general positive attitude about the existence of a common goal with the downstream business partners.

Customer Orientation

Customer orientation has been described in various ways in the literature (Kohli and Jaworski, 1990; Narver and Slater, 1990; Webster, 1988) and is often associated with terms such as market orientation, marketing concept, and "customer first". But all of those terms as the customer puts the strategic focus of the marketing concept (Felton, 1959; McGee and Spiro, 1988). The application of marketing concepts defined market orientation (Kohli and Jaworski, 1990). Narver and Slater (1990) showed that customer orientation is one component of market orientation behavior in conjunction with competitor orientation and coordination between functions, which are interlocked in the two criteria for decision-making - a long-term focus and profitability. Some marketing practitioners and academics argue that there is no clear distinction between customer orientation and market orientation. (Shapiro, 1988; Webster, 1988).

Customer orientation is regarded as a strategic orientation that reflects the company's ability to create and deliver superior customer value through the processing of market intelligence. Analysis of this information to create customer knowledge; deployment of customer knowledge across the enterprise; and planning and coordination as in solving customer problems or exploit the embryo customer segments, which are based on what is learned from market intelligence.

Customer-oriented marketing, with a focus on the needs of consumers and make a profit of the company by creating customer satisfaction (Kotler & Armstrong, 1994). Similarly, Ruekert (1992, p. 228) defines customer orientation as 'the extent to which a business unit of acquiring and using information from customers, develop a strategy that will meet customer needs, and implement strategies that are responsive to' needs and desires of customers. In customer orientation, customer needs are the basis for the planning and design of organizational strategies (Saura et al. 2005)

Customer orientation is a set of beliefs in sales where the customer needs and satisfaction a priority within the company. Customer orientation as an element of the corporate culture from the perspective of the seller. The construct of customer orientation consisted of six dimensions: customer aspects, aspects of the product / service, operations aspects, aspects of competitors, aspects and aspects of the inward orientation of employees (Acar et al., 2013). Customer orientation means that companies are trying to identify a group of

people (or companies) that are most likely to buy their products and produce goods or offer services that will meet the demand of the target market (Dalgic, 2013).

Meanwhile, Jeon and Hong (2007), identifies three aspects of customer orientation in the supply chain, namely customer proximity (customer-closeness), The flexibility of the customer (customer- flexible), and ease of access to the customer (customer-accessible). Customer proximity as the extent of the supply chain demonstrate readiness to keep in touch, communicate with customers effectively and understand the needs and demands of the entire supply chain. Flexibility refers to the level of awareness of customers willing to respond to changing customer expectations. While the ease of access to the customer is the readiness to allow customers to access information easily and quickly.

Customer satisfaction

The concept of customer satisfaction has been in a central position in marketing since the 1950s until today with interest and importance is increasing. We can think of satisfaction as the main output of the marketing activity that links the processes involved in the purchase and consumption. Connecting phenomena including post-purchase such as a change in attitude, repeat purchases and brand loyalty. Placement in the core marketing concepts reflected in the consideration that the profits generated through the satisfaction of consumer needs and wants. (Bilgin, et. Al., 2010). Definition of customer satisfaction according to Kotler (2014: 150) are: feeling happy or disappointed that emerged after comparing the performance (results) are considered products of the performance (or outcome) is expected.

Customer satisfaction is feeling good nuances of the customer arising as a result of customers' perception of the performance of the right products or services in accordance with expectations (Liang and Zhang, 2012). High customer satisfaction ratings are believed to be the best indicator for the company's future profits (Mazreku, A., 2015).

Indicators that affect customer satisfaction from the perspective of relationship marketing is the ability to adapt the supplier to the buyer's needs, cooperation, communication and trust (Cambra et.al, 2008) ..

Customer loyalty

The literature review shows that approach the conceptualization and measurement of loyalty has a lot of construction. There is some consensus that loyalty may exist at different levels, such as cognitive, emotional and behavior (Dwyer et al 1987; Fornell 1992; Lam et al., 2004). Initially, researchers have paid great attention to the dimensions of loyalty behavior, ignoring the cognitive aspects (Jacoby and Chestnut, 1978; Fandos Roig et al., 2009). Dick and Basu (1994) proposed a theoretical framework in which loyalty is composed of attitudes and behavior patterns. A few years later, Oliver (1999) introduced a model of loyalty based on the paradigm of cognition-affect-performance.

Customer loyalty can be defined as the step closest to the customer repurchase behavior. Customer loyalty is usually referred to as a consequence of all the experience the customer has with the service provider / product (Mascarenhas, Kesavan, and Bernacchi, 2006).

Kotler and Keller (2009) expresses loyalty is "deeply held commitment to purchase or support back preferred products or services in the future despite the influence of the situation and potential marketing efforts cause customers to switch".

His experience may include physical interactions, emotional engagement, and the current value chain, according to Mascarenhas et al. (2006). In terms of the consequences of loyalty, loyalty strategy shift of just satisfaction strategy can substantially improve customer retention and reduce marketing costs (Stan, Caemmerer, and Cattani-Jallet, 2013). Camarero et al. (2005) found from a case study in Spain that customer loyalty has a positive impact on both the performance of the enterprise market and its economic performance. Generally, customer loyalty has been referred to as the link between the customer's attitude, repeat sales, and financial performance (Heskett et al., 2008).

In the case of antecedents of customer loyalty, a number of construction has been suggested by previous studies. Yee, Yeung, and Cheng (2010) found that employee loyalty, service quality, and customer satisfaction has a positive effect on customer loyalty in the service industry with high contact frequency. In addition, according to Oliver (1999), loyalty can be developed through different phases, which are cognitive, affective, conative, and ultimately behavior. The first three phases are usually called loyalty attitudes depend on the experience the customer has with the service provider (overall satisfaction). Completing the three phases can lead to loyalty behavior as the final stage. The process of phase change customer loyalty is confirmed by a meta-analysis of the antecedents of customer loyalty by Pan, Sheng and Xie (2012). In his research, by conducting a meta-analysis, the authors also found empirical evidence that supports the satisfaction, trust, commitment and customer loyalty membership programs have a positive effect on customer loyalty. In addition, the product-

related attributes such as quality, value, brand reputation and turnover costs (switching cost) also determine the level of customer loyalty. Therefore, customer loyalty can be defined as the power of customer attachment to the brand (or service provider) and its intention to buy back the brand (or using a service provider) consistently in the future. commitment and customer loyalty membership programs have a positive effect on customer loyalty. In addition, the product-related attributes such as quality, value, brand reputation and turnover costs (switching cost) also determine the level of customer loyalty. Therefore, customer loyalty can be defined as the power of customer attachment to the brand (or service provider) and its intention to buy back the brand (or using a service provider) consistently in the future. commitment and customer loyalty membership programs have a positive effect on customer loyalty. In addition, the product-related attributes such as quality, value, brand reputation and turnover costs (switching cost) also determine the level of customer loyalty. Therefore, customer loyalty can be defined as the power of customer attachment to the brand (or service provider) and its intention to buy back the brand (or using a service provider) consistently in the future.

To assess customer loyalty can be used three indicators as defined by Zeithaml et al; 1996, namely:

1. Recurring transactions. This can be interpreted as a follow-up to make transactions back or recurring transactions in the same place or the same service provider or similar elsewhere.
2. Recommend to others. This can occur because of the comfort and satisfaction that can be perceived then someone will recommend a service, including through reporting on what he felt to others.
3. Using other services offered by the same company. Because of the satisfaction he felt in a service, then there will be an urge to try to offer other services available on-site or company.

Based on the above description, customer loyalty is the strength of the relationship between the provider of the service / product / brand with customers consistently resulting in customers will be willing to re-use the product / service / brand of service providers in the future. Maintaining customer loyalty has long been proven as a cost-efficient strategy. Companies that have a loyal customer base, not only to survive but more than that the company can become more developed.

Framework

Based on the study of the theory has been discussed, the authors developed a conceptual model as follows:

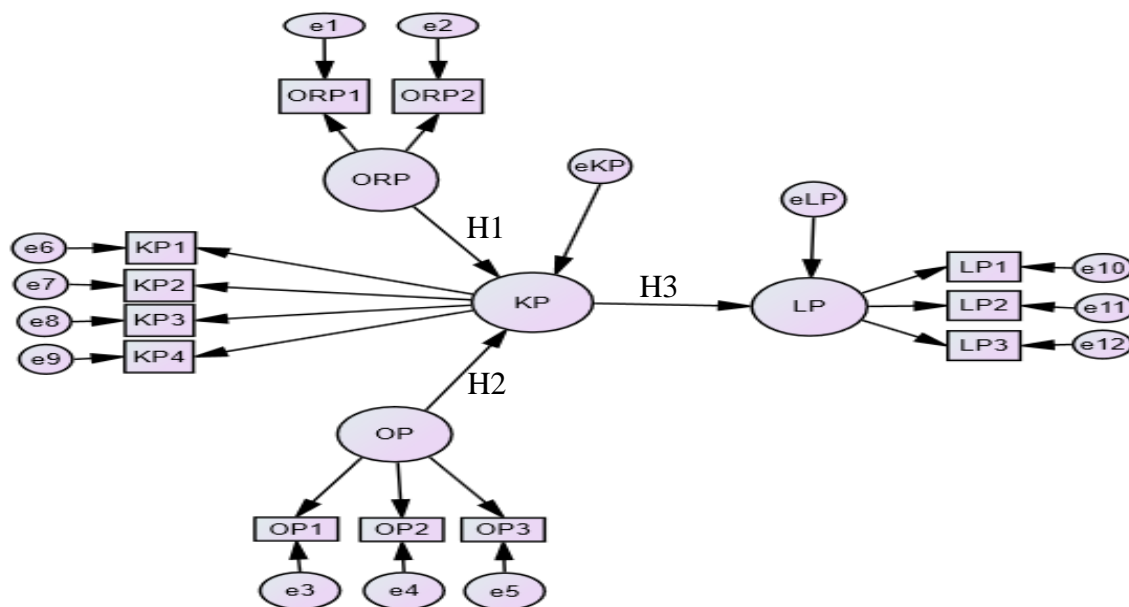


Figure1 Framework

Information:

- ORP = Supply Chain Orientation,
- OP = Market Orientation,
- KP = Customer Satisfaction,
- LP = Customer Loyalty,
- ei (1 ... 10) = Error (ERROR).

It can be seen in Figure 1. Customer Orientation (OP) consists of three dimensions: Customer proximity (OP1), Customer Flexibility (OP2) and Facility Information (OP3). Supply Chain Orientation (ORP) consists of two dimensions: Vertical-Cooperation Orientation (ORP1) and the Common Goal Orientation (ORP2). Customer Satisfaction (KP) consists of four dimensions, namely Cooperation (KP1), Openness Information (KP2), Trust (KP3) and Quality of relationships (KP4). Customer loyalty is composed of three dimensions: Long-Term Relationship (LP1), Recommend to Other Partners (LP2) and Willing to buy on another product and the price premium (LP3).

Hypothesis

Referring to the model developed for this study, the conceptual framework linkages between variables and hypotheses that are used can be explained as follows:

Effect of Supply Chain Orientation towards Customer Satisfaction

Botha and Waldt (2010) as quoted by Gerry Ganika (2016), stating trust, commitment, satisfaction interrelation and the same control on decisions is an essential indicator and is closely related to the strategic relationship between organizations. Satisfaction is determined by affection and emotion is a response conceptualization of expectations are met. Therefore, if a company has a clear supply chain orientation, then the expectation of achieving the operational performance through collaboration in the supply chain will be higher, so the interrelation satisfaction in supply chain management will be positively affected. Therefore, this study raises a proposition which reflects the direction of a positive relationship as follows:

H1: Supply Chain Orientation has positive effect on customer satisfaction

Effect of Customer Orientation towards Customer Satisfaction

Focus on the needs and demands of customers and attention to customer behavior can ultimately improve customer satisfaction and loyalty. Deshpande, et al. (1993) concluded that customer orientation is positively related to customer satisfaction. Madina research results (2011) show that there is a positive and significant relationship between customer orientation and customer satisfaction. Chee research results and Peng (1996) showed that the perceived level of customer orientation within the sales organization affects the level of buyer satisfaction. Based on these findings, the hypothesis of this study are:

H2: Customer Orientation has positive effect on customer satisfaction

Effect of Customer Satisfaction to Customer Loyalty

Customer satisfaction often regarded as a major determinant of loyalty (Dick and Basu, 1994). However, empirical evidence is rather diverse. For example, some studies failed to provide a strong link between customer satisfaction and loyalty (eg, Khatibi et al., 2002; Stoel et al., 2004). Others suggest that the satisfaction-loyalty relationship is indirect and complex (eg, Anderson and Mittal, 2000; Magi, 2003). According to Chang, and Chang (2010) believe it is important for organizations to improve customer satisfaction because it leads to loyalty. Customer satisfaction is a prerequisite for achieving customer loyalty. Highly satisfied customers remain loyal to the company's products for a longer period of time. Based on the description above hypothesis in this study are:

H3: Customer Satisfaction has positive effect on Customer Loyalty

III. Methodology

This study uses the approach of causality to see the causality of the observed variables is the variable customer orientation, the orientation of the supply chain, customer satisfaction and customer loyalty.

Variables and Measurement Variable

1. The definition of the concept

a. Supply Chain Orientation

Behavior to establish cooperative relations between the two companies or more interdependent to achieve shared interests and goals (Schulze et.al, 2014),

b. Customer Orientation.

The extent to which a business unit of acquiring and using information from customers, develop a strategy that will meet customer needs, and implement strategies that are responsive to the needs and desires of customers Jeon and Hong (2007).

c. Customer satisfaction

Customer satisfaction is feeling good nuances of the customer arising as a result of customers' perception of the performance of the right products or services in accordance with expectations (Liang and Zhang, 2012)

d. Customer loyalty

The strength of the relationship between the provider of the service / product / brand with customers consistently resulting in customers will be willing to re-use the product / service / brand of service providers in the future as well as recommend to others to use the service / product (Pan, et. al., 2012).

Operational definition

Table 1 Operational research variable

VARIABLE	INDICATOR	Item Statement
SUPPLY CHAIN ORIENTATION (ORP) Schulze et.al (2014), Mentzer (2001).	Vertical orientation Cooperation (ORP1)	ORP1
	Orientation Purpose Joint (ORP2)	ORP2
CUSTOMER ORIENTATION (OP) Jeon and Hong (2007), Dalgic (2013).	Customer proximity (OP1)	OP1
	Flexibility Customer (OP2)	OP2
	Ease of information (OP3)	OP3
CUSTOMER SATISFACTION (KP) Adaptation of Cambra et.al (2008), Kotler (2014).	Cooperation (KP1)	KP1
	Freedom of Information (KP2)	KP2
	Trust (KP3)	KP3
	The quality of relationships (KP4)	KP4
CUSTOMER LOYALTY (LP) Zeithaml et al (1996), Keiningham et al (2007), Kotler and Keller (2009).	Long-Term Relationship (LP1)	LP1
	Recommend to Other Partners (LP2)	LP2
	Willing to put on another product and the price premium (LP3).	LP3

Population and Sample

The population in this study were all customers of flavor products in Indonesia, customers sample products good sweet flavor category, located in Indonesia. From the results of the election, this sample is numbered 154 respondents.

Measuring instrument used in this study is a questionnaire using adjectives bipolar approach so that the response generated an interval scale (Ferdinand 2014: The rating scale. 206). Items instrument in the form of a statement or question in score in ten levels from 1 to 10 on the respondents' answers.

IV. Result and Discussion

Normality Testing Data

Evaluation of the normality of data using critical ratio value of skewness value equal to 1.625 at a significance level of 0.01 (1%). Data is said to be normally distributed if the value of skewness critical ratio value below ± 2.58 (Ghozali, 2005). Thus, the data that is used meets the requirements of normality.

Confirmatory Factor Analysis

Confirmatory Factor Analysis performed to test whether the indicators used to measure latent variables have a high degree of conformity. The reliability indicator is using the approach of construct reliability (CR) and variance extracted (VE). The test results of each indicator latent variables are presented in the following table:

Tabel2: Calculation of Construct Reliability and- Variance Extracted construct.

variables	Indicator	Loading	ej ^ 2	CR	Loading ^ 2	VE	Information
OP	OP1	.584	0,105	0.918	0.341	0.791	Good
	OP2	0.797	0.149		0.635		
	OP3	0,816	0.18		0.666		
		2,197	.434		1,642		
ORP	ORP1	.811	0,217	0.865	0.658	0.763	Good
	ORP2	.837	0.206		.701		
			1,648		0.423		
KP	KP1	0.685	0.214	0.911	0.469	0.721	Good
	KP2	.709	0.149		0.503		
	KP3	0.734	.124		.539		
	KP4	0.57	.224		0.325		
		2,698	0,711		1,836		
LP	LP1	.614	0,146	.882	.377	0.714	Good
	LP2	0,700	.240		.490		
	LP3	.675	0,145		.456		
		1,989	0,531		1,323		

Construct Reliability of the latent variable indicator recommended above 0.7 and the Variance Extract is above 0.5. According to the table above, each variable has been represented by the indicator.

Test Results Goodness-of-fit-Model

Analysis of the data processing at the stage of full model SEM carried out to test the suitability and statistical tests. The test results goodness-of-fit model is described in Table 3.

Tabel 3. Results of Goodness-of-fit model test

No.	Index	Critical Value	Result	Evaluation Model
1	Chi-Square	Expected to be small For df50=67.50	54,702	Value 54.702 < 67.50 <i>Good fit</i>
2	Probability level	≥ 0,05	0,301	<i>Good fit</i>
3	CMIN/DF	< 2,00	1,094	<i>Good fit</i>
4	CFI	≥ 0,95	0.992	<i>Good fit</i>
5	RMSEA	≤ 0,08	0,025	<i>Good fit</i>
6	TLI	≥ 0,90	0,990	<i>Good fit</i>
7	GFI	≥ 0,90	0,943	<i>Good fit</i>
8	AGFI	≥ 0,90	0,912	<i>Good fit</i>

Source: Data Processed From 2019 Research Results

Structural Model

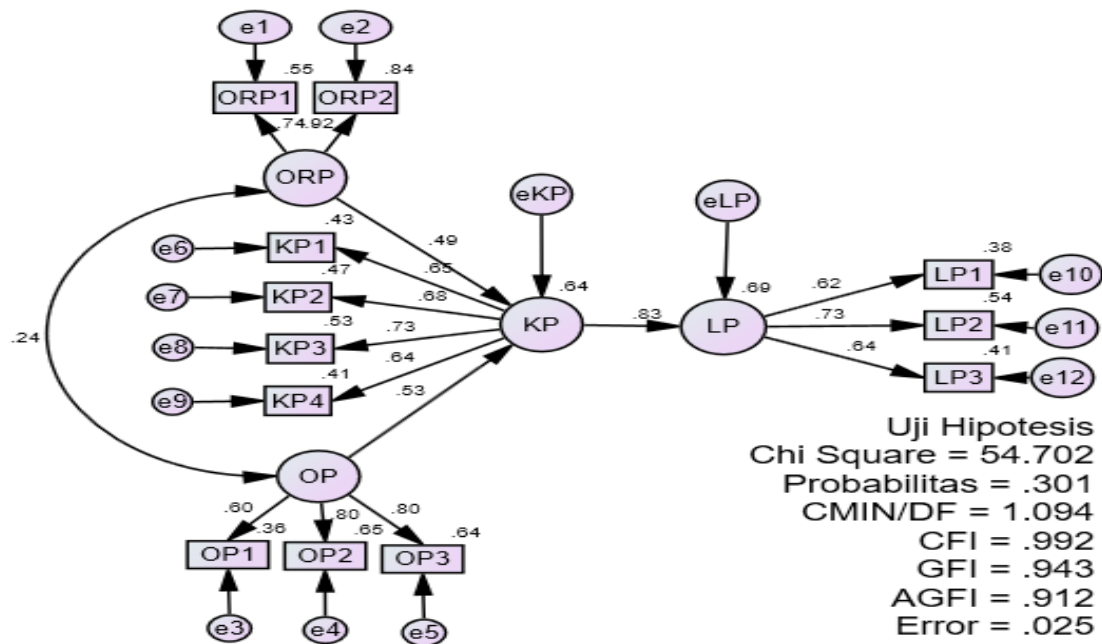


Figure 2. Structural Model

Fig. 2 shows that the output of the results of hypothesis testing are as follows, in the hypothesis H2, Customer Orientation has a positive effect on customer satisfaction with the significant level of 0,000, the value of the parameter estimate of 0.527, that any increase in a unit of Customer Orientation can improve customer satisfaction by 0.527. The results are consistent with research conducted by Deshpande, et al. (1993) concluded that customer orientation is positively related to customer satisfaction. Madina research results (2011) show that there is a positive and significant relationship between customer orientation and customer satisfaction. Chee research results and Peng (1996) showed that the perceived level of customer orientation within the sales organization affects the level of buyer satisfaction.

In the hypothesis H1, Supply Chain Orientation has a positive effect on customer satisfaction with the significant level of 0,000, the value of the parameter estimates of 0.488, that every one unit increase in the supply chain orientation can increase customer satisfaction by 0.488. The results are consistent with the opinion of Botha and Waldt in Ganika Gerry (2016) which states that trust, commitment, satisfaction interrelation and the same control on decisions is an essential indicator and is closely related to the strategic relationship between organizations. Satisfaction is determined by affection and emotion is a response conceptualization of expectations are met. Therefore, if a company has a clear supply chain orientation, then the expectation of achieving the operational performance through collaboration in the supply chain will be higher, so the interrelation satisfaction in supply chain management will be positively affected.

Tabel3. Results Hypothesis Test

			Estimate	S.E.	C.R.	P	Label
KP	<---	ORP	.488	.077	5.112	***	par_8
KP	<---	OP	.527	.177	4.739	***	par_9
LP	<---	KP	.831	.104	5.685	***	par_10

Hypothesis H3, customer satisfaction has a positive effect on customer loyalty with a significant level of 0,000, the value of the parameter estimates of 0.831, that every one unit increase in customer satisfaction can increase customer loyalty by 0.831.

The results support the idea Chang and Chang (2010) which states Customer satisfaction is a prerequisite for achieving customer loyalty. Highly satisfied customers remain loyal to the company's products for a longer period of time but not in line with the results of the study by Khatibi et al., 2002; Stoel et al., 2004,

which failed to show a strong link between customer satisfaction and loyalty as well as Anderson and Mittal, 2000; Magi, 2003 demonstrated that satisfaction and loyalty has indirect and complex relationship.

Direct and Indirect Effect

Based on a model, the influence of each latent variable directly (standardized direct effect) or indirect (standardized indirect effect) as well as the total effect (standardized total effect) are summarized in the following table:

Table 4. The Influence of Customer Orientation and The Orientation of the Supply Chain to Customer Satisfaction

Variables	The direct effect	Indirect Influence	Total Effect
OP→KP	0,527	-	0,527
ORP→KP	0,488	-	0,488
KP→LP	0,831	-	0,831
OP→LP	-	0,438	0,438
ORP→LP	-	0,406	0,406

The amount of influence each latent variable directly (standardized direct effect) or indirectly (standardized indirect effect) as well as the total effect (standardized total effect) is described as follows: The regression coefficient of direct influence of Customer Orientation on Customer Satisfaction (0.527) is greater than the direct effect of Supply Chain Orientation on Customer Satisfaction (0.488). Indirect influence of Customer Orientation on Customer Loyalty (0.438) is greater than the indirect effect of the Supply Chain Orientation on Customer Loyalty (0.406). In this model Customer Satisfaction is a mediating or intervening variable, so there is no variable regression coefficient of Supply Chain Orientation to Customer Loyalty as well as Customer Orientation to Customer Loyalty. According to Tuckman (in Sugiyono, 2007) variable intervening is a variable that theoretically influences the relationship between independent variables and the dependent variable becomes an indirect relationship and cannot be observed and measured. This variable is a variable interrelator / between independent variables with dependent variables, so that the independent variable does not directly affect the change or emergence of the dependent variable.

V. Conclusion

This study briefly and clearly structured to facilitate the understanding of the results of this study.

- 1) From the results of testing the variable Supply Chain Orientation has a significant positive effect on Customer Satisfaction. This means that the Supply Chain Orientation measured through indicators of vertical cooperation orientation and shared goal orientation affect customer satisfaction.
- 2) There is a significant positive effect on the Customer Orientation variable on Customer Satisfaction. This means that the Customer Orientation as measured by indicators of customer proximity, customer flexibility and ease of information has an effect on customer satisfaction.
- 3) There is a significant positive effect on Customer Satisfaction variables on Customer Loyalty. This means that Customer Satisfaction as measured by indicators of cooperation, information disclosure, trust and quality of relationships influence Customer Loyalty.

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