

*Original Article*

# The Relationship Between Customer Relationship Management (CRM) and Customer Loyalty: The Moderating Role of Customer Trust (Case Study on Lion Air Airline in Indonesia)

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**Abstract:** *This research looks at the connection between CRM and customer loyalty in the context of Lion Air Airlines' Indonesian passengers, specifically looking at how trust acts as a moderator. A Google Form questionnaire was used to gather data from 250 participants. The investigation makes use of SmartPLS 4.0 software, which leverages SEM-PLS. While there is no statistically significant relationship between customer orientation and customer loyalty, the results show that CRM components like customer knowledge, customer advocacy, and customer involvement do have a positive effect. Furthermore, there is strong evidence that consumer trust significantly impacts client loyalty. According to the research, customer trust was shown to have no moderating effect on the correlation between CRM elements and loyalty. These findings have significant implications for CRM strategies in the airline sector since they demonstrate the direct impact of trust and the relevance of certain CRM components in boosting customer loyalty.*

**Keywords:** *Customer Loyalty, Customer Relationship Management, Customer Trust.*

## I. INTRODUCTION

In this era, people have unrestricted access to air travel, allowing them to visit different regions of the globe whenever they choose (Keke, 2023). Air transportation's recognition in the 21st century has contributed to the economy and tourism (Keke, 2023). The tourism and aviation industries have grown at a rapid pace, unlike many other industries (Dimitriou, 2016). March 2024 saw 5.89 million people flying in and out of Indonesia (Mustajab, 2024). The enhancement of the Indonesian aviation industry can be seen from the establishment of several state-owned (BUMN) or private airlines such as Garuda Indonesia, Lion Air, Air Asia, Citilink, Sriwijaya Air, and others (Nurchahyo et al., 2023). As of right present, Lion Air is the second-biggest low-cost carrier in Southeast Asia and the biggest privately held airline in Indonesia (Ningsih, 2022).

In today's current technology environment, the most difficult problem for companies is to develop long-term client relationships, resulting in service companies, including the aviation industry, seeking innovative business models to be competitive in a global market (Alam et al., 2021). In order to better understand their consumers and what makes them loyal, firms utilize customer relationship management systems. Loyal customers are considered an important component of success for many service companies (Alam & Noor, 2020). Most businesses are committed to building strong customer relationships, which demonstrates outstanding customer service, to maintain customers (Sudhakar & Sudharani, 2012). Furthermore, the foundation of any service company transaction and a key element in building client relationships is trust among customers (Morgan & Hunt, 1994).

When customers experience poor service quality and attribute it to internal, stable, and controllable company factors, they are more likely to develop negative perceptions and disengage from the brand, negatively impacting CRM (Weiner, 2000). According to data from the 2023 Airline Index Report, Lion Air Airline is still among the lowest-ranked international airlines globally (Bounce, 2023). Lion Air ranks second from the bottom with a score of 0.61 points. Additionally, Lion Air receives low ratings for staff service and seat comfort, both scoring 2/5 and a score of 1/5 for food and entertainment (Bounce, 2023).

Customer loyalty is an important motivator for passengers' continued use of airline services (Chonsalasin et al., 2020). Customers who have a favourite brand will continue purchasing it, fostering loyalty (Loureiro et al., 2012). Lion Air ranked third among Indonesians' favorite airlines in 2022, with the number of respondents being 29,8% (Annur, 2023). The data highlighting Lion Air's lower ranking in customer favorability compared to Garuda Indonesia Airline suggests that Lion Air Airline may face challenges in maintaining and enhancing customer loyalty (Annur, 2023). Companies must understand how customers' views toward brands or products can be influenced positively or negatively (Indrawati et al., 2023).



Multiple latent constructions make for a complicated meta-construct, which is trust, suggesting that consistent behaviors such as punctuality contribute to the overall trustworthiness of an organization (Romero & Mitchell, 2018). Lion Air is acknowledged to be the least punctual airline, with a score of 47.3%, which is the best place (Dihni, 2022).

The majority of airline industry research, including studies by La (2017) and Demo et al. (2018), focuses only on customer relationship management and customer loyalty characteristics. Building and maintaining trusting connections with customers is crucial for increasing customer loyalty, even if customers don't realize it (Oluwabiyi et al., 2022). Using customer trust as a moderating variable is also a research gap or unique aspect of this study. The primary objective of the research is to establish a causal relationship between customer loyalty and CRM factors such as customer advocacy, customer knowledge, customer involvement, and customer orientation. Additionally, researchers want to determine the moderating role of customer trust in the relationships between CRM features and customer loyalty.

## II. LITERATURE REVIEW (SIZE 10 & BOLD)

### A) *Customer Relationship Management (CRM)*

As the issues highlighted by Dehghanpouri et al. 2020 revealed, the core objective of any CRM process is to maximize the effectiveness with which customer relations are developed and conducted. This indirectly reflects how the organizations communicate with their customers. As Kotler & Armstrong 2020 refer, "CRM is a broad approach to maintain and acquire profitable customer relationships by delivering their needs/wants more effectively.". Valuable information about customers along with well-designed touchpoints together, is managed to build maximum loyalty. Kotler & Armstrong, 2020 cite the work of Alam et al., 2021, and argue that the four important elements of CRM. Customer engagement, customer orientation, customer knowledge, and customer advocacy all contribute significantly to forming strong relationships with customers.

### B) *Customer Knowledge*

Khosravi & Hussin (2018) identified three kinds of customer knowledge: knowledge of the market, which satisfies customer knowledge requests; familiarity with updated client data and information; and input from these clients. Through the use of CRM techniques, companies can react quicker to client demands and adjust to changing market conditions.

### C) *Customer Orientation*

The relationship between customer orientation and relationship marketing has also been viewed to an extent as a natural sequence of one another, largely because of the commonality in creating sustainable competitive advantages through superior customer service. According to Wibawa & Sukaatmadja (2018), customer orientation is defined as understanding the needs of the customers, encouraging participation, trying to resolve customer problems, and offering channels. Hence, the resolution of such problems is effective.

### D) *Customer Advocacy*

Customer advocacy is a long-term relationship with customers based on trust in which the activities generate mutual, profitable outcomes for both the customers and the firm. Customer advocacy means paying extra attention to the needs of the customer while providing them with reliable information.

### E) *Customer Engagement*

As stated by Aluri et al. 2019, customer engagement is usually one way that hospitality venues have attempted to gain a competitive advantage through establishing relationships with consumers. This will provide an opportunity for them to offer better quality products to more sales and happy customers at very affordable prices. Customer engagement is characterized by commitment, trust, empowerment, connection, emotional bonding, loyalty, and satisfaction.

### F) *Customer Loyalty*

It can be defined as the devotion towards a business or a customer's desire to continue with a permanent relationship with that business. Salah & Abou-Shouk (2020) define it, while Eldahamsheh et al. (2021) and Saini & Singh (2020) also include that customer loyalty can be referred to as the desire of customers to remain committed to a business and to keep coming back towards it on a regular and frequent basis. Customer loyalty could be measured against attitude and behavior-related characteristics. In regard to the former, the behavioral measures of customer loyalty are those showing the frequency with which a consumer is repetitively buying a certain product and also the rate at which they re-purchase. On the other hand, attitude loyalty is characterized by positive attitudes to either the product or service or the business offering that product or service. According to Kusumanegara & Rachmawati (2023), patrons are more likely to remain loyal after having a positive interaction with the product or service. Loyal customers contribute to regular repurchases, buy product lines and services, recommend other people, and demonstrate a defense against competitors' attraction (Candiwan & Wibisono, 2021).

### **G) CRM Components and Customer Loyalty**

In order to keep customers as clients, it's crucial to know what they want., so the more information a company knows about its customers, the higher the possibility of potential customers becoming consumers (Lavender, 2004). As stated by Xu & Walton (2005), the management of customer knowledge improves customer satisfaction and loyalty by establishing relationships with customers, perceptions, and profile dispositions.

According to Jarideh (2016), a correlation exists between customer orientation and customer loyalty. To be more precise, the former cultivates a positive outlook on services, which in turn motivates clients to choose a certain service going forward. At the same time, the latter generates an intense and lasting resolve to continually repurchase a service or product. Further, Aburayya et al. (2020) discovered a correlation between customer loyalty and customer orientation. This suggests that businesses that understand their customers and act in their best interest when dealing with customer data are more likely to see loyalty.

A substantial correlation between customer loyalty and advocacy has been shown (Shailesh & Reddy, 2016). Loyal clients, according to Harrison-Walker (2001), are more inclined to buy the service regardless of price and to advocate for a certain business to others.

Customer loyalty is the product of implementing customer engagement techniques, according to Jaakkola & Alexander (2014). According to Doorn et al. (2010), customer engagement boosts the advantages and strategies that motivate dependable behavioral actions in clients. Several studies have shown that customer engagement has a big and favorable impact on customer loyalty (Hapsari et al., 2020; Molinillo et al., 2020; Zhang et al., 2021). To that end, the author hypothesized that:

***H<sub>1</sub> = "Customer knowledge positively impacts customer loyalty".***

***H<sub>2</sub> = "Customer orientation positively impacts customer loyalty".***

***H<sub>3</sub> = "Customer advocacy positively impacts customer loyalty".***

***H<sub>4</sub> = "Customer engagement positively impacts customer loyalty".***

### **H) Customer Trust**

Customer trusts a business when they have faith that it will meet or exceed their expectations (Boonlertvanich, 2019). Hapsari et al. (2020) state that trust among consumers is when customers have faith in a company's ability to deliver on its commitments. In order to create lasting ties with consumers and ensure the success of marketing initiatives, relationship marketing has placed an emphasis on customer trust (Issock et al., 2020). According to Siagian & Cahyono (2014), customer trust businesses when they believe such businesses will fulfill their commitments.

### **I) Customer Trust and Customer Loyalty**

A company's ability to strengthen connections with consumers is directly correlated to the level of confidence its customers have in it, making customer trust an invaluable instrument for relationship development (Jasfar, 2012). Brand loyalty is directly proportional to the degree to which consumers have trust in a product or service (A. W. Nugroho & Sudaryanto, 2013). According to many studies conducted from a marketing standpoint, Harris & Goode (2004) and Jarvenpaa et al. (1999), customer trust is a crucial factor in determining client loyalty. Sirdeshmukh et al. (2002) also state that trust directly impacts customer loyalty. Thus, the author hypothesized that:

***H<sub>5</sub> = "Customer trust positively impacts customer loyalty".***

### **J) Moderating Role of Customer Trust**

Concepts of trust and loyalty may be formed using the knowledge obtained from the analysis of customer information (Alam et al., 2021). According to Kantsperger & Kunz (2010), customer information gained from customer knowledge may help the company develop long-lasting relationships with customers by demonstrating trustworthiness, consistency, fulfillment, capacity, quality, and compassion.

Tam & Wong (2001) research found that customer trust positively impacted consumer orientation. Guenzi & Georges (2010) add that a customer-focused approach develops customer trust, which boosts the likelihood that a customer will recommend and make another purchase.

The basis of customer advocacy is, according to Urban (2004), the trust and loyalty that develops between a company and its customers when the company meets the expectations of the consumers. As stated by Sheth et al. (2000), the company may establish trust, accountability, and explicitness by engaging in customer advocacy, which involves providing answers to clients and meeting their requirements.

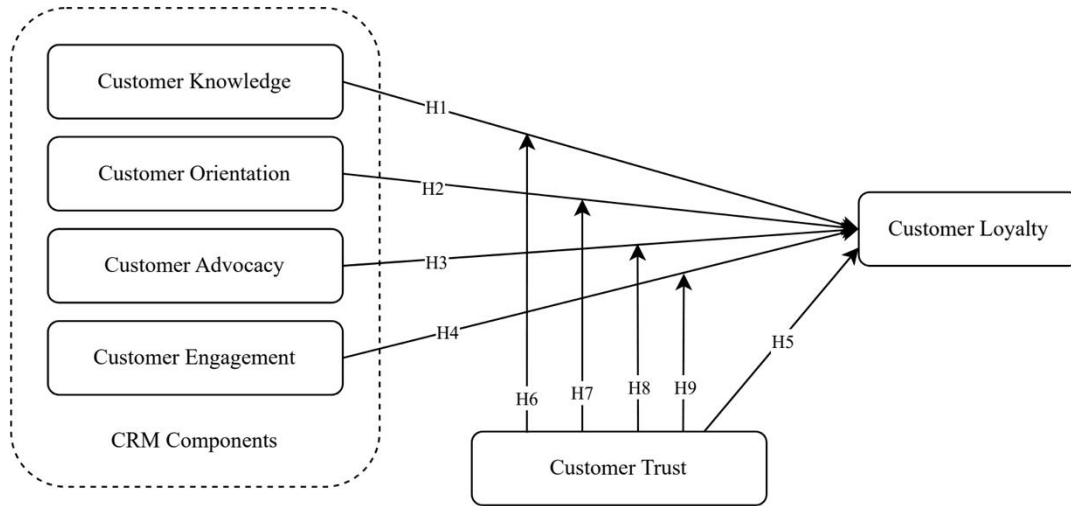
Trust increases customer engagement and is essential for long-term partnerships since customers prefer interactions in a trusting environment (Kosiba et al., 2020). Customer trust completely mediated the effect of customer involvement on brand

loyalty (Li et al., 2020). The most important aspects of client involvement are positive feelings, trust, and contentment, as well as increased happiness, trust, loyalty, and commitment (Santini et al., 2020; Rather, 2019). Thus, the author hypothesized that:

- H<sub>6</sub> = "Customer trust moderates the relationship between customer knowledge and customer loyalty".*
- H<sub>7</sub> = "Customer trust moderates the relationship between customer orientation and customer loyalty".*
- H<sub>8</sub> = "Customer trust moderates the relationship between customer advocacy and customer loyalty".*
- H<sub>9</sub> = "Customer trust moderates the relationship between customer engagement and customer loyalty".*

**K) Theoretical Framework**

Based on the hypotheses reviewed and the theoretical framework adapted from Alam et al. (2021), the following research framework has been developed:



**Fig. 1 Theoretical Framework**

**III. RESULTS AND DISCUSSION**

**A) Profile of Respondents**

Those who fit the criteria were asked to participate in the survey using Google Forms. A total of 250 participants were collected. The demographic diversity of the participants provided valuable insights into consumer behaviour concerning Lion Air's offerings. The following table displays the respondent profiles that will be given as the first set of research results:

**Table 1: Profile of Respondents**

Characteristics	Classification	Number of Respondents	Percentage
Gender	Women	153	61,2%
	Men	97	38,8%
Age	18-23 Years old	98	39,2%
	24-30 Years old	112	44,8%
	30-36 Years old	30	12,0%
	>37 Years old	10	4,0%
Occupation	Students	99	39,6%
	Civil Servants	61	24,4%
	Private Employees	48	19,2%
	Businessman	38	15,2%
	Others	4	1,60%
Flight Frequency	1x	16	6,4%
	2x	76	30,4%
	>3x	158	63,2%

Based on the data in the table, it seems that women made up the majority of respondents (61.2%), while males accounted for 38.8%. These findings aligned with Park (2007), who mentioned that most women passengers are sensitive to airline ticket prices. Considering this, Lion Air offers a low-cost carrier compared to other airlines, as indicated by Wijaya &

Yulita (2020); this could be a significant factor in attracting a higher portion of women passengers who may be more price-conscious.

The majority of the respondent's characteristics based on age were 44,8% between 24 -30 years old. Consequently, the study's focus on respondents between the ages of 18 and 30 sheds light on the kind of people who are likely to be interested in low-cost carriers, supporting the assertion that younger adults are a significant target market for airlines like Lion Air (Pan & Truong, 2021).

The data also shows that most respondents are students, making up 39,6% of the total sample. It is aligned with Samosir et al. (2024) that Lion Air's low-cost model is particularly attractive to students and young travelers who prioritize affordability.

The respondents' characteristics based on the flight frequency show that most respondents, 63,2%, have more than three times flight experience with Lion Air airline. This finding aligns with Chaudhuri & Holbrook (2001), that demonstrate behavioral loyalty through consistent repurchasing.

**B) Analysis of Measurement Model (Outer Model)**

Abdillah & Hartono (2015) state that construct validity and instrument reliability are assessed using the outer model. To evaluate the external model using reflective indicators, we employ the following metrics: composite reliability, Cronbach's alpha, and the latent construct indicators of convergent and discriminant validity. For this study to meet convergent validity requirements, the factor loading score must be more than 0.70. If the value is less than 0.70, the concept in question must be excluded from the analysis (Ghozali & Latan, 2015). An excellent AVE value is >0.50, which means the indicators show strong convergent validity and adequately describe the variable (Hair et al., 2019). If the Cronbach's Alpha score is more than 0.70, then each item in the variable is considered to have strong reliability (Indrawati, 2015). The following are the results of the outer model that has been carried out:

**Table 2: Outer Model Results**

Variable	Item	Loading Factor (>0.7)	AVE (>0.5)	Cronbach's Alpha (>0.7)	Composite Reliability (>0.7)	Results
Customer Knowledge	CK1	0.826	0.643	0.814	0.815	Valid & Reliable
	CK2	0.785				
	CK3	0.820				
	CK4	0.774				
Customer Orientation	CO1	0.765	0.655	0.824	0.825	Valid & Reliable
	CO2	0.852				
	CO3	0.824				
	CO4	0.795				
Customer Advocacy	CA1	0.818	0.672	0.837	0.839	Valid & Reliable
	CA2	0.838				
	CA3	0.814				
	CA4	0.810				
Customer Engagement	CE1	0.723	0.617	0.793	0.804	Valid & Reliable
	CE2	0.803				
	CE3	0.776				
	CE4	0.836				
Customer Loyalty	CL1	0.771	0.654	0.868	0.869	Valid & Reliable
	CL2	0.816				
	CL3	0.841				
	CL4	0.813				
	CL5	0.802				
Customer Trust	CT1	0.783	0.671	0.878	0.883	Valid & Reliable
	CT2	0.824				
	CT3	0.811				
	CT4	0.853				
	CT5	0.824				

Table 2 shows all the outer model variables meet composite reliability and convergent validity. Each item represents strong convergent validity since the factor loading scores are above 0.70. The respective indicators also represent the associated structures well enough, as the AVE values for all the variables are above 0.50. Also, Cronbach's Alpha and

Composite Reliability scores for all the variables surpass 0.70; hence, the constructs are reliably constructed. Suffice it to say that the outer model passes muster as a viable and reliable tool for further investigation.

In the explanation by Hair et al. (2019), an indicator has to have higher outer loadings on a construct than cross-loading with other constructs. It proves that the items are highly related to the hidden variable. If the items correlate strongly with the latent variable, researcher conclude that it has discriminant validity. Following are the results of the discriminant validity analysis which was conducted in this research using the cross-loading:

**Table 3: Cross-Loading Results**

	CK	CO	CA	CE	CL	CT
<b>CK1</b>	<b>0.826</b>	0.601	0.510	0.556	0.501	0.227
<b>CK2</b>	<b>0.785</b>	0.610	0.500	0.529	0.466	0.247
<b>CK3</b>	<b>0.820</b>	0.582	0.525	0.541	0.464	0.218
<b>CK4</b>	<b>0.774</b>	0.636	0.585	0.591	0.492	0.329
<b>CO1</b>	0.607	<b>0.765</b>	0.541	0.556	0.473	0.177
<b>CO2</b>	0.609	<b>0.852</b>	0.624	0.591	0.494	0.310
<b>CO3</b>	0.612	<b>0.824</b>	0.641	0.609	0.487	0.280
<b>CO4</b>	0.624	<b>0.795</b>	0.636	0.593	0.514	0.391
<b>CA1</b>	0.621	0.658	<b>0.818</b>	0.602	0.556	0.299
<b>CA2</b>	0.578	0.642	<b>0.838</b>	0.621	0.597	0.314
<b>CA3</b>	0.470	0.604	<b>0.814</b>	0.546	0.550	0.365
<b>CA4</b>	0.496	0.571	<b>0.810</b>	0.559	0.543	0.330
<b>CE1</b>	0.585	0.614	0.476	<b>0.723</b>	0.441	0.232
<b>CE2</b>	0.551	0.546	0.525	<b>0.803</b>	0.558	0.351
<b>CE3</b>	0.473	0.507	0.596	<b>0.776</b>	0.558	0.365
<b>CE4</b>	0.581	0.627	0.622	<b>0.836</b>	0.620	0.406
<b>CL1</b>	0.529	0.527	0.571	0.573	<b>0.771</b>	0.449
<b>CL2</b>	0.458	0.396	0.486	0.556	<b>0.816</b>	0.470
<b>CL3</b>	0.467	0.480	0.552	0.590	<b>0.841</b>	0.512
<b>CL4</b>	0.512	0.569	0.625	0.592	<b>0.813</b>	0.495
<b>CL5</b>	0.458	0.479	0.529	0.509	<b>0.802</b>	0.468
<b>CT1</b>	0.334	0.349	0.347	0.397	0.545	<b>0.783</b>
<b>CT2</b>	0.165	0.197	0.262	0.253	0.397	<b>0.824</b>
<b>CT3</b>	0.276	0.340	0.383	0.392	0.497	<b>0.811</b>
<b>CT4</b>	0.258	0.298	0.345	0.381	0.518	<b>0.853</b>
<b>CT5</b>	0.245	0.267	0.270	0.344	0.439	<b>0.824</b>

The discriminant validity test that was conducted using cross-loadings revealed that the loading on each indicator's related concept was larger than its cross-loading on other constructs. This further supports high discriminant validity, indicating that each item's correlation with its own latent variable is higher than with other latent variables. Indicators for Customer Trust, Customer Knowledge, Customer Loyalty, Customer Engagement, Customer Advocacy, and Customer Orientation all load more heavily on their own constructions than any of the others. Therefore, discriminant validity is well supported in this model.

The discriminant validity is examined by comparing the square root of each variable's AVE with the correlations between each latent variable and other latent variables (Fornell-Larcker criteria). Applying Fornell-Larcker criteria in the results of the discriminant validity, it is observed that:

**Table 4: Fornell-Larcker Results**

	CA	CE	CK	CL	CO	CT
<b>Customer Advocacy</b>	<b>0.820</b>					
<b>Customer Engagement</b>	0.711	<b>0.786</b>				
<b>Customer Knowledge</b>	0.662	0.692	<b>0.802</b>			
<b>Customer Loyalty</b>	0.686	0.699	0.601	<b>0.809</b>		
<b>Customer Orientation</b>	0.756	0.726	0.758	0.609	<b>0.810</b>	
<b>Customer Trust</b>	0.398	0.439	0.319	0.593	0.360	<b>0.819</b>

According to the data shown in the table, the diagonal numbers reflect the square root of the AVE for each construct. In contrast, the off-diagonal correlation values with other constructs are lower. That shows that each latent variable's variance is more strongly connected with its indicators rather than other variables, which means the model satisfies strong discriminant validity.

**C) Analysis of Structural Model (Inner Model)**

According to Ghozali & Latan (2015), The inner model is purposed to predict the relationships among latent variables. As stated by Ghozali & Latan (2015) classified R2 values as follows: 0.67 for strong, 0.33 for moderate, and 0.19 for weak. If Q2 is more than 0, it means that the prediction is significant, but if Q2 is less than 0, it means that it is not relevant. The outcomes of the inner model that utilizes R-Square and Q-Square are as follows:

**Table 5: R2 and Q2 Results**

Variable	R2	R2 Adjusted	Q2
Customer Loyalty (Y)	0.656	0.643	0.624

According to the inner model evaluation, client loyalty has an R2 value of 0.656. According to Ghozali & Latan (2015), The R2 value falls within the "moderate" category, suggesting a substantial level of explanatory power for the model in predicting Customer Loyalty. Customer Loyalty. The model also has strong predictive significance, as the Q2 value is 0.624, which is not zero. So, it is safe to say that the inner model shows considerable predictive relevance and somewhat well predicts customer loyalty.

In addition, the author uses the effect magnitude, as measured by the F-Square value, to evaluate the inner model. Ghozali (2021) states that the latent variables have F-Square values of 0.02, 0.15, and 0.35, respectively, indicating that they have a "weak," "medium," or "large" impact on the dependent variable. The findings of the F-Square analysis are as follows:

**Table 6: F2 Results**

Variable	F-Square
CK - CL	0.018
CO - CL	0.002
CA - CL	0.094
CE - CL	0.075
CT - CL	0.229
CT*CK - CL	0.006
CT*CO - CL	0.005
CT*CA - CL	0.012
CT*CE - CL	0.005

The results of the F-Square analysis show how much the latent factors affect Customer Loyalty (CL). According to Ghozali (2021), A "weak" influence is represented by an F-Square value of 0.02, a "medium" effect of 0.15, and a "large" effect of 0.35. Based on the data, the variables Customer Engagement (CE), Customer Advocacy (CA), Customer Orientation (CO), and Customer Knowledge (CK) have weak effects on Customer Loyalty, being 0.018, 0.002, 0.094, and 0.075, respectively, for the F-squares values. A medium-sized influence (F-Square = 0.229) of customer trust (CT) on customer loyalty is shown, nevertheless. The interaction effects of Customer Trust with other variables (CT\*CK, CT\*CO, CT\*CA, CT\*CE) also demonstrate weak effects on Customer Loyalty, as indicated by their low F-Square values (all below 0.02). All things considered, the data points to Customer Trust as the most influential variable on Customer Loyalty, with the other factors showing only moderate impacts.

**D) Hypothesis Test**

The hypothesis testing process is based on the importance and strength of the correlations between variables, which leads to the formulation and proposal of several hypotheses. To test a hypothesis, one looks at the t-values and Path Coefficient scores. To reject H0, a t-value of more than 1.645 is required, which indicates a statistically significant association between the hypothesized variables. This study's T-statistics and P-values are as follows:

**Table 7: Hypothesis Testing Results**

Hypothesis	Pathway	Path Coefficient	T Statistics	P Values	Decision
H1	CK -> CL	0.128	1.785	0.037	<b>ACCEPTED</b>
H2	CO -> CL	-0.050	0.703	0.241	<b>REJECTED</b>
H3	CA -> CL	0.305	4.127	0.000	<b>ACCEPTED</b>
H4	CE -> CL	0.270	3.679	0.000	<b>ACCEPTED</b>
H5	CT -> CL	0.320	6.572	0.000	<b>ACCEPTED</b>
<b>Moderated Paths</b>					
H6	CK*CT -> CL	0.071	1.057	0.145	<b>REJECTED</b>
H7	CO*CT -> CL	-0.082	1.137	0.128	<b>REJECTED</b>
H8	CA*CT -> CL	0.104	1.423	0.077	<b>REJECTED</b>
H9	CE*CT -> CL	-0.061	0.868	0.193	<b>REJECTED</b>

Customer Loyalty (CL) and Customer Knowledge (CK) are positively and significantly associated, according to the hypothesis test, in which the p-value is 0.037 and the path coefficient is 0.128. Accordingly, H1 has been greenlit. With a path coefficient of -0.050 and a p-value of 0.241, Customer Orientation (CO) and CL do not significantly relate to one another, leading to the rejection of H2. Furthermore, with p-values less than 0.05, Customer Engagement (CE) and Customer Advocacy (CA) both demonstrate strong and positive associations with CL, indicating that H3 and H4 are accepted. Conversely, Since the interaction effects in Hypotheses 6, 7, 8, and 9 are not significant, it can be concluded that Customer Trust (CT) does not regulate the interactions between “Customer Engagement, Customer Advocacy, Customer Orientation, and Customer Knowledge with Customer Loyalty”.

### **E) Discussion**

The study evaluated the links between the CRM components and loyalty in Lion Air Airline, with an emphasis on the moderating role of trust among customers, as seen in the study's findings. The outcome of consumer advocacy was a positive and significant impact on customer loyalty. Consumer advocacy, which is both proactive and built on trust, communicates with consumers in an effort to build loyalty by informing them about new or improved goods and services (Nugroho & Suprapti, 2022). In keeping with this conclusion, Javed et al. (2023) highlighted the importance of customer advocacy in enhancing loyalty.

Customer engagement had a positive and significant influence on customer loyalty. There are several aspects where, according to Aini & Ferdinand (2021) and Bansal & Pruthi (2021), engagement induces a positive influence on commitment intentions, brand love, and brand loyalty. Further, other studies also identified that in other contexts, customer engagement enhances the ties considerably and leads to customer loyalty in Bergel et al. (2019) and Jayalath & Galdolage (2021).

It is also apparent that customer knowledge in this study has a significant and positive impact on customer loyalty. In fact, with appropriate management, sufficient knowledge of customer needs, behavior, and preferences enhances customer loyalty (Lacej & Kalaj, 2015). This finding confirms the investigations of Bhat & Darzi (2016) and Alam et al. (2021).

The findings of this study also indicated that customer trust significantly impacted customer loyalty. As Rodi et al. (2023) determined, customer trust is crucial for developing and maintaining consumer relationships over a long period since it brings about security and dependability. This is consistent with findings from previous studies by Alam et al. (2021), which showed that customer trust was positively and significantly related to the variation in customer loyalty.

The interesting finding is that customer orientation does not relate either positively or insignificantly to customer loyalty. Ahmed et al. (2020) found that customer orientation does not have a meaningful effect on customer loyalty. On the contrary, Karim & Habiba (2020) and Lubis et al. (2020) found that customer orientation has a meaningful impact on customer loyalty.

Another interesting finding concerned the moderating effects of customer trust on links between CRM components and customer loyalty. The results showed that customer trust enhances the relationship between customer knowledge and loyalty, but the effect is insignificant. We, therefore, conclude that customer trust moderates the relationship between customer knowledge and customer loyalty, which is at variance with Alam et al. (2021).

While there was a finding that customer trust enhanced the relationship of customer advocacy with customer loyalty, influences were not statistically significant. On the other hand, the relationships of customer engagement with customer loyalty and customer orientation with customer loyalty were insignificantly weakened by customer trust. These findings were in line with a study by Alam et al. (2021); the outcomes showed that customer trust has no moderation effect on customer orientation-customer loyalty, customer advocacy-customer loyalty, and customer engagement-customer loyalty relationships.

## **IV. CONCLUSION**

In addition to customer orientation, the research found a strong and considerable association between customer loyalty and all three CRM elements: customer knowledge, customer engagement, and customer advocacy. It is noteworthy that trust and customer loyalty are strongly correlated. Hence, consumer trust did not moderate any correlations between “CRM components” and “customer loyalty”.

Following the result of the path coefficient analysis, customer trust has the highest path coefficient value. With this, the author would like to make suggestions for Lion Air to prioritize understanding customer expectations regarding safety in the aviation industry. By aligning their safety measures with customer expectations, Lion Air can build trust and loyalty among passengers.



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