

The Influence of Service Quality and Local Wisdom on Customer Loyalty in Retail Companies Mediated by Customer Relationship Management

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DOI: <https://doi.org/10.51583/IJLTEMAS.2026.150700061>

Received: 31 July 2026; Accepted: 05 August 2026; Published: 12 August 2026

ABSTRACT:

This study aims to analyze the influence of Customer Experience, Service Quality, Local Wisdom, and Personalized Marketing on Customer Loyalty with Customer Relationship Management (CRM) as a mediating variable in modern retail companies in Batam City. The study used a quantitative approach with 301 respondents and was analyzed using PLS-SEM. The results showed that Customer Experience, Local Wisdom, and Personalized Marketing had a positive and significant effect on CRM. Customer Experience, Local Wisdom, Personalized Marketing, and CRM also had a positive effect on Customer Loyalty. Conversely, Service Quality did not have a significant effect on CRM. In addition, CRM was able to mediate the relationship between Customer Experience and Customer Loyalty, but not the relationship between Service Quality and Customer Loyalty. The research findings showed that modern retail customer loyalty was more influenced by customer experience, personalized marketing, and the application of local values than service quality alone.

Keywords- Customer Relationship Management (CRM), Customer Loyalty, Service Quality, Retail

INTRODUCTION

Competition among retail businesses in Indonesia, particularly in Batam, has intensified over the past five years. Several new malls and supermarkets have opened, emphasizing modern service concepts, cost-effectiveness, and the provision of locally produced goods, as unique offerings compared to other national retail chains. Public enthusiasm for the opening of several large supermarkets, such as Top 100, SNL Food, Diamond Supermarket, GOGO, and JC Supermarket within Batam Mall, confirms this observation. All of these businesses offer a combination of high-quality service standards and the incorporation of local wisdom into their operations.

One of the most striking developments was the opening of the 10th Top 100 branch on Jalan Bakar in 2024. Top 100 Supermarket was immediately flocked to by consumers due to its comprehensive range of goods, affordable prices, and a comfortable shopping experience facilitated by its well-organized interior, spacious space, central air conditioning, and excellent employee service (Riaupagi.com, 2024). The examples above demonstrate that service quality remains a key determinant in consumer choice of shopping destination. Besides providing basic necessities, Top 100 also showcases local goods that are becoming increasingly popular in Batam.

A similar trend was evident in the opening of SNL Food 2.0 in late 2024, which elevated its status as a cutting-edge retailer with a philosophy of collaboration with MSMEs. With the help of the "Jajan Corner" feature, SNL Food created a unique opportunity to market MSME products from Batam to a much wider reach (Ahmadi Sultan, 2024). The presence of such a retail outlet is not only linked to the need to meet people's daily needs, but also to economic development, new job creation, and customer emotional engagement with retail brands.

Diamond Supermarket is an added bonus to the dynamics of modern retail, centered on local communities. Diamond Supermarket stocks over 40,000 items, has a dedicated MSME section, and has over 600 suppliers,

40% of which are MSMEs (Zufrizal, 2021). This means that large supermarkets compete not only on the basis of product availability but also on empowering local producers. Consumers will have access to local products like Karimun coffee, taro chips, and MSME chili sauce, as well as regional specialties not available in national retail chains like Indomaret and Alfamart. This demonstrates that local products are a source of differentiation in strengthening retail and consumer relations in Batam.

Various previous studies have also confirmed the relevance of the relationship between service quality, local values, CRM, and customer loyalty. Nadila and Hasan (2022) demonstrated that service quality significantly influences customer loyalty due to high levels of trust and satisfying purchasing experiences. Other research findings, conducted by Hasan & Noorliana (2022), indicate that quality service interactions can build consumer emotional attachment to a brand, ultimately increasing loyalty. Meanwhile, research by Hasan, Ester, et al. (2023) highlights the role of CRM as a mediator that fosters a positive interaction between marketing and customer loyalty. However, none of these studies have incorporated local wisdom as a vital component in understanding how local cultural values influence customer relationships in retail.

There have been studies that combine service quality and local wisdom with customer loyalty using CRM as a mediator, but this topic remains under-researched, particularly in the case of retail businesses in Batam. The novelty of this study lies in the fact that numerous studies have demonstrated that customer experience influences satisfaction and loyalty through trust (Saputra et al., 2023). Research findings from various settings (apps, Spotify, films, PLN Mobile, and so on) about the existence of a reliable and meaningful Customer Experience resulting in repurchase intentions and word of mouth recommendations, thus making Customer Experience an important variable in explaining service quality, personalization, and local value towards customer loyalty perceptions (Abidin et al., 2025). CRM is understood as a strategic system where companies can know their customers' needs, manage interactions and solve any problems and therefore increase customer satisfaction and loyalty, therefore without effective CRM, the ideal customer experience cannot be created and loyalty achieved (Mokha & Kumar, 2022).

As the Batam shopping experience and customer service become increasingly integral to the retail process, this research will offer new insights into how businesses can enhance customer loyalty by creating superior service and relationship management approaches. Customer experience and customer relationship management are crucial for creating warmer, more sustainable relationships between retailers and consumers.

LITERATURE REVIEW

The Stimulus-Organism-Response (SOR) theory states that individual behavior arises from the relationship between environmental stimuli and the individual's internal processes. The Stimulus-Organism Response Model postulates that stimuli from the environment will influence the individual's internal factors (organism), such as cognitive and emotional factors, leading to behavioral responses (Köseoğlu & Tuncer, 2023). During its evolution, it was discovered that environmental characteristics as stimuli can influence a person's mental state, both cognitively and emotionally, leading to the production of behavioral responses (Kexin & Teo, 2023). Chandra & Christian (2024) state that customer loyalty is formed from a combination of positive experiences, satisfaction, and trust in a brand built through ongoing interactions. Meanwhile, Muphimin & Rachbini (2024) argue that loyalty is an emotional and rational bond between a customer and a company that encourages repeat purchases. Demirel (2022) states that customer loyalty is a psychological response reflected in the consumer's intention and behavior to continue choosing a particular product or service. (Dyatkina et al., 2025) also emphasized that loyalty is a key indicator of the success of a customer-focused marketing strategy, which is formed through a strong relationship between satisfaction, perceived value, and consistent customer experience.

Service Quality is the extent to which a company's Service Excellence delivers customer satisfaction, which can be measured through five dimensions: reliability, responsiveness, assurance, empathy, and physical evidence (Barusman, 2024; Mokha & Kumar, 2022). Effective implementation of Service Quality will impact CRM performance because satisfied customers are more likely to maintain long-term relationships with the organization. As Farida & Jannah (2022) noted, there is a positive relationship between Service Quality and CRM effectiveness in increasing customer loyalty. Furthermore, Demirel (2022) found that digital Service

Quality dimensions such as reliability and trustworthiness significantly influence CRM effectiveness in the service industry. Therefore, it is recommended that companies with a high orientation towards Service Quality are more likely to use CRM systems that are more adaptable to customer needs. In accordance with this, Setiawan et al. (2025) argue that commitment to service quality is a key factor in CRM optimization.

H1: Service Quality has a positive and significant impact on Customer Relationship Management (CRM).

Local wisdom, as an independent variable, consists of cultural values, social norms, indigenous customs, and beliefs of local communities that have been embedded in business practices and communications to create a cultural identity (Yasir et al., 2022). Customer loyalty (the dependent variable) can be defined as a customer's tendency to repurchase, recommend, and establish long-term relationships with a brand/service provider due to positive experiences and trust (Barusman, 2024).

In other words, there are several ways in which local wisdom can positively influence customer loyalty: enhancing local brand identity and creating a stronger emotional connection with customers; creating trust because business operations are assessed based on cultural values; and promoting culturally relevant communication and CSR initiatives (Naimah et al., 2025). Field studies of indigenous communities reveal that the inclusion of local wisdom languages and practices in environmental conservation communications increases community participation and engagement, indicating that local values support pro-environmental behavior, in line with the creation of consumer loyalty (Ali and Alfayez, 2024). Studies on regional brand products found that embedding traditional culture increases perceived value, which in turn increases consumer loyalty (Sun & Chen, 2024). Furthermore, a meta-synthesis of SCRM suggests that a customer-oriented dimension combining trust and cultural interaction leads to successful implementation, including loyalty (Rostamzadeh et al., 2024).

H2: Local wisdom has a positive and significant effect on customer loyalty.

CRM, as an independent variable, is a managerial concept where technology is optimized to interact with customers, thereby increasing customer retention and satisfaction (Farida & Jannah, 2022). This strategy encompasses various processes, including collecting and analyzing customer data to provide an effective and personalized experience (Hossain et al., 2024). Meanwhile, consumer loyalty, as a dependent variable, can be defined as the loyalty of customers who repurchase, promote, and maintain relationships based on trust and satisfaction (Sun & Chen, 2024). The effectiveness of CRM in building loyalty lies in its ability to create meaningful two-way dialogue and build emotional bonds between companies and customers (Tabassum & S. Chitradevi, 2024). In the retail sector, combining CRM with technological innovations such as artificial intelligence and big data has been shown to predict consumer behavior more precisely, which directly impacts retention rates (Motevalli & Razavi, 2024). Furthermore, focusing on customer needs in a CRM system, particularly on interaction and credibility, is key to maintaining long-term relationships (Rostamzadeh et al., 2024). This is supported by findings by Chhabria et al. (2023), who stated that the use of personalized data in CRM significantly increases satisfaction, which then leads to stronger customer loyalty.

H3: Customer Relationship Management (CRM) has a positive and significant effect on customer loyalty.

Local wisdom, as an independent variable, can be understood as the embodiment of culture, social norms, and traditions that form the basis for organizing economic and social activities (Yasir et al., 2022). However, Customer Relationship Management (CRM) can be described as a management technique that involves the integration of technology, consumer databases, and service systems to develop and maintain mutually beneficial relationships between both parties (Hasan, Agustin, et al., 2023). This integration thus becomes a crucial supporting element for improving the efficiency of managing relationships between businesses and their customers (Ali & Alfayez, 2024). Furthermore, the application of traditional cultural values can also increase customer value and ultimately lead to increased interaction between the two (Sun & Chen, 2024). When local wisdom values are consistently applied in service practices, customer relationships become more stable and sustainable in the long term (Hasan et al., 2025).

H4: Local wisdom has a positive and significant effect on Customer Relationship Management (CRM).

Service quality, as an independent variable, can be interpreted as consumers' perceptions of the standard of service they receive, as measured by indicators of reliability, responsiveness, security assurance, empathy, and physical facilities (Syaifullah et al., 2024). As a mediating variable, Customer Relationship Management (CRM) is a strategic scheme that emphasizes data processing and interactions to maintain good relationships to optimize satisfaction and retention (Manyanga et al., 2022). Meanwhile, customer loyalty, as the dependent variable, reflects consumers' dedication to consistent repeat transactions and brand promotion based on trust and positive experiences (Hossain et al., 2024). Furthermore, Ali & Alfayez (2024) demonstrated that service quality in conjunction with digital technology can enhance CRM performance by improving the quality of interactions and communications. Furthermore, CRM plays a crucial role in developing customer loyalty, particularly due to its personalized nature and the provision of solutions aligned with consumer needs (Muphimin & Rachbini, 2024). CRM facilitates personalized communication, which can increase customer loyalty (Setiawan et al., 2025).

H5: Service quality influences customer loyalty, mediated by customer relationship management (CRM).

METHODOLOGY OF RESEARCH

The current study has adopted a Quantitative Research Approach, which is an approach in which hypotheses are tested through numerical data analysis. The current research study falls under the category of Explanatory Research, which attempts to test and analyze the causal relationships between independent, mediating, and dependent variables within a developed theoretical framework (Sari et al., 2023). In this study, the independent variables are Customer Experience, Personalized Marketing, Service Quality, and Local Wisdom; while CRM is the mediating variable and Customer Loyalty is the dependent variable. An explanatory research design will be applied in this study because the main objective of this study is to explore the relationship between these variables in modern retail in Batam City. The number of samples was determined according to the criteria proposed by Sim et al., (2021), in other words, the minimum sample size used in this study must be at least ten times the number of research instrument indicators. In this case, the study uses a sample of current supermarket or retail consumers from Batam City as the subject of analysis. The current retail population coverage includes Top 100, SNL Food, Diamond Supermarket, GOGO, and JC Supermarket, located at One Batam Mall. In recent years, the number of visitors and services have increased. The research model was tested using Partial Least Squares Structural Equation Modeling (PLS-SEM). This approach was chosen because of its ability to analyze models with many latent variables, many indicators, and non-normal data distributions (Kanchanawongpaisan & Pajjit, 2024).

RESULT AND DISSCUSIONS

Based on the results of the demographic analysis of respondents, the majority of respondents were male at 50.5% compared to 49.5% for women. Regarding age, it was dominated by those aged 21-30 years at 52.2%, followed by those aged 17-20 years at 44.2%. Regarding their income, the majority had an income range of Rp4,500,000–Rp6,000,000 with 37.2%. Regarding the last level of education, the majority of respondents were high school / vocational high school graduates with 74.1%. As for the employment status of the majority of respondents were students at 39.2%, followed by private employees at 31.9% and entrepreneurs at 23.9%. However, according to the frequency of purchasing retail company products, the majority fall into the rare category (1-3 times per month) at 27.6%, followed by the frequent category (more than 3 times per month) at 25.2% and quite often (1-3 times per week) at 22.3%.

Table 1. Discriminant Validity HTMT

Variable	CI	CRM	LW	SQ
CL	0,752			
CRM	0,830	0,833		
LW	0,869	0,777	0,900	
SQ	0,783	0,780	0,737	0,797

Table 2. Discriminant Validity Fornell-Larcker

	CL	CRM	LQ	SQ
CL	0,641			
CRM	0,668	0,693		
LW	0,706	0,652	0,710	
SQ	0,631	0,578	0,662	0,710

Source: Data Processing Results (2026)

Based on the test results, discriminant validity has been established using the HTMT and Fornell-Larcker approaches. All constructs are distinct from one another. Therefore, it can be concluded that discriminant validity has been achieved and the measures are suitable for further use (Hair et al., 2021).

Table 3. Validity and Reliability

Variabel	Item	Outer Loadi ng	Cronbach's Alpha	CR	AVE	VIF	R2
Customer loyalty	CL1	0,771	0,881	0,914	0,679	1,818	0,557
	CL2	0,848				2,404	
	CL3	0,816				2,066	
	CL4	0,830				2,419	
	CL5	0,853				2,384	
Customer Relationship Management	CRM2	0,841	0,779	0,871	0,693	1,760	0,592
	CRM4	0,843				1,758	
	CRM5	0,813				1,447	
Local Wisdom	LW1	0,836	0,797	0,881	0,712	1,635	
	LW2	0,848				1,752	
	LW3	0,847				1,722	
Service Quality	SQ1	0,807	0,900	0,923	0,667	2,111	
	SQ2	0,822				2,274	
	SQ3	0,814				2,272	
	SQ4	0,837				2,402	
	SQ5	0,804				2,154	
	SQ6	0,814				2,240	

Source: Data Processing Results (2026)

Based on the results of the measurement model testing, all indicators have met the outer loading criteria ≥ 0.70 so that they are able to represent the construct well. However, in the CRM construct, indicators CRM1 and CRM3 were removed because they did not meet the construct reliability criteria (≥ 0.70) and discriminant validity, so that after the removal of all constructs showed better results and met the evaluation criteria. The results of the reliability test showed that all constructs met the Cronbach's Alpha and Composite Reliability criteria ≥ 0.70 which indicates good internal consistency, and convergent validity was met with an AVE value ≥ 0.50 for each construct. Furthermore, no multicollinearity issues were found, as all VIF values were ≤ 5 . In the structural model evaluation, the R^2 value indicated sufficient explanatory power, and all relationships between variables were significant with t-statistics ≥ 1.96 and p-values ≤ 0.05 , thus declaring the model suitable for further analysis (Hair et al., 2021).

Table 4. Hypothesis Direct and Indirect

Variables	T statistics (O/STDEV)	P values	Result
SQ -> CRM	1,249	0,212	Not Supported
LW -> CL	2,272	0,023	Supported
CRM -> CL	4,130	0,000	Supported
LW -> CRM	3,177	0,002	Supported
SQ -> CRM->CL	1,060	0,289	Not Supported

Source: Data Processing Results (2026)

On the other hand, the impact of Service Quality (SQ) on CRM is not significant. Here, service quality has become a standard that must be met, so the primary differentiating factor is no longer service quality. Customers appear to be more concerned with the overall experience, including convenience, cost, promotions, and product availability. Local Wisdom (Local Wisdom) is known to have a positive impact on CRM. This is relevant to Batam, which has a diverse culture. Retailers that adapt their products, services, and communication methods to local values will gain acceptance from consumers. For example, offering local products or methods that align with local community practices increases consumers' emotional connection to the retailer.

The positive effects of CRM can also be seen in customer loyalty. Companies that manage their customer relationships through excellent service, communication, and loyalty programs will be able to successfully retain customers. Therefore, CRM is a key factor in building relationships (Gazi et al., 2024).

The findings revealed that Customer Relationship Management (CRM) mediated the effect of Customer Experience on Customer Loyalty, with a p-value of 0.038. This indicates that having a positive customer experience will lead to increased customer loyalty as long as customer relationship management is carried out effectively. The implications of this research for modern retail businesses in Batam indicate that customers who have a comfortable and enjoyable shopping experience will have higher loyalty as long as the company maintains a good relationship with them.

The results show that Customer Relationship Management (CRM) did not mediate the effect of Service Quality on Customer Loyalty, with a p-value of 0.289. This indicates that service quality is not a key element in shaping consumer loyalty in the current era of retail businesses in Batam. Consumers are more interested in the shopping experience than service quality alone.

In summary, the results of this study indicate that the main variables that play a role in shaping customer loyalty in the context of retail businesses in Batam are shopping experience and Customer Relationship Management. This means that retailers such as Top 100, Gogo, JC, and Diamond should pay more attention to improving their customer experience through increased store convenience, product assortment, and customer personalization rather than simply improving their service quality. This indicates a shift from a service-based approach to an experience-based approach in developing customer loyalty.

CONCLUSIONS AND RECOMMENDATION

This study aims to analyze the influence of, Service Quality, Local Wisdom, on Customer Loyalty with Customer Relationship Management (CRM) as a mediating variable in modern retail companies in Batam City. The results show that Customer Experience, Local Wisdom, and Personalized Marketing have a positive and significant effect on CRM. In addition, Local Wisdom, and CRM also have a positive effect on Customer Loyalty. On the other hand, Service Quality does not show a significant effect on CRM or customer loyalty. These findings indicate that modern retail customers tend to pay more attention to the overall shopping experience than service quality as the main factor in forming loyalty. This study confirms that CRM has an important role in

strengthening the relationship customer loyalty. Therefore, modern retail companies need to focus more on strategies based on, and the application of local values to increase customer loyalty sustainably.

This study is part of a broader study of customer loyalty in the contemporary retail industry, examining the application of Customer Experience, Service Quality, Local Wisdom, Personalized Marketing, and Customer Relationship Management (CRM). The findings indicate that Customer Experience, Local Wisdom, and Personalized Marketing have a positive impact on CRM and Customer Loyalty. This study supports the Stimulus-Organism-Response (SOR) theory, which states that stimuli in the business environment can influence customer psychology, impacting their loyalty.

Furthermore, this study expands existing knowledge by considering Local Wisdom as a key variable in modern retail in Batam City. It has been shown that local values enhance the emotional bond between customers and the company, leading to higher loyalty. Therefore, it is clear that local culture can be a crucial component in maintaining customer loyalty in the highly competitive modern retail environment. This study also demonstrates no correlation between Service Quality and CRM or customer loyalty. Therefore, it is evident that modern retail customers evaluate companies not only by their service quality but also by other criteria.

The findings of this study can be considered by modern retail companies in Batam City when developing customer-centric business strategies. Companies should focus more on improving the customer experience, such as creating a comfortable store, providing products, creating a comfortable shopping environment, and simplifying the transaction process. A pleasant shopping experience will foster customer loyalty in the future. Furthermore, companies should consider optimizing CRM implementation using customer data to create more personalized communications and promotions.

Loyalty programs, promotions based on customer shopping habits, and product recommendations based on customer needs will enhance the relationship between the company and its customers. Implementing local wisdom is another important strategy for modern retail companies. Providing local products, collaborating with local MSMEs, and using a communication approach that aligns with local culture will foster a stronger emotional connection between customers and the company. This strategy can provide a competitive advantage for companies over competitors.

Several limitations remain applicable to this study. First, the study was conducted only on modern retail companies in Batam City, meaning the results cannot fully reflect conditions prevailing in other industries and regions. Furthermore, the majority of respondents in this study were young people aged 17-30 years old. Thus, the research results better reflect the perceptions of younger customers than those of other age groups. Another limitation of this study is the use of a quantitative approach by distributing questionnaires, which limits responses to perceptions measured using the research instrument. Furthermore, this study uses Customer Relationship Management (CRM) as a mediating variable only, while there are other mediating variables such as customer satisfaction, trust, and brand image that can influence customer loyalty.

Recommendations

Modern retail companies are advised to further enhance the customer experience by developing store facilities, more attractive product displays, and providing services that create a comfortable shopping experience. Furthermore, companies need to utilize digital technology in CRM management to make interactions with customers more effective and personalized. Companies are also advised to maintain and strengthen the Local Wisdom element by supporting local products and regional MSMEs.

This step can increase customer engagement with the company while creating a positive image in the community. Future researchers are advised to expand their research to other sectors, such as restaurants, e-commerce, and other service industries. Further research could also include other variables, such as customer satisfaction, trust, and brand image, to create a broader and more comprehensive research model. The use of interviews or mixed methods can also be considered to obtain more in-depth results regarding customer loyalty beh

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