

**AN ANALYSIS OF THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY TOWARDS THE DECREASE OF OUTSTANDING CONTRIBUTIONS FOR PUBLIC MOTOR VEHICLES AT PT. JASA RAHARJA SUKABUMI REPRESENTATIVE**

**Abyasa<sup>1</sup>, R. Deni Muhammad Danial<sup>2</sup>, Acep Samsudin<sup>3</sup>**

<sup>1,2,3</sup>) Master of Administration Study Program, Muhammadiyah University of Sukabumi

**ABSTRACT**

The current era of world globalization and free trade causes an influence on business and its processes. There are many new business models and companies in various fields of goods and services that cause competition between these companies and business models. To achieve this, the right business strategy is needed to realize the company's targets that have been previously set. If you look at the business strategy, Customer Relationship Management (CRM) is one of the business strategies regarding the process of managing detailed information related to individual customers, and all customer contact points carefully in order to maximize customer loyalty to a business entity.

PT. Jasa Raharja as a company that has consumers in this case taxpayers and entrepreneurs / owners of public transportation also needs to communicate with its consumers, one of which is through Customer Relationship Management (CRM) activities. The role of Customer Relationship Management (CRM) here is to provide information on whether there is an influence between the Customer Relationship Management (CRM) strategy and decreasing outstanding of Iuran Wajib Kendaraan Bermotor Umum (IWKBU). The Result from this research has shown that CRM is definitely have an impact for decreasing an outstanding of IWKBU.

**Keywords :** Customer, Relationship, IWKBU Outstanding Decrease, Business Strategy

**INTRODUCTION**

The current era of world globalization and free trade causes an influence on business and its processes. There are many new business models and companies in various fields of goods and services that cause competition between these companies and business models. All customers and consumers of the goods and services business certainly want quality goods and services, have good production quality and standardization and excellent service. The things mentioned above require business model players and companies to continue to innovate to develop business services and products in order to provide the best results for their consumers. In the current era of globalization, a business is said to be successful if the business succeeds in making a profit and expanding both locally and internationally.

Global benefits that can be achieved include increasing company brand awareness, high profits and also the stability of company liquidity. To achieve this, the right business strategy is needed to realize the company's targets that have been previously set. As stated by Rangkuti (2006), business strategy is a functional strategy that is oriented to the functions of management activities. For example, marketing strategy, production, operations and management strategy".

which are oriented to the functions of management activities. For example, marketing strategy, production, operations and management strategy.

PT. Jasa Raharja issued several strategic policies to overcome the problems mentioned above. One of them is the implementation of Customer Relationship Management (CRM) activities as a means to perform customer management for public transport entrepreneurs as a means of mapping the potential of public transport motorized vehicles, billing existing arrears and also promoting the company to public transport owners.

From the policies and business strategies carried out by PT. Jasa Raharja, then the implementation of a business strategy while maintaining the quality of service, it can be ascertained that the right business strategy and policies are one of the most important parts to meet the target. This is interesting to study because when viewed from the parameter of the number of vehicles there is a decrease in the outstanding value but from the nominal value of the outstanding there is an increase every year. Meanwhile, the parameter of the number of CRM activities shows a fixed number. This means that there is an influence from the implementation of CRM activities on the decline in the outstanding value of IWKBU at PT. Sukabumi Representative's Raharja Services.

Based on the background of the above problems, the formulation of the problem to be discussed are ( 1) How is the description of Customer Relationship Management (CRM) and the decrease in the outstanding Public Vehicle Mandatory Contribution (IWKBU) at PT. Jasa Raharja Sukabumi Representative?. (2) What is the effect of the strategy between Customer Relationship Management (CRM) on the decline in the outstanding Public Vehicle Mandatory Contribution (IWKBU) of PT. Jasa Raharja Sukabumi Representative?

## THEORETICAL FRAMEWORK

The first research was conducted by Chintya EP Gunawan (2017) with the title "Business Strategy Analysis at PT. Omega Internusa Sidoarjo". With the formulation of the problem of what strategies are carried out by the company in order to survive from business competition, this study aims to develop a business strategy that is already owned by the company in order to survive the pressures of business competition. This study uses SWOT analysis in analyzing the strategies that have been carried out with the required strategies. The data collection technique used is an interview technique using purposive sampling. The results achieved are the right strategy for this company is an intensive strategy. It is hoped that with this strategy, the company can achieve the desired goal to survive in the midst of intense competition.

The second research was conducted by Herfita, et al (2017) entitled Business Analysis of PT. Taste Gancia. This study aims to analyze the current business strategy, analyze the systems and technology needed by the company, and make a company's business strategy plan in the next 3 years. The method used is analysis, literature study, and also field observation. The result achieved is the design of a system and information technology-based company strategy for the company to increase the competitive value for the company.

Business is a pattern or process of exchanging goods, services or money that is mutually beneficial between the two parties or provides benefits both physically and mentally. According to Hooper in Hervita & Gustari (2017: 2), "business is all and the overall complexity that exists in various fields such as sales (commerce) and industry, basic industry, processing, and

manufacturing and network industries, distribution, banking, insurance, transportation. , and others who then serve and fully enter (serve and interpenetrate) the business world as a whole”.

Meanwhile, according to Allan Afuah in Mahendrawati (2018: 19), "business is an organized individual business activity to produce and sell goods and services in order to make a profit in meeting the needs of the community and exists in industry". People who seek money and time by taking risks in carrying out business activities are called entrepreneurs. Business itself comes from the English word, namely business, which means busy. Busyness here has a specific goal, namely to achieve maximum profit with minimal capital. Business can also mean busy doing other activities and work in order to make a profit. Business can also be interpreted as all activities organized by people working in the field of commerce and industry that provide goods and services to maintain and improve the standard and quality of life of the community.

Kotler in Iriandini et.al (2018:3) states that "Customer Relationship Management (CRM) is the process of carefully managing detailed information about individual customers and all customer touch points to maximize customer loyalty". It is this emotional bond that occurs between the company and the customer which must then be found a meeting point so as to produce a feeling of being tied to one another. It is this commitment that the company and its customers maintain and maintain in a mutually beneficial relationship. For companies, commitment to customers is an absolute price that must be maintained in order to generate customer loyalty to a company. According to Iriandini et.al (2018:5), there are 3 factors that can affect the quality of a Customer Relationship Management, namely: (1) Communication, (2) Commitment, dan (3) Quality of service.

These three factors are the key for a company to gain customer loyalty and also increase customer satisfaction. Customer loyalty is a reflection of the satisfaction obtained by the customer for a service provided by a business entity. At that time, the price of the goods or services offered is no longer the main factor for a customer.

According to Echols and Shadily (2017:514), outstanding is "something that has not been repaid". If combined with the word debts, it will be a sentence debts outstanding which contains the meaning of debt that has not been repaid. While in the Standard Operating Procedures IWKBU PT. Jasa Raharja (2019:6), "ousstanding is the number of public transportation vehicles that have not paid IWKBU payments both in the current and previous tax years". Thus, the term outstanding in this study is the number of public transport vehicles that are in arrears in payment of IWKBU either in the current year or last year.

## METHODS

The research method is a stage in helping researchers to solve problems through various ways to complete the research that is being done. "The research method is basically a scientific way to obtain data with a specific purpose and use" (Sugiyono, 2018: 3). In this study, the method used is a combination of quantitative and qualitative research methods (Mixed Methods). To simplify this research and get the desired results, the most appropriate method to use is the concurrent mixed methods research method. According to Cresswell (in Sugiyono: 2018) concurrent mixed methods are methods that use research procedures where researchers combine quantitative and qualitative data in order to obtain a comprehensive analysis to answer research problems. The hypotheses proposed in this study are as follows:

Hypothesis 1 (H1) = There is an effect of CRM on the decrease in outstanding IWKBKBU.

Hypothesis 2 (H0) = There is no effect of CRM on the decrease in outstanding IWKBKBU.

## DISCUSSION

Normality test in this study using the Kolmogorov-Smirnov formula with the help of SPSS 26.0 software with the following results:

		Unstandardized Residual
N		32
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	,21166071
Most Extreme Differences	Absolute	,083
	Positive	,083
	Negative	-,081
<b>Test Statistic</b>		<b>,083</b>
<b>Asymp. Sig. (2-tailed)</b>		<b>,200<sup>c,d</sup></b>
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the table above, it shows that the results of the normality test with the Kolmogorov-Smirnov Test obtained a significance value of 0.200. while the data criteria are said to be normal if the significance value is more than 0.05. So it can be concluded that the data is normally distributed. Then the test is carried out by linearity test to see whether the specifications of the model used are correct or not.

### *Linearity Test Results*

		Sum of Squares	df	Mean Square	F	Sig.	
IWKBKBU * CRM	Between Groups	(Combined)	3,803	10	,380	8,116	<b>,000</b>
		Linearity	3,398	1	3,398	72,519	<b>,000</b>
		Deviation from Linearity	,405	9	,045	,960	<b>,498</b>
	Within Groups		,984	21	,047		
	Total		4,787	31			

Based on the test results using the Deviation From Linearity test, the Sig value is obtained. Deviation from linearity is 0.498. Overall, the model is fit and there is a relationship between the Customer Relationship Management (CRM) variable and the decrease in the outstanding General Motor Vehicle Mandatory Contribution (IWKBU). In this study, the independent variable is Customer Relationship Management (CRM) (X) while the dependent variable is the decrease in outstanding IWKBU (Y). To test whether or not there is an independent effect on the dependent variable, it is done by simple regression testing can be seen in the following table:

ANOVA <sup>a</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2,530	1	2,530	142,691	,000 <sup>b</sup>
	Residual	,231	13	,018		
	Total	2,761	14			
a. Dependent Variable: Penurunan OS IWKBU						
b. Predictors: (Constant), CRM						

From the table it is known that the significance value is 0.00 which means less than 0.05. Therefore, the decision taken in the simple linear regression test is that variable X affects variable Y with the assumption that H1 is accepted, which means that there is an influence from the Customer Relationship Management business strategy on the decline in outstanding IWKBU. Based on the results of processing carried out with SPSS 26.0 software, the output model summary obtained from the calculation of the Pearson Production Moment correlation coefficient is as follows

**Output Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,843 <sup>a</sup>	,710	,700	,21516

In the SPSS 26.0 output summary model table, it can be seen that the correlation or relationship between CRM and the decrease in outstanding IWKBU obtained a result of 0.843 (positive). In accordance with the guidelines for providing an interpretation of the correlation coefficient, the correlation between CRM and the decrease in outstanding IWKBU is included in the very strong category, which is in the interpretation of the correlation coefficient (0.80 – 1) with a Standard Error of Estimate (SEE) of 0.133. After analyzing the correlation coefficient, then proceed with the calculation of the Coefficient of Determination, to determine the

percentage of the influence of variable X on variable Y. It can be calculated by the following formula:

$Kd = R^2 \times 100\%$ , Where:

Kd = Coefficient of Determination

R<sup>2</sup> = The magnitude of the correlation coefficient

In the SPSS 26.0 output summary model table, it can be seen that the correlation or relationship between CRM and IWKBU obtained a result of 0.710 (positive). Which means the coefficient of determination of CRM to IWKBU has an effect of 71%.

### CONCLUSION

The description of the Customer Relationship Management (CRM) business strategy has a relationship with a decrease in the outstanding Public Motor Vehicle Mandatory Contribution (IWKBU). This can be seen. Based on the test results using the Deviation From Linearity test, the Sig value is obtained. Deviation from linearity with a value of 0.498. Overall the model is fit and there is a relationship between the Customer Relationship Management (CRM) variable and a decrease in the outstanding General Motor Vehicle Mandatory Contribution (IWKBU), so that regression can be used to predict a decrease in the outstanding General Motor Vehicle Mandatory Contribution (IWKBU). Based on the results of linearity testing, it can be said that the resulting data meets the assumption of linearity. Based on the calculation results of linear regression analysis, the Customer Relationship Management (CRM) strategy has an effect on decreasing the outstanding IWKBU with a coefficient value of 0.00 or less than 0.05 as required. Thus, hypothesis H1 is accepted. Or in other words, there is an influence from the Customer Relationship Management business strategy on the decline in outstanding IWKBU. Meanwhile, based on the table of T test results, the calculated T value is smaller than T table, thus H1 is accepted. This means that there is an influence from the Customer Relationship Management business strategy on the decline in outstanding IWKBU.

From the results of field observations, it also shows that there is a decrease in the outstanding IWKBU in the period from January to June 2021 as a result of Customer Relationship Management activities that are consistently carried out every month. In addition, based on the results of researcher interviews with key person informants, it shows that Customer Relationship Management activities are considered as one of the factors that cause a decrease in outstanding IWKBU that occurred at PT. Sukabumi Representative's Raharja Services. Key Person informants also underlined that this activity must be carried out consistently and on a schedule. When viewed in terms of both quantitative and qualitative methodologies, the quantitative side shows the influence of the Customer Relationship Management business strategy on decreasing the outstanding General Motorized Vehicle Contribution (IWKBU), and also from the qualitative side it also shows that Customer Relationship Management activities have an influence on the decline in outstanding IWKBU. Although the impact of the decline was not felt immediately in the month of implementation of the activity, it occurred in the following month of the same year

### REREFERENCES

- Iriandini *et.al.* (2015). *Pengaruh Customer Relationship Management terhadap Kepuasan dan Loyalitas Pelanggan*. Jurnal Administrasi Bisnis. Fakultas Ilmu Administrasi Universitas Brawijaya.
- Echols & Shadily. 2017. *An English – Indonesia Dictionary*. Gramedia Pustaka Utama. Jakarta
- ER Mahendrawati, 2018. *Business Proccess Management*. CV Andi. Jakarta
- Gunawan, EP Chintya, 2017, *Analisa Strategi Bisnis Pada PT. Omega Internusa Sidoarjo*, Jurnal AGORA Vol. 5, 2017.
- Hervita D, Widyastuti, Gustari I, 2017, *Analisa Strategi Bisnis Pada PT. Gancia Cita Rasa*. *Executive Economics Journal* Vol. 2 Desember 2017.
- Masyhuri dan Zainudin. 2011. *Metodologi Penelitian : Pendekatan Praktis dan Aplikatif*. Refika Aditama. Bandung.
- Reinartz W, Kumar V. (2006). *Customer Relationship Management : Concept, Strategy, and Tools Third Edition*. Springer. Germany