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## The Influence of Customer Relationship Management, Price, And Academic Achievement on Customer Loyalty Mediated by Customer Satisfaction at Khalifah Tutoring Center Banda Aceh

Aprinita Lisanul, Jasman J, & Ahmad Nizam\*

Management Department, Universitas Syiah Kuala, Indonesia

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### Abstract

This study aims to examine the Customer Relationship Management (CRM), Price, and Academic Achievement effect on Customer Loyalty (CL), with Customer Satisfaction (CS) as a mediator at the Khalifah Tutoring Center. The population refers to all parents/guardians of students who have enrolled their children for extra lessons at Khalifah Tutoring Center for at least 2 years in the Regular SD/SMP/SMA program. The sample was selected using probability sampling with a simple random sampling technique. The sample size consists of 200 respondents. Data were tested using the Partial Least Square (PLS). The results show that CRM affects CS and CL, while Price and Academic Achievement affect CS but not CL, and CS does not affect CL. Furthermore, for the mediation effects, CRM, Price, and Academic Achievement don't affect CL through CS. These findings prove that Khalifah can utilize a model to increase customer loyalty for his company, namely by improving CRM.

**Keywords:** Customer Relationship Management (CRM), Price, Academic Achievement, Customer Loyalty, Customer Satisfaction

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### 1. Introduction

The rapid and continuously evolving shifts in educational patterns, along with the influence of globalization across various sectors, including education, have intensified competition within the education service sector. It is essential for educational institutions to recognize their strengths and weaknesses within this competitive landscape. By gaining a clear understanding of their own capabilities, these institutions can leverage opportunities while mitigating or avoiding potential threats. This process involves developing competitive strategies that align internal strengths with external opportunities. The goal of these strategies is to enable educational institutions to objectively evaluate both internal and external factors, allowing them to anticipate changes in the external environment. Such foresight is crucial for achieving a competitive advantage and delivering products that effectively meet consumer needs while optimizing the use of available resources (Ningtias & Budiarti, 2017).

Children, as the primary subjects of learning, also require special attention. Each child has a different level of comprehension when receiving lessons at school. A child's low level of comprehension significantly affects their knowledge acquisition, which is directly proportional to their academic performance in school. Children not only need to study at school but also review their lessons at home. However, many parents struggle to assist their children with

homework due to their busy schedules or a lack of understanding of the lessons taught. Moreover, the competitive atmosphere in the classroom can affect students' academic achievements. Therefore, it is understandable that even the top students in class may need additional tutoring, either outside school or at home, to maintain their success. Students who meet their learning goals can be considered successful, while those who fail to meet these targets may encounter challenges in their learning journey (Wihardi et al., 2020). Khalifah Tutoring Center is one of the tutoring institutions located in Banda Aceh, the provincial capital and a thriving business hub in Aceh. With the increasing number of tutoring centers in the area, it is essential for Khalifah Tutoring Center to differentiate itself through its unique character, quality facilities, and outstanding customer service to remain competitive. The center aims to not only help students excel academically but also to foster strong morals and character. This commitment is intended to satisfy parents who choose to enroll their children at Khalifah Tutoring Center. The center's mission is encapsulated in its slogan: "Moral, Character, and Excellence."

Khalifah offers several learning programs, including the Regular Program, SNBT Program, Famos (Farhan & Mosa) Program, Medical Class Program, Kids Program, Civil Service Program, and Private Tutoring Program. This study focuses on the Regular Program offered by Khalifah Tutoring Center. The Regular Program is designed for students from Grade IV in elementary school (SD/MI) to Grade XII in high school (SMA/MA) who wish to strengthen their understanding of general school subjects. In this program, students participate in group classes led by experienced instructors who provide comprehensive explanations of the lessons and assist students with school assignments. Below is the data on the number of students enrolled in the Regular Program at Khalifah Tutoring Center.

**Table 1. Number of Regular Students**

School Year Outlet	Khalifah Jambotape	Khalifah Majid Ibrahim	Khalifah Lamnyong	Total
2019/2020	266	203	106	575
2020/2021	243	107	68	418
2021/2022	309	211	122	642
2022/2023	319	187	101	607
2023/2024	312	144	59	515
<b>TOTAL</b>				<b>2.757</b>

Source: Khalifah, (2024)

The learning programs offered at Khalifah Tutoring Center vary in terms of price, and one of the main factors influencing this is the duration of the program the students choose. In addition to duration, other factors that can affect the program's price include the type of program selected. Students can choose programs that align with their budget and learning needs. For students opting for the Regular Program, the duration can also vary, with options to study for one semester or an entire academic year. In this article, we will discuss the managerial aspects of the Khalifah Tutoring Center from the aspects of customer loyalty (CL), customer satisfaction (CS), Customer Relationship Management (CRM), Price, and Academic Achievement. These variables were developed considering that so far the programs at this place

have continuously experienced growth, amidst the intense competition in the world of education in the same segment as them.

CL, in essence, is a customer's decision to voluntarily and continuously use a product or service over a long period. As long as customers perceive the benefits of the product or service they purchase to be greater than switching to another product or service, loyalty will persist, and vice versa. Loyal customers can be identified through regular repeat purchases, rejection of similar products/services from other companies, willingness to recommend to others, lack of attraction to competing products, and readiness to provide feedback (Ritma & Magdalena, 2022). CS refers to the level of a person's feelings after comparing the perceived performance (outcome) of a product or service with their expectations. If the performance falls below expectations, customers will feel disappointed; if it meets expectations, they will feel satisfied; and if it exceeds expectations, they will be highly satisfied. CS is the ultimate goal of excellent service (Kotler & Keller, 2018).

Furthermore, one business approach based on managing relationships with customers is CRM, which is a significant driver influencing CL (Yuliyanti & Firmansyah, 2023). Price also plays a crucial role in CL because it is one of the most critical factors in customers' purchasing decisions. Customers tend to purchase products or services that are priced appropriately for the value they perceive. The relationship between price and CL can be explained through the customer value theory. This theory states that customers form a perception of a product or service's value by comparing the benefits they receive with the costs they incur (Yuliyanti & Firmansyah, 2023). In addition to CRM and price, academic achievement is equally important in fostering CL in the education sector. According to the Indonesian Dictionary, achievement is the result that has been accomplished from what has been done, worked on, or strived for (Badudu & Zain, 2001). This result can be expressed quantitatively or qualitatively. A student is considered to have achieved success when they attain the maximum result from their previous efforts.

## **2. Literature**

### **2.1. Customer Loyalty (CL)**

CL is defined as the customer's intention to repeatedly purchase goods from a particular brand for their future transactions. It is considered a key factor in marketing practices. Loyalty is described as a committed relationship between customers and companies over a certain period. CL consists of attitudinal loyalty, which reflects positive CS, and behavioral loyalty, which signifies the intention to repurchase products and/or services. These attitudes typically arise from how buyers express their behavior toward the products and/or services they have purchased (Bui & Muñoz Martinez, 2019). CL can create a competitive advantage, increase market share, and generate long-term profits. Additionally, loyalty can help reduce marketing costs and other promotional expenses. Therefore, companies should not only develop better marketing programs but also maintain long-term relationships to foster CL (Utami, 2015). The indicators of CL, according to (Azis, 2019), are as follows:

1. Making regular repeat purchases.
2. Purchasing across product and service lines.
3. Referring the store to others, thereby attracting new customers to the company.

4. Demonstrating immunity to competitors' allure, meaning they are not easily influenced by the pull of similar companies.

## **2.2. Customer Satisfaction (CS)**

According to (Gultom et al., 2020), CS is the level of customer feelings after comparing perceived service performance with their expectations. To determine CS, five factors must be considered by companies (Paputungan et al., 2022): product quality, service quality, emotions, price, and cost. According to (Tjiptono, 2017), the indicators of CS include:

1. Conformity with expectations.
2. Intention to revisit.
3. Willingness to recommend.

## **2.3. Customer Relationship Management (CRM)**

CRM is the process of building relationships between a company and its customers by enhancing CS (Emaluta et al., 2019). According to (Zahro & Prabawani, 2018), CRM is a core business strategy that integrates internal processes and functions with all external networks to create and deliver value to target customers profitably. CRM recognizes customers as the core of a business, and the company's success depends on effectively managed customer relationships. Good CRM can provide feedback to the company and help it deliver products and services that meet customer needs by maintaining communication with those customers (Natalia & Fadhlialim, 2022). According to (Kumar & Reinartz, 2012), three indicators influence the success of CRM:

1. Technology.
2. People.
3. Process.

## **2.4. Price**

Price plays an important role in influencing consumer decisions to purchase a product or service. Proper pricing policies can maximize CS, retain customers, and achieve higher market share (Wedhana & Seminari, 2019). (Herlina et al., 2022) define price as the amount of money charged for a product or service or the value exchanged by customers for the benefits of owning or using the product or service. The price of a product or service determines market demand and can influence a company's marketing program because it generates profit. (Hutagaol & Erdiansyah, 2020) mention several price indicators, including:

1. Price affordability.
2. Price alignment with product or service quality.
3. Price competitiveness.
4. Price alignment with benefits.

## **2.5. Academic Achievement**

According to (Widyastuti & Sutrisno, 2020), achievement refers to the learning outcomes where an individual has participated in learning activities, expressed in grades or scores. Academic achievement is often used to determine the graduation or success of learners. Academic achievement represents evidence of learning success or the result of students' abilities in their learning activities, measured by their grades, report cards, study performance

indexes, passing rates, and levels of achievement. Academic achievement combines the terms "achievement" and "academic." It is a term frequently used to denote the accomplishments obtained by students from their learning results. Academic achievement is assessed either directly by teachers or indirectly through written tests. It reflects the final learning outcomes achieved by students within a specific timeframe, often expressed in symbols or numbers (Suryabrata, 2011). According to (Azwar, 2016), the indicators of academic achievement for elementary and secondary school levels include:

1. Report card grades.
2. Graduation scores.

### **3. Method**

This study consists of all parents/guardians of students who have enrolled their children for additional learning at Khalifah Banda Aceh tutoring center for at least two years in the Regular Program for elementary, junior high, or high school levels. According to (Azizah et al., 2021), the minimum sample size can be determined by the formula "the number of statements in the questionnaire multiplied by five (5) to ten (10)." Thus, the sample size for this study is:  $25 \text{ statements} \times 8 = 200$ , and the number of respondents used in this research is 200 samples. The sample was selected using the probability sampling method (each member of the population has an equal chance of being selected) with the simple random sampling technique. The data analysis technique used in this research is Partial Least Square (PLS) version 4. Based on the pattern of relationships and influences explained in the previous literature section, the hypothesis formed for this research to be tested is as follows.

H1: Significantly CRM affects CL

H2: Significantly Price affects CL

H3: Significantly Academic Achievement affects CL

H4: Significantly CRM affects CL

H5: Significantly Price affects CL

H6: Significantly Academic Achievement affects CL

H7: Significantly CS affects CL

H8: Significantly CRM affects CL through CS

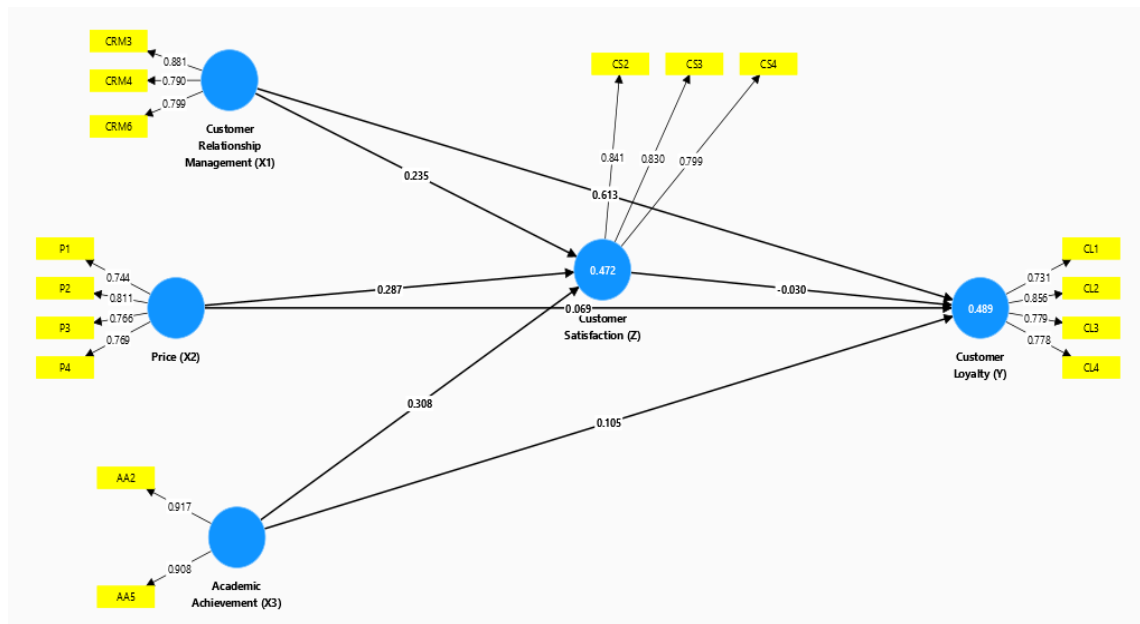
H9: Significantly Price affects CL through CS

H10: Significantly Academic Achievement affects CL through CS

### **4. Result**

#### **4.1 PLS Diagram**

The structural test result can be seen in Figure 1.



**Figure 1. PLS Result**

## 4.2. Hypothesis Testing

### 4.2.1 Direct Effect Hypothesis Testing

After all assumptions have been met, the significance (predictive model) between exogenous and endogenous variables can be observed in the Path Coefficient table in the SmartPLS output below.

**Table 2. Direct Effect Significant Result**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics	P-values
Academic Achievement (X3) → CL (Y)	0.105	0.104	0.064	1.643	0.100
Academic Achievement (X3) → CS (Z)	0.308	0.296	0.094	3.29	0.001
CRM (X1) → CL (Y)	0.613	0.616	0.068	9.083	0.000
CRM (X1) → CS (Z)	0.235	0.238	0.069	3.394	0.001
CS (Z) → CL (Y)	-0.03	-0.036	0.088	0.346	0.730
Price (X2) → CL (Y)	0.069	0.074	0.083	0.835	0.404
Price (X2) → CS (Z)	0.287	0.297	0.074	3.863	0.000

#### H1: CRM on CL

The first test is to prove whether CRM affects CL. Table 2 shows its significance of 0.000, with a significance level below 5% (0.05), indicating that significantly CRM affects CL.

#### H2: Price on CL

The second test is to prove whether Price affects CL. Table 2 shows its significance of 0.404, with a significance level above 5% (0.05), indicating that Price does not have a significant influence on CL.

### H3: Academic Achievement on CL

The third test is to prove whether Academic Achievement affects CL. Table 2 shows its significance of 0.100, with a significance level above 5% (0.05), indicating that Academic Achievement does not have a significant influence on CL.

### H4: CRM on CS

The fourth test is to prove whether CRM affects CS. Table 2 shows its significance of 0.001, with a significance level below 5% (0.05), indicating that significantly CRM affects CS.

### H5: Price on CS

The fifth test is to prove whether Price affects CS. Table 2 shows its significance of 0.000, with a significance level below 5% (0.05), indicating that significantly Price affects CS.

### H6: Academic Achievement on CS

The sixth test is to prove whether Academic Achievement affects CS. Table 2 shows its significance of 0.001, with a significance level below 5% (0.05), indicating that significantly Academic Achievement affects CS.

### H7: CS on CL

The seventh test is to prove whether CS affects CL. Table 2 shows its significance of 0.730, with a significance level far above 5% (0.05), indicating that CS does not have a significant influence on CL.

## 4.2.2 Mediation Effect Hypothesis Testing

The bootstrapping test in the context of exogenous variables, endogenous variables, and mediating variables aims to determine whether the direct or indirect influence between these variables is significant. In a mediation model, the exogenous variable affects the endogenous variable both directly and indirectly through the mediating variable (mediator).

**Table 3. Bootstrapping Result**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics	P-values
CRM (X1) → CS (Z) → CL (Y)	-0.007	-0.009	0.022	0.321	0.748
Price (X2) → CS (Z) → CL (Y)	-0.009	-0.011	0.027	0.32	0.749
Academic achievement X3) → CS (Z) → CL (Y)	-0.009	-0.011	0.027	0.34	0.734

**H8: CRM on CL through CS**

H8 is to prove whether CRM affects CL through CS. Table 3 shows that the p-value for  $X1 \rightarrow Z \rightarrow Y$  is 0.748, which is above the 5% (0.05) significance level, indicating that CS does not significantly mediate the influence of CRM on CL.

**Table 4. Comparison of H1 and H8**

Effect	P-Values	Result
H1 : CRM $\rightarrow$ CL	0.000	Sig.
H8 : CRM $\rightarrow$ CS $\rightarrow$ CL	0.748	Not Sig.

Table 4 indicates that CRM is able to significantly influence CL directly, but cannot significantly influence it indirectly through CS. Thus, there is no type of mediation here, because it can only influence directly.

**H9: Price on CL Through CS**

H9 is to prove whether Price affects CL through CS. Table 3 shows that the p-value for  $X2 \rightarrow Z \rightarrow Y$  is 0.749, which is above the 5% (0.05) significance level. This indicates that CS does not significantly mediate the Price effect on CL.

**Table 5. Comparison of H2 and H9**

Effect	P-Values	Result
H2: Price $\rightarrow$ CL	0.404	Not Sig.
H9 : Price $\rightarrow$ CS $\rightarrow$ CL	0.749	Not Sig.

Table 5 indicates that price cannot significantly influence CL directly, and it cannot also significantly influence CL indirectly through CS. Thus, no type of mediation occurs, because there is no significant direct or indirect influence.

**H10: Academic Achievement on CL Through CS**

H8 is to prove whether Academic Achievement affects CL through CS. Table 3 indicates that the p-value for  $X3 \rightarrow Z \rightarrow Y$  is 0.734, which is above the 5% (0.05) significance level, meaning that CS does not significantly mediate the effect of Academic Achievement on CL.

**Table 6. Comparison of H3 and H10**

Effect	P-Values	Result
H3 : Academic Achievement $\rightarrow$ CL	0.100	Not Sig.
H10 : Academic Achievement $\rightarrow$ CS $\rightarrow$ CL	0.734	Not Sig.



Table 6 indicates that academic achievement cannot significantly influence CL directly, and it cannot also significantly influence CL indirectly through CS. Thus, no type of mediation occurs, because there is no significant direct or indirect influence.

## 5. Conclusion

From the test results, it is proven from the model studied that CRM significantly affects CL, Price does not significantly affect CL, Academic Achievement does not significantly affect CL, CRM significantly affects CS, Price significantly affects CS, Academic Achievement significantly affects CS, CS does not significantly affect CL, CS does not significantly mediate the CRM effect on CL, CS does not significantly mediate the Price effect on CL, and CS does not significantly mediate the Academic Achievement effect on CL. These results prove that Khalifah can utilize a model to increase customer loyalty for his company, namely by improving CRM. Meanwhile, price and Academic Achievement will only increase customer satisfaction, but cannot increase customer loyalty significantly. Academically, these findings can serve as a valuable reference for future research. One limitation of this study is its narrow focus, specifically on the Khalifah, as well as the limited variables examined. Therefore, subsequent research should consider incorporating additional variables and broadening the scope. Practically, these findings provide evidence of the development of learning centers similar to Khalifah and can serve as a basis for evaluating such learning centers.

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