

The influence of service quality, price perception and customer relationship management on customer satisfaction: The mediating role of trust in early care animal clinics

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ABSTRACT

Customer satisfaction has become a major factor in the success of a business organization. However, how customer satisfaction is achieved in the context of veterinary clinics has not been fully studied in the literature. Therefore, this study aims to analyze the effect of service quality, price perception and customer relationship management on customer satisfaction with trust as a mediator at Awal Care Animal Clinic. This study uses a quantitative method with an associative approach. By using a purposive sampling technique, 100 customers of this clinic were taken as data using a questionnaire and then processed using Partial Least Square-Structural Equation Modeling (PLS-SEM). The results of the study indicate that service quality, price perception, Customer relationship management, and customer trust have a positive and significant effect on customer satisfaction. Meanwhile, for indirect relationships, customer trust only mediates the relationship between customer relationship management and customer satisfaction, and does not mediate the relationship between service quality-customer satisfaction and price perception-customer satisfaction.

Keywords : Service Quality; Price Perception; Customer Relationship Management; Customer Satisfaction; Customer Trust

1. INTRODUCTION

In today's lifestyle, pet health services are very important to ensure the health of pets. As a result, veterinary clinics are a growing and developing business in urban communities. Veterinary clinics are health services for pets, which provide various services such as: body care, hospitalization, pet shops, vaccinations, sterilization and so on for the care and cleanliness of pets.

On the other hand, the rapid development of technology and information in the era of globalization has made the level of competition increasingly tight in all business fields, including animal health clinics. This is because the public can easily access various information related to the health services of their pet clinics. The public can easily search for and choose which animal clinics have good service levels and performance through information accessed via social media and websites.

In Jakarta, according to the 2022 Ministry of Agriculture Activity Report (Figure 1), there are 184 pet shops and 67 clinics and veterinarians. The largest number is in East Jakarta, where there are 78 pet shops and 21 clinics & practicing veterinarians. These statistics illustrate the existence of competition between veterinary clinics in Jakarta. This increasingly tight competition must be responded to so that veterinary clinics can survive. Therefore, veterinary clinic management must innovate in strategies and policies to face existing competition. The competition that occurs can also be caused by the large number of veterinary clinics that continue to grow. Therefore, a study of veterinary clinics in East Jakarta from consumer perceptions can provide generalizations in veterinary clinic studies.

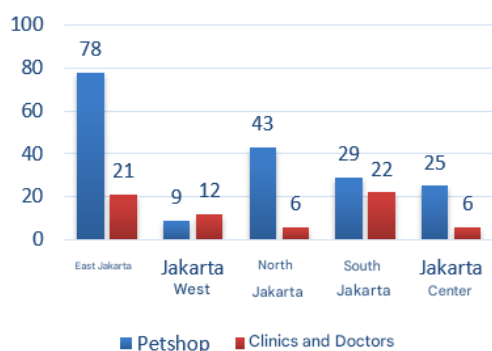


Figure 1. Number of Petshops and Veterinary Clinics in DKI Jakarta

Source: Ministry of Agriculture Activity Report, 2022

This research was conducted at the Awal Care Animal Clinic in Duren Sawit District, East Jakarta. Awal Care Animal Clinic was established on September 13, 2014 in Bekasi City. Now it has 4 (four) branches in Jakarta & Bekasi. Awal Care Animal Clinic provides various consultation and examination services, general and special surgery, dental and oral care, call services, vaccinations, hospitalization, boarding and so on. Therefore, getting a response from this clinic is expected to provide consumer perceptions that represent the perceptions of animal clinic customers in general.

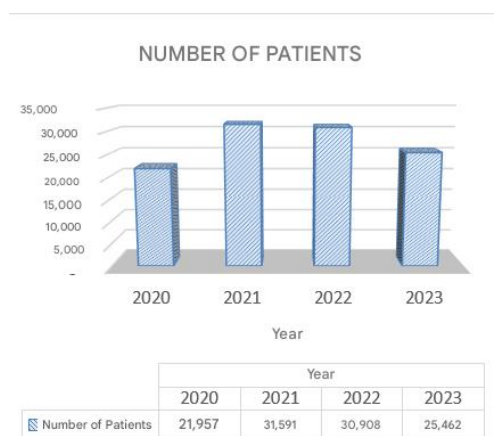


Figure 2. Data on the Number of Patients at Awal Care Animal Clinic

Source: Awal Care Clinic 2024

Based on the table above, Awal Care Animal Clinic Jakarta and Bekasi have served 30,908 patients in 2022, while in 2023 there were only 25,462 patients. It can be seen that there was a significant decrease in the number of patients by 5,446 patients. This decrease shows how intense the competition is in this business.

In its efforts to overcome the challenges of existing competition, each business must be able to demonstrate its good performance in the eyes of its customers by fulfilling customer satisfaction. Customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing their perception or impression of the performance or results of a product and their expectations (Kotler & Armstrong, 2018). So the level of satisfaction is a function of the difference between the performance perceived by the customer and the customer's expectations. If the performance of the veterinary clinic is below expectations, then the customer as a pet owner will feel disappointed, if the performance of the veterinary clinic is in accordance with expectations, then the customer as a pet owner will feel very satisfied.

High satisfaction experienced by customers during and after using health services at a veterinary clinic can have a positive impact on the veterinary clinic itself. High satisfaction felt by customers will have an impact on the customer's desire to continue using the service in the future or will recommend it to family or others (Lovelock & Wright, 2007). The problem of customer satisfaction has been widely studied by previous researchers, but the problem of customer satisfaction with veterinary clinics is still interesting to research, because so far the problem of customer satisfaction has been in the public spotlight regarding services at various pet clinics.

Customer satisfaction in this study can be influenced by customer trust. Trust is an attitude towards others where others are honest, kind, and will not harm. Customer trust as all knowledge possessed by customers, and all conclusions made by customers about objects, attributes and benefits (Mowen & Minor, 2012). Consumer trust in a product or service can be created by providing/delivering products according to the specifications advertised on the company's website. When consumers receive goods or services that match the company's advertisements on the website, it will foster consumer trust in the company.

The high level of customer trust as pet owners in the veterinary clinic they visit makes customers feel confident and satisfied with the ability of the veterinarian and the services provided by the veterinary clinic, starting from the reception, examination, action and care of pets so that this condition will affect customer satisfaction. This is in accordance with research conducted by Aladwan et al., (2023); Ambarwati et al., (2022); Ratnasari & Damayanti, (2020); Sitorus & Yustisia, (2018) which states that customer trust has a significant influence on customer satisfaction.

Service quality has become a trend for various companies to improve their business development. Customer demands for better service (service excellence) cannot be avoided by service providers. The demands of service recipients to obtain better service must be addressed as an effort to provide satisfaction to service recipients (Yusra et al., 2020).

If the service received or felt is in accordance with what the customer expects, then the quality of service is perceived well and satisfies the customer. If the service received exceeds customer expectations, then the quality of service is perceived as ideal quality. However, on the contrary, if the service received by the customer is lower than what the customer expects, then the quality of service is perceived as low or bad. Thus, the quality of service depends on the ability of the service provider to meet customer expectations consistently. Good service quality and in accordance with customer expectations can increase customer trust and can also have an effect on high levels of customer satisfaction. This is in line with what was stated by Fadah et al., (2022), Kurnianingrum & Hidayat, (2020), Zahara, (2024), which states that service quality has a significant effect on customer trust. Meanwhile, research conducted by Aladwan et al., (2023) Ambarwati et al., (2022), Ratnasari & Damayanti, (2020), Sitorus & Yustisia, (2018) states that service quality has a significant effect on customer satisfaction. So there is a tendency that customer trust acts as an intervening variable in this relationship.

Besides that, price perception is another factor that can influence customer trust and satisfaction. Price perception is a view or perception regarding price, how customers view a particular price (high, low, reasonable) has a strong influence on purchase intention and purchase satisfaction (Schiffman & Kanuk, 2018).

Consumers who have a good price perception of health services can immediately decide to use the service because they can assess that the price offered by the health service is in accordance with their expectations. This price perception has gone through a process where consumers have some information about the price of a health service, so that consumers will be able to perceive high, low and reasonable prices that will have an impact on decision making. A good price perception of health services makes customers feel more confident and also have high satisfaction.

This is in accordance with research conducted by Kurnianingrum & Hidayat (2020), Suhaily & Darmoyo (2017), Taufiq et al. (2020) which states that price perception has a significant effect on customer trust. Meanwhile, research conducted by (Chelsea & Bambang Sugiyanto (2024), Indriana et al. (2021) Olivia & Bernarto (2022) which states that price perception has a significant effect on customer satisfaction.

Next is Customer relationship management (CRM) which is another factor that can influence customer trust and satisfaction (Sugiarto, 2021). CRM is a business strategy that uses technology to manage and strengthen customer relationships. The basic concept of CRM focuses on increasing customer loyalty and satisfaction without adding significant costs and time (Siswati et al., 2024). CRM focuses on creating, managing and expanding relationships between a company and its customers (Hyun & Perdue, 2017). So, the better the CRM program, the higher the trust it will have.

CRM that is well implemented by a veterinary clinic can build a good and sustainable relationship strength that is mutually beneficial between the veterinary clinic and its customers. CRM that is well implemented by a veterinary clinic makes customers feel cared for, all their needs and desires are met in receiving their pet's health services so that this can increase customer trust and satisfaction.

This is in accordance with research conducted by Redjeki (2021), Yaghoubi et al. (2017) which states that customer relationship management has a significant effect on customer trust. Meanwhile, research conducted by Khan et al. (2022), Mbuwel et al. (2023), Pratiwi Ar et al. (2021) Sofi et al. (2020) which states that CRM has a significant influence on customer satisfaction.

From the discussion above, the purpose of this study is to test the effect of service quality, price perception, and CRM on customer trust and satisfaction at Awal Care Animal Clinic. This study also aims to test the effect of customer trust on customer satisfaction, as well as the role of customer trust in mediating the relationship between the three exogenous variables on customer satisfaction at Awal Care Animal Clinic. Therefore, the hypothesis of this study is:

- H1: Service quality has a positive effect on customer trust
- H2: Price perception has a positive effect on customer trust
- H3: Customer Relationship Management (CRM) has a positive effect on customer trust
- H4: Service quality has a positive effect on customer satisfaction
- H5: Price perception has a positive effect on customer satisfaction
- H6: Customer Relationship Management (CRM) has a positive and significant effect on customer satisfaction
- H7: Trust has a positive and significant effect on customer satisfaction
- H8: Trust mediates the relationship between service quality and customer satisfaction
- H9: Trust mediates the relationship between price perception and customer satisfaction
- H10: Trust mediates the relationship between Customer Relationship Management (CRM) and customer satisfaction

2. METHOD

This research is a quantitative research. Quantitative method is a research by obtaining data in the form of numbers or qualitative data that is numbered. The population in this study is the customers of the Awal Care Clinic whose number cannot be known for sure. So that the determination of the sample in this study uses non-probability sampling, namely the purposive sampling technique (Sugiyono, 2022), with the criteria being customers who have at least used Awal Care Animal Clinic services in the last two months.

The number taken was 100 samples. This sample size is considered sufficient, considering the analysis model used is Partial Least Square-Structural Equation Modeling. Referring to Hair et al. (2013) found that the appropriate sample size is 100 to 200. It is also explained that the minimum sample size is 5 observations for each estimated parameter and the maximum is 10 observations for each estimated parameter (Sekaran & Bougie, 2017). In this study, the number of research indicators is 20 so that the minimum sample size is 5 times the number of estimated indicators or $5 \times 20 = 100$.

Meanwhile, the research hypothesis testing was conducted using the Partial Least Square-Structural Equation Model (SEM) approach using SmartPLS (Partial Least Square) 3.0. PLS is a structural equation model (SEM) based on components or variants (Ghozali & Latan, 2015).

3. RESULTS AND DISCUSSION

RESULT

The characteristics of respondents in the study can be seen in Table 1.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency
Gender	Man	33
	Woman	67
Age	< 20 years	18

Characteristics	Category	Frequency
Education	> 20 – 30 years	23
	> 30 – 40 years	27
	> 40 years	32
	Senior High School	15
	DIII	21
Work	S1	29
	S2/S3	35
	Private sector employee	23
	Housewife	31
	Self-employed	21
	ASN	25
	Amount	100

In testing the inner model, it is important to ensure the reliability and validity of the instruments used in this study. In testing the research instrument, the tests carried out include loading factors, construct reliability, convergence validity, and discriminant validity.

The results of the inner model test can be seen in table 2. From the table, it can be seen that the loading factor of all indicators is above 0.6. Thus, all indicators used in this study are considered valid. Likewise with the construct reliability value, it was found that the overall construct reliability value is above 0.7. Thus, each variable in this study is reliable.

For convergence validity testing, we analyzed the AVE value. From the results of the inner model test, it was found that the AVE value for all variables was above 0.5. Thus, all variables in this study have sufficient convergence validity for further analysis. Then, in the PLS-SEM study, it is necessary to conduct a discriminant validity test. In this study, we used the Fornel-Larcker test which was also found to have good values (Table 3).

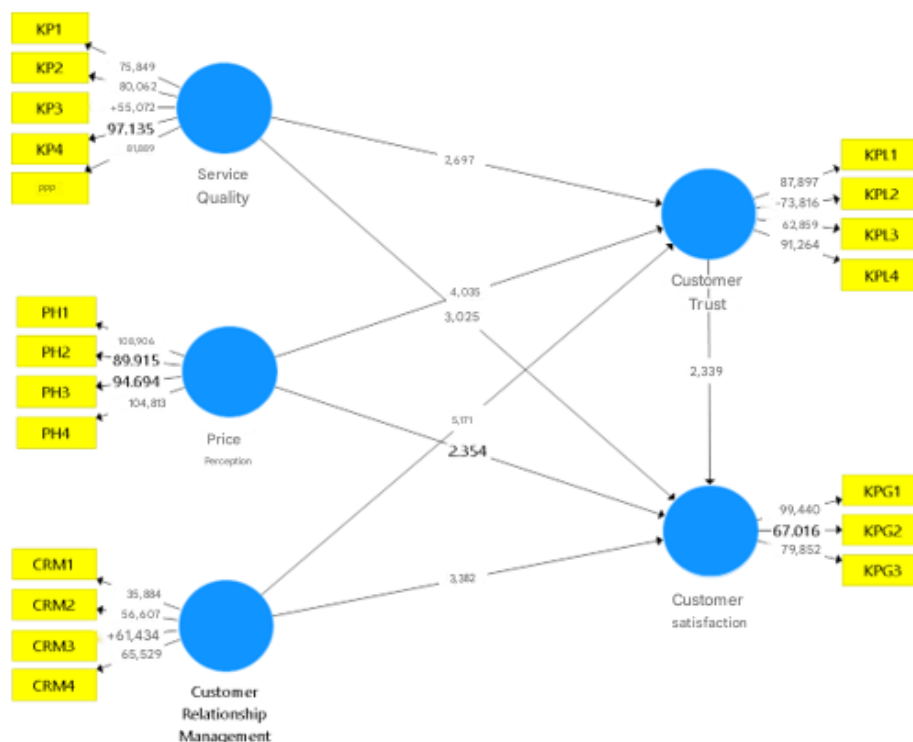
Table 2. Path Algorithm Analysis

Variable	Indicator	Outer Loading	Composite Reliability	Cronbach Alpha	AVE
Quality of Service (X1)	KP1	0,934	0,973	0,965	0,877
	KP2	0,940			
	KP3	0,917			
	KP4	0,951			
	KP5	0,941			
Price Perception (X2)	PH1	0,955	0,970	0,959	0,891
	PH2	0,936			
	PH3	0,938			
	PH4	0,948			
CRM (X3)	CRM1	0,867	0,953	0,934	0,835
	CRM2	0,920			
	CRM3	0,928			
	CRM4	0,938			
Customer Trust (Z)	KPL1	0,953	0,969	0,958	0,888
	KPL2	0,940			
	KPL3	0,924			
	KPL4	0,952			
Customer satisfaction (Y)	KPG1	0,946	0,956	0,932	0,880
	KPG2	0,926			
	KPG3	0,941			

Table 3. Fornell-Larcker Criterion

Variabel	X1	X2	X3	Z	Y
X1	0.801				
X2	0.764	0.891			
X3	0.653	0.761	0.830		
Z	0.680	0.674	0.715	0.914	
Y	0.798	0.655	0.811	0.699	0.881

After validity and reliability testing were conducted, we tested the direct and indirect effects that occurred between variables by running Bootstrapping. The Bootstrapping results found that all direct relationships in this study had P-values above 0.05. This indicates that there is a significant relationship between variables that are directly related. So that hypothesis 1 to hypothesis 7 are all accepted.

**Figure 3. Bootstrapping Results of Research Model**

Then, from the Bootstrapping results, to test the indirect relationship, namely the mediating role of customer trust, we found that only the indirect relationship between CRM and customer satisfaction has a P-value below 0.05 (Table 4). This means that customer trust significantly partially mediates the relationship between CRM and customer satisfaction. Thus, Hypothesis H10 is accepted. However, Hypothesis H8 and H9 are rejected, considering the P-Values of the indirect relationship between service quality and customer satisfaction, as well as the indirect relationship between price perception and customer satisfaction are below 0.05. These results are shown in Table 5.

Table 4. Results of the Direct Relationship Bootstrapping Test

Hypothesis	Connection	Path Coefficient (B)	P-Value (P)	Information
H1	X1 \Rightarrow Z	0,242	0,007	Yes
H2	X2 \Rightarrow Z	0,332	0,000	Yes
H3	X3 \Rightarrow Z	0,422	0,000	Yes
H4	X1 \Rightarrow Y	0,244	0,003	Yes

Hypothesis	Connection	Path Coefficient (B)	P-Value (P)	Information
H5	$X2 \Rightarrow Y$	0,218	0,019	Yes
H6	$X3 \Rightarrow Y$	0,253	0,001	Yes
H7	$Z \Rightarrow Y$	0,283	0,020	Yes

Table 5. Results of Bootstrapping testing of indirect relationships

H	Connection	Original Sample	P-Values	Results
H8	$X1 \Rightarrow Z \Rightarrow Y$	0,068	0,121	No
H9	$X2 \Rightarrow Z \Rightarrow Y$	0,094	0,055	No
H10	$X3 \Rightarrow Z \Rightarrow Y$	0,119	0,016	Yes

Based on the test results, service quality, price perception and Customer Relationship Management have a positive and significant effect on customer trust. For the relationship between service quality and trust, it can be concluded that every increase in service quality from the early care animal clinic will increase the level of customer trust. Service quality is defined as how big the difference is between reality and customer expectations for the services they receive (Lupiyoadi & Hamdani, 2011). If the service received or felt is the same as what the customer expects, then the service quality is perceived as good service. However, if the service received exceeds customer expectations, then the service quality is perceived as ideal quality. Conversely, if the service received by the customer is lower than what the customer expects, then the service quality is perceived as low. Thus, good service quality and in accordance with customer expectations can increase customer trust. The results of this study are in line with and support research conducted by Fadah et al. (2022), Kurnianingrum & Hidayat (2020), Zahara (2024), which states that service quality has a significant influence on customer trust.

For the relationship between price perception and trust, it was also found to have a significant influence. Price perception of the services provided by the Awal Care Animal Clinic can directly determine the customer's attitude towards this animal clinic. Customers can assess that the price offered by the service is in accordance with their expectations. This price perception has gone through a process where consumers have some information about the prices of other animal health services, so that customers will be able to perceive high, low and reasonable prices which will have an impact on decision making. Therefore, a good price perception of the services provided by the Awal Care Animal Clinic makes customers more confident in this clinic. This finding is in line with previous research conducted by Kurnianingrum & Hidayat (2020), Suhaily & Darmoyo (2017), Taufiq et al. (2020) who found that price perception has a significant effect on customer trust.

DISCUSSION

The next direct relationship between CRM and customer trust also provides theoretical insight. CRM is a business strategy that uses technology to manage and strengthen customer relationships. The basic concept of CRM focuses on increasing customer loyalty and satisfaction without adding significant costs and time (Siswati et al., 2024).

CRM that is well managed by the Awal Care Clinic to its customers can build a good and sustainable relationship strength that is mutually beneficial between the Clinic and its customers. CRM that is well implemented by the animal clinic makes customers feel cared for, all their needs and desires are met which can ultimately increase customer trust. This is in line with the results of research conducted by Redjeki (2021), Yaghoubi et al. (2017) which states that these two variables have a significant influence.

This study also concluded that service quality, price perception and CRM have a significant relationship with customer satisfaction. It is a rule of thumb when good service quality becomes a strategy for various companies to develop their business (Tjiptono, 2017). Customer demands for better service (service excellence) cannot be ignored by service providers. This indicates that when

the service received by customers, customer satisfaction will be realized. The results of this study support research conducted by Aladwan et al. (2023), Ambarwati et al. (2022), Ratnasari & Damayanti (2020), Sitorus & Yustisia (2018) which states that service quality has a significant influence on customer satisfaction.

Price perception was also found to have a significant and positive effect on customer satisfaction. The price that customers perceive positively towards Awal Care Animal Clinic services compared to other similar animal clinic services makes customers satisfied with the services provided. Therefore, it can be said that price perception has an effect on customer satisfaction (Chelsea & Bambang Sugiyanto, 2024; Indriana et al., 2021; Olivia & Bernarto, 2022).

Furthermore, the relationship between CRM and customer satisfaction implies that CRM that is well implemented by Awal Care Animal Clinic to its customers can build a good and sustainable relationship strength that is mutually beneficial between the animal clinic and its customers. CRM that is well implemented by Awal Care Animal Clinic makes customers feel cared for, all their needs and desires are met in receiving their pet health services so that customers feel satisfied. These results also support research conducted by Khan et al. (2022), Mbuwel et al. (2023), Pratiwi Ar et al. (2021), Sofi et al. (2020) which states that CRM has a significant influence on customer satisfaction.

Likewise with the relationship between customer trust and customer satisfaction. The high level of customer trust as a pet owner in the veterinary clinic visited makes customers feel confident and satisfied with the ability of the veterinarian and the services provided by the veterinary clinic, starting from the reception, examination, action and care of pets so that this condition will affect customer satisfaction (Aladwan et al., 2023; Ambarwati et al., 2022; Ratnasari & Damayanti, 2020; Sitorus & Yustisia, 2018).

For the indirect relationship of service quality and price perception with customer satisfaction is not mediated by customer trust. Customer trust cannot mediate the relationship between service quality and customer satisfaction. This shows that service quality and price perception can increase customer satisfaction even though customers do not have high trust or have poor price perception. This is in line with the results of research by Lumempow et al. (2023).

However, the role of customer trust as a mediator is partially found in the relationship between CRM and customer satisfaction. When the CRM level of the Awal Cara clinic is good, then in order to achieve customer satisfaction, the company must pay attention to customer trust. This means that the CRM process can affect customer satisfaction through customer trust. Likewise, customer trust has a significant effect on customer satisfaction. This finding is in line with the results of previous research conducted by (Mbuwel et al., 2023).

4. CONCLUSION

Based on the research results, several research conclusions can be put forward. First, service quality, price perception and CRM have a positive and significant effect on customer trust at Awal Care animal clinic. Second, service quality, price perception and CRM have a positive and significant effect on customer satisfaction at Awal Care animal clinic. Third, customer trust has a positive and significant effect on customer satisfaction at Awal Care animal clinic. Fourth, customer trust and price perception cannot mediate the relationship between service quality and customer satisfaction at Awal Care animal clinic. Only the relationship between CRM and customer satisfaction can mediate the relationship. Customer trust can mediate the relationship between CRM and customer satisfaction at Awal Care animal clinic.

The suggestion that can be given is that the management of Awal Care Animal Clinic is advised to maintain the quality of service, in addition, the positive and significant relationship between price perception and customer trust and customer satisfaction can provide implications for the management of Awal Care Animal Clinic to maintain price perception by paying attention to the suitability of the services provided. It is recommended that the management of Awal Care Animal

Clinic pay attention to programs and activities that support CRM, such as providing special discounts for customers, a professional attitude for the CRM unit, including evaluating the quality of the CRM program provided periodically.

This study found that customer trust does not mediate the effect of service quality on customer satisfaction. This finding may be different from previous marketing research. This may be due to the use of research instruments that are less appropriate to the characteristics of the respondents. As a result, the mechanism of how service quality affects customer satisfaction is unclear. Therefore, further research can consider using multidimensional service quality measurements and consider examining customer attitude and emotion variables, such as customer involvement, enjoyment, and perceived value.

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