

The Effects of Customer Relationship Management and Product Quality on Customer Satisfaction Through Promotion: Case Study on Zaskia Mecca

Eri Wiguna Sardi¹, Siska Maya^{2*}

^{1,2}*Indraprasta PGRI University, Jakarta, Indonesia*

**Corresponding author: Siska Maya*

Corresponding email: may3110@yahoo.com

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ABSTRACT

This study examines the effects of Customer Relationship Management (CRM), product quality, and promotion on customer satisfaction at ZM Zaskia Mecca, including the mediating role of promotion. A cross-sectional design was employed. Data were collected from 96 customers selected through purposive sampling. Respondents were at least 17 years old, had purchased ZM Zaskia Mecca products, and were familiar with its promotional activities. Responses were obtained using a questionnaire measured on a five-point Likert scale. The proposed relationships were analyzed using partial least squares structural equation modeling with SmartPLS 4. The results demonstrate that CRM and product quality have positive and significant effects on customer satisfaction. Promotion also exerts a positive and significant effect on customer satisfaction and provides the strongest contribution within the structural model. Furthermore, promotion partially mediates the effects of CRM and product quality on customer satisfaction. These findings indicate that integrated customer information and consistent product quality generate greater satisfaction when supported by relevant promotional communication and purchasing incentives. ZM Zaskia Mecca should therefore strengthen customer data integration, employee responsiveness, product quality control, and personalized promotional programs. This study provides empirical evidence that promotion connects customer-oriented capabilities and product value with customer satisfaction in Indonesia's fashion industry.

Keywords:

Customer Relationship Management

Product Quality

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1. Introduction

In today's highly competitive business environment, customer satisfaction is essential for sustaining growth and profitability. This is particularly relevant to Jakarta's dynamic fashion industry, where consumers can easily switch between competing brands. Fashion businesses must therefore deploy their resources strategically to deliver superior customer value and cultivate long-term relationships (Gonda et al., 2020). Empirical evidence indicates that customer satisfaction strengthens loyalty and repurchase intentions, thereby supporting customer retention and future revenue (Lin et al., 2022; Nasir et al., 2021). Satisfied customers may also become voluntary brand advocates by sharing positive experiences and recommendations. Such positive word-of-mouth can

influence prospective customers, reinforce brand reputation, and improve the firm's competitive position.

To thrive in an increasingly competitive environment, companies must implement customer-oriented marketing strategies that strengthen engagement and satisfaction. Customer Relationship Management (CRM) provides a strategic framework for integrating customer data, organizational processes, and information technology to understand and respond to customer needs. Effective CRM enables businesses to personalize interactions, coordinate customer touchpoints, and deliver a more consistent customer experience (Kumar et al., 2022). These capabilities can enhance customer satisfaction, strengthen loyalty, and support long-term relationships (Dewnarain et al., 2021; Malki et al., 2023). Consequently, CRM should not be treated merely as technological software but as an organizational capability that transforms customer information into superior value and improved business performance (Siddiqui et al., 2024).

Beyond customer relationship management, product quality is a fundamental determinant of customer satisfaction. Customers evaluate quality by assessing whether a product's features, reliability, and overall performance meet their expectations and needs. Superior product quality can therefore increase satisfaction, reinforce brand image, and encourage customer loyalty (Sudarman et al., 2021). CRM complements this value-creation process by enabling firms to transform customer data and feedback into more responsive offerings and personalized interactions (Siddiqui et al., 2024). Accordingly, CRM and product quality should be managed as complementary capabilities rather than independent strategies. Promotional activities further communicate product value, strengthen brand awareness, and shape purchasing decisions. Digital campaigns, discounts, and personalized loyalty programs can improve customer engagement and satisfaction when they provide relevant value instead of merely stimulating short-term purchases (Bellaali, 2024). The coordinated management of CRM, product quality, and promotion can consequently create a more consistent customer experience and support long-term retention.

Despite its established presence in Indonesia's fashion market, ZM Zaskia Mecca appears to face challenges in maintaining consistent product quality. Customer concerns regarding fabric quality and stitching may reduce satisfaction and weaken trust when product performance does not meet expectations. Evidence from Indonesia's fashion sector confirms that material quality, product presentation, and seller professionalism shape customers' shopping experiences and satisfaction (Rahmi & Ariyanti, 2022). Consistent product quality also contributes to brand trust and customer loyalty in apparel markets (Priadi & Lestari, 2024). Furthermore, fragmented customer data and insufficient staff training may limit ZM Zaskia Mecca's ability to personalize interactions and respond promptly to customer inquiries. CRM effectiveness depends not only on technology but also on integrated, accurate customer data and adequately trained employees (Hamid et al., 2022). These weaknesses may therefore create a disconnect between the company's market visibility and its ability to deliver consistent customer experiences.

Customer feedback, which in turn leads to satisfaction. The lack of strict quality control during production exacerbates this problem, increasing the risk of defective products and damaging brand reputation. Addressing this issue through improved quality management and customer service is crucial to meeting customer expectations and fostering long-term relationships. Therefore, this study aims to examine the direct effects of Customer Relationship Management, product quality, and promotion on customer satisfaction and to investigate the mediating role of promotion in the relationships between Customer Relationship Management, product quality, and customer satisfaction at ZM Zaskia Mecca.

Customer satisfaction

Every business always strives to meet customer needs to ensure customer satisfaction. If customers are satisfied, they will almost certainly return the product. Customer satisfaction is defined as the level of customer satisfaction with a service or product that meets their needs and expectations (Al Firdaus & Rachmawati, 2024). Customers form individual expectations that may differ from the actual performance of a product or service. Satisfaction emerges when perceived performance meets or exceeds these expectations; therefore, firms should not rely exclusively on internally defined quality standards (Eren, 2021). They must also incorporate customer feedback and perceived value

into product and service evaluations. Frontline employees play an important role because their communication, responsiveness, and ability to explain product benefits shape the overall customer experience. Accordingly, service quality and customer satisfaction originate from coordinated organizational capabilities rather than employee performance alone. Empirical evidence indicates that service quality strengthens customer loyalty through customer satisfaction (Abd-Elrahman, 2023). Satisfied customers are more likely to repurchase, remain with the company, and recommend its offerings.

Customer satisfaction is a view that if consumer desires are below expectations, it will make them disappointed. If the view is in accordance with consumer desires, it will give rise to satisfaction, joy, and create loyalty to the product or vice versa. Consumer satisfaction is a feeling of pleasure or disappointment that arises after comparing the performance of a product that is thought to be against the expected performance. Customer satisfaction is the level of feeling of pleasure after comparing the performance or results felt compared to expectations.

Customer Relationship Management

Customer Relationship Management (CRM) is an integrated, customer-centric business strategy that coordinates organizational processes, people, and technology to create and maintain valuable customer relationships. CRM enables companies to collect and use customer information, manage interactions across multiple channels, and deliver superior value to targeted customers. Its primary objective is to establish, develop, and maintain mutually beneficial relationships that enhance customer satisfaction, loyalty, retention, and organizational performance (Payne & Frow, 2005). More recent evidence indicates that successful electronic CRM also depends on service quality, customer trust, technological readiness, and customer satisfaction (Al-Bashayreh et al., 2022). Therefore, CRM should not be viewed merely as information technology but as a strategic organizational capability for generating customer and business value.

Successful Customer Relationship Management (CRM) implementation requires more than adopting technological applications. It depends on management commitment, customer orientation, suitable technology, integrated business processes, organizational readiness, and employee competence (Pérez Estébanez, 2024). Management support provides strategic direction and resources, while employee training enables staff to use CRM systems effectively and deliver consistent customer experiences. CRM success also depends on the company's ability to collect, integrate, analyze, and transform customer data into actionable knowledge. Poor data quality, duplication, and fragmented databases can undermine personalization, service efficiency, and managerial decision-making (Abdul Hamid et al., 2022). CRM implementation involves adopting technologies that support customer data collection and analysis, as well as automating customer-centric business processes. This includes the use of a CRM platform, staff training, and data integration across departments. Effective CRM impacts customer satisfaction, loyalty, customer retention, and revenue growth (Trif et al., 2019).

Product quality

Product quality reflects a product's ability to satisfy stated or implied customer needs through consistent and dependable performance. It is a multidimensional construct comprising performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality (Sebastianelli & Tamimi, 2002). In fashion products, these dimensions may be operationalized through material quality, stitching durability, design, appearance, size conformity, comfort, and consistency across purchases. When customers perceive these attributes positively, product quality can enhance satisfaction and subsequently strengthen brand loyalty (Tunahan & Kutlu, 2022). However, price, promotional value, customer reactions, satisfaction, and loyalty should not be treated as direct indicators of product quality. Price and promotion are separate marketing constructs, while customer satisfaction and loyalty represent potential consequences of perceived product quality.

Factors that influence product quality include performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality (Zeithaml, 2000). Product quality dimensions include performance (*performance*), feature (*features*), reliability (*reliability*),

suitability (*conformance*), durability (*durability*), service capability (*serviceability*), aesthetics (*aesthetics*), and perceived quality (*perceived quality*). Product quality indicators include assessments of raw materials, design, production processes, and final product results (Gunawan & Widoadmodjo, 2022). Promotion is a form of marketing communication used to disseminate product information, persuade target customers, and remind them of a company's offerings. It communicates product value, stimulates purchasing decisions, and maintains customer engagement. Effective promotional programs can increase sales, strengthen brand image, and enhance customer satisfaction, which may ultimately support customer loyalty (Antara & Rastini, 2022).

Hypotheses Development

Customer Relationship Management and Customer Satisfaction

Customer Relationship Management (CRM) is an integrated, customer-oriented strategy that coordinates people, organizational processes, and technology to create and maintain valuable customer relationships. CRM enables companies to collect, integrate, and utilize customer information across different interaction channels. This information helps companies understand customer preferences and provide appropriate responses to their needs. Therefore, CRM represents a strategic organizational capability rather than merely a technological application (Payne & Frow, 2005; Siddiqui et al., 2024).

Effective CRM allows companies to personalize communication, coordinate customer touchpoints, and provide consistent customer experiences (Kumar et al., 2022). Its effectiveness depends on accurate customer data, integrated business processes, organizational readiness, employee competence, and responsiveness to customer complaints (Abdul Hamid et al., 2022; Pérez Estébanez, 2024). When these elements function effectively, customers receive relevant information, faster responses, and services that better match their expectations. Such experiences reduce the discrepancy between expected and perceived performance, thereby increasing customer satisfaction. Empirical evidence also indicates that successful CRM implementation enhances customer satisfaction, loyalty, retention, and long-term relationships (Dewnarain et al., 2021; Al-Bashayreh et al., 2022; Malki et al., 2023).

In the context of ZM Zaskia Mecca, CRM can support customer satisfaction by integrating customer information, facilitating personalized interactions, and improving responses to inquiries and complaints. Accurate customer data may help the company understand preferences regarding product designs, sizes, materials, and purchasing patterns. Meanwhile, adequately trained employees can use this information to provide responsive and consistent services. Accordingly, stronger CRM implementation should enable ZM Zaskia Mecca to better fulfil customer expectations and improve customer satisfaction. Therefore, the following hypothesis is proposed:

H1: Customer Relationship Management has a positive and significant effect on customer satisfaction at ZM Zaskia Mecca.

Product Quality and Customer Satisfaction

Product quality reflects a product's ability to satisfy customers' stated or implied needs through consistent and dependable performance. It comprises performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality (Sebastianelli & Tamimi, 2002; Zeithaml, 2000). These dimensions collectively shape customers' evaluations of whether a product provides the expected functions, benefits, and value.

In the fashion industry, customers assess product quality through fabric quality, stitching durability, design, appearance, comfort, size conformity, and consistency across purchases. Customers compare these attributes with their initial expectations. Satisfaction develops when perceived product performance meets or exceeds those expectations, while inferior or inconsistent performance generates disappointment (Eren, 2021). Accordingly, the quality of raw materials, product design, production processes, and final outputs directly influences customers' evaluations of fashion products (Gunawan & Widoadmodjo, 2022). Empirical evidence further indicates that

superior product quality enhances customer satisfaction and may subsequently reinforce brand image, trust, and loyalty (Sudarman et al., 2021; Tunahan & Kutlu, 2022).

For ZM Zaskia Mecca, consistent fabric quality, strong stitching, attractive designs, comfortable materials, and accurate sizing are essential to fulfilling customer expectations. Evidence from Indonesia's fashion sector demonstrates that material quality and product presentation contribute to positive shopping experiences and customer satisfaction (Rahmi & Ariyanti, 2022). Consistent apparel quality can also strengthen customers' trust and encourage loyalty toward the brand (Priadi & Lestari, 2024). Therefore, improvements in the quality and consistency of ZM Zaskia Mecca's products are expected to increase customer satisfaction. Based on this reasoning, the following hypothesis is proposed:

H2: Product quality has a positive and significant effect on customer satisfaction at ZM Zaskia Mecca.

The Mediating Role of Promotion

Customer Relationship Management (CRM) and product quality represent two important sources of customer satisfaction. CRM enables companies to collect, integrate, and utilize customer information to understand individual needs and preferences. This capability supports personalized interactions and consistent customer experiences across different touchpoints (Kumar et al., 2022). CRM therefore functions as an organizational capability that transforms customer knowledge into superior customer value (Siddiqui et al., 2024). Its effectiveness depends on accurate customer data, integrated processes, appropriate technology, and employee competence (Abdul Hamid et al., 2022; Pérez Estébanez, 2024).

Product quality reflects a product's ability to fulfil customer needs through consistent and dependable performance. It encompasses performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality (Sebastianelli & Tamimi, 2002; Zeithaml, 2000). In the fashion industry, customers evaluate product quality through materials, stitching durability, comfort, design, appearance, size conformity, and consistency across purchases. Positive evaluations of these attributes can enhance satisfaction and subsequently strengthen brand loyalty (Sudarman et al., 2021; Tunahan & Kutlu, 2022).

Promotion can transmit the effects of CRM and product quality to customer satisfaction. Customer information generated through CRM enables companies to personalize promotional messages, discounts, and loyalty programs according to purchasing histories and preferences. Relevant promotions provide greater value because they correspond with customer interests rather than merely encouraging short-term purchases (Bachri et al., 2023; Bellaali, 2024). Simultaneously, promotion communicates product attributes and helps customers recognize the value offered through materials, designs, functions, and other benefits. Effective promotional activities can therefore strengthen perceived value and improve customer satisfaction (Antara & Rastini, 2022; Raditya et al., 2024). However, promotional claims must correspond with actual product performance because satisfaction develops when customers' experiences meet or exceed their expectations (Eren, 2021).

For ZM Zaskia Mecca, integrated customer data can support promotions based on customers' preferred designs, sizes, colours, and purchasing patterns. Promotions can also communicate product advantages, including material quality, stitching durability, and design uniqueness. When promotional programs reflect customer preferences and accurately represent product quality, customers are more likely to perceive greater value and experience higher satisfaction. Promotion therefore converts CRM-derived customer knowledge and product quality into benefits that customers can recognize and evaluate. Based on this reasoning, the following hypotheses are proposed:

H3: Promotion positively and significantly mediates the effect of Customer Relationship Management on customer satisfaction at ZM Zaskia Mecca.

H4: Promotion positively and significantly mediates the effect of product quality on customer satisfaction at ZM Zaskia Mecca.

Promotion and Customer Satisfaction

Promotion is a form of marketing communication through which companies inform, persuade, and remind customers about their products. It communicates product benefits and value, stimulates purchasing decisions, and maintains customer engagement. Promotional activities may include digital campaigns, discounts, special offers, and personalized loyalty programs. When these activities provide relevant value, they can strengthen brand awareness and improve customer engagement and satisfaction (Bachri et al., 2023; Bellaali, 2024).

Customer satisfaction develops when customers perceive that a product's performance and value meet or exceed their expectations (Eren, 2021). Promotion contributes to this evaluation by providing information that helps customers understand product characteristics, benefits, prices, and purchasing incentives. Clear and credible promotional messages reduce uncertainty and establish realistic expectations. Moreover, attractive discounts and loyalty rewards increase the value customers perceive from a purchase. Empirical evidence demonstrates that effective sales promotion can enhance customer satisfaction and subsequently support loyalty (Antara & Rastini, 2022). Promotional strategies can also strengthen brand image and purchasing intentions by creating meaningful interactions between companies and customers (Raditya et al., 2024).

For ZM Zaskia Mecca, relevant promotions can strengthen customer satisfaction by communicating product value and providing attractive purchasing benefits. Digital campaigns may introduce new collections and explain product features, while discounts and loyalty programs can offer additional value to existing customers. Personalized promotions based on customer preferences may also create a more relevant and engaging shopping experience. Consequently, customers who receive informative, credible, and valuable promotional offers are more likely to evaluate their purchasing experiences positively. Based on this reasoning, the following hypothesis is proposed:

H5: Promotion has a positive and significant effect on customer satisfaction at ZM Zaskia Mecca.

2. Methods

Respondents were selected using purposive sampling based on three criteria: they were at least 17 years old, had purchased ZM Zaskia Mecca products at least once, and were familiar with the company's promotional activities. Data were collected using a structured questionnaire distributed both online through Google Forms and directly to eligible customers. Respondents evaluated each statement using a five-point Likert scale ranging from "1" (strongly disagree) to "5" (strongly agree). Before completing the questionnaire, respondents received information about the study's purpose, voluntary participation, and confidentiality of their responses. A screening question was included at the beginning of the questionnaire to ensure that only respondents who met the predetermined criteria participated in the study.

Data were analyzed using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4. PLS-SEM was selected because the study examined simultaneous direct and indirect relationships involving multiple latent constructs. The measurement model was evaluated using indicator loadings, Cronbach's alpha, composite reliability, average variance extracted, and the heterotrait-monotrait ratio. The structural model was assessed using collinearity statistics, path coefficients, coefficients of determination, and effect sizes. Hypotheses were tested through bootstrapping at a 5% significance level. The mediating effects proposed in H3 and H4 were evaluated using the significance of the specific indirect effects.

Table 1: Indicators of Research Variables

Variable	Indicators
Customer Relationship Management (CRM)	X1.1 The company consistently seeks to understand my needs as a customer
	X1.2 The company is responsive to my feedback and complaints
	X1.3 The company consistently follows up and responds to customer feedback

Product Quality	X2.1 The product quality I receive is worth the price I pay X2.2 The products I purchase often have defects or damage X2.3 I would recommend the product to friends and family based on its quality
Customer Satisfaction	Y1.1 I am satisfied with the product because it meets my expectations Y1.2 The product quality is consistent across purchases Y1.3 The price of the product is not worth the quality I receive
Promotion	Z1.1 The company takes customer preference into account when developing promotional programs Z1.2 The quality of the product matches the promotional claims Z1.3 The company's promotional activities are appealing and enhance my intention to purchase

3. Results

Respondent Description

The data collected from 96 eligible respondents were analyzed using PLS-SEM with SmartPLS 4. The analysis was conducted in two stages: measurement model assessment and structural model assessment. The results of the respondent characteristics are presented in Table 2.

Table 2: Respondent Characteristics

Characteristic	Classification	Frequency (n)	Percentage (%)
Gender	Male	72	75
	Female	24	25
	Total	96	100
Age	< 20 years	38	39.58
	25-35 years	36	37.50
	36-45 years	17	17.71
	46-55 years	5	5.21
	Total	96	100
Job	Students	33	34.38
	Employees	39	40.63
	Self-Employed	23	23.96
	Others	1	1.04
	Total	96	100
Income	< 1.500.000	22	22.9
	1.500.000-	16	16.7
	3.000.000	32	33.3
	3.000.001-	26	
	5.000.000	96	100
	>5.000.000		
	Total		

The measurement model was initially evaluated to determine the reliability and validity of the indicators used to measure CRM, product quality, promotion, and customer satisfaction. Indicator reliability was assessed using outer loading values. The results of the outer loading assessment are presented in Table 3.

Table 3. Outer Loading

Variable	Indicator	Outer Loading	Result
CRM	X1.1	0.971	Valid
	X1.2	0.971	Valid

	X1.3	0.805	Valid
Product Quality	X2.1	0.934	Valid
	X2.2	0.939	Valid
	X2.3	0.792	Valid
Customer Satisfaction	Y1.1	0.760	Valid
	Y1.2	0.780	Valid
	Y1.3	0.860	Valid
Promotion	Z1.1	0.745	Valid
	Z1.2	0.777	Valid
	Z1.3	0.876	Valid

The path model illustrates the relationships among Customer Relationship Management (CRM), Product Quality, Promotion, and Customer Satisfaction. All latent constructs are measured by indicators with loading factor values exceeding the acceptable threshold (>0.6), indicating adequate convergent validity. The results show that CRM and product quality influence promotion, while promotion exerts a strong effect on customer satisfaction. In addition, CRM and product quality exerts a strong effect on customer satisfaction. In addition, CRM and product quality also have direct effects on customer satisfaction. Overall, these findings confirm the mediating role of promotion in strengthening the effects of CRM and product quality on customer satisfaction.

Table 4: Cronbach Alpha

Variable	Cronbach Alpha	Result
CRM	0.905	Reliable
Product Quality	0.867	Reliable
Customer Satisfaction	0.720	Reliable
Promotion	0.720	Reliable

4. Discussion

Based on the research results, it can be concluded that consumers of ZM Zaskia Mecca are predominantly female, belong to the young to early adult age group, and are individuals who are already employed. The majority of respondents are female (75%), with the largest age groups being under 25 years and 25-35 years, which overall indicates the dominance of consumers of productive age. In terms of occupation, most respondents are employees, followed by students and entrepreneurs. Meanwhile, based on income level, the majority of consumers fall into the middle to upper-middle income group, particularly those earning IDR 3.000.000 and above. These findings indicate that ZM Zaskia Mecca products are more favored by female consumers of productive age who have relatively stable purchasing power.

Table 5: Path Coefficient Results

Hypotheses	Path	Sample	t-value	p-value	Result
H1	CRM→Customer Satisfaction	0.702	8.115	0.000	Significant
H2	Product Quality → Customer Satisfaction	0.285	3.225	0.001	Significant
H3	CRM→Promotion→Customer Satisfaction	0.702	8.115	0.000	Significant
H4	Product Quality →Promotion→Customer Satisfaction	0.285	3.225	0.001	Significant
H5	Promotion → Customer Satisfaction	1.046	38.860	0.000	Significant

1. Influence Customer Relation Management towards Customer Satisfaction

The results of the study show that ZM Zaskia Mecca's customer satisfaction is greatly influenced by *Customer Relationship Management* (CRM). The path coefficient value (*Path Coefficient*) of 0.702, which indicates a strong and positive influence, supported by *T-Statistic* of 8.115, which far exceeds

the minimum limit of 1.96, and the path coefficient value is 0.702. The hypothesis is accepted because it shows high significance with a p-value of 0.000.

These findings confirm that the use of a good CRM system, which includes customer data management, service personalization, effective communication, and fast response, is very important for increasing customer satisfaction. The CRM strategy used by ZM Zaskia Mecca has proven successful and has had a positive impact on customer experience.

Theoretically, a good CRM system will increase customer loyalty, satisfaction, and retention. Therefore, ZM Zaskia Mecca is advised to continue developing its CRM system, considering the technology, human resources, and services needed to ensure customer satisfaction is maintained and improved. Therefore, ZM Zaskia Mecca's CRM received good customer reviews, with a total of 33 respondents responding strongly agree and 58 respondents responding agree. Customers believe that ZM Zaskia Mecca actively follows and responds to customer feedback.

2. The Influence of Product Quality on Customer Satisfaction

The results of the study show that the quality of materials, stitching, and models of ZM Zaskia Mecca products have a positive and significant effect on customer satisfaction. The path coefficient value is 0.285, the value *t-statistic* of 3.225, and the value *P-value* 0.001 indicates significant statistical support. When a product meets or exceeds customer expectations in terms of design, comfort, durability, and value for money, customers are satisfied. In the fashion industry, quality is crucial for building customer trust and loyalty.

The table shows that the product quality indicator received 41 respondents strongly agreeing to recommend ZM products to friends and family due to the product's quality in terms of materials, stitching, and durability. This indicates that customer satisfaction levels increase with high-quality products. Therefore, amidst intense industry competition, ZM Zaskia Mecca must maintain customer satisfaction by continuously improving and maintaining quality.

3. Influence Customer Relationship Management on Customer Satisfaction with Promotion as a mediating variable.

These results show that good CRM usage has a direct impact on customer satisfaction, as it is based on a deep understanding of customer needs and behavior. For ZM Zaskia Mecca, a Muslimah clothing brand, a strong CRM helps with more personalized and relevant promotional strategies, such as promotional emails tailored to customer preferences, special offers based on customer purchase history, and two-way communication that builds loyalty.

Furthermore, the data shows that 39 people surveyed strongly agree that ZM Zaskia Mecca understands customer preferences when creating promotional programs. Because promotions typically involve giving away brooches, *paper bag*, hijab, socks and also *sunscreen* Theoretically supports the idea that CRM is not only a tool for managing customers but also the basis for creating effective promotional strategies. Customers experience increased satisfaction as a result of targeted promotions. Therefore, promotions serve as a connecting factor that significantly increases the influence of CRM on customer satisfaction.

Importantly, the results also reveal that promotion functions as a partial mediating variable between CRM and customer satisfaction. This indicates that CRM influences customer satisfaction both directly and indirectly through promotional activities, confirming the role of promotion as a connecting mechanism that strengthens the overall impact of CRM on customer satisfaction.

4. The Influence of Product Quality on Customer Satisfaction with Promotion as an intervening variable.

Effective promotion can improve product quality, which in turn increases customer satisfaction. In other words, promotion serves as an intermediary that strengthens the influence of product quality on customer satisfaction. At ZM Zaskia Mecca, promotions that emphasize features such as premium materials, unique designs, and product comfort have proven to be effective in convincing customers. When customers learn about product quality through promotional media, positive perceptions increase and satisfaction increases.

Most of the 41 respondents strongly agreed that the product quality was commensurate with the price, and they were satisfied with promotions such as attractive discounts. This suggests that sales increase the value of quality products, increasing customer satisfaction. These results support the theory that communicative, quality-based promotions can enhance the influence of product quality on customer satisfaction. Therefore, promotions significantly influence the relationship between product quality and customer satisfaction.

The results indicate that promotion acts as a partial mediating variable in the relationship between product quality and customer satisfaction. This implies that product quality influences customer satisfaction both directly and indirectly through promotional efforts, reinforcing the role of promotion in amplifying the effect of product quality on customer satisfaction.

5. The Influence of Promotions on Customer Satisfaction

Based on the analysis results, the fifth hypothesis is accepted; this indicates that ZM Zaskia Mecca's customer satisfaction is significantly influenced by promotions. The original sample value of 1.046, the t-value of 38.860, and the P-Value of 0.000 indicate that the influence is positive and significant. Positive perceptions about customers have been proven effective in building positive perceptions. This encourages purchasing decisions and increases satisfaction because the purchased product meets expectations and meets standards.

This finding is in line with the marketing mix theory, which states that customer awareness and interest are shaped by promotions. Most respondents stated that ZM Zaskia Mecca's promotional messages and discounts were attractive, but not many said about gifts or bonuses. It is also seen from the table that 39 respondents were satisfied with using ZM products because they met their expectations. So, targeted promotions increase sales and customer satisfaction.

5. Conclusion

Overall, to improve customer satisfaction at ZM Zaskia Mecca, promotions, CRM, and product quality are key pillars that are interconnected and work together. CRM plays a crucial role with a strong, positive, and significant impact on customer satisfaction. ZM Zaskia Mecca's ability to observe and respond to customer feedback is key to building and maintaining high levels of satisfaction. Product quality, including materials, stitching, and design, is a key factor influencing customer satisfaction. Many customer recommendations are based on high-quality products, indicating that high-quality products enhance customer satisfaction. Therefore, amidst intense industry competition, maintaining and continuously improving product quality is crucial. Interestingly, promotions serve as an important mediating factor, enhancing the influence of CRM and product quality on customer satisfaction. ZM Zaskia Mecca understands customer preferences and can create promotional programs such as attractive rewards or discounts. These programs serve as customer management tools and the basis for targeted promotional strategies. Relevant and communicative promotions, particularly those emphasizing product qualities such as premium materials and unique designs, successfully enhance perceived product value and ultimately increase customer satisfaction. In short, ZM Zaskia Mecca's success in maintaining and enhancing customer satisfaction is a strategic combination of responsive customer relationship management, superior product quality, and intelligent promotions. Conversely, promotional strategies that focus on product quality significantly enhance the influence of product quality on customer satisfaction.

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