

# The Effect of Relationship Marketing and Service Quality on Customer Satisfaction and Customer Loyalty in the Mitra Bisnis Segment of Bank BTPN Kalimantan

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## Abstract

Relationship marketing, service quality, customer satisfaction, and customer loyalty are very important in the banking world. With the relationship marketing and high quality service quality will achieve customer satisfaction and make customers loyal to the company. To improve customer satisfaction and customer loyalty must first be known whether the services provided in accordance with customer expectations, in this study variables are used to see the expected service of customers using variable relationship marketing and service quality. If the service provided is in accordance with expectations then the satisfaction felt and customer loyalty also increases. On the contrary, if the service provided is not in accordance with the hope then the satisfaction and customer loyalty also decreases. The purpose of this study was to determine the effect of relationship marketing and service quality on customer satisfaction and customer loyalty in the Mitra Bisnis Segment of Bank BTPN Kalimantan. The study was conducted using 100 respondents. The analytical tool used is SPSS Version 24. Data analysis was performed by path analysis. The results of the F test in the study obtained a significance level of 0.000 in model 1 and model 2. Where the value is smaller than the alpha level 0.05. The coefficient of determination ( $R^2$ ) shows that customer satisfaction is influenced by relationship marketing and service quality by 49.1%, and customer loyalty is influenced by relationship marketing, service quality and customer satisfaction by 68.6%. The results showed that relationship marketing has a positive and significant effect on customer satisfaction, service quality has a positive and insignificant effect on customer satisfaction, relationship marketing has a positive and significant effect on customer loyalty, service quality has a positive and significant effect on customer loyalty, customer satisfaction has a positive and significant effect significant towards customer loyalty, relationship marketing has a positive and significant effect on customer loyalty through customer satisfaction and service quality has a positive and insignificant effect on customer loyalty through customer satisfaction.

**Keywords:** Relationship Marketing, Service Quality, Customer Satisfaction, Customer Loyalty.

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## INTRODUCTION

In the current economic condition which is full of challenges as well as its complexity, there is a lot of competition in various fields of life, including competition in the business world. Many companies are competing with each other to gain market share, so this has spurred the company to strive forward in improving its business, both companies engaged in industry, trade and services, especially in banking companies. Success in the competitive banking world will be fulfilled if it

can create and retain customers. The condition of the banking world in Indonesia has experienced a lot of progress, and many new banks have emerged so that competition between banks is getting tougher. Therefore, banking companies should change their views from those oriented to the products or services offered, to a customer-oriented view.

One of the strategies that can be used by companies is to build customer loyalty. Customer loyalty is a very important concern for managers,

leaders and owners of the company in order to maintain the survival of their company. In a competitive environment, customer relations are an important issue for decision making in order to achieve competitive advantage. However, the concept of customer relations is relatively difficult to apply in order to maintain and gain customer loyalty in a competitive marketing environment [1]. By increasing the continuity of relationships with existing customers and continuing to acquire new customers with the concept of customer loyalty, the company will have a greater influence from the market share, because the business strategy is focused on lasting and satisfying each customer.

Loyalty is closely related to the satisfaction and repurchase process [2]. In other words, if the customer is satisfied, it will provide the basis for a long-term relationship with the company by repurchasing and creating loyalty [3].

Over the last few decades, business companies, especially those operating in the service industry sector, such as the banking industry, have increasingly understood the importance of a customer-centered marketing strategy. This ultimately led to the development of the concept of relationship marketing. Relationship marketing is a method of attracting attention, maintaining customer satisfaction and increasing and strengthening customer satisfaction relationships. In other words, relationship marketing seeks to extend the lifespan of customers [4]. The factors that drive relationship marketing are trust, commitment, communication, and conflict handling [5]. Relationship marketing is an important topic in marketing theory because of its crucial role in helping to develop and maintain a profitable and sustainable relationship between buyers and sellers [6-8]. The role of relationship marketing in building long-term relationships with customers in the banking industry is very important [9, 10, 5, 11].

Increased competition leads to increased customer demand and expectations. With the increasing number of banks, customers can choose a bank that is able to offer better quality services. So this has an impact on service quality and to achieve this most of the banks are apparently still offering similar products and

services. Therefore, bank management needs to differentiate their company from competitors through the quality of service [12]. To increase customer satisfaction and loyalty as suggested by previous studies that providing good service is considered as high quality, increasing the level of customer satisfaction [13, 14, 1].

Companies will be able to win the competition if they experience a shift from a production philosophy to a customer-focused approach [15]. Therefore, quality of service is the key to the survival of the company in a global economy [15]. Service quality is very important, especially for the growth and development of business services in the service sector [16].

BTPN is a national private commercial bank which is also a foreign exchange bank that focuses on serving and empowering low-income segments of society consisting of pensioners, micro, small and medium enterprises (MSMEs), productive poor communities (mass market), business actors commercial as well as corporate ventures. Bank BTPN has carried out many product and business unit developments to achieve customer satisfaction and customer loyalty, one of which is the merger with Sumitomo Mitsui Banking Corporation Indonesia (SMBCI). With this merger officially the full name of Bank BTPN is Bank BTPN, A Member of SMBC Group. One of the business units at Bank BTPN is BTPN Mitra Bisnis, which was developed at the end of 2013.

At the beginning of its establishment, the Bank BTPN Mitra Bisnis Kalimantan has experienced quite good business growth but is experiencing considerable challenges in 2019 due to several reasons such as the increasingly aggressive and competitive banking business, especially in terms of competition in loan interest rates, Kalimantan's macroeconomic influence, decline principal of the loan, and have experienced major challenges since the emergence of the Covid-19 virus outbreak or pandemic in early March 2020 which has continued until now. The following is an overview of the growth of Mitra Bisnis Kalimantan's lending portfolio since its inception until the end of 2020:

**Table-1: Growth of Kalimantan MitraBisnis Lending Portfolio for the Period of 2014-2020**

Year	Number of Customer	% Up/Down	Plafond (IDR million)	% Up / Down	Outstanding (IDR million)	% Up/Down
2014	44	0,0	144.281	0,0	128.769	0,0
2015	97	120,5	371.247	157,3	342.002	165,6
2016	128	32,0	489.768	31,9	429.708	25,6
2017	170	32,8	696.815	42,3	597.564	39,1
2018	183	7,6	797.223	14,4	704.104	17,8
2019	184	0,5	801.816	0,6	684.736	-2,8
2020	164	-10,9	634.753	-20,8	532.069	-22,3

Source: BTPN Mitra Bisnis Kalimantan

From the growth table of the Bank BTPN Mitra Bisnis Kalimantan lending portfolio, it can be seen that there has been a decrease in the number of outstanding loans used by debtors that have decreased since the beginning of 2019 and decreased significantly again in 2020. There is a trend of this decline, it is necessary to have a study to what extent the role of the relationship marketing and service quality that have been carried out by the employees of Bank BTPN Mitra Bisnis Kalimantan in influencing customer satisfaction and customer loyalty thus contributing to the decline in lending portfolios at of Bank BTPN Mitra Bisnis Kalimantan.

## LITERATURE REVIEW

### Relationship Marketing

According to The Holistic Marketing Concept, relationship marketing is aimed at building mutually beneficial long-term relationships from several parties involved such as customers, providers of goods or services, distributors and other parties [17]. Relationship marketing is a very important concept to attract and retain customers in a company [18]. Companies will continue to strive to retain existing customers and build long-term, profitable relationships with them [19].

### Service Quality

Service quality is an effort to fulfill customer needs and desires as well as the accuracy of its delivery to match customer expectations [20]. Service quality is a necessity that must be done by companies in order to be able to survive and still get the trust of customers [2].

### Customer Satisfaction

Customer satisfaction is a person's feelings about the performance of a product that he feels and expects [21]. So it is not surprising that companies become obsessed with creating customer satisfaction, given its very strong relationship with customer loyalty, market share and profit.

### Customer Loyalty

Loyalty describes a customer's willingness to use goods or services repeatedly and exclusively, and voluntarily recommending these products or services to other consumers [22]. Loyal customers are the greatest asset for a company. This is because customers can communicate through word of mouth which is beneficial about the company or product used so that it attracts new customers to the company and this is beneficial for the company [18].

### Relationship Marketing Relationship With Customer Satisfaction

In a research journal conducted by [23] states that relationship marketing is a marketing technique aimed at developing long-term customer relationships. This marketing technique aims to retain existing customers rather than to attract new customers. The

main objective of this study is to determine whether the ties, trust, commitment, communication, competence and conflict handling dimensions of relationship marketing have a significant relationship with the variables of customer satisfaction and customer loyalty among banking customers. In accordance with the research conducted by [24] stated that relationship marketing has a significant effect on customer satisfaction that in building relationships in winning the hearts of customers, the company must be able to increase customer satisfaction.

**H1: Relationship marketing has a significant effect on customer satisfaction**

### Service Quality Relationship with Customer Satisfaction

The service quality of a service company is something that can be said to be complex, composed of many unique dimensions based on the different experiences of customers when experiencing the acceptance of the service process. Service quality greatly affects customer satisfaction. In accordance with research conducted by [25] stated that service quality is very important in the banking world. Providing high quality services is a must to achieve customer satisfaction.

**H2: Service quality has a significant effect on customer satisfaction**

### Relationship Marketing Relationship with Customer Loyalty

Customer loyalty has a very important role to create a company advantage in the long run based on the implementation of relationship marketing [26].

**H3: Relationship marketing has a significant effect on customer loyalty**

### Service Quality Relationship with Customer Loyalty

According to research conducted by [27] states that service quality is an attitude and behavior of a person in providing services in accordance with the needs, desires and expectations of the customers being served. Better service quality can increase customer satisfaction and customer loyalty.

**H4: Service quality has a significant effect on customer loyalty**

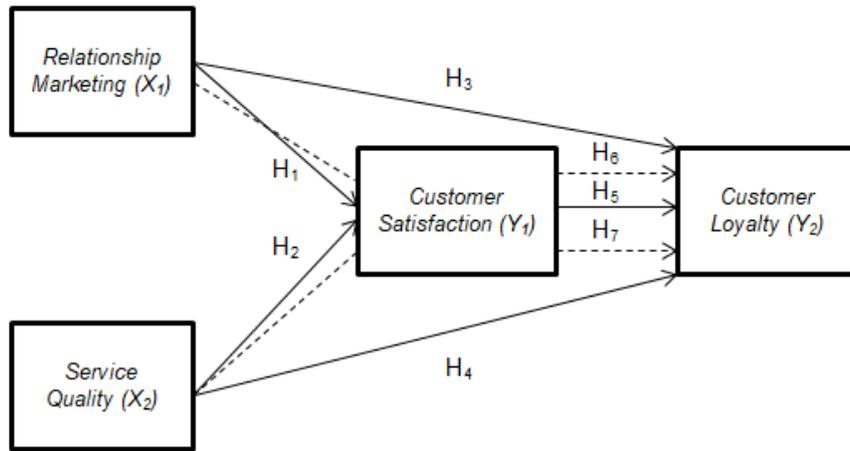
### Customer Satisfaction with Customer Loyalty

Customer satisfaction is one of the main elements in an effort to retain existing customers or as an effort to attract new customers. Research conducted by [28] explained that satisfaction is often seen as the basis for the emergence of loyalty. Research conducted [29] prove that there is a positive and significant influence between customer satisfaction and customer loyalty.

**H5: Customer satisfaction has a significant effect on customer loyalty**

## CONCEPTUAL FRAMEWORK

The conceptual framework in this study is as follows:



**Fig-1: Conceptual Framework**

**METHODOLOGY**

**Types and Sources of Data**

The exogenous variables in this study are relationship marketing (X<sub>1</sub>), service quality (X<sub>2</sub>) and the dependent variable is customer satisfaction (Y<sub>1</sub>) and customer loyalty (Y<sub>2</sub>). The population in this study were customers of the Bank BTPN Mitra Bisnis Kalimantan segment from 5 branch offices in

Kalimantan regional offices, namely Samarinda, Balikpapan, Banjarmasin and Pontianak. The sample in this study were 100 respondents who felt that they were sufficient to represent the population.

**Variable Measurement**

The following are the indicators used in this study:

**Table-2: Research Variables**

No.	Variable	Variable Definitions	Indicator
1.	Relationship Marketing (X <sub>1</sub> )	Marketing methods or efforts to increase long-term growth or profit and customer satisfaction	Trust. Commitment. Communication. Troubleshooting.
2.	Service Quality (X <sub>2</sub> )	Activities or activities carried out by employees to provide maximum service to customers or customers	Tangibles. Reliability. Responsibility. Assurance. Emphaty.
3.	Customer Satisfaction (Y <sub>1</sub> )	Customer satisfaction with the performance provided by Bank BTPN	Satisfaction with interest rates on loans. Feelings of satisfaction with products and services. Feelings of satisfaction with the professional relationship of employees.
4.	Customer Loyalty (Y <sub>2</sub> )	The results achieved were able to keep customers loyal to Bank BTPN	Say positive thing. Recommmed friends. Continues purchasing.

**Source:** Data processed, 2020

**RESULTS AND DISCUSSION**

**Validity test**

Based on the research results from the questionnaire distributed to 100 respondents to the customers of the Mitra Bisnis segment of Bank BTPN

Kalimantan, it can be seen that the results of SPSS 24 data processing show that the r-results of all variables are greater than r-table which can be seen in Table-3 below:

**Table-3: Validity Test Results**

Variable	Item	Validity		
		R Count	R Tabel	Information
Customer Satisfaction ( $Y_1$ )	Y1.1	0.942	0,195	Valid
	Y1.2	0.864	0,195	Valid
Customer loyalty ( $Y_2$ )	Y2.1	0.820	0,195	Valid
	Y2.2	0.887	0,195	Valid
	Y2.3	0.826	0,195	Valid
Relationship marketing ( $X_1$ )	X1.1	0.750	0,195	Valid
	X1.2	0.842	0,195	Valid
	X1.3	0.831	0,195	Valid
	X1.4	0.862	0,195	Valid
Service quality ( $X_2$ )	X2.1	0.730	0,195	Valid
	X2.2	0.873	0,195	Valid
	X2.3	0.782	0,195	Valid
	X2.4	0.852	0,195	Valid
	X2.5	0.782	0,195	Valid

Source: Data processed, 2020 (SPSS Output 24)

Based on the results of the validity test in Table-3, it can be seen that the research validity test with each question item gets a calculated r value greater than r table 0.195. Thus it can be concluded that the questionnaire on each indicator in the variables that have been distributed in the study is a valid category that can then be used in research.

### Reliability Test

Based on the results of the research from the questionnaire distributed to 100 respondents to the customers of the Mitra Bisnis segment of Bank BTPN Kalimantan, it can be seen that the results of SPSS 24 data processing show that the cronbach's alpha of all variables is greater than the minimum number 0.6 which can be seen in table-4 below:

**Table-4: Reliability Test**

Variable	Reliability	
	Cronbach's Alpha	Information
Customer Satisfaction ( $Y_1$ )	.746	Reliabel
Customer loyalty ( $Y_2$ )	.799	Reliabel
Relationship marketing ( $X_1$ )	.840	Reliabel
Service quality ( $X_2$ )	.847	Reliabel

Source: Data processed, 2020 (SPSS Output 24)

Based on the results of the validity test in Table-4, it can be seen that the reliability test of Cronbach's alpha results is greater than the minimum number, namely 0.6. Thus it can be concluded that the questionnaire on each indicator in the variables that have been distributed in the study is a reliable category and can then be used in research.

### Classic Assumption Test

Before testing the hypothesis using multiple linear regression, there is a classic assumption test that

must be met so that the conclusions of the regression are not biased, namely:

#### 1. Normality Test

Data normality test is conducted to test whether in the regression model confounding variables or residuals are normally distributed. The normality test in this study used the Kolmogorov Smirnov one-sample test with the montecarlo approach. Data is normally distributed if it has a significance value greater than 0.05. The following are the results of the normality test in this study:

**Table-5: Normality Test**

	N	Test Statistic	Monte Carlo (Sig-2 tailed)	Information
Model 1	100	0.111	0.161	Normal
Model 2	100	0.143	0.031	Abnormal

Source: Data processed, 2020 (SPSS Output 24)

In the data normality test results in table-5, it can be seen that the data distribution in model 2 is not normal. This can be seen at the significance value

which is below the alpha value of 0.05 ( $0.031 < 0.05$ ). To overcome the abnormal distribution of the data, it is necessary to make efforts to outlier data. In this study, a

case diagnostic method was used to see data indicated as outliers.

**Table-6: Normality Test After Elimination Outlier**

	N	Test Statistic	Monte Carlo (Sig-2 tailed)	Information
Model 1	99	0.113	0.152	Normal
Model 2	99	0.130	0.069	Normal

Source: Data processed, 2020 (SPSS Output 24)

The results of the one-sample Kolmogorov Smirnov normality test after eliminating outliers in table-6 show that the significance value in model 1 is 0.152 ( $0.152 > 0.05$ ) and model 2 is 0.069 ( $0.069 > 0.05$ ). The significance value is greater than the alpha level of 0.05. Thus it can be concluded that the observation data is normally distributed so that it can be tested with further parametric statistics.

## 2. Multicollinearity Test

The multicollinearity test aims to determine whether in the regression model there is a correlation between exogenous variables. A good regression model does not have multicollinearity problems. To see whether or not a multicollinearity problem can be seen in the following table:

**Table-7: Multicollinearity Test Model 1**

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
Relationship Marketing	0.429	2.331	Multicollinearity Free
Service Quality	0.429	2.331	Multicollinearity Free

Source: Data processed, 2020 (SPSS Output 24)

**Table-8: Multicollinearity Test Model 2**

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
Relationship Marketing	0.335	2.981	Multicollinearity Free
Service Quality	0.418	2.390	Multicollinearity Free
Customer Satisfaction	0.499	2.005	

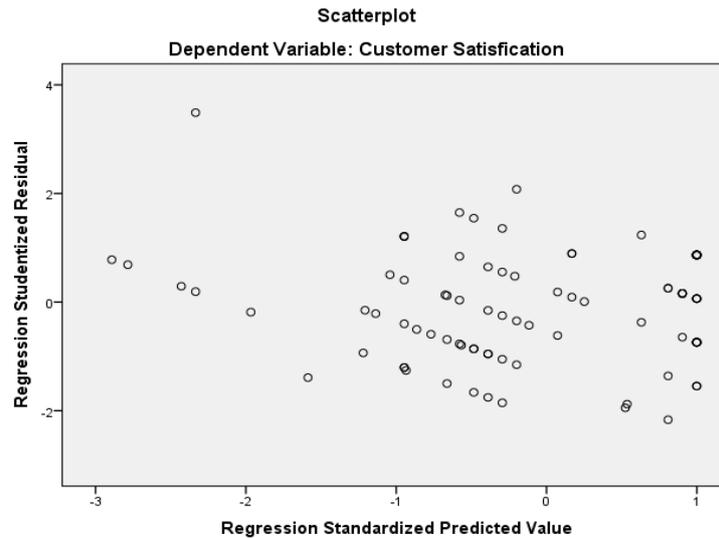
Source: Data processed, 2020 (SPSS Output 24)

Based on the results of the multicollinearity test that has been carried out in models 1 and 2 in Table 7 and 8 can be seen that the VIF value of each exogenous variable is below the value 10 ( $VIF < 10$ ). Thus it can be interpreted that there is no multicollinearity problem between exogenous variables in model 1 and model 2 in this study.

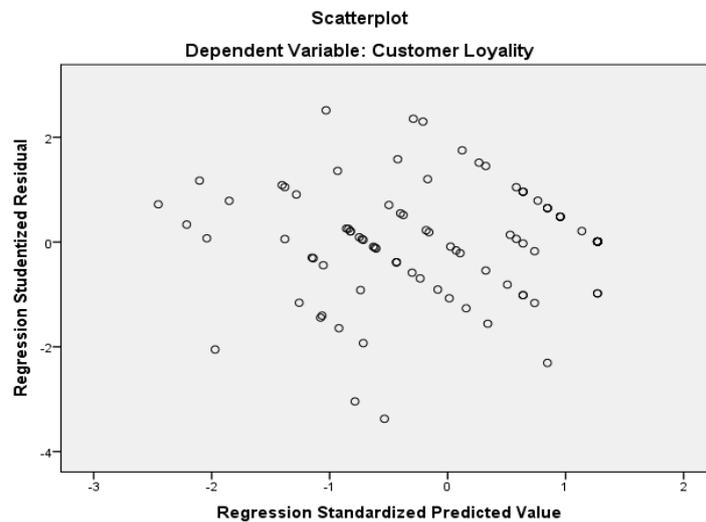
## 3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of

variance from the residuals of one observation to another. If the residual variance from one observation to another is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. Heteroscedasticity testing in this study uses a scatterplot. With the provision that there is no heteroscedasticity problem if the data is spread randomly and does not form a certain pattern. The following are the results of the heteroscedasticity test in this study:



**Fig-2: Scatterplot in Model 1**



**Fig-3: Scatterplot in Model 2**

Based on Figure 2 and 3 on the heteroscedasticity test using the scatterplot in model 1 and model 2, the results of the analysis show that the data points spread evenly on the right and left, above and below or around the zero value or the Y axis and do not form certain patterns. These results indicate that there is no heteroscedasticity problem in model 1 and model 2 used in this study.

**Model Feasibility Test (F Test)**

Model feasibility test (F test) is used to measure the goodness of fit of the regression equation. Testing the feasibility of the model in this study was carried out using a confidence level of 95%. Testing the feasibility of the model in this study was carried out by looking at the significance value, the model is said to be feasible if it has a significance value less than 0.05 (sig <0.05). The following are the results of the feasibility test of the model in this study:

**Table-9: F test**

	<b>F-Statistic</b>	<b>Sig.</b>	<b>Information</b>
Model 1	48.219	0.000	Significant
Model 2	72.436	0.000	Significant

**Source:** Data processed, 2020 (SPSS Output 24)

Based on Table-9, the F test results obtained a significance level of 0.000 in model 1 and model 2. Where the value is less than the alpha level of 0.05 (0.000 <0.05). Based on these results, it can be concluded that the entire model shows a fit model.

**Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination is used to measure the ability of exogenous variables to explain endogenous variables. The greater the coefficient of determination, the stronger the ability of the exogenous variables to explain the endogenous variables. The following is the coefficient of determination in this study:

**Table-10: Coefficient of Determination (R<sup>2</sup>)**

	R-Square	Adjusted R Square
Model 1	0.501	0.491
Model 2	0.696	0.686

Source: Data processed, 2020 (SPSS Output 24)

Based on the results of the analysis in table-10, it can be seen that the coefficient of determination (adjusted r square) in model 1 is 0.491 and model 2 is 0.686.

1. Model 1. This means that customer satisfaction is influenced by relationship marketing and service quality by 49.1% while the rest is influenced by other variables that are not used in this research model.
2. Model 2. This means that customer loyalty is influenced by relationship marketing, service quality and customer satisfaction by 68.6% while the rest is influenced by other variables that are not used in this research model.

### Hypothesis testing

The t test is used to partially test the effect of exogenous variables on endogenous variables. The test was carried out by comparing the significance value with an alpha of 0.05 (5%). The following is the calculation result based on the SPSS 24 output.

**Table-11: Hypothesis Test Model 1**

	B	t-statistic	Sig.	Information
Intercept	-3.200	2.74	0.007	
X1 => Y1	0.458	5.174	0.000	Significant
X2 => Y1	0.118	1.557	0.123	Not significant

Notes: Dependen Variable Customer Satisfaction

Source: Data processed, 2020 (SPSS Output 24)

**Table-12: Hypothesis Test Model 1**

	B	t-statistic	Sig.	Information
Intercept	1,978	1,997	0,049	
X1 => Y2	0,202	2,470	0,015	Significant
X2 => Y2	0,166	2,643	0,010	Significant
Y1 => Y2	0,482	5,782	0,000	Significant

Notes: Dependen Variable Customer Loyalty

Source: Data processed, 2020 (SPSS Output 24)

**Table-13: Indirect Effect Test**

	std.error	t-statistic	Sig.	Information
X1=>Y1=>Y2	0,057	3,851	0,0001	Significant
X2=>Y1=>Y2	0,037	1,499	0,1336	Not Significant

Source: Data processed, 2020 (SPSS Output 24)

Based on Table-13 above, the results of the indirect effect test can be interpreted as follows:

1. The relationship marketing variable (X1) has a significance level of 0.0001. This value is less than the 5% alpha level (0.001 < 0.05). This means that the relationship marketing variable (X1) has an indirect effect on customer loyalty (Y2) through the customer satisfaction variable (Y1).
2. The service quality variable (X2) has a significance level of 0.1336 this value is greater than the 5% alpha level (0.1336 > 0.05). This means that the service quality variable (X2) has no indirect effect on customer loyalty (Y2) through the customer satisfaction variable (Y1).

Based on Table 11 and 12, it can be seen the results of hypothesis testing in this study. The interpretation of the results of hypothesis testing is as follows:

1. The relationship marketing variable (X1) has a significance level of 0.000. This value is smaller than the alpha level of 5% (0.000 < 0.05) and the positive regression coefficient is 0.458. This means that the relationship marketing variable (X1) partially has a significant positive effect on customer satisfaction (Y1). Model 1.
2. The service quality variable (X2) has a significance level of 0.123. this value is greater than the alpha level of 5% (0.123 > 0.05) and a positive regression coefficient of 0.118. This means that the service quality variable (X2) partially has a positive and insignificant effect on customer satisfaction (Y1). Model 1.
3. The relationship marketing variable (X1) has a significance level of 0.015. This value is smaller than the alpha level of 5% (0.015 < 0.05) and a positive regression coefficient of 0.202. This means that the relationship marketing variable (X1) partially has a significant positive effect on customer loyalty (Y2). Model 2.
4. The service quality variable (X2) has a significance level of 0.010. This value is less than the alpha level of 5% (0.010 < 0.05) and the positive regression coefficient is 0.166. This means that the service quality variable (X2) partially has a significant positive effect on customer loyalty (Y2). Model 2.
5. The customer satisfaction variable (Y1) has a significance level of 0.000. This value is less than the 5% alpha level (0.000 < 0.05) and the positive regression coefficient is 0.482. This means that the variable customer satisfaction (Y1) partially has a significant positive effect on customer loyalty (Y2). Model 2.

Next, the indirect effect test is carried out. Tests were carried out by comparing the significance value with alpha of 5% (0.05). The following is the calculation result based on the output of SPSS 24:

## CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis that have been stated, the following conclusions can be drawn:

1. Relationship marketing which consists of trust, commitment, communication and handling of complaints / conflicts has been proven to have a positive and significant effect on customer satisfaction in the Mitra Bisnis segment of Bank BTPN Kalimantan.
2. Relationship marketing which consists of trust, commitment, communication and handling of complaints / conflicts has been proven to have a positive and significant effect on customer loyalty in the Mitra Bisnis segment of Bank BTPN Kalimantan.
3. Service Quality, which consists of concrete evidence, reliability, responsiveness, assurance and empathy, has so far proven to have a positive and insignificant effect on customer satisfaction in the Mitra Bisnis segment of Bank BTPN Kalimantan.
4. Service Quality, which consists of concrete evidence, reliability, responsiveness, assurance and empathy, has been proven to have a positive and significant effect on customer loyalty in the Mitra Bisnis segment of Bank BTPN Kalimantan.
5. Customer Satisfaction, which consists of loan interest rates, quality of products and services and quality of professional relationships between Bank BTPN employees and customers, has been proven to have a positive and significant effect on customer loyalty in the Mitra Bisnis segment of Bank BTPN Kalimantan.
6. Relationship Marketing has been proven to have a positive and significant effect on customer loyalty through customer satisfaction in the Mitra Bisnis segment of Bank BTPN Kalimantan.
7. Service Quality has been proven to have a positive and insignificant effect on customer loyalty through customer satisfaction in the Mitra Bisnis segment of Bank BTPN Kalimantan.
8. The results of analysis and testing of relationship marketing variables and service quality on customer satisfaction and customer loyalty are proven to have a positive and significant effect, resulting in a decrease in lending portfolios in 2019 and a decrease in the number of customers and portfolios lending in 2020 was caused by several other factors, such as the level of competition between banks which was increasingly aggressive and competitive, a decline in the commodity sector in Kalimantan which affected other business sectors and a significant decrease in loan principal / run-off due to the large amount of facilities in the form of installment loans. Term / regular PAB and PAB ABF as well as the Covid 19 outbreak / pandemic that has hit Indonesia since early March 2020 and continues until now.

Based on the results of the analysis that has been concluded, some suggestions that can be given based on the results of this study are as follows:

1. Customer satisfaction and loyalty in the Mitra Bisnis segment of Bank BTPN Kalimantan can be maintained and improved if the employees who are directly involved in the relationship process can continue to maintain and increase the trust of customers, especially with honest attitudes and behaviors. Carry out their duties and responsibilities. For this reason, every employee of Bank BTPN must continue to have an understanding, awareness and practice these honest attitudes and behaviors and the institution / Bank BTPN must also continue to promote programs, activities and work rules related to employee honesty, such as the implementation of Zero Tolerance for Fraud, Entertainment & Gift Policy, Whistle Blower that is firm, disciplined and well-monitored and the implementation of Quality Assurance that is more comprehensive, relevant and capable of improving operational processes and providing loan or credit facilities.
2. Carry out commitments or promises to support the business needs of customers as well as possible in order to maintain the quality of professional relationships between customers with the Mitra Bisnis segment of Bank BTPN Kalimantan. Thus, customers will always inform positive things about Bank BTPN, are willing to recommend Bank BTPN to other parties and their families and will continue to use its products and services to meet business needs and banking transactions.
3. Provide accurate and fast information related to products and services so that customers are able to carry out their work plans and programs on time and in accordance with their expectations. This will provide its own advantages for customers, especially in the era of information and digitalization that is getting faster and more sophisticated and competition is getting heavier and more fierce so that accurate and fast information will play an important role in speed of business decision making and ability / endurance customers to continue running their business activities.
4. Giving sincere attention and handling to any complaints, conflicts and problems faced by customers related to developments and business conditions as well as in relation to employees, Bank BTPN institutions and other parties as well as banking policies so that customers and Bank BTPN can get the best solution for complaints, conflicts and problems. In the context of handling complaints, conflicts and customer problems, Bank BTPN needs to utilize and create a Communication Center that specifically handles every complaint, conflict and problem in the form of telephone lines, internet media and social media which are directly connected between area, regional offices and head

- offices so that they are able to respond and provide fast and precise solutions.
5. In the conditions of the Covid-19 pandemic that has hit the world, including Indonesia, which appeared for the first time in early March 2020 to date, has resulted in a very negative and bad impact on the business development of most banking customers in Indonesia, including customers in the Mitra Bisnis segment of Bank BTPN Kalimantan, thus affecting the level of the ability of customers to meet their loan repayment obligations. This of course also has an impact on the ability of customers to invest or develop their business. From the government and the central bank, Indonesia has taken strategic and systematic steps with the issuance of several regulations to overcome, anticipate and even improve this condition with the issuance of several regulations such as POJK 11, POJK 48, PEN and so on as well as cooperation with other countries in the field monetary policy in the context of improving the Indonesian economy. For this reason, Bank BTPN needs to take strategic and systematic steps as well as for its customers by supporting and implementing Government / Ministry of Finance and Bank Indonesia policies in the context of restoring the customer business so as to help business development and maintain Bank BTPN health ratios including the Mitra Bisnis segment of Bank BTPN Kalimantan.
  6. Providing excellent service quality in the form of physical buildings / office buildings that are clean, comfortable and adequate for conducting banking transactions, accurate and thorough services including the implementation of the Bank BTPN Daya Program tailored to the needs of customers, alert employees and always ready to help, the ability of Bank BTPN employees who are professional and well trained and able to give sincere attention to every need and complaint of customers are important aspects of service quality that will be able to provide a level of customer satisfaction so that in the future, customers will continue to be even more loyal to the BTPN bank.
  7. Accomodating and giving sincere attention to any factors that affect the level of customer satisfaction with Bank BTPN such as competitive interest rates or still acceptable to customers, quality of products and services that support the business needs of customers and a harmonious and mutually beneficial professional relationship between customers with employees and Bank BTPN, in this case the Mitra Bisnis segment of Bank BTPN Kalimantan, so that a relationship is mutually binding to one another (engagement). Thus, Bank BTPN becomes the bank of choice and even becomes the top of mind / which always comes first for customers to meet their business needs and banking transactions and customers will be happy and proud to provide recommendations to their business partners to become customers.
  8. In the current era of the industrial revolution 4.0 and even some countries are getting ready to enter the era of industrial revolution 5.0 where the development and utilization of computer, internet, digital and robotics technology is increasingly massive and influences technological developments in all fields including the fields of communication, information, processing large amounts of Big Data whose utilization reaches the business and finance sectors including banking or better known as Internet Of Things and Artificial Intelligence, is also in accordance with Bank BTPN's vision to become a bank with the support of digital technology. Bank BTPN must use all forms of technological advancement agile, adaptive and flexible (Agile) and with the mindset of its employees who are also agile in order to improve relationship marketing and service quality so as to provide satisfaction. For customers so that in the end the customer will always be bound and loyal to Bank BTPN.
  9. Bank BTPN is a bank whose majority share ownership is mostly held by the Sumitomo Mitsui Banking Corporation, which is one of the largest financial institutions in the world, globally and is systemic, hence banking practices are sound and comply with compliance standards and procedures. Good corporate governance that has also been implemented in other countries is a must in practicing relationship marketing and service quality with better development, adjusted to general practices that have been applicable in Indonesia and adapted to corporate culture to produce a business policies and other policies that are agile, adaptive and flexible.

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