The Influence of Implementing Customer Relationship Management on Corporate Sustainability with Eco-Friendly Marketing as Mediating Variable

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Abstract. *The purpose of the study is to investigate the influence of customer relationship management on eco-friendly marketing, customer relationship management on corporate sustainability, eco-friendly marketing on corporate sustainability, and customer relationship management on corporate sustainability through eco-friendly marketing. This research uses purposive sampling method in sample selection. The sample used is retail companies in Makassar City, South Sulawesi. Total Sample is 84 respondents. The data collection method used is survey with questionnaire. The analysis techniques used is path analysis. The results show that customer relationship management has a positive and significant impact on eco-friendly marketing, customer relationship management has a positive and significant impact on corporate sustainability, eco-friendly marketing has a positive and significant impact on corporate sustainability, and eco-friendly marketing mediates the effect of customer relationship management on the corporate sustainability.*

Keywords: Customer Relationship Management, Eco-Friendly Marketing, Corporate Sustainability

Introduction

The management is thinking about how to survive in the era of global competition. This is done because management wants the corporate to continue to operate and survive. Companies need to make changes consistently to keep up with the times in order to continue and to survive (Fadhillah, 2020). Entrepreneurship and the integration of sustainability are important as considerations for the early stages of a new business (Bocken, 2015).

Corporate sustainability can be explained by its achievement through stakeholder theory in which the ability of corporate management to meet the wishes of stakeholders, including management and employees, can result in a balanced relationship between stakeholders and corporate goals (Freeman, 1984). The balance of this relationship can be formed by adjusting the corporate's goals that prioritize all aspects of sustainability simultaneously, namely economic, social, and environmental. The economic aspect is the first achievement in the corporate's sustainability. Market performance as an important indicator in reflecting the outcome of efforts to maintain the brand by providing an appropriate estimate based on the established strategy (Vesal et al., 2020). Management capabilities in the form of skills in predicting trends and customer needs are a challenge for companies to achieve the desired profitability (Maziriri and Chinomona, 2016).

Social sustainability is not only seen from social aspects that are directly observed such as social activities carried out by companies, but with a broader direction in the form of evaluating the interests of customers, employees, and companies (Lee et al., 2019). This aspect specifically agrees on the decisions taken by the corporate regarding the treatment of its employees, customers, and other stakeholders, as well as the corporate's way of proactively controlling the impact of its decisions.

Pollution and consumption of various resources have increased accompanied by a climax change towards concentration on addressing environmental challenges (Albino et al., 2012). One of the major environmental problems is the accumulation of plastic waste in the world which is estimated to reach 710 million tons by 2040 (Cnnindonesia, 2020). Environmental sustainability when observed from a business perspective focuses on pollution prevention, waste minimization, and reduction of energy and raw material consumption, which aims to reduce losses that may be caused by the corporate's activities related to the environment (Antolin et al., 2016).

Eco-friendly marketing (EFM) is becoming often applied to all business fields (Duffet et al., 2018). The corporate made several adjustments to support this environmentally strategy. Situmorang (2011) stated that several companies such as Yogya Supermarket do eco-friendly marketing by providing organic shopping plastic bags which will be destroyed in 2 years, Supermarket Superindo also supports this environmentally friendly marketing by selling organic fruits and vegetables. The implementation of this strategy can reduce the negative effects, especially plastic waste and the use of chemicals for the environmental sector. Alfamart conducts environmentally friendly marketing by implementing a paid plastic bag program and an e-receipt system (Alfamart, 2020). The implementation of this strategy has an impact on increasing net income in 2019 at Alfamart by 9.17% from the previous year (Alfaruq, 2020).

Customer Relationship Management (CRM) as an innovative technology that can improve customer satisfaction, loyalty, and profitability by developing and maintaining effective customer relationships and stakeholder interactions. CRM assessment is not only related to capabilities, but from a broader perspective, namely organizational commitment, customer experience, process-based approach, reliability, and technology orientation (Padmavathy et al., 2012). CRM can identify potential customers, improve communication with customers, and also determine the right product offerings to customers through customer reviews.

The motivation for doing this research is that researcher wants to support eco-friendly marketing by retail companies as a new orientation of customer relationship management. Environmental care is not only the responsibility of the corporate, but also the responsibility of all stakeholders. This research is expected to provide useful results for those in need, especially companies that are in the greenest stage.

The purpose of the study is to investigate the influence of customer relationship

management on eco-friendly marketing, customer relationship management on corporate sustainability, eco-friendly marketing on corporate sustainability, and customer relationship management on corporate sustainability through eco-friendly marketing. The difference and development of this research with previous research is the object of research by Vesal et al. (2020) on B2B (Business to Business) companies while this research is on B2C (Business to Consumer) companies so that it can focus on assessing the impact resulting from customer loyalty, satisfaction, and retention, as well as increasing sales. In addition, previous research focused the dependent variable separately on achieving sustainability from a social perspective (Lee et al., 2019) and achieving sustainability from an economic and environmental perspective (Vesal et al., 2020), while this study focuses on achieving sustainability in terms of social, economic, and environmental in accordance with the concept of sustainability. The selection of a retail corporate as the object of research is because this type of corporate is the closest corporate in meeting primary needs that is easily accessible to the public and as a B2C (Business to Consumer) corporate that is strongly related to the independent variables of this study.

Research Methods

Conceptual Framework and Hypothesis Development

CRM as a management strategy to find out the mindset and desires of customers. EFM exists as a strategy that responds to customer interest in the environment. Increased sales and the number of consumers are more on environmentally friendly products even when product prices are higher (Holbrook, 2019). Usadi et al. (2014) shows that knowledge about the environment has a significant positive effect on the purchase intention of green products. The success of this CRM is evidence that management has worked well in implementing strategies to foster relationships both between customers and between employees and customers. EFM as marketing that supports environmental care that is supported by customers with purchasing eco-friendly products. Based on the results of previous studies and the theory that relates the variables, a hypothesis can be formed that explains the variables:

H1: Customer relationship management has a significant influence on eco-friendly marketing

Good CRM implementation can have an impact on improving employee performance, customer loyalty, and social relations between companies and customers. In addition, increased sales as a result of good relations with customers related to the existence of retail companies that are easily accessible to the public can affect the achievement of the corporate's financial performance. Ali (2013) shows that CRM has a strong influence on brand image that can maintain relationships with consumers for a long period of time. Customer relationship development results in an understanding of the customer and his adjustment to the corporate's

ability to meet customer needs and wants. When the balance point is reached, where the corporate can identify customer desires, provide understanding to customers about the importance of environmental sustainability, and obtain results in the form of customer responses, then the corporate and customers can fulfill their desires together. Based on the results of previous studies and the theory that relates the variables, a hypothesis can be formed that explains the relationship between the variables:

H2: Customer relationship management has a significant influence on the corporate sustainability

EFM is supported by the community which can be seen through the choice to buy environmentally friendly products even though the prices are higher (Holbrook, 2019). This is due to the community's support for environmentally friendly products through their purchase and awareness that can help achieve the corporate sustainability. Setiaji (2014) shows that the green marketing strategy has a significant influence on the quality of the environment (environmental sustainability) and also the green marketing strategy has a significant influence on the corporate's profitability (economic sustainability). EFM influences the corporate sustainability through customer interest in environmentally friendly products. Then, as an impact it will affect the corporate's financial performance which has an impact on the economic aspects of the corporate. In addition, social aspects can be explained through customer understanding and corporate concerns regarding eco-friendly products and strategies. Based on the results of previous studies and the theory that relates the variables, a hypothesis can be formed that explains the relationship between the variables:

H3: Eco-friendly marketing has a significant effect on corporate sustainability

EFM provides guidance on customer understanding on the importance of preserving the environment such as the paid plastic bag system by retails. The corporate produces environmentally friendly products with the main goal of satisfying customer needs and desires as a way for the corporate to reduce environmental damage (Chauhan and Bhagat, 2017). While the implementation of CRM focuses on sustainability on economic and social aspects, the presence of EFM can focus more on achieving sustainability in all aspects, both economic, social, and environmental. Vesal et al. (2020) show that the strengths and capabilities of CRM provide a positive relationship between environmental sustainability practices and brand image. The CRM element in this study only focuses on the corporate's brand image because the research was conducted on B2B companies, while theoretically CRM focuses on customer loyalty, satisfaction, and retention. The mediation role of EFM has a wider influence on other stakeholders, namely local communities whose existence is close to retail companies and can potentially become corporate customers. Based on the results of previous studies and the theory that relates the variables, a hypothesis can be formed that explains the relationship between the

variables:

H4: Eco-friendly marketing mediates the effect of customer relationship management on corporate sustainability

Research Design

The population in this study are retail companies with a modern concept (eg minimarkets, tenants or supermarkets). The sample used in this study is a retail companies that located in Makassar City, South Sulawesi Province. The criteria for selecting the sample are retail stores with modern concepts that run EFM (applied the paid plastic bags, the use of cloth/paper shopping bags, and products with environmentally friendly materials). The unit of analysis is the individual, namely the chief of store or retail store staff. The type of data used in this study is subject data, in the form of values or scores given by respondents to questions or statements in the questionnaire. Sources of data used in this study is primary data, in the form of data collected from respondents.

The independent variable in this study is customer relationship management (CRM), which is a strategy that recognizes customers as a core part of the business and the corporate's success in managing customer relationships (Turban et al., 2004). The CRM measuring tool uses an instrument developed by Vorhles and Morgan (2005) with 6 related items. This measuring instrument was also used in the research of Vesal et al. (2020).

The mediating variable in this study is eco-friendly marketing (EFM), namely marketing that shows how green the corporate's activities are in protecting the environment (Grant, 2008). The EFM measuring instrument developed by Singh et al. (2011) with 5 items. This measuring instrument was also used in the research of Duffet et al. (2018).

The dependent variable in this study is corporate sustainability, namely the achievement desired by a business in order to survive in the era of global competition. Corporate sustainability can be measured in the social, economic, and environmental fields. The measurement tool for corporate sustainability in the economic field uses an instrument with market performance indicators (3 items) by Vorhles and Morgan (2005). The measurement tool for the corporate's sustainability in the social sector uses an instrument with an employee outcomes indicator by Zablah et al. (2012) as many as 2 items, customer outcomes by Vorhles and Morgan (2005) as many as 3 items and Shin et al. (2015) as many as 3 items, and organizational outcomes by Zhang (2010) as many as 1 item and Tajeddini (2011) as many as 8 items. The measuring instrument for the corporate's sustainability in the environmental field uses an instrument with indicators of environmental attitudes (5 items) by Morgan et al. (2009). This measuring instrument is also used in several studies, namely, Lee et al. (2019) and Vesal et al. (2020). The scale format for the indicators are a Likert scale (1) strongly disagree to (5) strongly agree.

Result and Discussion

Path analysis method is an expansion analysis of multiple linear regression analysis which is used to estimate causality between variables that have been determined previously based on theory. The results of SPSS processing produce a path diagram which is presented in Figure 1.
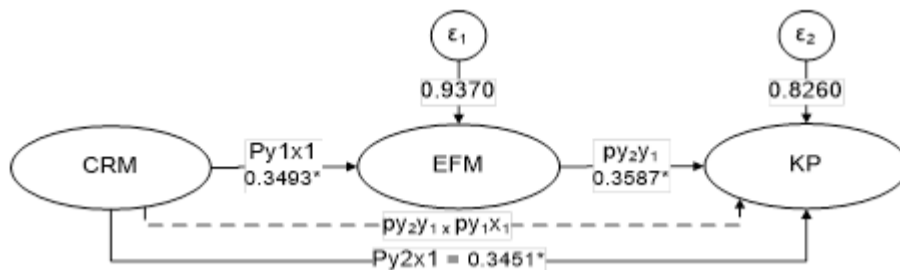

Figure 1. Path Diagram

Based on the results of the path analysis presented in Figure 1, it can be explained: 1) The influence of the CRM variable on EFM produces a path coefficient value of 0.3493 with a significance of 0.0011. Thus, it can be said that CRM has a positive and significant effect on EFM. This means that an increase in CRM implementation tends to increase EFM. 2) The influence of CRM on corporate sustainability produces a path coefficient value of 0.3587 with a significance of 0.0004. Thus, it can be said that CRM has a positive and significant effect on corporate sustainability. This means that an increase in CRM implementation tends to increase corporate sustainability. 3) The effect of EFM on corporate sustainability produces a path coefficient value of 0.3451 with a significance of 0.0006. Thus, it can be said that EFM has a positive and significant effect on corporate sustainability. This means that increasing EFM implementation tends to increase corporate sustainability.

Table 1. Sobel Test Result

Variable Combination	Estimated Value	Std. Error	P Value
CRM → KP (Via EFM)	0.4688;1.1475	0.1389;0.3217	0.0142

Source: Processed Data (2021)

Based on the results of the Sobel test which has been presented in table 1, it shows that the influence of CRM on corporate sustainability through EFM has a probability value of 0.0142. In the analysis of the indirect effect on the equation of Sub-structure 1, the CRM variable on EFM has a significance of 0.0011 and in the equation of Sub-structure 2 the EFM variable on corporate sustainability has a significance of 0.0006. Thus, it can be said that the EFM variable mediates the influence of CRM on corporate sustainability. Therefore, H4 which states that EFM mediates the effect of CRM on corporate sustainability is accepted. The type of mediation that can explain the mediation that occurs in the variables of this study is partial mediation (Little et al, 2007). This is because without the EFM variable, the CRM variable is able to directly affect the corporate sustainability variable.

The Influence of Customer Relationship Management on Eco-Friendly Marketing

Based on the results of the path analysis, the path coefficient value is 0.3493 with a significance of 0.0011. This value means that the application of CRM has a positive and significant impact on EFM. Thus, it can be said that the greater the implementation of CRM, it can increase EFM as well. CRM as a management strategy to find out the mindset and desires of customers. Maintaining relationships with potential customers encourages companies to get to know and be able to provide information about products and services (eg online service) and get feedback from potential customers. Increased sales and the number of consumers are more on environmentally friendly products even when product prices are higher (Holbrook, 2019).

The focus of the retail is the sale of products with environmentally friendly brands and communication efforts about protecting the environment. This finding is consistent with stakeholder theory which states that the success of CRM can be judged through good relationships with customers because the corporate has succeeded in knowing the needs and desires of customers (Freeman, 1984). The success of EFM as a marketing that supports environmental care is supported by customers by purchasing environmentally friendly products. This finding is in line with the research conducted by Usadi et al. (2014) shows that knowledge about the environment has a significant positive effect on the purchase intention of green products on Samsung LED TV products in Denpasar City. These results are also in line with the research of Chauhan and Bhagat (2017) on young consumers in India.

The Influence of Customer Relationship Management on Corporate Sustainability

Based on the results of the path analysis, the path coefficient value is 0.3587 with a significance of 0.0004. This value means that the application of CRM has a positive and significant impact on corporate sustainability. Thus, it can be said that the greater the application of CRM, the greater the corporate sustainability. CRM with the aim of recognizing customers helps companies to develop for the better through handling the right strategies to recognize customers. The implementation of CRM that is more focused on potential customers can have an impact on improving employee performance, customer loyalty, and social relations between companies and customers. In addition, increased sales as a result of good relations with customers related to the existence of retail companies/daily necessities that are easily accessible to the public can affect the achievement of the corporate's financial performance.

This finding is consistent with stakeholder theory which states normatively how companies should act to meet customer needs and provide knowledge on the impact of implementing corporate strategies in this case EFM. When the balance point is reached, where the corporate can identify customer desires, provide understanding to customers about the importance of environmental sustainability, and obtain results in the form of customer responses, then the

corporate and customers can fulfill their desires together. This finding is in line with research conducted by Ali (2013) showing that CRM has a strong influence on brand image that can maintain relationships with consumers for a long period of time at PT Excelcomindo Pratama. These results are also in line with Indah and Devie's (2013) research on service companies, Setyalaksana et al. (2017) on GraPARI Telkomsel in Malang City, and Lee et al. (2019) on 400 small and medium enterprises in the service sector in Malaysia. This research is not in line with Pradana's research (2018) at PT FAC Sekuritas Indonesia in Yogyakarta City which shows that CRM has no effect on customer loyalty and satisfaction.

The Influence of Eco-Friendly Marketing on Corporate Sustainability

Based on the results of the path analysis, the path coefficient value is 0.3451 with a significance of 0.0006. This value means that the application of EFM has a positive and significant impact on corporate sustainability. Thus, it can be said that the greater the application of EFM, it can increase the corporate sustainability. EFM as the orientation of the corporate's concern for the environment that is formed through a strategy for environmental preservation. EFM is supported by the community which can be seen through the choice to buy environmentally friendly products even though the prices are higher (Holbrook, 2019). This is due to the community's support for environmentally friendly products through their purchase and awareness that can help achieve the corporate's sustainability.

This finding is consistent with stakeholder theory which states that management requires the ability to share responsibility for environmental care, namely providing knowledge about the environment and customer cooperation to implement it. EFM influences the corporate's sustainability through customer interest in environmentally friendly products. This finding is in line with the research conducted by Rahayu et al. (2013) show that green products have a significant influence on consumer purchasing decisions. Setiaji (2014) shows that the green marketing strategy has a significant influence on the quality of the environment (environmental sustainability) and also the green marketing strategy has a significant influence on the corporate's profitability (economic sustainability).

The Mediation Role of Eco-Friendly Marketing in the Implementation of Customer Relationship Management on Corporate Sustainability

Based on the results of the Sobel test, it shows that the influence of CRM on corporate sustainability through EFM has a probability value of 0.0166. In the analysis of the indirect effect on the equation of Sub-structure 1, the CRM variable on EFM has a significance of 0.0011 and in the equation of Sub-structure 2 the EFM variable on corporate sustainability has a significance of 0.0006. This value means that the application of EFM mediates the influence of CRM on corporate sustainability. EFM provides guidance on customer understanding on the

importance of preserving the environment such as the paid plastic bag system at Carrefour, Circle K, Watson Makassar. The corporate produces environmentally friendly products with the main goal of satisfying customer needs and desires as a way for the corporate to reduce environmental damage (Chauhan and Bhagat, 2017). This application was driven by the CRM implementation that the corporate had previously carried out. This is also done by one corporate, namely The Body Shop, which has held a "Say No to Plastic" campaign since 2013.

This finding is consistent with stakeholder theory which states that normatively the relationship between a corporate and its stakeholders is based on moral commitment, not only focusing on increasing profits but also on the relationship between stakeholders. The mediation role of EFM has a wider influence on other stakeholders, namely local communities whose existence is close to retail companies and can potentially become corporate customers. The expansion of this dimension becomes an added value for the corporate in achieving its sustainability. This finding is in line with the research conducted by Vesal et al. (2020) show that the strengths and capabilities of CRM provide a positive relationship between environmental sustainability practices and brand image. The CRM element in this study only focuses on the corporate's brand image because the research was conducted on B2B companies, while theoretically CRM focuses on customer loyalty, satisfaction, and retention.

Conclusion

Based on the results and discussion, the conclusions drawn from this research are CRM has a positive and significant influence on EFM, meaning that the higher the frequency and quality of CRM implementation, it tends to also increase the implementation of EFM. This is due to the tendency of store managers to pay attention to potential customers through CRM and convey customer interest in the environment through EFM. CRM has a positive and significant influence on corporate sustainability, meaning that the higher the frequency and quality of CRM implementation, the more likely to also increase corporate sustainability. This is due to the focus of CRM implementation that can improve employee performance, customer loyalty, and corporate and customer social relationships. EFM has a positive and significant influence on corporate sustainability, meaning that the higher the frequency and quality for the application of EFM, the more likely it is to increase corporate sustainability. This is due to customer support through EFM on awareness and purchase of environmentally friendly products that can help achieve corporate sustainability. EFM plays a role in mediating the relationship of CRM to the corporate sustainability, meaning that the role of EFM is to bridge the implementation of CRM which will increase the corporate sustainability. This is due to the implementation of CRM which focuses on sustainability on economic and social aspects, the presence of EFM can focus more on achieving sustainability in all aspects, both social, economic, and environmental.

The theoretical implication strengthens stakeholder theory which states that normatively the relationship between a corporate and its stakeholders is based on moral commitment, not only focusing on increasing profits but also on the relationship between stakeholders. The mediation role of EFM has a wider influence on other stakeholders, namely local communities whose existence is close to retail companies and can potentially become corporate customers. The expansion of this dimension becomes an added value for the corporate in achieving its sustainability. The practical implications of providing support for companies, especially retail companies that have run EFM and can also be an encouragement for companies that have not run EFM. For prospective entrepreneurs, this can be used as a reflection when they will enter the business world. The implementation of CRM is a basic thing needed, both for B2B (Business to Business) and B2C (Business to Consumer) companies. Meanwhile, the implementation of EFM has become a trend that is needed to achieve corporate sustainability. For the government or legislature, this research can be used as a consideration in making policies, whether those that have been implemented have just been implemented or are just being planned.

The imperfections of this study resulted in limitations that can be used as a reference for further researchers, namely: the sample is limited to retail companies and the primary data collection through the google form questionnaire is based on the willingness of the respondents so that it does not guarantee that all respondents met are willing to fill out the questionnaire. The existence of research limitations allows and provides new opportunities for further researchers, such as: expanding research or trying to research other types of companies that are quite important such as F&B. Prepare a research cover letter and ask the corporate concerned before the proposal exam with the permission of the supervisor. Considering other variables that may be added to complete the remaining percentage that can affect the CRM, EFM, and corporate sustainability variables. Consider taking data not only from the corporate side anymore, but from the customer side. Make more efforts to improve communication skills so that they can be received well when they want to collect primary data.

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