ANALYSIS OF COOPERATION, ADAPTATION, EXPERTISE, AND COMMUNICATION EFFECTS ON SATISFACTION AND LOYALTY OF TELKOMSEL DISTRIBUTOR PARTNERS IN PADANG BRANCH

ANALISIS PENGARUH KERJASAMA, ADAPTASI, KEAHLIAN, DAN KOMUNIKASI TERHADAP KEPUASAN DAN LOYALITAS MITRA DISTRIBUTOR TELKOMSEL CABANG PADANG

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INFO ARTIKEL	ABSTRAK
	This paper aims to clarify the relationship between cooperation, adaptation, expertise, and communication affecting customer satisfaction and loyalty in B2B environment. We use purposive sampling method and collect primary data: documentation and questionnaire as the media of data collection. The partial least square regression become the technique of analysis to test the probabilities of influences (direct/indirect) to asses the validity and realibility for outer model and structural model. The relationship quality aspects of telecommunication service (communication and expertise) positively related with customer loyalty which is mediated trough customer satisfaction. The study is one of the few empirical investigations into marketing relationship in B2B concept, based on cooperation, adaptation, expertise, communication and examining the mediating effect of customer satisfaction on customer loyalty. This study suggest that in developing country like Indonesia, communicatian on social media and celebrity endorsement more efficient in regional, but in district area we suggest that focus on salesman training (competences) and economy incentive for partners.

ARTICLE INFO	ABSTRACT

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Tulisan ini bertujuan untuk menjelaskan pengaruh hubungan antara kerjasama, adaptasi, keahlian, dan komunikasi dengan kepuasan dan loyalitas pelanggan pada konsep bisnis B2B. Kami menggunakan metode purposive sampling dan mengumpulkan data primer: dokumentasi dan kuesioner sebagai media. Regresi kuadrat terkecil parsial menjadi teknik analisis untuk menguji probabilitas pengaruh (langsung/tidak langsung) dalam menilai validitas dan reliabilitas outer model dan structural model. Aspek kualitas hubungan layanan telekomunikasi (komunikasi dan keahlian) berhubungan positif dengan loyalitas pelanggan yang dimediasi melalui kepuasan pelanggan. Studi ini adalah salah satu dari penyelidikan empiris ke dalam hubungan pemasaran dalam konsep B2B, berdasarkan kerjasama, adaptasi, keahlian, komunikasi dan menguji efek mediasi kepuasan pelanggan pada loyalitas pelanggan. Studi ini menyarankan bahwa di negara berkembang seperti Indonesia, komunikasi di media sosial dan endorsement selebriti lebih efisien di daerah, tetapi di tingkat kabupaten (daerah) kami menyarankan agar fokus pada pelatihan (kompetensi) salesman dan insentif ekonomi untuk mitra.

INTRODUCTION

The existing literature on marketing relationship lacks an integrated investigation that includes the impact of cooperation, adaptation, expertise, and communication on customer satisfaction and customer loyalty as a mediating variable, with the most of literatures dealing in healthcare, tourism, and advertising industry on developed country (Lee et al., 2019; Huang et al., 2019; Aldaihani & Ali, 2019; Vafeas et al., 2018; Kim et al., 2018; Almeida-Santana & Moreno-Gil, 2018; Hussain et al., 2018; Ieva & Ziliani, 2018; Fatima et al., 2018; Dimyati, 2015; Caceres & Paparoidamis, 2007).

Based on the APJII Survey, (2019) and Annual Report of PT Telkom Indonesia Persero Tbk (2018) that Telkomsel is the market leader of Telecommunication service provider in Indonesia (160 millions users) followed by Indosat and Ooredoo as big competitor. Indosat Ooredoo can take market share at any time with more competitive advantage than Telkomsel. In this competitive market condition, classic marketing theories and concepts centered on attracting new customers rather than retaining existing customers are no longer relevant to apply. Therefore, the biggest challenge is the company not only produces satisfied customers but produces loyal customers. Companies are not only able to attracting new customers but they must be smart to retain customers (Kotler & Keller, 2016). The companies can easily win the attention of the customer by providing a lower price or better services. Economic incentives also have a significant role in product decision making (Hussain et al., 2018; Razak, et al., 2016).

When companies can establish relationships with their customers they can learn more about what their customers want and need and tailor their product development and marketing strategies to those customer's needs. These relationships are more likely to be successful and enduring if the quality of the relationship is strong. By entering into relationships sellers hope to gain customer satisfaction and loyalty while buyers look for product quality (Evans & Laskin, 1994; Du et al., 2016; Huang et al., 2019; Lee et al., 2019)

Relations are as much about knowledge and resources imbalances, antagonism, and competition as they are about cooperation, reciprocity, and open knowledge sharing (Kasabov, 2007). The research will be carried out to see extent of cooperation, adaptation, communication, and expertise can affect and direct influence on satisfaction and loyalty in business-to-business. By looking at those dimensions, management can reformulate and develop marketing strategies.

RESEARCH METHODOLOGY
Population and Samples
The population of this study is Telkomsel partners company in district area, the distributor company or outlets that support telkomsel from last 3 years. The technique of sampling data is purposive sampling. Hair (2014) suggests that sample total is at least five times the item total or questionnaire spread. For a reason, the sample size used for this study is 155 repondents from the whole samples.

Research Instrument
This study collected primary data, documentation, and questionnaire as the media of data collection. Documentation is collecting data through files or reports relating to the problem under study, based on result study of Sekaran & Bougie (2013). Data collection techniques through documentation in this study were obtained from performance reports distributor (company partners) the last 3 (three) years. We spread quitionnaire to partners company that coded the data with 5 points Likert Scale. We develop quitionnaire based on previous studies, Leonidou et al. (1998) for cooperation variable, Woo & Ennew (2004) for adaptation, Houston et al. (2006) for expertise, Leonidou et al. (1998) for communication, Woo & Ennew (2004) for satisfaction, and Caceres & Paparoidamis (2007) for loyalty.

Analysis Method
The partial least square regression become the technique of analysis to test the probabilities of influences (direct/indirect) from more than one independent variable towards the dependent variable. We use SmartPLS to asses the validity and realibility for outer model and structural model to evaluate R-square and t-test.

RESULTS AND DISCUSSION
Socio-demographic characteristics
The data show that 47% distributor had been a partner 3-5 years ago, their occupation was government employee (56.77%), their average income was less than 2 million rupiahs (45.8%), their education background was bachelor degree, and aged ≤25 years old (38.7%) based on table 1.

Table 1. Demographic Respondents Characteristic

No.	Category		Freq.	%
1	Age	≤25 years old	60	38.70
		26-30 years old	45	29.03
		31-35 years old	25	16.12
		36-40 years old	22	14.19
		≥40 years old	3	1.93
		Senior high school	65	41.93
2	Education	D3/D4	37	23.87
	Background	S1	53	34.19
		S2	0	0.00
		S3	0	0.00
3	Income	<2,000,000 IDR	71	45.80
		2,500,000-5,000,000 IDR	60	38.71
		5,000,000-7,500,000 IDR	21	13.54
		>7,500,000	3	1.93
4	Occupation	College student	50	32.25
		Government company employee	88	56.77
		Civil servant/military/police	1	0.64
		Housewife	16	10.32
5	Partnership	less than 1 year	22	14.00
	duration	1-3 years	42	27.00
		3-5 years	72	47.00
		more than 5 years	19	12.00
		TOTAL	155	100

Source: Primary Data Processed by SmartPLS (2019)

The index rate answer can be computed with this formula:

$$\text{Index Rate} = \{(\%F1 \times 1) + (\%F2 \times 2) + \cdots + (\%Fn \times n)\}/n$$

Wherein,

N : Total score
% : Respondent frequencies that answer
   n score

Table 2. Convergent Validity

	Adaptation	Communication	Cooperation	Loyalty	Satisfaction	Expertise
A1	0.889					
A2	0.902					
A3	0.914					
A4	0.809					
C1			0.853			
C2			0.845			
C3			0.829			
C4			0.839			
C5			0.814			
E1						0.909
E2						0.911
E3						0.928
E4						0.875
K1		0.888				
K2		0.923				
K3		0.907				
L1				0.882		
L2				0.914		
L3				0.873		
L4				0.907		
L5				0.845		
S1					0.912	
S2					0.939	
S3					0.908	

Source: Primary Data Processed by SmartPLS (2019)

Convergent Validity

Table 2 showed that the indicators of all research variables are valid, because they have met the convergent validity where the loading value of the research instrument > 0.60. This indicated that each instrument of the research variables is correct and can work according to its function.

Discriminant Validity

Based on Table 3, it can be concluded that all variables used in the study are valid, because the value of the square root AVE of each variable is greater than the correlation between other variables

Table 3. Discriminant Validity

	Adaptation	Communication	Cooperation	Loyalty	Satisfaction	Expertise
Adaptation	**0.879**					
Communication	0.701	**0.906**				
Cooperation	0.807	0.697	**0.836**			
Loyalty	0.590	0.801	0.610	**0.884**		
Satisfaction	0.629	0.827	0.645	0.870	**0.920**	
Expertise	0.669	0.729	0.603	0.693	0.704	**0.906**

Source: Primary Data Processed by SmartPLS (2019)

Composite Validity

Based on Table 4, it can be concluded that all the variables in this study are reliable because the composite reliability and cronbach alpha values of each variable > 0.70.

Table 4. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Adaptation	0.902	0.909	0.932	0.773
Communication	0.891	0.894	0.932	0.821
Cooperation	0.892	0.894	0.921	0.699
Loyalty	0.930	0.932	0.947	0.782
Satisfaction	0.909	0.910	0.943	0.846
Expertise	0.927	0.929	0.948	0.821

Source: Primary Data Processed by SmartPLS (2019)

Inner Model

Table 5 showed that R-square value for the loyalty variable is 0.782, loyalty is influenced by cooperation, adaptation, expertise and communication by 0.782 or 78.2%, while the remaining 21.8% is influenced by other factors. And the R-square value of the satisfaction variable is 0.712, cooperation, adaptation, expertise and communication affect satisfaction by 71.2% while the remaining 28.8% is influenced by other factors. The higher the R-square value, the greater the ability of the independent variable in explaining the dependent variable so that the structural equation will be better.

Table 5. Goodness of Fit Test - Inner Model

	R Square	R Square Adjusted
Customer Loyalty	0.782	0.775
Customer Satisfaction	0.712	0.704

Source: Primary Data Processed by SmartPLS (2019)

Hypothesis Test

To test the proposed hypothesis, it can be done using the bootstrapping function on SmartPLS. To accept or reject a hypothesis can be done by looking at the probability value and t-statistics. The hypothesis will be accepted if the t-statistic value> t-table (1.96), and p-value <0.10.

Table 6. Path Coefficient (Direct effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
Adaptation -> Loyalty	-0.061	-0.069	0.078	0.778	0.437
Adaptation -> Satisfaction	-0.044	0.037	0.089	0.491	0.624
Communication -> Loyalty	0.223	0.231	0.094	2.379	0.018
Communication -> Satisfaction	0.623	0.619	0.117	5.321	0.000
Cooperation -> Loyalty	0.034	0.041	0.075	0.448	0.654
Cooperation -> Satisfaction	0.122	0.124	0.082	1.494	0.136
Satisfaction -> Loyalty	0.622	0.614	0.088	7.038	0.000
Expertise -> Loyalty	0.113	0.112	0.065	1.735	0.083
Expertise -> Satisfaction	0.206	0.205	0.112	1.830	0.068

Source: Primary Data Processed by SmartPLS (2019)

Table 6 showed that the direct effect test between the independent variable and the dependent variable. Based on the table above, it can be concluded that the adaptation has a insignificant effect on loyalty, the p-value (0.437) > 0.10. Adaptation has a insignificant effect on satisfaction, the p-value (0.624) > 0.10. Communication has a positive and significant effect on loyalty, the p-value (0.018) < 0.10. Communication has a positive and significant effect on satisfaction, the p-value (0,000) < 0.10. Cooperation has a insignificant effect on loyalty, the p-value (0.654) > 0.10. Cooperation has insignificant effect on satisfaction, the p-value (0.136) > 0.10. Expertise has a positive and significant effect on loyalty, the p-value (0.083) < 0.10. Expertise has positive and significant effect on satisfaction, the p-value (0.068) < 0.10. Satisfaction has a positive and significant effect on loyalty, the p-value (0,000) < 0.10.

Cooperation

Based on table 7, hypothesis 1 and 6 are rejected, where the p-value (0.136) > 0.10 and (0.654) > 0.10. The finding showed that cooperation has a insignificant effect on satisfaction and loyalty, these result is not in line with Caceres & Paparoidamis (2007); Kasabov (2007); Holmlund (2008); Woo et al. (2004); McDonnell et al., (2011); Barrett al. (2013); Cheng et al., (2017) Kim & Kim, 2017; Milosević et al., 2018) Almeida-Santana & Moreno-Gil (2018); Aldaihani & Ali (2019). Du et al. (2016) claims that cooperation has a positive effect on profitability in B2B, provides suggestions for service providers on how to choose partners to extend their market.

Adaptation

Based on table 7, hypothesis 2 and 7 are rejected where the p-value (0.624) > 0.10 and (0.437) > 0.10. The finding showed that adaptation has no effect on satisfaction and loyalty, these result is not in line with Holmlund (2008), Hodge (2014) and Ieva & Ziliani (2018).

This finding reinforce the idea held by Palmatier et al. (2006) and Lee et al., (2019); in B2B relationship marketing. Social relationship marketing and social programs also may create feeling interpersonal debt for customer that results in a pressing need to reciprocate, which then generates immediate returns. Programs related to social interaction must be improved in order to reach consumer segmentation, market orientation, consumer orientation, and achieve customer satisfaction. These sustainable relationships adaptation can provide input to company management to expand business in the future (Mohamed et al., 2006). Adaptation has no effect on customer satisfaction, but significant impact on profit. Almeida-Santana & Moreno-Gil (2018) and Sun et al., (2016) suggest that adaptation has negative impact on customer loyalty when company do a innovation and differentiation, how the customer is more interested in the core services other than other benefits and value added services (Ahrholdt et al., 2019 and Akkermans, 2018).

Expertise

Based on table 7, hypothesis 3 and 8 are accepted where the p-value (0.068) < 0.10 and (0.083) > 0.10. The finding showed that expertise has a significant effect on satisfaction and loyalty, in line with result of Ikhtiagung & Ferdinand (2015) and Hodge (2014) competitive experience has positive impact on customer satisfaction (relationship quality) in B2B. This means that marketing need to demonstrate their adding value such as market direction, product knowledge, and negotiation, selling skills, managerial skills as well as communication skills are the competencies needed in

building quality relationships so that customers can achieve the desired level of satisfaction of the company.

Based on previous studies, (Magnini et al., 2008, Kim & Kim (2017), Kim et al. (2018) and Vafeas et al., (2018) Huang et al., 2019 claim that to increase customer satisfaction and loyalty, company should develop their brand awareness in an expertise. Celebrity endorsement is a powerful influence on consumer behavior, plays an important role in forming and reinforcing consumer's brand attitudes. More spesifically, Vafeas et al., (2018) suggest that The DNA of the person who is going to come up with great ideas doesn't live inside a corporation. Its mean that expertise is not about knowledge and skill but creativity. An artist or celebrity need a place to influence consumer and suggest that social media are an ideal source to communicate and do customer engagement (Almeida-Santana & Moreno-Gil, 2018; Hussain et al., 2018; and. Ieva & Ziliani, 2018).

Communication
Based on table 7, hypothesis 4 and 9 are accepted where the p-value (0.000) < 0.10 and (0.018) > 0.10. The finding showed that communication has a significant effect on satisfaction and loyalty, this finding reinforce the idea held by Kasabov (2014); Griffin et al. (2005); communication is a form of interaction between companies and partners or consumers oriented to their needs and desires, a key aspect of interaction between customers and providers. Customer satisfaction has positive moderating effect on dimension of relationship quality (communication, trust, and commitment) and customer loyalty (Caceres & Paparoidamis, 2007; Fatima et al., 2018; Dimyati, 2015; and Fatima et al., 2018).

Based on recent studies, Askalidis & Malthouse (2016); Hänninen & Karjaluoto (2017) Hussain et al., (2018) and Almeida-Santana & Moreno-Gil (2018) suggested that company that using electronic platform for word of mouth (e-wom) will strenghten their customer satisfaction level. E-wom can give feed back for company such as communication and information about their customer satisfaction level and also build their customer engagement. Social media is an ideal source for communicating to promote prestigous program (social exhibitionism). In line with Kim et al. (2018), celebritiy endorsement in a event or social media will bring brand awareness, directly significant on customer loyalty and satisfaction (Huang et al., 2019).

Satisfaction & Loyalty
Based on table 7, hypothesis 5 is accepted where the p-value (0.000) < 0.10. The finding showed that satisfaction has a direct effect on loyalty, this finding reinforce the idea held by Caceres & Paparoidamis (2007), Barrett et al. (2013), Dimyati (2015), Meesala & Paul (2018), Kasiri et al., (2017), Huang et al., 2019, and Lee et al., (2019). More spesifically, Caceres & Paparoidamis (2007), Dimyati (2015), and Fatima et al. (2018) show that customer satisfaction has a positive moderating effect between communication and customer loyalty. Meanwhile, Vafeas et al. (2018) suggest that the importance of variables in influencing loyalty are expertise, communication, cost (value), trust, and commitment.

CONCLUSSION
The relationship quality aspects of telecommunication service (communication and expertise) positively related with customer loyalty which is mediated trough

customer satisfaction. This finding reinforce reinforce the idea held by Caceres & Paparoidamis (2007), Dimyati (2015), and Fatima et al. (2018).

Expertise has significant effect on customer satisfaction and loyalty, in line with result of Ikhtiagung & Ferdinand (2015) and Hodge (2014) competitive experience has positive impact on customer satisfaction (relationship quality) in B2B. Kohli et al. (1998) shows that more experienced salespeople are considered to have greater ability to filter out the things that cause their success or failure from the end result information, such as they can use accumulated knowledge to find the cause and effect relationship felt.

Meanwhile, Vafeas et al., (2018) claims that expertise is not about knowledge and skill but creativity. In developed country, communicatian on social media and celebrity trust have significant effect on customer satisfaction and loyalty (Magnini et al., 2008; Kim & Kim, 2017; Huang et al., 2019; Kim et al., 2018; Vafeas et al., 2018; Almeida-Santana & Moreno-Gil, 2018; Hussain et al., 2018; and Ieva & Ziliani, 2018).

Based on APJII Survey, (2019) that total internet user in Indonesia is 63.9% of total population (Indonesian population 2018: 267,7 million people), 36.1% are not use internet service and uncoverage area (infrastructure). We suggest that expertise should come from inside and outside of company. First, develop marketing team on distric area. Hodge (2014) shows that company should have an expert in marketing strategy. An Expert has a significant moderating effect on market power and sales revenue. Second, enhance their brand awareness in an expertise on city/regional area. An artist or celebrity need a place to influence consumer and suggest that social media are an ideal source to communicate and do customer engagement (Almeida-Santana & Moreno-Gil, 2018; Hussain et al., 2018; and. Ieva & Ziliani, 2018).

Managerial Implications
Based on Annual Report of PT Telkom Indonesia Persero Tbk (2018) that total market share for mobile voice & SMS is 163 million customer (60.9% of total population) and internet user is 113 million customer (42.5% of total population). The mobile segment is the largest contributor to Telkom's revenue in 2018, which is 65.4% of total revenue. Sales performance of company partners in distributing products and services, for example Telkomsel from 2016-2018, decreased by 26.8%. We suggest that focus on salesman training in distric area : improving market direction, product knowledge, negotiation, selling skills, interpesonal communication, and managerial skills (Caceres & Paparoidamis, 2007; Rauyruen et al., 2013; Hodge, 2014; Kasabov, 2014; Ikhtiagung & Ferdinand, 2015; Husnain & Akhtar, 2015; Dimyati, 2015; Berezan et al., 2016; Hänninen & Karjaluoto, 2017; Tafsir, et al., 2018; Meesala & Paul, 2018; Fatima et al., 2018; Aldaihani & Ali, 2019), emphaty, word of mouth (Griffin, 1995; Laroche et al., 2005; Holmlund, 2008; Gong & Yi, 2018), building strong relationship with their customer to enhance customer expectation, long-term orientation (Du et al., 2016 and Kasabov, 2007), reputation and social status (i.e best service and low price, based on APJII Survey, 2019), rewards and the benefits should be useful to customers at a reasonable cost (Du et al., 2016; Hussain et al., 2018 and Chang et al., 2019)

For city/regional area, we suggest that enhance the celebrity trust and community fans, celebrity endorsement, dan customer engagement on social media (Magnini et al., 2008; Kim & Kim, 2017; Huang et al., 2019; Kim et al., 2018; Vafeas et al., 2018;

Almeida-Santana & Moreno-Gil, 2018; Hussain et al., 2018; and Ieva & Ziliani, 2018) in line with growth internet user (10.12%).

Limitation

This study can be further development to a another variable predicting loyalty could also be investigated, such as customer value, trust, commitment, and conflict

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