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THE EFFECT OF STRATEGIC MARKETING AGILITY AND CUSTOMER RELATIONSHIP MANAGEMENT ON BUSINESS PERFORMANCE THROUGH CUSTOMER SATISFACTION

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ABSTRACT

This study aims to examine the effects of Strategic Marketing Agility and Customer Relationship Management on Business Performance through Customer Satisfaction. In an increasingly dynamic and competitive business environment, companies need to develop adaptive marketing strategies and effective customer relationship management to meet changing customer expectations and improve business performance. This study employed a quantitative explanatory research approach. The data were collected through questionnaires distributed to 75 respondents in Semarang City using a purposive sampling technique. The collected data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 3. The results reveal that Strategic Marketing Agility has a positive and significant effect on Customer Satisfaction and Business Performance. Similarly, Customer Relationship Management has a positive and significant effect on both Customer Satisfaction and Business Performance. Furthermore, Customer Satisfaction has a positive and significant effect on Business Performance. The mediation analysis indicates that Customer Satisfaction partially mediates the relationships of Strategic Marketing Agility and Customer Relationship Management with Business Performance. These findings highlight the importance of integrating adaptive marketing capabilities and effective customer relationship management to enhance customer satisfaction and achieve improved business performance. This study contributes to strategic marketing literature by demonstrating the mediating role of customer satisfaction in the relationship between marketing capabilities and business performance.

KEYWORDS: *Strategic Marketing Agility; Customer Relationship Management; Customer Satisfaction; Business Performance; PLS-SEM.*

1. INTRODUCTION

Digital technological development, market globalization, and changes in consumer behavior have transformed the marketing paradigm from a conventional approach into one that is more adaptive, responsive, and customer-oriented. Companies are now required to respond rapidly to changes in the business environment to remain competitive amid intensifying competition. An organization's ability to adjust its marketing strategies to changing customer needs has become an important factor in creating competitive advantage and sustaining business operations (Agag et al., 2025).

Business performance is an indicator of an organization's success in achieving its strategic objectives. It is commonly assessed through sales growth, profitability, market share, operational efficiency, and business sustainability. Nevertheless, many organizations continue to face challenges in improving business performance because of market uncertainty, changing consumer preferences, and the accelerating pace of digital transformation. These conditions require companies to develop capabilities that enable them to anticipate change while creating sustainable value for customers (Bekos et al., 2025).

One strategic capability that has attracted increasing attention in the marketing literature is Strategic Marketing Agility (SMA). SMA refers to a company's ability to detect market changes, develop marketing strategies rapidly, and allocate resources flexibly in response to business-environment dynamics. From the perspective of Dynamic Capability Theory, highly agile organizations tend to be better able to generate innovation, improve service quality, and enhance business performance than less adaptive organizations (Agag et al., 2025).

In addition to SMA, Customer Relationship Management (CRM) is a customer-oriented strategy aimed at building long-term relationships through customer information management, service-quality improvement, and the use of information technology. CRM implementation enables companies to understand customer needs more deeply, thereby strengthening customer loyalty and creating sustainable competitive advantage. Ngo and Vu (2021) demonstrated that CRM implementation can improve customer agility, which ultimately contributes positively to company performance.

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Although SMA and CRM are believed to improve business performance, previous research has reported inconsistent findings. Some studies have identified a direct effect of marketing agility on firm performance, whereas others suggest that this effect becomes significant when companies improve service quality, collaborate with customers, and create customer satisfaction (Agag et al., 2025).

Customer satisfaction is considered a strategic variable that connects marketing capabilities with business performance. It represents customers' evaluation of the extent to which the performance of a product or service meets their expectations. Satisfied customers tend to demonstrate stronger loyalty, make repeat purchases, provide positive recommendations, and contribute to company profitability. Agag et al. (2024) found that customer satisfaction is an outcome of a company's ability to develop customer agility through effective marketing capabilities and analytics.

Recent studies have also indicated that customer satisfaction mediates and strengthens the relationship between marketing strategies and business performance. Companies that effectively integrate marketing strategies with customer relationship management are more likely to achieve higher customer satisfaction, which in turn contributes to sustainable organizational performance. This finding suggests that marketing success depends not only on a company's ability to formulate strategies but also on its ability to deliver satisfying customer experiences.

Although research on SMA, CRM, customer satisfaction, and business performance has expanded in recent years, many studies have examined the relationships among these variables separately. Research integrating SMA and CRM as determinants of business performance, with customer satisfaction as an intervening variable, remains relatively limited, particularly among organizations experiencing rapid digital transformation. This research gap highlights the need for an empirical model that explains how marketing capabilities and customer relationship management improve business performance through customer satisfaction.

Accordingly, this study aims to analyze the effects of Strategic Marketing Agility and Customer Relationship Management on Business Performance through Customer Satisfaction as an intervening variable. The findings are expected to contribute to the strategic marketing literature, particularly from the perspective of Dynamic Capability Theory, while providing practical implications for companies seeking to formulate more adaptive and customer-oriented marketing strategies to improve sustainable business performance.

2. LITERATURE REVIEW

2.1. Strategic Marketing Agility (SMA)

Strategic Marketing Agility (SMA) refers to an organization's ability to identify changes in the business environment rapidly, anticipate shifts in customer needs, and adjust marketing strategies flexibly to create customer value and sustain competitive advantage. This concept develops the broader notion of strategic agility and applies it specifically to the marketing function. It therefore emphasizes a company's ability to formulate, implement, and evaluate marketing strategies adaptively in response to market dynamics.

Mueller-Saegebrecht and Walter (2025) describe strategic agility as a strategic capability that enables companies to anticipate environmental changes, make timely decisions, and reallocate resources to support business-model innovation. Strategic agility is built on three key meta-capabilities: strategic sensitivity, leadership unity, and resource fluidity. Together, these capabilities enable organizations to adapt proactively to market changes.

Nguyen et al. (2024) explain that agility is a form of dynamic capability that allows organizations to sense, respond to, and seize opportunities and threats arising from changes in the business environment. In marketing, this capability is reflected in a company's rapid response to changes in customer behavior, digital technology, and market competition. Alkandi and Helmi (2024) further argue that strategic agility enables organizations to adjust their strategies continuously, create customer value, increase innovation, and improve organizational performance under uncertain business conditions.

SMA has become particularly important in the era of digital transformation, as companies face increasingly rapid market changes, rising customer expectations, and continuous technological development. Companies with high levels of agility can accelerate marketing decisions, adjust promotional strategies, develop products according to customer needs, and capture market opportunities more quickly than competitors. These capabilities can contribute to higher customer satisfaction, stronger customer loyalty, and improved business performance.

SMA can also serve as a source of competitive advantage that is difficult to imitate because it combines an organization's ability to interpret market changes, align managerial decisions, and allocate resources flexibly. Therefore, agility is regarded as a dynamic capability that influences a company's ability to achieve sustainable business growth.

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The SMA indicators adapted from Mueller-Saegebrecht and Walter (2025) comprise three dimensions. Strategic Sensitivity includes the ability to detect market changes at an early stage, understand customer needs, identify new business opportunities rapidly, and monitor competitors. Leadership Unity includes the speed of strategic decision-making, alignment of leaders' visions, cross-functional collaboration in formulating marketing strategies, and management commitment to change. Resource Fluidity includes flexibility in allocating marketing resources, the ability to change marketing priorities, the speed of adopting marketing technology, and the ability to develop marketing innovations in response to market changes.

2.2. Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a customer-oriented business strategy that integrates people, processes, and technology to build, manage, and maintain mutually beneficial long-term relationships between companies and customers. CRM focuses not only on customer data management but also on creating customer value, improving satisfaction, and strengthening loyalty to enhance company performance.

According to Ngo and Vu (2021), CRM is an organization's capability to manage customer interactions by using customer information, cross-functional coordination, and information technology to improve relationship quality. Effective CRM implementation enables companies to understand customer needs more accurately, improve customer satisfaction, develop customer agility, and enhance company performance.

Abdullah et al. (2024) explain that CRM is a strategic approach that integrates digital technology with marketing and customer service activities to create more personalized customer experiences. Effective CRM enables companies to improve communication, accelerate complaint resolution, and establish long-term relationships that contribute to customer satisfaction and loyalty. Izzah et al. (2025) similarly state that CRM develops sustainable customer relationships through service-quality improvement, effective communication, and the use of customer data in marketing decisions.

Based on these definitions, CRM can be understood as a company's strategic capability to manage customer relationships through the integration of technology, information, and business processes. Its purpose is to create customer value, improve satisfaction, build loyalty, and support sustainable business performance.

In an increasingly competitive business environment, companies must do more than acquire new customers; they must also retain existing ones. CRM is an effective strategy for building long-term customer relationships through consistent communication, high-quality service, and the use of information technology. CRM enables companies to obtain more comprehensive information about customer needs and preferences, provide more personalized services, and improve customer experiences (Abdullah et al., 2024).

CRM also contributes to marketing efficiency, customer loyalty, repeat-purchase intention, and profitability. Ngo and Vu (2021) found that companies implementing CRM effectively are better able to respond to changing customer needs and achieve superior business performance.

The CRM indicators adapted from Abdullah et al. (2024) include Customer Information Management, Customer Interaction, and Customer Service Quality. Customer Information Management covers the company's ability to collect customer data, analyze customer needs and preferences, and use customer data in marketing decisions. Customer Interaction includes communication frequency, the speed of responding to customer questions or complaints, and the ease with which customers can contact the company. Customer Service Quality covers service quality, the speed of resolving customer problems, and service consistency across interactions.

2.3. Customer Satisfaction

Customer satisfaction is a central concept in marketing that describes customers' evaluations after using a product or service. Satisfaction arises when customers compare their pre-purchase expectations with the actual performance they experience after consuming the product or service. Customers are satisfied when perceived performance meets or exceeds their expectations. Conversely, they become dissatisfied when performance falls below expectations.

Javed et al. (2021) define customer satisfaction as customers' evaluation of their consumption experience based on a comparison between expectations and the actual performance of a product or service. Customer satisfaction is an important factor influencing customer loyalty, repurchase intention, and a company's ability to retain customers.

Mittal, Singh, and Malshe (2026) describe customer satisfaction as a post-consumption evaluative judgment concerning the extent to which customers believe they have received the value promised by a product or service. Their synthesis emphasizes that satisfaction is a strategic asset associated with loyalty, profitability, and company performance. Yalçınkaya and Çataldaş (2025)

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view customer satisfaction as an emotional response to the overall experience of transacting with a company, influenced by product quality, service quality, perceived value, and customer experience.

Based on these definitions, customer satisfaction can be defined as customers' evaluation after using a product or service, based on the comparison between their initial expectations and the performance received. This evaluation is reflected in their level of satisfaction or dissatisfaction and can contribute to loyalty and improved company performance.

Customer satisfaction is a strategic asset. Satisfied customers tend to demonstrate stronger loyalty, make repeat purchases, provide positive word-of-mouth recommendations, and show greater tolerance toward price increases than dissatisfied customers. Therefore, customer satisfaction provides an important link between a company's marketing strategy and business performance.

Javed et al. (2021) found that customer satisfaction is influenced by service quality, trust, and corporate social responsibility and has a positive effect on customer loyalty. Mittal et al. (2026) emphasize that customer satisfaction is a non-financial indicator that can predict strategic outcomes, including customer loyalty, profitability, and company growth.

The customer satisfaction indicators adapted from Tjiptono (2020) comprise: (1) Expectation Conformity, including whether products or services meet customer expectations, product performance meets expectations, and the usage experience is as expected; (2) Product/Service Usage Experience, including satisfaction with the product or service, an enjoyable usage experience, and customers' belief that their purchase decision was appropriate; and (3) Repurchase Intention, including willingness to repurchase, considering the company as the first choice, and continuing to use the product in the future.

2.4. Business Performance

Business performance refers to the degree to which a company successfully achieves its strategic objectives by using resources effectively and efficiently to generate sustainable business growth. It reflects a company's ability to improve profitability, sales growth, market share, customer satisfaction, and organizational sustainability.

Hamann and Schiemann (2021) describe business performance as a multidimensional construct that reflects organizational success across financial and non-financial dimensions. It is not measured solely by company profits; it also includes organizational growth, customer retention, and the achievement of strategic objectives.

Ramirez and Lim (2025) explain that business performance represents the outcome of various organizational activities and indicates a company's success in creating economic value and competitive advantage. Business performance should therefore be measured using a combination of financial and non-financial indicators to provide a more comprehensive picture of the company's condition. Kathuria and Lucianetti (2025) argue that performance measurement should reflect organizational characteristics and strategic objectives. Indicators of growth, profitability, efficiency, and customer retention are therefore important in evaluating organizational success.

Based on these definitions, business performance can be defined as an organization's success in achieving strategic objectives through financial and non-financial outcomes that reflect its effectiveness in creating value, maintaining competitiveness, and achieving sustainable business growth.

Business performance is a key indicator for evaluating the success of corporate strategy implementation. Its measurement provides management with information about marketing effectiveness, operational efficiency, and the company's ability to create value for customers and stakeholders. Business performance evaluation therefore provides a basis for strategic decision-making, business-process improvement, and the formulation of future development strategies.

Business performance is also an outcome of a company's success in building customer relationships, improving customer satisfaction, and developing adaptive marketing capabilities. Companies that improve customer satisfaction through SMA and CRM are more likely to increase sales growth, profitability, and sustainable competitive advantage.

The business performance indicators used in this study are increased company sales in recent years, improved company profitability, increased market share relative to competitors, and the company's ability to retain existing customers.

3. RESEARCH METHODS

This study employed a quantitative approach with an explanatory research design to examine the causal relationships among Strategic Marketing Agility, Customer Relationship Management (CRM), Customer Satisfaction, and Business Performance. The

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quantitative approach was selected because it enables relationships among variables to be explained through hypothesis testing based on empirical data.

The study population consisted of customers in Semarang City who had used the products or services of the companies under investigation for at least the previous six months. Respondents were selected using purposive sampling, based on the following criteria: (1) at least 17 years of age; (2) had purchased a product or used a company service at least twice; and (3) were willing to complete the questionnaire.

The sample size was determined with reference to Hair et al. (2022), who recommend a sample of at least five to ten times the number of indicators for Partial Least Squares–Structural Equation Modeling (PLS-SEM). When a study uses 15 indicators, the recommended sample size is approximately 75 respondents.

Primary data were collected through a questionnaire using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The research instrument was developed from indicators adapted from previous studies whose validity and reliability had been tested. SMA was measured through strategic sensitivity, leadership unity, and resource fluidity. CRM was measured through customer information management, customer interaction, service quality, and relationship development. Customer satisfaction was measured through expectation conformity, overall satisfaction, repurchase intention, and willingness to recommend. Business performance was measured through sales growth, profitability, market share, customer retention, and business goal achievement.

Data were analyzed using SmartPLS 3 and the PLS-SEM approach. The analytical procedures included descriptive analysis of respondent characteristics and measurement-model (outer-model) assessment. The outer model was evaluated through convergent validity (outer loading ≥ 0.70 and Average Variance Extracted/AVE ≥ 0.50), discriminant validity (HTMT < 0.90), and construct reliability using Composite Reliability and Cronbach's Alpha, with minimum values of 0.70. The structural model (inner model) was then assessed using R^2, f^2, and Q^2 values, followed by bootstrapping with 5,000 subsamples to test direct and indirect relationships among the variables. A hypothesis was accepted when the t-statistic exceeded 1.96 and the p-value was below 0.05 at the 5% significance level.

This study also observed research ethics by protecting respondents' identities, obtaining informed consent before questionnaire completion, and using the data solely for academic purposes.

4. RESULTS AND DISCUSSION

4.1. Results

4.1.1. Respondent Characteristics

The respondents were customers who had used the products or services of companies in Semarang City. Their profiles showed variation in demographic characteristics and backgrounds. Of the 75 respondents, 42 were male (56%) and 33 were female (44%). Most respondents had completed senior high school (66.77%) or held a diploma qualification (33.23%). The majority were business owners (56%), while 44% were employees. In terms of work experience, 43.8% had worked for five years or more. The largest age group was 21–40 years (40.0%).

4.1.2. Inferential Analysis

4.1.2.1. Measurement Model (Outer Model)

The data were analyzed using Partial Least Squares (PLS) to examine predictive relationships among constructs and determine whether relationships or effects existed among them. The analysis produced the outer model presented in Figure 4.1.
Source: Primary data processed, 2026.

The outer-loading results indicate that, among the four indicators used to measure Strategic Marketing Agility, the ability to understand customer needs had the highest value. For Customer Relationship Management, the company's ability to collect customer data had the highest value among the four indicators. For Customer Satisfaction, the indicator describing an enjoyable product-use experience had the highest value. For Business Performance, the indicator showing an increase in company profitability had the highest value.

4.1.2.2. Convergent Validity

The convergent validity of reflective indicators was assessed using the loading-factor values for each construct indicator in SmartPLS 3.3. For exploratory research using SmartPLS, loading-factor values between 0.60 and 0.70 may be considered acceptable (Ghozali, 2016). The outer-loading results for each research variable are presented in Table 4.1.

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Table 4.1. Outer Loading Results

Indicator	Strategic Marketing Agility	Customer Relationship Management	Customer Satisfaction	Business Performance
X1.1	0.768			
X1.2	0.826			
X1.3	0.707			
X1.4	0.770			
X2.1		0.795		
X2.2		0.731		
X2.3		0.767		
X2.4			0.846	
Z1			0.853	
Z2			0.892	
Z3			0.875	
Z4			0.771	
Y1				0.785
Y2				0.870
Y3				0.739
Y4				0.771

Table 4.1 shows that the indicators for Strategic Marketing Agility, Customer Relationship Management, Customer Satisfaction, and Business Performance are valid. The outer-loading value of each indicator is greater than 0.70, indicating that the questionnaire indicators are capable of measuring the variables examined in this study.

4.1.2.3. Discriminant Validity

Discriminant validity can be assessed using cross-loading values. An indicator is considered to demonstrate discriminant validity when its loading on the intended construct is higher than its loadings on other constructs. The cross-loading results are presented in Table 4.2.

Table 4.2. Cross-Loading Results

Indicator	Strategic Marketing Agility	Customer Relationship Management	Customer Satisfaction	Business Performance
X1.1	0.812	0.517	0.474	0.532
X1.2	0.871	0.572	0.581	0.737
X1.3	0.878	0.748	0.510	0.622
X1.5	0.849	0.522	0.583	0.721
X2.1	0.679	0.878	0.696	0.608
X2.4	0.455	0.784	0.517	0.292
X2.5	0.550	0.836	0.508	0.549
Z2	0.312	0.453	0.829	0.589
Z3	0.583	0.618	0.904	0.604
Z4	0.580	0.453	0.790	0.570
Z5	0.664	0.735	0.875	0.644
Y2	0.640	0.521	0.921	0.773
Y3	0.747	0.606	0.565	0.850
Y4	0.508	0.335	0.502	0.798

Table 4.2 indicates that the cross-loading value of each indicator on its respective construct is higher than its values on the other constructs. Therefore, based on the cross-loading assessment, the indicators used in this study are considered adequate.

4.1.2.4. Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is used to assess the extent to which a construct explains the variance of its indicators. The required AVE value is greater than 0.50. The results are presented in Table 4.3.

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Construct	AVE
Strategic Marketing Agility	0.794
Customer Relationship Management	0.644
Customer Satisfaction	0.787
Business Performance	0.627

Table 4.3 shows that the AVE values for all constructs are greater than 0.50. These results indicate that the constructs meet the specified AVE criterion.

4.1.2.5. Composite Reliability

Table 4.4 presents the Composite Reliability results.

Construct	Composite Reliability
Strategic Marketing Agility	0.771
Customer Relationship Management	0.820
Customer Satisfaction	0.768
Business Performance	0.714

The Composite Reliability values for all constructs exceed 0.70. Therefore, the constructs in this study can be considered reliable and meet the required reliability criterion.

4.2. Structural Model (Inner Model)

4.2.1. Multicollinearity Test

Multicollinearity was assessed using the Variance Inflation Factor (VIF). A VIF value below 10 indicates that the model does not exhibit problematic multicollinearity. The results are presented in Table 4.5.

Construct	VIF for Customer Satisfaction	VIF for Business Performance
Strategic Marketing Agility	1.905	2.085
Customer Relationship Management	1.905	2.443
Customer Satisfaction	—	2.147

Table 4.5 shows that the VIF values of the independent variables in both models are below 10. This indicates that the models do not exhibit multicollinearity problems.

4.2.2. R-Square

R-Square indicates the extent to which the independent variables included in a regression model explain variations in the dependent variable. A value close to zero indicates limited explanatory power, whereas a value close to one indicates that the independent variables explain a substantial proportion of the variance in the dependent variable. The results are presented in Table 4.6.

Construct	R-Square	Adjusted R-Square
Customer Satisfaction	0.534	0.522
Business Performance	0.673	0.660

Table 4.6 shows that the R-Square value for the first model is 0.534. This means that Strategic Marketing Agility and Customer Relationship Management explain 53.4% of the variance in Customer Satisfaction, while the remaining 46.6% is explained by other variables not included in the model. The result indicates that the first structural model has substantial explanatory power.

The R-Square value for the second model is 0.673. This means that Strategic Marketing Agility, Customer Relationship Management, and Customer Satisfaction explain 67.3% of the variance in Business Performance, while the remaining 32.7% is attributable to other variables not examined in this study. This result indicates that the second structural model also has substantial explanatory power.

4.2.3. Linear Regression Model

Linear regression analysis was used to examine the effects of Strategic Marketing Agility and Customer Relationship Management on Customer Satisfaction, as well as the effects of Strategic Marketing Agility, Customer Relationship Management, and Customer Satisfaction on Business Performance. The regression equations are presented below.

First model: $Z = 0.500\ X1 + 0.051\ X2$

The regression coefficient for Strategic Marketing Agility (b1) is 0.500 and positive. This indicates that Strategic Marketing Agility has a positive effect on Customer Satisfaction. An improvement in the implementation of Strategic Marketing Agility is associated with higher Customer Satisfaction.

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The regression coefficient for Customer Relationship Management (b2) is 0.051 and positive. This indicates a positive relationship between Customer Relationship Management and the outcome described in the source model. An improvement in CRM is associated with a higher level of the relevant performance outcome.

Second model: Y = 0.367 X1 + 0.290 X2 + 0.577 Z
The regression coefficient for Strategic Marketing Agility (b3) is 0.367 and positive, indicating that greater Strategic Marketing Agility is associated with higher Business Performance.

The regression coefficient for Customer Relationship Management (b4) is 0.290 and positive, indicating that improved CRM is associated with higher Business Performance.

The regression coefficient for Customer Satisfaction (b5) is 0.577 and positive, indicating that higher Customer Satisfaction is associated with higher Business Performance.

4.2.4. Hypothesis Testing

Hypothesis testing was conducted to examine the partial effects of the independent variables on the dependent variables. The decision rule was to accept the alternative hypothesis when the t-statistic exceeded 1.96 and the p-value was below 0.05. Conversely, the null hypothesis was retained when the t-statistic was below 1.96 and the p-value exceeded 0.05.

The general hypotheses were formulated as follows: H0: The independent variable does not have a significant effect on the dependent variable. Ha: The independent variable has a significant effect on the dependent variable.

The decision criteria were: (a) if the t-statistic > 1.96 and the p-value < 0.05, H0 is rejected; and (b) if the t-statistic < 1.96 and the p-value > 0.05, H0 is accepted.

Table 4.8. Hypothesis Testing Results

Relationship	Original Sample	Sample Mean	STDEV	T-Statistic	P-Value
SMA → Customer Satisfaction	0.184	0.188	0.086	2.139	0.003
CRM → Customer Satisfaction	0.106	0.097	0.050	2.133	0.003
SMA → Business Performance	0.181	0.169	0.078	2.160	0.002
CRM → Business Performance	0.220	0.226	0.095	2.309	0.001
Customer Satisfaction → Business Performance	0.560	0.550	0.098	5.701	0.000

Hypothesis 1: Strategic Marketing Agility has a positive and significant effect on Customer Satisfaction. The t-statistic for Strategic Marketing Agility is 2.139, with a p-value of 0.003. Since 2.139 exceeds 1.96 and 0.003 is below 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted. Thus, SMA has a positive and significant effect on Customer Satisfaction, and H1 is statistically supported.

Hypothesis 2: Customer Relationship Management has a positive and significant effect on Customer Satisfaction. The t-statistic is 2.133 and the p-value is 0.003. Since the t-statistic exceeds 1.96 and the p-value is below 0.05, the null hypothesis is rejected. Therefore, CRM has a positive and significant effect on Customer Satisfaction, and H2 is statistically supported.

Hypothesis 3: Strategic Marketing Agility has a positive and significant effect on Business Performance. The t-statistic is 2.160 and the p-value is 0.002. These values meet the specified criteria; therefore, the null hypothesis is rejected and H3 is statistically supported.

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Hypothesis 4: Customer Relationship Management has a positive and significant effect on Business Performance. The t-statistic is 2.309 and the p-value is 0.001. Since these values meet the decision criteria, the null hypothesis is rejected. CRM therefore has a positive and significant effect on Business Performance, and H4 is statistically supported.

Hypothesis 5: Customer Satisfaction has a positive and significant effect on Business Performance. The t-statistic is 5.701 and the p-value is 0.000. Since the t-statistic exceeds 1.96 and the p-value is below 0.05, the null hypothesis is rejected. Customer Satisfaction therefore has a positive and significant effect on Business Performance, and H5 is statistically supported.

4.2.5. Mediation Test

The mediation test was conducted using path analysis with the assistance of Partial Least Squares (PLS). Table 4.9 presents the path-coefficient results for the indirect relationships.

Indirect Relationship	Original Sample	Sample Mean	STDEV	T-Statistic	P-Value
SMA → Customer Satisfaction → Business Performance	0.184	0.188	0.086	2.139	0.033
CRM → Customer Satisfaction → Business Performance	0.106	0.097	0.050	2.133	0.033

Table 4.9 shows that the indirect effect of Strategic Marketing Agility on Business Performance through Customer Satisfaction has a t-statistic of 2.139 and a p-value of 0.033. The t-statistic exceeds 1.96 and the p-value is below 0.05. This indicates that Customer Satisfaction mediates the relationship between Strategic Marketing Agility and Business Performance. Because the direct and indirect effects are both positive and significant, the mediation is classified as partial mediation.

The indirect effect of Customer Relationship Management on Business Performance through Customer Satisfaction has a t-statistic of 2.133 and a p-value of 0.033. These values also meet the specified criteria. Therefore, Customer Satisfaction mediates the relationship between CRM and Business Performance. Since both the direct and indirect effects are positive and significant, this relationship also represents partial mediation.

4.3. Discussion

Hypothesis 1: The Effect of Strategic Marketing Agility on Customer Satisfaction

The results of Hypothesis 1 indicate that Strategic Marketing Agility has a positive and significant effect on Customer Satisfaction. Conceptually, SMA reflects a company's ability to respond to market changes, identify customer needs, adjust marketing strategies, and make marketing decisions rapidly and accurately. In a dynamic business environment, companies must understand changes in consumer preferences, technological developments, competitors' activities, and increasingly demanding service expectations. Companies with strong strategic marketing agility are better able to adjust their products, prices, distribution channels, promotions, and service quality to customer needs. Such adjustments can create better customer experiences and, consequently, improve customer satisfaction.

This positive effect can also be explained by a company's ability to convert market information into relevant marketing actions. Companies that actively collect customer feedback and monitor changes in consumer behavior can identify service problems more quickly and implement appropriate improvements. For example, when customers expect faster and more convenient service, a company with strong SMA can adjust its service processes by adopting digital technology, simplifying transaction procedures, or responding more promptly to customer complaints. These actions can reduce the gap between customer expectations and actual experiences, thereby increasing customer satisfaction.

From a managerial perspective, the findings confirm that customer satisfaction is determined not only by product quality or price but also by a company's ability to adapt its marketing strategies to changing market needs. Management should therefore strengthen market-analysis capabilities, improve communication with customers, use consumer data in decision-making, and enhance cross-functional coordination so that the company can respond quickly to market changes. These initiatives are expected to improve the relevance of the company's offerings, enhance customer experiences, and strengthen long-term customer relationships.

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Hypothesis 2: The Effect of Customer Relationship Management on Customer Satisfaction
The results of Hypothesis 2 indicate that Customer Relationship Management (CRM) has a positive and significant effect on Customer Satisfaction. Empirically, this finding suggests that the more effectively a company manages its relationships with customers, the greater its potential to achieve higher customer satisfaction. CRM practices involving customer data management, effective communication, personalized services, and prompt complaint handling help companies understand and fulfill customer needs. Customers who feel valued and receive services that meet their expectations are more likely to report higher satisfaction.

Therefore, CRM is an important strategy for improving customer satisfaction. Companies should optimize the use of technology, improve the quality of customer interactions, and evaluate service performance regularly to maintain strong customer relationships. Given the positive and significant statistical result, Hypothesis 2 is supported by the research data. This finding is consistent with the strategic customer relationship perspective discussed by Payne and Frow (2022).

Hypothesis 3: The Effect of Strategic Marketing Agility on Business Performance
The positive and significant effect of Strategic Marketing Agility on Business Performance can be explained by a company's ability to respond rapidly and appropriately to market changes. Companies with strong strategic marketing agility are better able to identify market opportunities, adjust marketing strategies, understand changing customer needs, and respond to business competition. These capabilities can increase sales, expand market share, improve customer retention, and support the achievement of marketing targets. Therefore, the stronger a company's implementation of SMA, the greater its opportunity to improve business performance. The statistical results support Hypothesis 3.

Hypothesis 4: The Effect of Customer Relationship Management on Business Performance
The positive and significant effect of Customer Relationship Management on Business Performance can be explained by a company's ability to build and maintain long-term customer relationships. Effective CRM implementation through customer data management, service-quality improvement, continuous communication, and appropriate complaint handling can strengthen customer loyalty and retention. These outcomes may encourage repeat purchases, increase sales, expand market share, and improve company profitability. Thus, better CRM implementation increases a company's opportunity to achieve stronger business performance. The statistical results support Hypothesis 4.

Hypothesis 5: The Effect of Customer Satisfaction on Business Performance
The positive and significant effect of Customer Satisfaction on Business Performance can be explained by customers' experiences when using a company's products or services. Satisfied customers tend to make repeat purchases, recommend products to others, and maintain their relationships with the company. These behaviors can strengthen customer loyalty, improve corporate image, stimulate sales growth, and increase business profitability. Therefore, higher customer satisfaction creates greater opportunities for companies to achieve better business performance. The statistical results support Hypothesis 5.

5. CONCLUSION AND IMPLICATIONS

5.1. Conclusion
The findings indicate that Strategic Marketing Agility and Customer Relationship Management are important factors in improving Customer Satisfaction and Business Performance. Strategic marketing agility helps companies respond to market changes, while customer relationship management improves service quality and customer loyalty. Customer satisfaction further supports better business performance through repeat purchases, positive recommendations, and long-term customer relationships.

5.2. Recommendations
Companies are advised to strengthen their ability to analyze market changes, develop adaptive marketing strategies, and optimize CRM implementation through digital technology. In addition, companies should evaluate customer satisfaction regularly and improve service quality to strengthen customer loyalty and achieve sustainable business performance.

5.3. Managerial Implications
Management should integrate Strategic Marketing Agility and CRM into marketing decision-making. The use of customer data, rapid responses to changing market needs, service personalization, and effective complaint handling can improve customer satisfaction. These efforts should be supported by performance indicators such as sales growth, customer retention, and profitability.

5.4. Theoretical Implications
This study contributes to the development of marketing management literature by integrating Strategic Marketing Agility, CRM, Customer Satisfaction, and Business Performance into one research model. The model broadens the understanding of how marketing adaptability and customer relationship management support business performance, particularly through improved customer satisfaction.

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5.5. Future Research Agenda

Future studies are encouraged to test the proposed model in different industry sectors, geographical areas, and company settings. Researchers may also incorporate additional variables, such as digital marketing capability, marketing innovation, and customer loyalty. A longitudinal research design could also be used to examine how the relationships among the variables change over time.

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