



The Influence of Service Quality and Customer Relationship Management (CRM) as Moderators on Customer Satisfaction for Private University Students

Andala Rama Putra Barusman¹

¹ Universitas Bandar Lampung

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Abstract

This research was conducted at the University of Bandar Lampung to investigate the effect of service quality and customer relationship management on customer satisfaction. The survey is descriptive and quantitative in nature, with the participants being students of the Faculty of Economics at Bandar Lampung University. The sample size was determined using the Slovin formula, resulting in 93 respondents. Data collection was carried out online using Google Forms. The study employed the Smart-PLS data processing technique. The findings indicate that service quality has a noteworthy and positive effect on both customer satisfaction and customer relationship management. Furthermore, customer relationship management also has a noteworthy and positive effect on customer satisfaction. According to the study, Indomaret UBL employees should focus on improving customer satisfaction by paying closer attention to and showing more concern for consumers. The service quality of Indomaret UBL is expected to ensure product completeness. For effective customer relationship management, it is recommended to establish and maintain communication with consumers and increase their awareness of all available information at Indomaret. When considering customer satisfaction at Indomaret UBL, it is expected that the provided products meet customer expectations and that customer service continuously improves.

Andala Rama Putra Barusman*

Universitas Bandar Lampung

*Correspondence: andala@ubl.ac.id

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Introduction

Indonesia is a nation where consumers have a high level of demand for retail goods (www.okezone.com). This means that customers frequently partake in using products or services in their everyday routines. Such behavior stems from their desire to fulfil various needs and keep up with evolving market trends. The term "retail" originated from the French verb "retailers," which referred to slicing or breaking something up. The minimarket is an example of a contemporary retail format found in Indonesia. A minimarket is a modern retailer with a shopping experience designed for relaxation. One of the minimarkets located in Indonesia is Indomaret, which is a retail franchise network and subsidiary of the Salim Group (Andika and Hati, 2018).

This approach is founded on the idea that customers who are not satisfied with the products or services they receive will look for alternative vendors offering similar products or services (Puspita, 2012). The satisfaction of a customer is determined by what they expect from the perceived performance of a product or service, without including subjective evaluations (Saeed *et al.*, 2013). In the service sector, customer satisfaction is very high, and businesses that can meet their customers' needs have a competitive advantage over their rivals (Mensah *et al.*, 2021)

Concentrating on service quality is essential for survival in the global market. A business needs to be able to draw in lots of clients if it wants to exist or survive (Supriyanto *et al.*, 2021). Service quality is crucial for the success of an organization as it differs from mere customer satisfaction, particularly within the service industry (Mensah *et al.*, 2021).

Customer relationship management (CRM) aims to establish positive connections between service providers and customers (Dewi *et al.*, 2021). A well-executed implementation of CRM will lead to increased customer satisfaction. To determine customer satisfaction, Indomaret Z.A. Pagar Alam UBL then conducted a pre-survey of Indomaret consumers, namely students. In this pre-survey, only 40 students belonging to the Faculty of Business and Economics at the Universitas Bandar Lampung were selected. The students were queried not only about their satisfaction, but also about service quality and CRM.

Table 1. Characteristics of Respondents Based on Students of the Faculty of Economics and Business, University of Bandar Lampung in 2022

No	Questions	Academic Year	Number of Students	Percentage (%)	
				Yes	No
1.	Do you feel satisfied when shopping/transacting at Indomaret Z.A Pagar Alam UBL?	2019	40	85%	15%
		2020			
		2021			
		2022			
2.	Are UBL Indomaret Z.A. Pagar Alam's products complete, and is this one of the factors contributing to customers' satisfaction?	2019	40	80%	20%
		2020			
		2021			
		2022			
3.	Is getting points or discounted prices from Indomaret cards one of the reasons customers feel satisfied?	2019	40	75%	25%
		2020			
		2021			
		2022			

Source: Processed Data, 2022

Based on Table 1, the customer satisfaction target was not achieved; there were consumers who said the product was lacking in completeness, and the price cut strategy at Indomaret was not achieved.

Literature Review

a. Service Quality

Service quality as an effort to fulfill the demands and preferences of customers and to ensure prompt delivery while still balancing the expectations of the consumers themselves (Dewi *et al.*, 2021). Consumer expectations and perceptions are compared to assess service quality (Barusman, 2019). Technical quality and functional quality are the two dimensions that make up service quality (Mokhtar *et al.*, 2019). According to Chelladurai and Chang (2000), the majority of service quality evaluations were focused on three aspects: physical environment, the personal interaction and core service or product.

b. Customer Relationship Management

By offering consumers valuable products and fostering customer happiness, customer relationship management (CRM) aims to establish and maintain lucrative relationships (Kristian and Panjaitan, 2014). CRM is about creating two-way communication by getting to know each customer better in the form of a mutually beneficial customer-company relationship (Akbar *et al.*, 2019). People, process, and technology are the three key linked pillars of customer relationship

management (Yauwerissa and Putra, 2021). Customer relationship management consists of the following programs: continuity marketing, one-to-one marketing, and partner programs (Rizaldi and Hardini, 2019).

c. Customer Satisfaction

Customer satisfaction is the evaluation of a product or service by the customer as meeting their expectations (Barusman, 2019). When a product or service is evaluated by the consumer, it is determined whether it fits their wants and expectations. He defines customer satisfaction as a consumer's evaluation of a good or service that has met the service needs and expectations of customers (Akbar *et al.*, 2019). Customer satisfaction is the individual's feeling of happiness or displeasure brought on by evaluating how well a product performs or produces in comparison to expectations (Sirait, 2018). Indicators of satisfaction formation consist of conformity to expectations, interest in revisiting, and willingness to recommend (Herman, 2022). A person's level of satisfaction is determined by how they feel after comparing their impressions and the performance of the goods to their expectations. Customers who are happy with the effectiveness of the items or services they use are more likely to stick with those goods or services (Barusman and Mihdar, 2015). The general impression of the customers can be used to gauge satisfaction (Barusman *et al.*, 2019).

d. Conceptual Framework

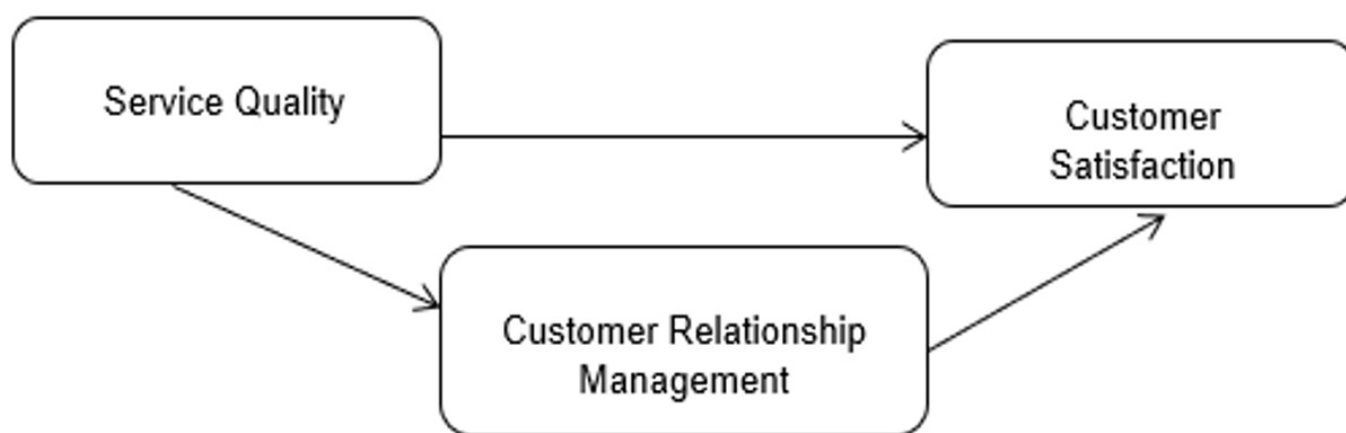


Figure 1. Conceptual Framework

- H1: Service quality has a favorable impact on customer satisfaction in students at the Universitas Bandar Lampung's Faculty of Economics and Business.
- H2: Service quality has a favorable impact on customer relationship management for students undertaking by the Universitas Bandar Lampung's School of Economics and Business.
- H3: Customer relationship management improves customer satisfaction in students at the Universitas Bandar Lampung's Faculty of Economics and Business.

Methodology

a. Type of Research

This study uses quantitative research, which involves the collection of numerical data and analysis through statistical methods (Hancocok and Mueller, 2020). Additionally, it employs descriptive research to describe and evaluate past events and their data to arrive at a conclusion. This study uses primary and secondary data sources. Primary data refers to data obtained through direct field observations, interviews, or the distribution of questionnaires.

b. Population and Sample

The population in this study amounted to 1,420 students who were students of the Faculty of Economics and Business, Bandar Lampung University from the batch of year 2019 - 2022.

The study used the Probability Sampling technique, specifically the Simple Random Sampling type, to obtain a representative sample from the population. To determine the sample size, the Slovin formula was applied with a 10% error limit.

$$\begin{aligned}n &= \frac{N}{1 + N(e)^2} \\n &= \frac{1.420}{1 + 1.420(10\%)^2} \\n &= \frac{1.420}{1 + 1.420(0,01)} \\n &= \frac{1.420}{1 + 14,2} \\n &= \frac{1.420}{15,2} \\n &= 93,4\end{aligned}$$

Description:

- n: Number of respondents
- N: Total population
- e: Sampling percentage

From the calculation utilizing the Slovin formula, the sample size for this study was 93.4 and was rounded up to 93 respondents.

Table 2. Proportional Random Sampling

No	Force	Force Population / Overall Population × Number of Samples	Management	Accountancy	Total
1	2019	330 / 1.420 × 93	16	6	22
2	2020	429 / 1.420 × 93	19	9	28
3	2021	335 / 1.420 × 93	17	5	22
4	2022	326 / 1.420 × 93	17	4	21
Total					93

Source: Processed Data, 2022

The method of data collection in this study is a questionnaire. As part of the data collection strategy, a list of questions or statements was distributed via a Google form and addressed to students of the University of Bandar Lampung's School of Economics and Business classes 2019-2022 using a Likert scale, with each question having an answer option with a value of 1-5, as a direct data source. Selections available include (Strongly Disagree = 1; Disagree = 2); Neutral = 3); Agree = 4; Strongly Agree = 5).

Table 3. Operational Variables

Variables	Indicator	Dimensions
Service Quality	Tangible	Product completeness.
	Reliability	Service accuracy.
	Responsiveness	Ethics in service.
	Assurance	Give customers a sense of security or trust.
	Empathy	Individual attention to customers.
Customer Relationship Management	Identify	Identify customers.
	Acquire	Customers should receive all information, and service should be friendly and kind.
	Retain	Provide discounts and incentives to keep clients.
	Develop	Development of product completeness efforts.
Customer Satisfaction	Compliance with expectations	Goods that meet expectations.
	Interested in returning	Customers are interested in returning because of the quality services offered by staff.
	Availability to Suggest	Customers that receive satisfactory service urge others to purchase the goods.

Source: Processed Data, 2022

c. Analysis data Technique

In this research, we used PLS (Partial Least Square) based SEM (Structured Equation Model) data processing techniques with the aid of the Smart-PLS 3 application and involving the assessment of measurement models, commonly referred to as the outer model and the inner model. There are several tests, namely construct validity testing (Convergent Validity

and Discriminant Validity) and internal consistency testing (Composite Reliability). While the inner model includes collinearity, direct effects, indirect effects, R-square, and F-square.

a. Qualitative and Quantitative Data Analysis

The research adopts a quantitative data analysis technique. To ensure systematic presentation and easier analysis, data is displayed in tabular format. Statistical tools in the SmartPLS 3 application will be used to analyze the data. Additionally, conceptual discussions of the problem and path analysis methods will be employed as qualitative data analysis techniques.

b. Path Analysis

According to Garson (2013), path analysis is an analytical technique employed to ascertain the presence of a direct effect between the independent and dependent variables, mediated by the moderator variable. The structural configuration of the path analysis model is explained in the following section.

$$Z = \beta X_1 + \beta X_2 + \varepsilon_1$$

$$Y = \beta X_1 + \beta X_2 + \beta Z + \varepsilon_2$$

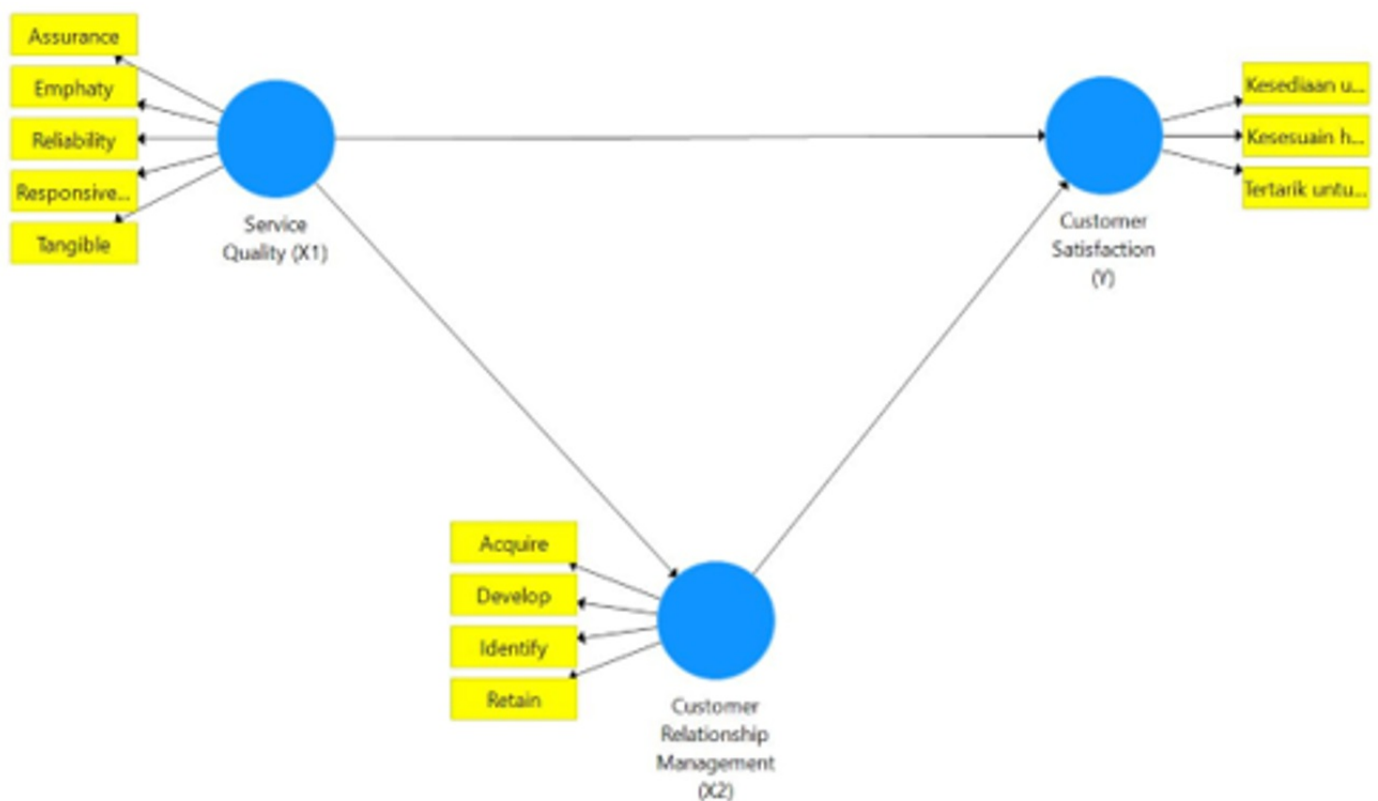


Figure 2. Plan Analysis Path

Results and Discussion

a. Description of the research object

Respondents to this survey consisted of 93 individuals and students from the faculty of economics at Bandar Lampung University (2019-2022).

b. Characteristics of respondents

The respondents in this survey were FEB UBL students from the classes of 2019, 2020, 2021, and 2022.

Table 4. Characteristics of Respondents		
Army Year	Frequency	Percentage (%)
2019	22	23,7
2020	28	30,1
2021	22	23,7
2022	21	22,6

Source: Processed Data, 2022

Based on Table 1, it is evident that the majority of respondents were from the Class of 2020, with 28 respondents.

c. Structural Equation Model Description



Figure 3. Model Analysis Path

Source: Processed Data, 2022

d. Outer Model

A validity test was conducted to ascertain the validity of each question (instrument) used in the planned study to assess the study's variables. If reliable, the tool could be used to measure the desired quantity (Barusman, 2014). A test that makes use of the connections between items with values and the variable. If the loading factor value is more than 0.7, an indicator is said to be satisfied.

Table 5. Validity Test

Variable	Indicator	Loading Factor	Information
Service Quality	SQ1	0.733	Valid
	SQ2	0.768	Valid
	SQ3	0.802	Valid
	SQ4	0.755	Valid
	SQ5	0.808	Valid
Customer Relationship Management	CRM1	0.702	Valid
	CRM2	0.814	Valid
	CRM3	0.738	Valid
	CRM4	0.747	Valid
Customer Satisfaction	CS1	0.807	Valid
	CS2	0.828	Valid
	CS3	0.805	Valid

Source: Processed Data, 2022

In Table 5, it can be concluded that all constructs have valid data with a value > 0.7.

a. Discriminant Validity

A measurement model has good discriminative validity if there is a better correlation between the structure of the measurement model and its measures than measures from other block structures.

Table 6. Cross Loading

	Service Quality (X_1)	Customer Relationship Management (X_2)	Customer Satisfaction (Y)
SQ1	0.733	0.513	0.519
SQ2	0.768	0.456	0.503
SQ3	0.802	0.420	0.450
SQ4	0.755	0.452	0.490
SQ5	0.808	0.488	0.510
CRM1	0.433	0.702	0.325
CRM2	0.550	0.814	0.643
CRM3	0.370	0.738	0.556
CRM4	0.449	0.747	0.526
CS1	0.525	0.498	0.807
CS2	0.552	0.596	0.828
CS3	0.489	0.610	0.805

Source: Processed Data, 2022

- Based on Table 6, which calculates cross-loadings for every indicator on the service quality variable, customer relationship management, and customer satisfaction, all values are above the construct standard of 0.7. Therefore, it can be concluded that the instrument or research dimension is discriminant valid.

b. Reliability Test

If the value of a construct results in a composite reliability rating greater than 0.70, it is deemed to be reliable (Barusman and Habiburrahman, 2022).

Table 7. Reliability Test				
Variable	Cronbach's Alpha (>0.7)	Composite Reliability (>0.7)	AVE	Information
Service Quality (X ₁)	0.832	0.882	0.599	Reliable
Customer Relationship Management (X ₂)	0.745	0.838	0.564	Reliable
Customer Satisfaction (Y)	0.745	0.854	0.662	Reliable

Source: Processed Data, 2022

- Table 7 displays the results of a reliability test analysis carried out using the Smart-PLS tool, which reveals that all variables meet the test requirements and are reliable since the composite reliability value exceeds 0.7. Additionally, the Cronbach's alpha value confirms that all values exceed 0.7, signifying the degree of reliability of the variables that meet the criteria. If a variable has a composite reliability score greater than 0.7 and a Cronbach's alpha score greater than 0.7, the variable is determined to be construct reliable.

e. Inner Model

a. Variance Inflation Factor

To find whether there is a collinearity problem, it can be inferred from the variance inflation factor's value (VIF) that if the VIF value is < 10, it may be said that there are no collinearity issues with the data.

Table 8. Collinearity (VIF)			
	Service Quality	Customer Relationship Management	Customer Satisfaction
Service Quality		1.000	1.578
Customer Relationship Management			1.578
Customer Satisfaction			

Source: Processed Data, 2022

- Based on table 8, hence, it may be said that the VIF for the correlation of service quality with customer relationship management is $1.000 < 10$, which proves that there is no collinearity problem. The VIF for the correlation between service quality and customer satisfaction is $1.578 < 10$, which proves that there is no collinearity problem. The VIF for the correlation between customer relationship management and customer satisfaction is $1.578 < 10$, which proves that there is no collinearity problem.

b. Direct Effect Test

The study will assess hypothesis testing by evaluating the significance of the relationship between variables, as indicated by the t-statistic value. Valid indicators will have a t-statistic value greater than or equal to 1.96 or a P-value less than or equal to 0.05.

Table 9. Direct Effects					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STERR)	P-Values
$X_1 \Rightarrow Y$	0.343	0.331	0.087	3.963	0.000
$X_1 \Rightarrow X_2$	0.605	0.615	0.065	9.381	0.000
$X_2 \Rightarrow Y$	0.493	0.508	0.074	6.638	0.000

Source: Processed Data, 2022

- H_1 : Service quality (X_1) has a positive effect on customer satisfaction (Y). The t-statistic value of $3.963 \geq 1.96$ confirms the substantial effect of service quality on customer satisfaction, leading to acceptance of the hypothesis.
- H_2 : Service quality (X_1) has a positive effect on customer relationship management (X_2). The calculated t-statistic value of $9.381 \geq 1.96$ confirms the significant impact of service quality on customer relationship management, leading to the acceptance of the hypothesis.
- H_3 : Customer relationship management (X_2) has a positive effect on customer satisfaction (Y). The result of the t-statistic value is $6.638 \geq 1.96$. It can be concluded that there is a significant impact of customer relationship management on customer satisfaction. (Hypothesis accepted.)

c. Indirect Effect Testing

If the indirect effect coefficient gets a significant probability that is $P\text{-Value} \leq 0.05$, then the actual effect is indirect.

Table 10. Indirect Effects					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (O/STERR)	P-Values
$X_1 \Rightarrow X_2 \Rightarrow Y$	0.299	0.312	0.054	5.487	0.000

Source: Processed Data, 2022

- Based on Table 10, it can be concluded that the coefficient value of the indirect effect of service quality (X_1) on

customer satisfaction (Y) is 0.299 with a P-value of $0.000 \leq 0.05$. This indicates that customer relationship management (X_2) has a positive and significant role in mediating the impact of service quality (X_1) on customer satisfaction (Y).

4. Coefficient of Determination (R-Square)

To determine whether a structural model has a good or bad amount of prediction power. The model is strong, moderate, or weak based on the criteria for values of 0.75, 0.50, and 0.25 for R Square.

Table 11. Coefficient of Determination of R-Square		
Variable	R-Square	R-Square Adjusted
Customer Relationship Managemet (X_2)	0.366	0.359
Customer Satisfaction (Y)	0.556	0.556

Source: Processed Data, 2022

- Based on Table 11, it can be concluded that the R-square value of the effect of X_1 on X_2 is 0.366 with an adjusted R-square value of 0.359. So, it can be concluded that X_1 affects X_2 by 0.359 or 35.9%. Because the adjusted R-square is less than 0.75, the effect of X_1 on Y is weak. The R-square value of the simultaneous effect (X_1 and X_2) on Y is 0.556 with an adjusted R-square value of 0.556. So, it can be concluded that (X_1 and X_2) simultaneously affects Y by 0.556 or 55.6%. Because the adjusted R-square is less than 0.75, the effect of (X_1 and X_2) on Y is moderate.

e. F-Square Value

The F-square value ranges from little (0.02), middle (0.15), to big (0.35). Numbers below 0.02 can be disregarded or thought to have no impact.

Table 12. F-Square			
	Service Quality	Customer Relationship Management	Customer Satisfaction
Service Quality (X_1)		0.578	0.172
Customer Relationship Management (X_2)			0.355
Customer Satisfaction (Y)			

Source: Processed Data, 2022

- Table 12's F-Square results indicate that the large effect size with an F-Square criterion > 0.35 lies between X_1 and X_2 . The moderate effect is the interaction between X_1 and X_2 , which has an f-square of 0.15 to 0.35.

f. Discussion

a. Effect of Service Quality on Customer Satisfaction

Based on the tests that have been carried out in this study, the results show that $P\text{-Value} \leq 0.05$, therefore, the level of service quality has an impact on customer satisfaction or H_1 is accepted. This study proves that the service quality of FEB University Bandar Lampung students affects customer satisfaction. The results of this study are consistent with those of earlier research done by (Supriyanto et al., 2021), service quality is a factor that has a direct influence on customer satisfaction.

b. Effect of Service Quality on Customer Relationship Management

Based on the tests that have been carried out in this study, the results show that $P\text{-Value} \leq 0.05$, which means that service quality has an influence on customer relationship management or H_2 is accepted. This study proves that the service quality of FEB students at the University of Bandar Lampung influences customer relationship management. In this instance, it is consistent with earlier studies by (Dewi et al., 2021) that simultaneously service quality and CRM have an important impact on customer satisfaction.

c. The Effect of Customer Relationship Management on Customer Satisfaction

Based on the tests that have been carried out in this study, the results show that $P\text{-Value} \leq 0.05$, which means that customer relationship management has an impact on customer satisfaction or H_3 is accepted. This study proves that the customer relationship management of FEB students at the University of Bandar Lampung affects customer satisfaction. The results of this study are consistent with those of earlier research done by (Kristian and Panjaitan, 2014), which relates to customer relationship management on customer satisfaction with the result that CRM has an important impact on customer satisfaction.

Conclusion and Suggestion

a. Conclusions

For students enrolled in the Faculty of Economics and Business at the University of Bandar Lampung, Service Quality (X_1) has a significant and positive effect on Customer Satisfaction (Y). For students enrolled in the Faculty of Economics and Business at the University of Bandar Lampung, Service Quality (X_1) has a significant and positive effect on Customer Satisfaction (Y). Additionally, Customer Relationship Management (X_2) has a favorable and significant impact on Service Quality (X_1) for students within the same faculty. For students in the Faculty of Economics and Business at the University of Bandar Lampung, customer satisfaction (Y) is significantly and positively influenced by customer relationship management (X_2).

b. Suggestion

In terms of service quality, Indomaret UBL is expected to maintain the completeness of the product, and Indomaret UBL employees should improve their attention and care for customers to create better customer satisfaction. For customer relationship management, Indomaret UBL should be able to maintain relationships with customers and increase the

notification of all information available to its customers. In terms of Indomaret UBL customer satisfaction, it is hoped that the products sold are in accordance with customer expectations and that services provided to customers should improve.

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