



A Systematic Literature Review on the Effectiveness of Customer Relationship Management in Building Customer Loyalty in the Digital Era

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Abstract

Despite the widespread use of CRM, evidence regarding its consistent effect on customer loyalty remains fragmented. The rapid development of the virtual world today is very worthy of consideration for a business to immediately build relationships with customers. This study aims to analyze the influence of customer relationship management on customer loyalty within the company. This study uses a literature review method. The data used comes from the outcomes obtained from the research that has been conducted and published in national journals accredited by SINTA. This review applied a qualitative content analysis of 21 SINTA-indexed articles published between 2020–2025. The steps of data analysis are: data collection, data reduction, data presentation, and conclusions. The research results and discussion indicate that CRM has a positive and meaningful impact on customer loyalty within a company. The more effective or appealing the CRM program implemented, the higher the customer loyalty. CRM helps gain a better understanding of customers and can provide more personalized service tailored to individual needs, thus strengthening loyalty. CRM is crucial for building, maintaining, and enhancing strong relationships with customers, as it can provide significant opportunities for companies to increase long-term profits. In conclusion, the implementation of CRM can maintain the existence of a company's business in the long term and can maintain and increase customer loyalty so that they do not switch to competitors. This study identifies dominant CRM dimensions affecting loyalty and highlights gaps for future empirical investigation.

Keywords: Customer Relationship Management, Customer Loyalty, Company.

INTRODUCTION

The success or failure of a company in achieving its goals is influenced by management's ability to identify current and future opportunities (Giniuniene & Pundziene, 2020). As the business world develops, the competition faced by companies becomes increasingly intense. Therefore, achieving objectives is not an easy task; this situation demands professionalism from a manager in planning, coordinating, directing and supervising all company operations. To win the competition, business actors undertake various efforts to provide competitive advantages that offer comfort to customers. One effective strategy to withstand competitors is maintaining customer loyalty (Prismantoro, 2020).

Customer loyalty is not formed in a short time, but through a learning process and based on customer experience from consistent purchases over time. Customer loyalty is a customer's commitment to a service, product brand or brand, based on a highly positive attitude and reflected in consistent repeat purchases (Mamahit et al., 2022; Tavsan & Duran, 2021).

Customer loyalty occurs when the services or products provided exceed their expectations. When customers make repeat purchases and recommend the services or products to those close to them, it indicates that they are loyal. To achieve loyal customers, companies can adopt a marketing strategy called Customer Relationship Management (CRM). CRM is a strategic approach used by companies to establish and sustain lasting relationships with customers through the delivery of good and fulfilling services. Proper and optimal CRM implementation plays a key role in the company's progress (Zahida, 2023). CRM focuses more on customer value. To generate and deliver value to target customers profitably, CRM is a company strategy that integrates internal processes and activities with all external networks (Nurhasanah et al., 2024).

CRM integrates people, processes, and technology to create effective communication with customers, primarily to foster customer loyalty to the company. CRM is the overall process of identifying, attracting, differentiating, and retaining customers by integrating the company's supply chain to create consumer value at every step in the value creation process (Usu, Fanggidae, Kurniawati, & Bunga, 2023)

CRM is the most effective way to increase customer loyalty by acquiring, developing, and maintaining effective customer relationships and interactions (Ahmed, 2025). If customers are satisfied, they will purchase products loyally, thereby generating profits for the company (Almohaimmeed, 2019; Lei et al., 2025). In today's dynamic business world, a customer-centric approach is the key to business success; using CRM conveys the core components necessary to achieve customer loyalty and gain their trust. A close relationship between customers and the business can be achieved through the utilisation of CRM systems. CRM strategies help businesses build long-term relationships with customers, keep them happy, reduce the risk of losing customers, and increase profits for the company (Alvia & Kamilah, 2023).

Companies need to develop a CRM concept as an appropriate strategy to create positive emotional relationships between customers and the company (Sharma et al., 2022; Yang & Huang, 2022). The CRM concept begins with the stage of seeking, recognising, understanding and exploring customer needs and expectations; during this stage, the company requires support in the form of information and records about its customers obtained throughout the company's interactions with them. The use of CRM within a company will help in understanding what customers expect and need, thereby creating close and open business relationships, which in turn helps maintain customer loyalty. Customer loyalty occurs because customers feel acknowledged

through follow-up actions based on the voice of the customer. Thus, CRM systems are innovative technologies designed to facilitate the process of acquiring, developing, and maintaining customer relationships in a more efficient and effective manner (Nur Aini et al., 2022).

The rapid development of the digital or online world today makes it very reasonable for a business to immediately build relationships with customers (Muljono & Setiyawati, 2022; Steinhoff et al., 2019). In addition to success leading to local market expansion, it is also competent for market expansion on a global scale (Prismantoro, 2020). However, if a company fails to satisfy its customers, it will result in customers switching to use the services or products of other companies (Usu et al., 2023)

Given these developments, CRM needs to be reevaluated to review how the dynamics of the digital business environment have changed the way companies build and maintain relationships with customers. Traditional CRM has certainly been abandoned. In this era, companies focusing on digital ecosystems and AI-based technology require a new, more adaptive approach to CRM (Leelavathi et al., 2024; Shaikh et al., 2024). This applies equally to both national and multinational companies across various business sectors. A review of all literature related to CRM developments linked to customer loyalty is important to understand new innovations and challenges that have been addressed.

The main problem in implementing Customer Relationship Management (CRM) arises when the system fails to provide accurate customer information (Suh, 2023), recognise customers as individuals, and maintain service continuity, and ironically, because of this, instead of strengthening loyalty, CRM can actually accelerate churn. In many organisations, CRM is filled with incomplete, outdated, or even duplicate data (making analytics unreliable), while customer data is scattered across various unintegrated systems, creating information silos and limiting a comprehensive view of the customer.

On the other hand, low user adoption due to overly complex systems or lack of training results in CRM not being used consistently, leading to fragmented service processes and minimal actionable insights. This burden is worsened when the CRM system cannot deliver personalised communication such as relevant offers or quick responses to complaints, thereby reducing customer trust and making interactions feel mechanical and dismissive of individual expectations. The effect is customers feel neglected, start comparing their experience with competitors, and ultimately are more likely to switch even if previously considered loyal (Mamahit et al., 2022). This phenomenon drives the urgency of this research, which delves into the connection between proper CRM implementation and genuine customer loyalty.

Moreover, the relationship between the two is highly relevant to the currently developed theory known as relationship marketing theory, which states that the success of long-term relationships between a company and its customers is based on trust and commitment. Regardless of the era and technology used, the company-customer relationship can always be analysed and remains relevant. CRM can build personal and sustainable interactions with customers. Through CRM, companies are able to recognise customer preferences and behaviours.

Considering the relationships which are very broad and diverse depending on the context, research is needed that can review all related articles in order to enhance knowledge about CRM and customer loyalty. Several previous studies based on literature review specifically examined CRM. Research by Rafikah Zulyanti & Rizal Nur Irawan, (2023) indicates that various CRM models explore customer-based solutions, technology solutions, knowledge management systems,

and employee engagement in organisational performance. Meanwhile, research by Ni Nyoman Padang Cakra Binaraesa & Hwihanus, (2023) shows that CRM that provides perceived value benefits to consumers and considers product quality will impact company profits.

Meanwhile, regarding customer loyalty, research by Alfaisaly, (2024) indicates that variables such as corporate social responsibility (CSR), service quality, religiosity, financial and spiritual benefits, image, trust, and close customer relationships influence customer loyalty in the Islamic finance industry. Meanwhile, research by Pesoa et al., (2020) shows that customer satisfaction and trust have a direct effect on customer loyalty.

This research aims to synthesise previous findings on the impact of CRM on customer loyalty and to identify theoretical and empirical gaps in the existing literature. This research is very important to conduct within the company as it can provide in-depth insights into how effective CRM strategies can enhance customer loyalty. This research not only enriches the academic literature but also provides practical guidance for companies in designing more effective and efficient CRM strategies.

METHOD

This study uses the literature review method, which is a comprehensive overview of research that has been conducted on a specific topic to show readers what is already known about the topic. The data used in this study comes from research results that have been conducted and published in nationally accredited SINTA (1-6) journals using the Google Scholar search engine with the keyword "The Effect of Customer Relationship Management on Customer Loyalty". Google Scholar was chosen because it provides access to a wide range of national journals and a broad range of articles. The stages of this research include: (1) Data Collection, (2) Data Reduction, (3) Data Presentation, and (4) Conclusion.

The inclusion and exclusion process followed four systematic stages: Identification, Screening, Eligibility, and Inclusion, as recommended by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework:

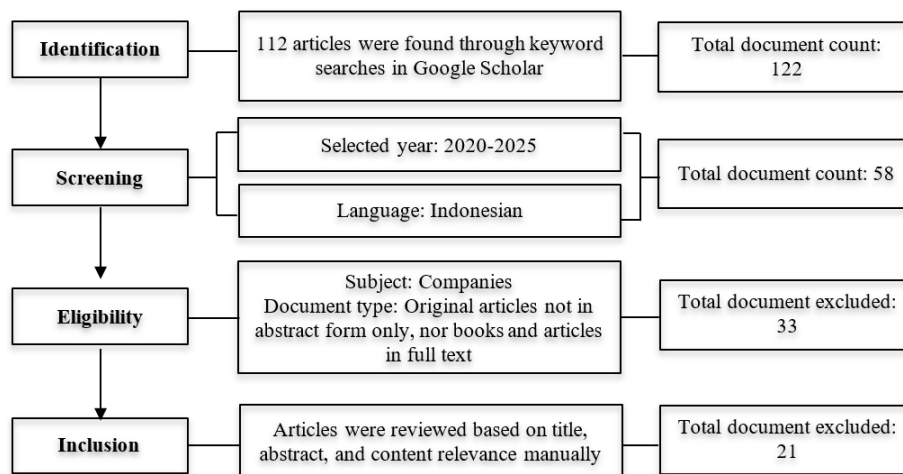


Figure 1. Data Filtering Stages

The 21 selected articles were analyzed using thematic analysis, which allows identification of recurring patterns and key themes related to CRM implementation and its impact on customer loyalty. 1.) Data Familiarization: Reading all articles to understand their contexts and objectives; 2.) Coding: Identifying key concepts; 3.) Theme Development: Grouping codes into broader

categories; 4.) Interpretation: Comparing and integrating findings to explain how CRM influences customer loyalty. To maintain validity, only peer-reviewed journal articles with clear research objectives, methodology, and measurable findings were included. The reliability of data analysis was ensured through repeated review.

RESULTS AND DISCUSSION

Result

A total of 21 articles were obtained from the search, published in national journals accredited by SINTA using the Google Scholar search engine with the keyword 'The Influence of Customer Relationship Management on Customer Loyalty' and with inclusion criteria: time period, language, subject, type of article, and article theme. The following is a summary table of the reviewed articles:

Table 1
Summary of the Reviewed Article

No.	Author, Year, Research Title	Source Name	Research Objectives	Research Methods	Research Findings
1	Nurhasanah et al., (2024): Pengaruh Customer Relationship Management (CRM) dan Kualitas Pelayanan Terhadap Loyalitas Pelanggan Dompot Digital Gopay	Jurnal Manifest, Vol. 04 No. 2	To examine the influence of Customer Correlation Management (CRM) and service quality on customer loyalty of the Gopay digital wallet	Quantitative research	Shows that Customer Relationship Management (CRM) and service quality have a positive and significant effect on the loyalty of Gopay digital wallet customers.
2	Alvia & Kamilah, (2023): Pengaruh CRM Terhadap Customer Loyalty Melalui Customer Satisfaction Pada AJB Bumiputera 1912 Syariah Medan	JPEK (Jurnal Pendidikan Ekonomi dan Kewirausahaan) Vol. 7 No. 1	To determine the effect of CRM on customer loyalty through customer satisfaction at AJB Bumiputera 1912 Syariah Medan	Quantitative research	Shows that CRM has a positive and significant effect on customer loyalty through customer satisfaction at AJB Bumiputera 1912 Syariah Medan
3	(Zahida, 2023): Pengaruh Customer Relationship Management (CRM) terhadap Customer	Thesis, Universitas Negeri Jakarta	To understand the influence of Customer Relationship Management (CRM) on customer loyalty	Quantitative research	Shows that Customer Relationship Management (CRM) has a good and massive impact on customer loyalty with customer satisfaction as an intervening variable

No.	Author, Year, Research Title	Source Name	Research Objectives	Research Methods	Research Findings
	Loyalty dengan Customer Satisfaction sebagai Variabel Intervening (Studi Kasus Pada Konsumen Mixue di Jabodetabek)		with customer satisfaction as an intervening variable among Mixue consumers in Jabodetabek		among Mixue consumers in Jabodetabek.
4	Nur Aini et al., (2022): Pengaruh Service Quality dan Customer Relationship Management terhadap Customer Loyalty yang Dimediasi Customer Satisfaction	JIMKES : Jurnal Ilmiah Manajemen Kesatuan, Vol. 10 No. 3	To determine the effect of service quality and Customer Relationship Management on customer loyalty mediated by customer satisfaction	Quantitative research	Shows that service quality and Customer Relationship Management have a massive impact on customer loyalty mediated by customer satisfaction
5	Solehatin & Khusnudin, (2024): Pengaruh Kualitas Pelayanan, Kualitas Produk, dan Manajemen Hubungan Pelanggan Terhadap Loyalitas Nasabah Bank Muamalat Kota Malang	NISBAH: Jurnal Perbankan Syariah, Vol. 10 No. 2	To understand the influence of service quality, product quality, and customer relationship management on customer loyalty at Bank Muamalat in Malang City	Quantitative research	Shows that service quality, product quality, and customer relationship management have a valuable impact on customer loyalty at Bank Muamalat in Malang City
6	Ibrahim et al., (2021): Pengaruh Customer Relationship Management (CRM) Terhadap Loyalitas Pelanggan Unipin	Journal of Information System Research (JOSH). Vol. 3 No. 1	To examine the effect of Customer Relationship Management (CRM) on Unipin customer loyalty	Quantitative research	Shows that Customer Relationship Management (CRM) has a positive and valuable impact on Unipin customer loyalty.
7	Prabowo &	Jurnal Ilmiah	To determine	Quantitative	Shows that CRM has a

No.	Author, Year, Research Title	Source Name	Research Objectives	Research Methods	Research Findings
	Dirgantara, (2023): Pengaruh CRM Sebagai Strategi Keunggulan Bersaing Syariah Untuk Meningkatkan Loyalitas dan Penjualan (Studi pada Distributor Suku Cadang Kendaraan Roda Dua di Jawa Tengah)	Ekonomi Islam, Vol. 9 No. 2	the influence of CRM as a sharia-based competitive advantage strategy to increase loyalty and sales at two-wheeled vehicle parts distributors in Central Java	research	good and valuable impact as a sharia-based competitive advantage strategy on increasing loyalty and sales at two-wheeled vehicle parts distributors in Central Java.
8	Tanjung & Fadli, (2023): Pengaruh Customer Relationship Management, Brand Image, dan Service Quality Terhadap Loyalitas Nasabah KUR Pada Bank BRI Unit Tangkerang Pekanbaru	JAMBURA : Jurnal Ilmiah Manajemen dan Bisnis, Vol. 6 No. 2	To understand the correlation of customer relationship management, brand image, and service quality on the loyalty of KUR customers at BRI Bank Tangkerang Pekanbaru Unit	Quantitative research	Shows that customer connection management, brand image, and service quality have a positive and significant effect on the loyalty of KUR customers at BRI Bank Tangkerang Pekanbaru Unit.
9	Usu et al., (2023): Pengaruh Customer Relationship Management (CRM) Terhadap Loyalitas Pelanggan Dengan Kepuasan Pelanggan Sebagai Variabel Intervening (Studi Pada PT Telkomsel Indonesia Tbk	Glory: Jurnal Ekonomi & Ilmu Sosial, Vol. 4 No. 2	To determine the effect of Customer Relationship Management (CRM) on customer loyalty with customer satisfaction as an intervening variable at PT Telkomsel Indonesia Tbk Mbay Branch	Quantitative research	Shows that Customer Relationship Management (CRM) has a positive and significant effect on customer loyalty with customer satisfaction as an intervening variable at PT Telkomsel Indonesia Tbk Mbay Branch

No.	Author, Year, Research Title	Source Name	Research Objectives	Research Methods	Research Findings
10	Novita & Mardian, (2022): Pengaruh Customer Relationship Management Terhadap Loyalitas Konsumen Cabang Mbay)	DIMENSI, Vol. 11 No. 1	To determine the effect of customer relationship management on consumer loyalty,	Quantitative research	Shows that customer connection management has a good and massive effect on consumer loyalty.
11	Haryani et al., (2024): Pengaruh Customer Relationship Management (CRM) Terhadap Loyalitas Pelanggan Shopee di Kota Tanjungpinang	Jurnal Manajerial dan Bisnis, Vo. 7 No. 2	To determine the effect of Customer Relationship Management (CRM) on customer loyalty at Shopee in Tanjungpinang City	Quantitative research	Reflect that Customer Connection Management (CRM) has a Good and Massive impact on Shopee's customer loyalty in Tanjungpinang City.
12	Ibrahim et al., (2022): Analisis Pengaruh Customer Relationship Management Terhadap Loyalitas Pelanggan Indomaret Kota Palembang	SISTEMASI: Jurnal Sistem Informasi, Vol. 11 No. 2	To determine the effect of customer relationship management on customer loyalty at Indomaret in Palembang City	Quantitative research	Shows that customer connection management has a positive and significant impact on customer loyalty at Indomaret in Palembang City.
13	Yudi & Wasino, (2023): Pengaruh Customer Relationship Management, Pengalaman Pelanggan dan Kepercayaan Merek terhadap Loyalitas Pelanggan di Starbucks Kelapa Gading	Panorama Nusantara, Vol. 18 No. 1	To determine the influence of customer relationship management, customer experience and brand trust on customer loyalty at Starbucks Kelapa Gading	Quantitative research	Shows that customer relationship management, customer experience and brand trust have a positive and significant effect on customer loyalty at Starbucks Kelapa Gading
14	(Swandini,	Jurnal	To determine	Quantitative	Shows that Customer

No.	Author, Year, Research Title	Source Name	Research Objectives	Research Methods	Research Findings
	2021): Analisis Customer Relationship Manajemen (CRM) Terhadap Loyalitas Nasabah Dengan Kepuasan Nasabah Sebagai Variabel Intervening Pada Bank Syariah Indonesia Kc Pringsewu	Akuntansi Syariah, Vo. 3 No. 1	the effect of Customer Relationship Management (CRM) on customer loyalty with customer satisfaction as an intervening variable at Bank Syariah Indonesia Kc Pringsewu	research	Relationship Management (CRM) has a positive and significant effect on customer loyalty with customer satisfaction as an intervening variable at Bank Syariah Indonesia Kc Pringsewu
15	Nafis & Marasabessy, (2022): Dampak Customer Relationship Management (CRM) dan Brand Ambassador Terhadap Loyalitas Konsumen Ms Glow Men	ECOBUS, Vol. 10 No. 2	To understand the influence of Customer Relationship Management (CRM) and brand ambassadors on consumer loyalty to Ms Glow Men.	Quantitative research	Shows that both CRM and brand ambassadors have a positive and significant effect on consumer loyalty to Ms Glow Men.
16	Lestari & Handoko, (2024): Peningkatan Loyalitas Pelanggan Pada City Trans Utama Bandung Melalui Customer Relationship Management (CRM)	Prosiding, Vol. 7 No. 1	To determine the effect of Customer Relationship Management (CRM) on customer loyalty at City Trans Utama Bandung	Quantitative research	Shows that Customer Relationship Management (CRM) has a positive and significant impact on customer loyalty at City Trans Utama Bandung.
17	Sari, (2023): Customer Relationship dan Kepuasan Pelanggan Dalam	Jurnal Sains Student Research, Vol.1 No.1	To determine the influence of customer relationship and customer satisfaction in	Quantitative research	Shows that customer relationship and customer satisfaction have a positive and significant effect on customer loyalty for the "Agent Eagle Tree

No.	Author, Year, Research Title	Source Name	Research Objectives	Research Methods	Research Findings
	Membangun Loyalitas Pelanggan Produk “Agent Eagle Tree Property”		building customer loyalty for the “Agent Eagle Tree Property” product		Property” product.
18	Mikael et al., (2024): Peran Customer Relationship Management dan Corporate Image terhadap Customer Loyalty dalam PT. Unilever	Jurnal Ilmu Manajemen Terapan (JIMT), Vol. 5 No. 3	To determine the influence of customer relationship management and corporate image on customer loyalty at PT. Unilever	Quantitative research	Shows that customer connection management and corporate image have a positive and significant effect on customer loyalty at PT. Unilever.
19	Alfiansah et al., (2024): Pengaruh Customer Relationship Management Terhadap Loyalitas Pelanggan (Studi Kasus Perusahaan Shopee Indonesia)	Business UHO : Jurnal Administrasi Bisnis, Vol. 9 No. 1	To determine the influence of customer relationship management on customer loyalty at Shopee Indonesia	Quantitative research	Reflect that customer relationship management has a good and massive impact on customer loyalty at Shopee Indonesia
20	Fajar Rosalina & Jonathan, (2023): Pengaruh Customer Relationship Management Terhadap Customer Loyalty Starbuck Sunter Mall	Komunika: Jurnal Ilmu Komunikasi, Vol. 10 No. 1	To determine the effect of customer relationship management on customer loyalty at Starbucks Sunter Mall	Quantitative research	Found that customer relationship management has a good and valuable impact on customer loyalty at Starbucks Sunter Mall.
21	Ananda et al., (2023): Pengaruh Kualitas Pelayanan, Nilai Pelanggan, dan Customer Relationship Management	Zona Manajerial, Vol. 13 No. 2	To determine the effect of service quality, customer value, and customer relationship management on customer loyalty: a case	Quantitative research	Service quality, customer value, and customer relationship management have a good and massive impact on customer loyalty: a case study at JNE Express Plamo Garden

No.	Author, Year, Research Title	Source Name	Research Objectives	Research Methods	Research Findings
	terhadap Loyalitas Pelanggan: Studi Kasus pada JNE Express Plamo Garden		study at JNE Express Plamo Garden		

Discussion

Based on the 21 articles reviewed in this study, CRM can be inferred to have a positive and significant effect on customer loyalty within companies. The study by Ibrahim et al. (2021) states that the better or more attractive the CRM programme implemented in a company, the higher the customer loyalty will be. The study by Yudi & Wasino, (2023) states that CRM helps gain a better understanding of customers and can provide more personalised services that meet individual needs, thereby strengthening loyalty.

According to research by Solehatin & Khusnudin, (2024), CRM or customer relationship management is one of the company's strategies to enhance its relationship with customers. The better the relationship between the bank and its customers, the more it will automatically boost loyalty. CRM is crucial for building, maintaining, and strengthening close relationships with customers because it presents a significant opportunity for the company to increase profits in the long term. Bank Muamalat in Malang City focuses on providing excellent service. Bank Muamalat is trustworthy, so customers believe that Bank Muamalat in Malang City can resolve every issue faced by its customers. CRM factors have a tangible and beneficial impact on the loyalty of Bank Muamalat customers in the Malang area. This is due to the increasingly close and positive relationship between the company and its customers. Therefore, if the company enhances the CRM strategies or programmes implemented, customer loyalty is likely to increase proportionally.

According to research by Prabowo & Dirgantara (2023), it was stated that after marketing activities were carried out with the implementation of CRM, it can be concluded that CRM is a new approach that needs to be continuously applied by Rajawali Motor. CRM can serve as an alternative strategy to generate profit through managing customer relationships. Customer relationship management actually encompasses various aspects such as acquiring new customers, improving services, and retaining existing customers. The CRM implementation includes adding computerised recording facilities and system adjustments to automatically track customer data and stock availability. With the addition of systems ranging from payment methods to compiled customer data, it becomes easier for the company to classify customers into large, potential, medium, and small categories.

The collected data helps the company to provide prices and treatment appropriate to customer classification. The expected outcomes from implementing CRM include an increase in the number of new customers, existing customers continuing to purchase and even transacting more frequently, and achieving better customer service in terms of reduced complaints and swift handling of complaints. With the data obtained through the implemented CRM system, Rajawali Motor will be increasingly able to meet consumer needs and address all customer desires, thereby enhancing customers' willingness to transact as they feel understood in their needs and wants. The

implementation of CRM at Rajawali Motor, if carried out continuously, can enhance customer loyalty to the company and increase profits in the long term. Based on data obtained from Rajawali Motor, overall sales increased by 11.8% over the past three months since the CRM implementation. Through CRM implementation, customers develop a deeper and more personal relationship with the company, preventing them from switching to competitors. CRM activities ultimately boost sales at Rajawali Motor, as the relationships built with customers encourage them to stay and provide a high competitive advantage over competitors. The competitive advantage gained from CRM implementation can increase customer loyalty and boost company sales.

The research by Tanjung & Fadli (2023) states that Customer Relationship Management, which influences customers to become loyal, is very important as it helps attract customer interest; in addition, attention should also be given to the company's brand image and service quality. Furthermore, the research by Haryani et al. (2024) states that the implementation of Customer Relationship Management (CRM) can facilitate the segmentation of its customers, as seen with Shopee's loyalty program, which greatly aids Shopee in providing the right programme for each level of Shopee member, ensuring that relationships are maintained and customers become increasingly loyal.

Research by Usu et al. (2023) states that customer loyalty can increase because customers who have used services or products from Telkomsel Mbay Branch feel satisfied with the service provided. With customer satisfaction, the perception or response of customers towards customer loyalty will further increase. The company needs to maintain and improve service in line with the CRM strategy because CRM variables have a significant impact on customer satisfaction and loyalty. The CRM indicators, which consist of commitment, communication, and service quality, should be maintained and enhanced if necessary so that customer loyalty to the company continues to grow.

Research by Swandini (2021) states that Companies must be able to understand their customers' needs and preferences. Customer Relationship Management (CRM) functions as a communication tool that enables personalised treatment, as customers generally expect to be valued and served uniquely. The core of CRM lies not only in providing service, but in using customer data to deliver enhanced, tailored experiences thereby fostering stronger loyalty and long-term relationships. The more frequently Customer Relationship Management (CRM) strategies are applied, the higher the level of customer loyalty will be.

Research by Nafis & Marasabessy (2022) says that the determinant of loyalty is CRM. Vogt (2011) explains that product or service providers should become more competitive and understand the impact of Customer Relationship Management on consumer loyalty. Mastery of Customer Relationship Management as a tool to market products or services has become increasingly important. Customer Relationship Management fosters a sustainable relationship towards loyalty between sellers and consumers. CRM has been considered digital marketing, similar to conventional CRM tools but using electronic channels to form an organisation's CRM strategy. The more consumers use electronic channels, the greater the potential to make information available for sellers to analyse and understand their consumer behaviour. CRM serves as a determinant in controlling loyalty values. CRM plays a role in increasing customer loyalty levels and profitability to reduce costs, increase the number of customers and improve profits in achieving competitive advantage.

Research by Lestari & Handoko (2024) states that Customer Relationship Management (CRM)

is a method implemented by companies to manage their interactions with consumers. CRM aims to understand customer desires and expectations, and to maintain good relationships with them. On the other hand, customer loyalty relates to the extent to which consumers show dedication or trust towards a particular brand or company. The connection between CRM and customer loyalty is very strong. CRM supports companies in creating a solid bond with consumers through the collection and analysis of information about customers.

With information obtained through CRM, companies are able to offer more specialised services tailored to their customers' needs. This can increase customer satisfaction levels and strengthen long-term relationships. With CRM, companies can more easily identify loyal customers and understand the factors that influence customer loyalty. Customer satisfaction is closely related to customer relationship management (CRM). By collecting and analysing information about consumers, CRM helps companies maintain harmonious relationships with their customers. By utilising information obtained from the CRM system, organization can offer more relevant and personalised services to their clients. This has the potential to increase customer satisfaction and strengthen long-term relationships.

By utilising CRM, a company can more efficiently identify loyal customers and analyse the factors that contribute to their satisfaction. Customer loyalty is the most important point in the success of CRM. Customer loyalty refers to a consumer's commitment to continue purchasing or using a specific good or service in the upcoming period, despite various external factors or marketing tactics that may influence their decision. Customer adherence is a crucial aspect for the sustainability of a company, as seen in the dedication and trust given by consumers to the business. Customers will demonstrate their loyalty by making regular purchases, being willing to recommend the business to others, and not easily switching to a similar business. As many as 84% of customers have a positive view on the importance of an integrated CRM system, more personalised data analysis, personal interactions, technology integration, and monitoring employee training in enhancing customer loyalty.

These results indicate that customers recognise the importance of an integrated CRM system, more personalised data analysis, personal interaction, technology integration, and employee training monitoring in building strong relationships and enhancing their loyalty to the company. In general, the management of City Trans Utama acknowledges that the implementation of a Customer Relationship Management (CRM) strategy aligns with the company's business objectives. Combining this strategy with the company's goals and strategic direction contributes to achieving the desired outcomes. However, the management evaluation process identified several obstacles that arose during implementation.

Obstacles in implementation include technical challenges, additional training needs for staff, and the complexity of data integration. Management's response to these challenges demonstrates a proactive approach. It was identified that management has taken steps to address these obstacles and remains committed to enhancing the effectiveness of the Customer Relationship Management (CRM) strategy. Management plays an active role in monitoring and assessing the effectiveness of the CRM strategy. They promptly respond to customer feedback and continuously make adjustments to improve the strategy's effectiveness. Management evaluation provides a comprehensive view, highlighting areas requiring improvement and demonstrating proactive participation in ongoing enhancement efforts.

The research by Mikael et al. (2024) states that according to Kotler & Keller (2016), consumer

commitment to repurchase a product or service in the future, regardless of situational and marketing influences, has the potential to cause behavioural change. However, Fleming & Koppelman (2016) argue that consumer loyalty is the commitment of consumers to continue using a particular service. Therefore, it is important for companies, especially PT. Unilever, to enhance customer loyalty to ensure long-term sales stability. The customer loyalty to be achieved is when Unilever has regular customers whose purchases are not based on environmental or market conditions (fluctuating and dynamic).

The indicators used are customer loyalty indicators according to Griffin (2013) with modifications, namely: Refuse (Show immunity from the lure of a competitor), Repeat Purchases (regularly make online purchases), Reward (buy a product or interline services), and Recommendation (refer products to other people). The influence of CRM on customer loyalty according to Buttle (2009) is that Customer Relationship Management (CRM) is the primary focus in business activities that combine intrinsic value (process and function) with external networks so that it can be accepted and utilised by consumers. Meanwhile, according to Emaluta, Isnalita, & Soewarno (2019), CRM is the development of a business relationship between producers and consumers by placing customer satisfaction as the main priority.

Nowadays, CRM is one of the spearheads in a company's strategy to maintain customers for business sustainability. CRM has evolved over time and adopts technology alongside the development of the era. According to Davis (2002), there are four factors that determine the level of CRM in a company, namely human resources, processes, technology, and knowledge. Darvish, Kafashzadeh, & Ahmadnia (2012) also explained that CRM is a form of consumer managerial strategy that builds a mutually beneficial relationship between the company and the consumer. The indicators used, according to Ene & Ozkaya (2014) in Ferryanto & Hatane's (2015) research with modifications, are: Store Layout, Store Prestige, Service Quality of Store, Products, In-Store Promotions, Support Services and Equipment. CRM has been proven to have a significant positive impact on customer loyalty.

Research by Alfiansah et al. (2024) states that with CRM, employees can more easily build good relationships with their customers so that customers feel satisfied with the company's services. CRM is an massive component for Shopee to enhance employee productivity and achieve long-term success. By implementing a successful CRM strategy, Shopee can improve customer loyalty, retention, sales, profitability, reputation, and operational efficiency. The CRM used by Shopee is an operational CRM, commonly known as the company's front office, which is typically used in web applications.

CRM operations themselves serve as a link between the company and its customers. Various forms of CRM used by Shopee include: 1.) Shopee Coins, 2.) ShopeePay, 3.) Spay Later, 4.) My Vouchers (Discounts and free shipping). When Shopee implements customer relationship management (CRM), customer loyalty will develop after using the Shopee app. As a result, customers will be more receptive to the company and will use Shopee's services again. Shopee already uses CRM, and to ensure the CRM functions continue to improve, it is important for the company to choose the right CRM system, map the customer journey, monitor employee performance, and conduct evaluations to avoid failure in CRM implementation.

Research by Ananda et al. (2023) states that the better the implementation of customer relationship management (CRM), the more it has the potential to increase the closeness between the company and its customers, which in turn improves customer satisfaction. This will motivate

customers to reuse the company's services and ultimately create loyalty in those customers. Kotler & Keller (2016) state that CRM is a process focused on the detailed management of information related to each customer, including careful interactions with them, with the aim of enhancing loyalty. Consumer touch points refer to any events where customers interact with a brand and its products, ranging from direct experiences to personal or general communication, as well as periodic observation.

Future researchers on similar topics should investigate other variables that may influence customer loyalty, such as service performance, customer satisfaction, service quality, and others. They need to use different data collection methods aside from literature review, such as questionnaires, in-depth interviews, and direct observation. Furthermore, future researchers should broaden the scope of the study by involving more customers or including additional geographical locations. This will help in generalising the research findings to a wider population. Additionally, expanding the study's scope may allow for a better understanding of variations and differences that may exist across different regions, cultures, or contexts throughout Indonesia.

The findings of this study have important practical implications for marketing practitioners. The outcome indicate that Customer Relationship Management (CRM) can enhance customer loyalty by increasing customer satisfaction. CRM can help companies understand their customers better. CRM can enable companies to provide better and more personalised services to customers. A good CRM can lead to an increase in customer satisfaction levels. When customers are satisfied, they will return in the future. The better the service provided and supported by high levels of satisfaction, the more it will foster customer loyalty.

Comparison of this study with results abroad shows similar findings, but only differs in the focus on the application of CRM to customer loyalty. The contradiction with research from Alfaisaly, (2024) lies in the contextual aspect in the Islamic industry, that CRM alone is not enough, but must include moral and spiritual dimensions. Meanwhile, comparison with other research by Pesoa et al., (2020) shows that customer experience is emotionally more dominant than formal CRM. This reflects that CRM must also be relevant to the context, quality, and values that influence customer behaviour (Rajagukguk et al., 2024). Despite variations, CRM still remains an element within it. CRM functions as a meta-framework that can integrate various determinants of loyalty across industries.

In the studies that have been summarised, CRM largely focuses on behavioural data or transactional, preference, and purchase frequency relationships with customers. From this, the limitations of CRM are evident, suggesting that other deeper aspects can be explored, one of which is the psychological aspect from the customer's perspective (Bharadwaj et al., 2025). This is important as reciprocal data for the success of CRM in achieving long-term loyalty. Empathy can also be related.

Overall, various aspects can be related to several concepts illustrated in the following image:



Figure 2. The dimension of CRM and customer loyalty

The relationship between CRM and customer loyalty tends to show a positive correlation, meaning the higher the CRM, the higher the customer loyalty. At present, CRM is relatively more effective with the use of technology in companies according to their capacity. Without managerial support and long-term strategy, CRM tends to become an administrative tool rather than a relational strategy that optimally benefits the company. Recent developments can focus on digital engagement through social media, mobile applications, and creating a more interactive two-way relationship between customers and the company. CRM strategy can work holistically by considering: 1.) CRM as the main tool in maintaining customer loyalty; 2.) CRM must be able to integrate digital technology with personalisation, and 3.) CRM also reaches the quality of interaction and builds trust with customers.

CONCLUSION

Based on the 21 articles reviewed in this study, the findings indicate that Customer Relationship Management (CRM) plays a crucial and statistically significant role in enhancing customer loyalty across companies. To maintain and enhance customer loyalty, CRM strategies are used, including the processes of collecting customer data, analysing customer data and identifying target customers, developing CRM programmes, and implementing CRM programmes. The benefits of CRM implementation can be felt by all parties, including the company, employees, and customers. Implementing CRM can preserve the company's business existence in the long term and can maintain and improve customer loyalty, preventing them from switching to competitors. For employees, having a CRM makes their work easier due to a clear customer database, while customers receive more facilities from the company and it simplifies two-way communication, allowing them to obtain services or products according to their expectations. Finally, specifically for managers, the consideration of digital technology for decision optimisation can be utilised by fostering a good culture within the company so that personalisation with customers is established.

Theoretically, this research strengthens the theoretical link between CRM and customer loyalty, as well as providing practical insights for managers to improve customer retention. Practically, what can be offered to companies is that in developing services or products offered, organizations need to remain attentive to the continuously evolving customer needs. The benefits attained thus far should be further expanded and consistently refined for every product or service offered by incorporating innovative features that improve customer convenience and satisfaction. Customers are more loyal when they feel valued and served in a unique way. Therefore, companies must use CRM data to create more personalised services.

The limitation of this study is that it only uses data taken from Google Scholar and is restricted to nationally SINTA-accredited journals, making it very limited in drawing conclusions. Future research for the literature review should use a broader and more complete database to obtain better results. Future studies should integrate CRM with digital analytics to measure real-time customer engagement and long-term retention outcomes. In addition, empirical cross-sector testing, international comparison, or integration with digital analytics can also be conducted.

SUGGESTION

Some recommendations that need to be carried out for continuous improvement and

optimisation are as follows: 1.) Enhancing personal interaction. The company must ensure that personal relationships with customers are strengthened. This can be achieved by designing a more individualised communication approach, such as providing prompt and personalised responses to customer enquiries or requests. Customers need to feel acknowledged and receive individual attention; 2.) Optimising the use of technology. Management should prioritise the optimisation of technology use in the CRM strategy. An audit should be conducted to ensure that the company has appropriate systems and software and involve the IT team to identify and implement necessary technology improvements; 3.) Investment in employee training. The company needs to invest time and resources in employee training. This training should focus on developing interpersonal skills, communication skills, and understanding the importance of personal interaction in building strong customer relationships. Regular training should be conducted to ensure employees have the necessary skills to interact with customers effectively; 4.) Clear communication regarding the Company's performance. Management must provide a clear explanation of how well the company is performing in achieving the set targets and objectives. Open and transparent communication about the company's performance, using measurable performance metrics, will help employees understand the goals and expectations set. This will also motivate employees to contribute effectively to achieving the company's objectives, and 5.) Routine evaluation and monitoring. Management needs to routinely evaluate and monitor the implementation of the CRM strategy. This evaluation should involve the relevant teams and the use of measurable performance metrics. Through regular evaluation, the company can identify weaknesses and opportunities for improvement in the CRM strategy, as well as take necessary steps to achieve the set goals. By implementing these recommendations, the company can improve the effectiveness of its CRM strategy, strengthening relationships with customers, as well as achieving a competitive advantage in customer relationship management.

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