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The Influence Of Customer Relationship Management On Customer Retention At Latarkopi In South Jakarta

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Abstract

This study aims to analyze the influence of Customer Relationship Management (CRM) on customer retention at Latar Kopi in South Jakarta, where CRM is defined as a strategy that integrates the management of customer interactions, services, and needs in order to build mutually beneficial long-term relationships. A quantitative method with a descriptive and verificative approach was employed; primary data were collected through questionnaires distributed to customers of Latar Kopi, while secondary data were obtained from literature sources including books, scientific journals, and other relevant references, using Purposive sampling and simple linear regression analysis. The results indicate that CRM has a positive influence on customer retention, as effective CRM implementation enhances customer satisfaction and loyalty, encouraging customers to maintain longer relationships with the company, thereby confirming that customer relationship management is a strategic factor in retaining customers within the competitive café industry.

Keywords: Customer relationship management, customer retention, latar kopi.

INTRODUCTION

The advancement of globalization accompanied by rapid technological development has driven changes across various industrial sectors, including the food and beverage industry. The food and beverage industry in Indonesia is one of the sectors that has demonstrated positive and consistent growth. According to the Ministry of Industry (2019), the food and beverage industry grew by 7.78%, exceeding the national economic

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growth rate of 5.02%. In line with this, the Ministry of Tourism and Creative Economy (2022) reported that the culinary subsector contributed the largest share to Indonesia's creative economy Gross Domestic Product (GDP). These conditions indicate that the culinary industry offers substantial business opportunities while simultaneously creating an increasingly competitive market environment.

One of the factors driving the growth of this industry is the increasing coffee consumption among Indonesians. Based on data from the *International Coffee Organization* (ICO), during the 2020–2021 period, Indonesia ranked fifth among the world's largest coffee-consuming countries, with total consumption reaching 5 million 60-kg bags, representing an increase of 4.04% compared with the previous period. This increase in coffee consumption has also stimulated the growth of coffee shop businesses in major cities across Indonesia, including Jakarta.

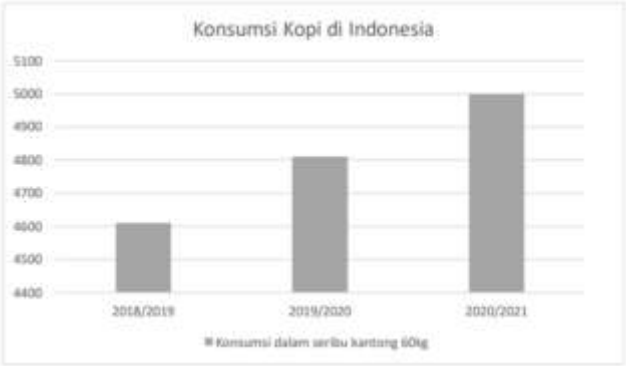


Figure 1. Coffee Consumption in Indonesia

As the capital city of Indonesia and the country's center of economic, social, and cultural activities, Jakarta possesses significant potential for the growth of the culinary industry, particularly the coffee shop business. Coffee shops no longer serve solely as places to enjoy beverages but have evolved into social spaces, remote working environments, study venues, and gathering places for various communities. This phenomenon reflects changes in consumer behavior, with customers increasingly emphasizing *experience-based consumption* and the overall atmosphere when selecting places to eat and drink (Handayani & Wahyuni, 2021). According to data from Statistics Indonesia (BPS), the population of the Special Capital Region (DKI) Jakarta is projected to reach 10,677,975 in 2025, with the largest proportion belonging to the 15–39-year age group, which represents the productive-age population and exhibits high consumption activity.

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Kelompok Umur *Age Group*	Laki–Laki *Male*		Perempuan *Female*		Jumlah *Total*	
	2024	2025	2024	2025	2024	2025
(1)	(2)	(3)	(4)	(5)	(6)	(7)
0–4	377.321	369.414	361.962	354.957	739.283	724.371
5–9	402.225	397.165	383.272	378.512	785.497	775.677
10–14	409.065	404.052	389.057	384.816	798.122	788.868
15–19	417.604	413.092	396.829	392.642	814.433	805.734
20–24	419.427	413.802	404.110	398.186	823.537	811.988
25–29	417.775	410.712	407.889	400.420	825.664	811.132
30–34	419.859	409.226	414.098	404.359	833.957	813.585
35–39	431.361	424.269	428.171	422.385	859.532	846.654
40–44	423.319	418.832	419.910	417.145	843.229	835.977
45–49	410.417	411.427	407.170	409.344	817.587	820.771
50–54	363.688	369.974	362.149	369.731	725.837	739.705
55–59	303.330	311.385	304.680	313.553	608.010	624.938
60–64	236.069	245.428	243.393	253.633	479.462	499.061
65–69	164.771	172.356	176.561	185.499	341.332	357.855
70–74	102.836	111.551	115.322	125.272	218.158	236.823
75+	72.326	78.142	98.980	106.694	171.306	184.836
DKI Jakarta	5.371.393	5.360.827	5.313.553	5.317.148	10.684.946	10.677.975

Figure 2. Population of DKI Jakarta Province, 2024–2025

The large productive-age population has further stimulated the development of Jakarta's culinary sector. According to Statistics Indonesia (2024), the number of food and beverage establishments (*PODES*) in DKI Jakarta Province reached 22,503 business units, with South Jakarta ranking third, accounting for 5,318 establishments. These figures indicate that South Jakarta represents one of the most promising markets for food and beverage businesses while also being characterized by intense market competition.

Table 1. Number of Food and Beverage Establishments (PODES) in DKI Jakarta Province, 2024

City	Number of Food and Beverage Shops (PODES)
Kepulauan Seribu	123
South Jakarta	5318
East Jakarta	6228
Central Jakarta	1763
West Jakarta	3165
North Jakarta	5906
DKI Jakarta	22503

Source: Statistics Indonesia website, 2024

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The rapid growth of coffee shops in South Jakarta has intensified business competition. Business owners can no longer rely solely on product quality or pricing but are also required to establish long-term relationships with customers to encourage repeat purchases. High consumer mobility, combined with the wide variety of coffee shop options available, makes it easier for customers to switch to competitors that are perceived to offer a better overall experience. Therefore, customer retention has become one of the key factors in sustaining business continuity. Vinerean and Opreana (2021) stated that customer retention is influenced by customer engagement, which serves as the foundation of relationship marketing. Similarly, the findings of J. U. Islam et al. (2020) indicate that customers who develop strong engagement with a company constitute a long-term asset capable of enhancing business performance through customer loyalty.

One of the coffee shops that has grown amid this competitive environment is Latar Kopi, located in Jagakarsa, South Jakarta. According to Pergi Kuliner (2025), Latar Kopi has received a rating of 4.6 and is ranked among the highest-rated coffee shops in the area.

Table 2. Coffee Shop Business Data in South Jakarta Based on Ratings

No	Nama Kafe	Alamat	Rating
1	Kopi posko	Jagakarsa	4.5
2	Toko kopi seduh	Jagakarsa	4.2
3	Kedai kopi kulo	Jagakarsa	4.8
4	LatarKopi	Jagakarsa	4.6

Although Latar Kopi has received favorable customer ratings, a high rating does not necessarily guarantee sustainable customer retention. Griffin (2002) argued that satisfied customers do not always become loyal customers because repeat purchase decisions are influenced by various emotional and relational factors. Therefore, business owners need to develop deeper relationships with their customers in order to maintain customer loyalty amid increasingly intense market competition.

As a local coffee shop operating since 2021, Latar Kopi has implemented various *Customer Relationship Management* (CRM) activities, including the use of a digital ordering system, customer data management, and interactions through social media as a means of communicating with customers.

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Figure 3. Latar Kopi Social Media

According to Kotler and Keller (2016), *Customer Relationship Management* (CRM) is the process of managing customer information and all customer touchpoints to build valuable long-term relationships. The implementation of CRM has become an important strategy for improving customer retention because it enables companies to better understand customer needs and provide more personalized services. Priansa (2017) explained that CRM integrates three main dimensions—*people*, *process*, and *technology*—allowing companies to establish and maintain sustainable relationships with their customers.

However, the effectiveness of CRM implementation at Latar Kopi still requires further evaluation. Based on preliminary observations and interviews with the management, it was found that although various CRM strategies had been implemented, no systematic evaluation had been conducted to assess their influence on customer retention. The results of a preliminary survey involving 15 customers showed that nearly half of the respondents gave neutral responses to the statement that Latar Kopi understands customer needs, as well as to their willingness to recommend Latar Kopi to others. These findings indicate that the personalized approach adopted in the implementation of CRM has not been fully perceived by customers, suggesting that customer retention still needs to be improved.

Numerous studies have examined the relationship between CRM and customer retention. Rusli and Pandjaitan (2023) found that CRM had a positive effect on customer

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retention at Starbucks Coffee Bandar Lampung through the dimensions of *financial*, *customization*, and *structural bonding*. Similarly, Bratan et al. (2024) reported that CRM had a significant effect on customer retention among Telkomsel customers in Gorontalo City, with a coefficient of determination of 56.5%. Furthermore, studies conducted by Priadi (2025), Fitrianti et al. (2024), and Susilawati and Sari (2020) also demonstrated that CRM implementation contributes to improving customer satisfaction and customer retention.

Nevertheless, most previous studies have been conducted in large-scale companies or in industries other than local coffee shops. Studies specifically examining the effect of *Customer Relationship Management* on customer retention in local small and medium-sized coffee shops operating in urban areas, particularly in South Jakarta, remain limited. Differences in business characteristics, organizational resources, and consumer behavior suggest that the findings of previous studies cannot be fully generalized to the context of local coffee shops such as Latar Kopi.

Based on the foregoing, this study aims to analyze the effect of *Customer Relationship Management* on customer retention at Latar Kopi in South Jakarta. The findings are expected to contribute to the academic development of CRM research within the local culinary business sector while also providing practical insights for small and medium-sized enterprises (SMEs) in developing customer relationship management strategies to improve customer retention sustainably.

METHOD

This study employed a quantitative approach using descriptive and verificative research designs with a causal approach to analyze the effect of *Customer Relationship Management* (CRM) on customer retention at Latar Kopi in South Jakarta. The descriptive approach was used to describe the implementation of CRM in the company's operational activities, while the verificative approach was intended to examine the relationship and effect of CRM on customer retention through statistical analysis. This study is explanatory in nature, as it focuses on explaining the causal relationship between the independent variable, namely *Customer Relationship Management* (CRM), and the dependent variable, namely customer retention.

The object of this study was the implementation of *Customer Relationship Management* (CRM) at Latar Kopi, which includes the company's strategies for establishing and maintaining customer relationships through effective communication, empathetic service, and a commitment to customer satisfaction. The CRM variable was

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measured based on the dimensions of *people*, *process*, and *technology* proposed by Priansa (2017), while customer retention was measured using the dimensions of *financial benefits*, *social benefits*, and *structural ties* proposed by Kotler and Keller (2016). All indicators were measured using a five-point Likert scale.

The study population consisted of all customers of Latar Kopi in South Jakarta who had made at least one purchase. Since the exact population size was unknown, the sample size was determined using the Lemeshow formula, resulting in a total sample of 100 respondents. A non-probability sampling technique with a purposive sampling method was employed. Respondents were selected based on the criteria that they had purchased products from Latar Kopi at least twice, including both *loyalty card* members and non-member customers, as they were considered to have sufficient experience with the implementation of CRM at Latar Kopi.

The study utilized both primary and secondary data. Primary data were collected through questionnaire distribution to respondents and semi-structured interviews with the owner and several customers of Latar Kopi to strengthen the research findings. Secondary data were obtained through a literature review of books, scientific journals, previous studies, academic articles, and other relevant sources related to the research topic.

The collected data were processed through editing, coding, and tabulating before being analyzed using SPSS software. Instrument testing included validity testing using Spearman correlation and reliability testing using Cronbach's Alpha coefficient with a minimum acceptable value of 0.60. Subsequently, normality was assessed using the Kolmogorov–Smirnov test, and linearity was evaluated using the *Test for Linearity* as prerequisites for regression analysis.

Data analysis was conducted using simple linear regression to determine the magnitude of the effect of *Customer Relationship Management* on customer retention. The contribution of the independent variable to the dependent variable was assessed using the coefficient of determination (R^2), while hypothesis testing was performed using the *t*-test at a significance level of 5% to determine the significance of the effect of CRM on customer retention at Latar Kopi.

RESULT AND DISCUSSION

This study involved 100 respondents who had previously purchased products from Latar Kopi in South Jakarta and met the predetermined sampling criteria. The respondents consisted of customers who had made at least two purchases, including

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both *loyalty card* members and non-members, allowing them to provide relevant information based on their direct experiences with the implementation of *Customer Relationship Management* (CRM) at Latar Kopi. The demographic characteristics of the respondents, including age, gender, and *loyalty card* ownership, provide an overview of the customer profile and contribute to a better understanding of the context in which CRM is implemented.

Based on age, the respondents were predominantly between 17 and 20 years old, accounting for 46 respondents (46%). This was followed by respondents aged 21–25 years, who represented 30 respondents (30%), respondents over 25 years old with 16 respondents (16%), and respondents younger than 17 years with 8 respondents (8%). These findings indicate that Latar Kopi's customer base is largely composed of adolescents and young adults within the productive age group. Customers in this age range generally have active lifestyles and frequently visit coffee shops not only to consume beverages but also to study, work remotely, socialize, or spend their leisure time. Consequently, they are more likely to engage repeatedly with coffee shops and develop perceptions regarding service quality, customer experience, and relationship-building initiatives. This demographic profile is therefore highly relevant to the present study, as customers within the productive age group tend to exhibit greater responsiveness to CRM practices and are more likely to develop long-term relationships with businesses that consistently provide satisfying experiences.

In terms of gender, the majority of respondents were female, comprising 62 respondents (62%), while male respondents accounted for 38 respondents (38%). This distribution suggests that female customers represent a larger proportion of Latar Kopi's customer base. The finding also reflects the evolving role of coffee shops as social and lifestyle spaces that attract diverse customer groups, particularly female consumers. In addition to serving as places to purchase food and beverages, coffee shops have increasingly become environments for social interaction, academic activities, professional work, and leisure. From the perspective of *Customer Relationship Management*, this demographic characteristic is particularly relevant because female customers are generally considered to demonstrate stronger emotional engagement with service quality and customer relationship practices. As a result, maintaining positive interactions and delivering consistent service experiences may contribute to higher levels of customer satisfaction, trust, and loyalty.

Regarding *loyalty card* ownership, the findings revealed that the majority of respondents had not joined Latar Kopi's *loyalty card* program. A total of 65 respondents

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(65%) were non-members, whereas only 35 respondents (35%) possessed a *loyalty card*. This result indicates that although Latar Kopi has implemented a customer loyalty program as part of its CRM strategy, the program has not yet reached most of its customers. Nevertheless, both member and non-member customers remain important in evaluating the effectiveness of CRM implementation because they have directly experienced the company's products and services. The relatively low proportion of *loyalty card* holders also suggests that there is considerable potential for Latar Kopi to further optimize its loyalty program by increasing customer participation and enhancing the benefits offered. Strengthening the implementation of the *loyalty card* program may encourage repeat purchases, improve customer engagement, and ultimately support greater customer retention.

Overall, the demographic profile of the respondents indicates that the majority of Latar Kopi's customers are young adults, predominantly female, and not enrolled in the company's *loyalty card* program. These characteristics provide an important context for interpreting the findings of this study, as age, gender, and customer participation in loyalty programs may influence customers' perceptions of CRM implementation and their willingness to maintain long-term relationships with the company.

Descriptive Analysis

Descriptive analysis was conducted to describe respondents' perceptions of the *Customer Relationship Management* (CRM) and customer retention variables based on their responses to the questionnaire items. The analysis was performed by calculating the total scores for each variable and classifying them into five categories according to the five-point Likert scale. With a total of 100 respondents, the minimum possible cumulative score was 100, while the maximum cumulative score was 500. These scores corresponded to percentage values ranging from 20% to 100%, resulting in an interval of 16% for each category. The resulting percentage intervals were subsequently used to construct a continuum line, which served as the basis for classifying the levels of CRM implementation and customer retention according to respondents' perceptions.

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Tabel 3. People Dimension Score Summary

No	Question	1	2	3	4	5	Skor	Maximum Score	Percentage	Category
1	Latar Kopi staff are always available when I need service	2	1	3	54	40	429	500	85,80%	Very high
2	Latar Kopi staff are able to understand and respond to my needs as a customer.	0	3	12	61	24	406	500	81,20%	High
3	I find it easy and comfortable to voice complaints or provide feedback to Latar Kopi staff	2	1	10	44	43	425	500	85%	Very high
Total score										**1.260**
Maximum total score										**1.500**
Average score for the People dimension										**84%**

Source: Processed by the researcher (2026)

Based on Table 3, the *People* dimension obtained an average score of 84%, which falls within the Very High category at the lower boundary of the continuum. Although classified as very high, this result indicates that there is still room for Latar Kopi to further improve the quality of its human resources to achieve a higher level of customer evaluation within the same category. Overall, the findings suggest that respondents perceived Latar Kopi's staff positively, particularly in terms of responsiveness, friendliness, and their ability to understand customer needs.

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This evaluation is consistent with the demographic profile of the respondents, who were predominantly aged 17–20 years (46%) and 21–25 years (30%). These younger age groups generally have high expectations regarding interpersonal service quality, as they are accustomed to fast, responsive, and personalized service experiences. According to Kotler and Keller (2016), younger consumers are more sensitive to the quality of interactions and personalized services, which may explain the high evaluation of the *People* dimension. In addition, female respondents accounted for 62% of the sample. Female customers are generally considered to have stronger relational orientations and tend to place greater importance on social interactions with service employees (Berry, 1995, as cited in Zeithaml et al., 2009), further supporting the favorable assessment of this dimension.

These findings are consistent with the concept of *Customer Relationship Management*, which emphasizes the critical role of employees in establishing and maintaining customer relationships. Competent employees with effective communication skills and a customer-oriented attitude are more likely to strengthen customer trust (Priansa, 2017). Similarly, Rahmawati and Soliha (2022) found that the *people* dimension of CRM significantly influences customer satisfaction and loyalty in the culinary industry. Therefore, the *People* dimension makes a substantial contribution to the successful implementation of CRM at Latar Kopi by strengthening emotional relationships with customers, ultimately supporting higher customer retention.

Tabel 4. Process Dimensions Recapitulation

No	Question	1	2	3	4	5	Skor	Maximum Score	Percentage	Category
1	I feel that the service process at Latar Kopi is consistent every time I visit	0	2	15	50	33	414	500	85,80%	Very high
2	I find the ordering and payment	2	1	9	47	41	424	500	84,80%	Very high

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	process at Latar Kopi easy to understand									
3	I feel that my preferences as a customer are used to improve service quality	0	2	11	65	22	407	500	81%	High
Total score										**1.245**
Maximum total score										**1.500**
Average score for the Process dimension										**83%**

Source: Processed by the researcher (2026)

Based on Table 4, the *Process* dimension achieved an average score of 83%, placing it at the upper boundary of the High category on the continuum, just one percentage point below the Very High category. This result indicates that respondents generally had positive perceptions of Latar Kopi's service processes. The individual indicators showed that service consistency (85.80%) and the ease of ordering and payment (84.80%) were both rated Very High, while the use of customer preferences to improve service quality received a score of 81% (High). Although the first two indicators achieved very high ratings, the relatively lower score for the third indicator reduced the overall average of the *Process* dimension. This finding suggests that Latar Kopi could further optimize the systematic use of customer data and preferences to enhance service quality and strengthen the overall implementation of the *Process* dimension.

The high score for this dimension also reflects customers' perceptions that Latar Kopi provides clear, efficient, and user-friendly service procedures. Convenient transaction processes and well-organized service procedures contribute to a comfortable customer experience, indicating that the company's operational system has generally met customer expectations. This finding is consistent with the demographic characteristics of the respondents, who were predominantly aged 17–20 years (46%) and 21–25 years (30%). These younger consumers are accustomed to digital services and standardized procedures and therefore tend to value efficiency and service consistency. Lupiyoadi

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(2013) noted that young urban consumers have limited tolerance for complicated or inconsistent service processes, which may explain the favorable evaluation of this dimension. Furthermore, female respondents, who represented 62% of the sample, generally place greater emphasis on service details, including the clarity of product information, ease of ordering, and consistency of service delivery. According to Zeithaml and Bitner (2003), female consumers typically have higher expectations regarding the reliability and organization of service processes, further supporting the high ratings obtained for this dimension.

These findings are consistent with the concept of *Customer Relationship Management*, which emphasizes the importance of systematically managing service processes to establish sustainable customer relationships. Well-structured and consistent service processes enhance customer trust and satisfaction, while the incorporation of customer preferences into service improvements demonstrates the company's commitment to meeting customer needs. Therefore, the *Process* dimension plays a significant role in the successful implementation of CRM at Latar Kopi by improving customer convenience, which ultimately contributes to stronger customer loyalty and retention.

Tabel 5. Technology Dimensions Recapitulation

No	Question	1	2	3	4	5	Skor	Maximum Score	Percentage	Category
1	I feel that Latar Kopi actively uses social media to communicate with customer	0	3	16	32	49	427	500	85,40%	Very high
2	I find it easy to locate information about Latar Kopi's promotions	2	0	4	43	51	441	500	88,20%	Very high

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	and products online									
3	I find it easy to access Latar Kopi's services digitally.	0	2	7	52	39	428	500	86%	Very high
4	The digital systems used by Latar Kopi are helpful to me as a customer.	1	2	9	55	33	417	500	83,45	High
Total score										**1.713**
Maximum total score										**2.000**
Average score for the Technology dimension										**86%**

Source: Processed by the researcher (2026)

Based on Table 5, the *Technology* dimension achieved an average score of 86%, placing it in the Very High category. This result indicates that respondents had highly positive perceptions of Latar Kopi's use of technology to support customer service. The high rating is closely associated with the demographic profile of the respondents, who were predominantly aged 17–20 years (46%) and 21–25 years (30%). As digital natives, these younger consumers are highly familiar with technology and social media and frequently rely on digital platforms to obtain information, access promotions, and interact with their preferred brands. According to Laudon and Laudon (2014), information technology serves as an essential infrastructure for managing customer relationships in a real-time and personalized manner. Therefore, Latar Kopi's utilization of social media and digital information systems aligns well with the information-seeking and consumption behaviors of its primary customer segment.

The findings also suggest that the use of digital platforms and online information systems has made customer interactions more convenient and accessible. User-friendly and well-integrated technology enhances the overall customer experience by facilitating access to services and information. These results are consistent with the concept of *Customer Relationship Management*, which highlights the strategic role of technology in

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improving service quality and customer data management (Priansa, 2017). Accordingly, the effective utilization of technology at Latar Kopi contributes to higher customer satisfaction, loyalty, and customer retention.

Table 6. Customer Relationship Management Score Summary

No	Dimension	Score	Number of Item	Percentage (%)
1	People	1.260	3	84%
2	Process	1.245	3	83%
3	Technology	1.713	4	86%
Total		4.218	10	84,30%

Source: Processed by the researcher (2026)

Based on the recapitulation presented in Table 6, the *Customer Relationship Management* (CRM) variable obtained a total actual score of 4,218 out of a maximum score of 5,000, with an average percentage of 84.30%. This score falls within the Very High category on the continuum, indicating that customers perceive Latar Kopi's overall CRM implementation very positively. Among the three CRM dimensions, *Technology* achieved the highest score (86%, Very High), followed by *People* (84%, Very High), while *Process* received the lowest score (83%, High).

The high rating for the *Technology* dimension suggests that customers appreciate Latar Kopi's use of social media and digital systems to facilitate communication and information delivery. Meanwhile, although the *Process* dimension was evaluated positively, its comparatively lower score indicates opportunities for improvement, particularly in the more systematic use of customer data and preferences to support personalized services. Although the overall CRM variable was classified as Very High, its average score of 84.30%, which lies at the lower boundary of this category, indicates that Latar Kopi still has considerable potential to further optimize its CRM practices and achieve even higher customer evaluations.

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Descriptive Analysis of the Customer Retention Variable

Tabel 7. Financial Benefits Dimension Score Recapitulation

No	Question	1	2	3	4	5	Skor	Maximum Score	Percentage	Category
1	The prices of Latar Kopi's products are commensurate with the benefits I receive.	2	1	2	55	40	430	500	86,00%	Very high
2	The Latar Kopi loyalty card program offers me benefits.	1	11	22	39	27	360	500	72%	High
3	I feel I save money when making repeat purchases of Latar Kopi products	2	2	15	52	29	404	500	81%	High
Total score										**1.194**
Maximum total score										**1.500**
Average score for the *Financial Benefits* dimension										**80%**

Source: Processed by the researcher (2026)

Based on Table 7, the *Financial Benefits* dimension obtained an average score of 80%, placing it in the High category. This finding indicates that respondents generally perceived the financial benefits provided by Latar Kopi positively. The highest score was recorded for the statement regarding the appropriateness of product prices relative to the benefits received (86%, Very High), while the loyalty program received the lowest score (72%, High).

These findings are consistent with the respondents' demographic profile, which was dominated by customers aged 17–20 years (46%) and 21–25 years (30%). As many

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of these respondents are students or young adults with limited purchasing power, they tend to evaluate whether the price paid is proportional to the value received. Griffin (2005) noted that younger consumers consider *value for money* a key factor influencing repeat purchase decisions. The high rating for price appropriateness therefore suggests that Latar Kopi has successfully positioned its products as affordable while maintaining satisfactory quality.

From a gender perspective, female respondents, who represented 62% of the sample, are generally more responsive to promotional offers and discounts, which may explain the favorable evaluation of cost savings from repeat purchases (81%, High). In contrast, the relatively lower score for the loyalty program (72%) may be attributed to the fact that 65% of respondents did not possess a *loyalty card* and therefore had not fully experienced its benefits. This finding indicates an opportunity for Latar Kopi to expand participation in its loyalty program, particularly among young and female customers who represent its primary customer segment.

Overall, the results demonstrate that the financial benefits offered by Latar Kopi—including reasonable pricing, savings from repeat purchases, and its loyalty program—contribute positively to customer satisfaction and play an important role in strengthening customer retention.

Tabel 8. Social Benefits Dimension Score Recapitulation

No	Question	1	2	3	4	5	Skor	Maximum Score	Percentage	Category
1	I feel comfortable interacting with the Latar Kopi staff..	2	1	4	49	44	432	500	86,40%	Very high
2	The Latar Kopi staff communicate with me in a friendly and warm manner.	0	2	9	46	43	430	500	86%	Very high

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3	The relationship established with the Latar Kopi staff makes me want to visit again.	1	2	7	49	41	427	500	85,4%%	Very high
Total score										1.289
Maximum total score										1.500
Average score for the *Social Benefits* dimension										86%

Source: Processed by the researcher (2026)

Based on Table 8, the *Social Benefits* dimension achieved an average score of 86%, placing it in the Very High category. This result indicates that respondents generally felt comfortable interacting with Latar Kopi's staff and perceived the social aspects of the service experience very positively.

The high rating for this dimension is consistent with the respondents' demographic profile, which was dominated by customers aged 17–20 years (46%) and 21–25 years (30%). For these younger consumers, coffee shops function not only as places to purchase beverages but also as social spaces for meeting friends, studying, and networking. Consequently, positive interpersonal relationships with staff are highly valued. Zeithaml and Bitner (2003) explained that social benefits include customers' feelings of being recognized, valued, and personally cared for, which strengthen their emotional attachment to a brand.

The predominance of female respondents (62%) also supports this finding, as female customers generally place greater importance on interpersonal interactions and are more likely to develop emotional connections with businesses that provide warm and personalized service. Berry (1995, as cited in Zeithaml et al., 2009) identified social benefits as a key component of relationship marketing that effectively promotes customer retention. Therefore, the strong social relationships established between Latar Kopi's staff and customers play an important role in fostering customer loyalty and strengthening customer retention.

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Tabel 9. Structural Ties Dimension Score Recapitulation

No	Question	1	2	3	4	5	Skor	Maximum Score	Percentage	Category
1	The ordering system at Latar Kopi makes it easy for me to complete transactions	2	2	12	51	34	416	500	83,20%	Very high
2	The service system at Latar Kopi makes me feel comfortable continuing as a customer	1	2	5	52	40	427	500	85,4%	Very high
3	The facilities and services provided by Latar Kopi make me want to remain a customer	2	1	7	42	48	433	500	86,6%	Very high
Total score										1.289
Maximum total score										1.500
Average score for the *Structural Ties* dimension										86%

Source: Processed by the researcher (2026)

Based on Table 9, the *Structural Ties* dimension obtained an average score of 85%, placing it in the Very High category. This finding indicates that respondents had highly positive perceptions of the relationships established between customers and Latar Kopi, with all indicators in this dimension receiving Very High ratings. Overall, customers felt comfortable interacting with the staff, while the friendly communication and welcoming atmosphere strengthened their sense of connection with the company.

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These results are consistent with the respondents' demographic profile, particularly those aged 21–25 years (46%), who generally have a good understanding of loyalty programs, integrated services, and convenient transaction systems. According to Lovelock and Wright (2007), *structural ties* are created through systems and procedures that facilitate customer interactions and increase switching costs by providing functional benefits that are difficult to replace. In addition, female respondents, who accounted for 62% of the sample, generally value structured, consistent, and accessible service systems. Consequently, Latar Kopi's *loyalty card* program and integrated digital services were perceived positively, contributing to the high evaluation of this dimension.

Overall, the findings suggest that strong and continuous relationships between Latar Kopi and its customers encourage repeat visits and reinforce customer loyalty. Therefore, the *Structural Ties* dimension plays a significant role in strengthening long-term customer retention.

Table 10. Customer Retention Score Summary

No	Dimension	Score	Number of Item	Percentage (%)
1	Financial Benefits	1.194	3	80%
2	Social Benefits	1.289	3	86%
3	Structural Ties	1.276	3	85%
Total		4.218	9	83,80%

Source: Processed by the researcher (2026)

Based on the recapitulation presented in Table 10, the *Customer Retention* variable obtained a total score of 3,759 out of a maximum score of 4,500, resulting in an average percentage of 83.80%. This score falls within the Very High category on the continuum, indicating that Latar Kopi has achieved a high level of customer retention.

The findings suggest that customers perceive Latar Kopi as providing financial value through reasonable pricing and loyalty programs, fostering warm and personalized relationships with employees, and creating strong structural ties through convenient service systems and supporting facilities. Among the three dimensions, *Financial Benefits* received the lowest score (80%), indicating that the benefits of the *loyalty card* program have not yet been fully experienced by all customers, as 65% of respondents were not

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members of the program. In contrast, *Social Benefits* (86%) and *Structural Ties* (85%) achieved Very High ratings, suggesting that Latar Kopi's customer retention is primarily driven by strong emotional relationships with customers and the accessibility of its service system.

Validity Test Results

Validity testing was conducted to evaluate the extent to which the research instrument accurately measured the variables under study. Item validity was assessed using the Pearson correlation coefficient, with an item considered valid if its correlation coefficient exceeded the critical *r*-table value of 0.196 at a significance level of 0.05 (n = 100).

The SPSS results showed that all questionnaire items measuring *Customer Relationship Management* (CRM), including the *People*, *Process*, and *Technology* dimensions, had corrected item–total correlation coefficients ranging from 0.287 to 0.487, all exceeding the required threshold. Similarly, all items measuring customer retention, comprising the *Financial Benefits*, *Social Benefits*, and *Structural Ties* dimensions, produced corrected item–total correlation coefficients between 0.280 and 0.596, which were also above the critical value. Therefore, all questionnaire items were considered valid and appropriate for subsequent data analysis, indicating that the instrument adequately measured both the CRM and customer retention variables

Reliability Test Results

Reliability testing was conducted to evaluate the consistency of the research instrument in measuring the *Customer Relationship Management* (CRM) and customer retention variables. Reliability was assessed using Cronbach's Alpha with the assistance of IBM SPSS Statistics. Following Sugiyono (2018), an instrument is considered reliable if it produces consistent results when administered repeatedly. In this study, a Cronbach's Alpha value of 0.60 or higher was used as the minimum criterion for acceptable reliability.

Table 11. Reliability Test Results for CRM and Customer Retention

Reliability Statistics

Cronbach's Alpha	N of Items
,864	11

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Reliability Statistics

Cronbach's Alpha	N of Items
,817	9

Source: Processed by the researcher, 2026 (SPSS)

As presented in Table 11, the Cronbach's Alpha coefficients were 0.864 for the CRM variable and 0.817 for the customer retention variable, both exceeding the recommended threshold. These results indicate that the questionnaire demonstrated satisfactory internal consistency and produced stable and reliable measurements. Therefore, all questionnaire items met the reliability criteria and were considered suitable for subsequent data analysis and hypothesis testing.

Normality Test

Table 12. Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			100
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		1.98514992
Most Extreme Differences	Absolute		.058
	Positive		.051
	Negative		-.058
Test Statistic			.058
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.543
	99% Confidence Interval	Lower Bound	.530
		Upper Bound	.556

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Processed by the researcher, 2026 (SPSS)

Based on the Kolmogorov–Smirnov normality test, the Asymp. Sig. (2-tailed) value was 0.200, exceeding the significance level of 0.05. Similarly, the Monte Carlo Sig. (2-tailed) value of 0.543 was also greater than 0.05. Since the *p*-values were higher than the significance threshold, the null hypothesis (H_0) was accepted, indicating that the regression residuals were normally distributed. Therefore, the data satisfied the normality assumption and were considered appropriate for simple linear regression analysis.

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Linearity Test

Table 13. Linearity Test Results

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
y_retensi * x_crm	Between Groups	(Combined)	1874.508	15	124.967	43.985	.000
		Linearity	1723.019	1	1723.019	606.462	.000
		Deviation from Linearity	151.489	14	10.821	3.809	.000
	Within Groups		238.652	84	2.841		
	Total		2113.160	99			

Source: Processed by the researcher, 2026 (SPSS)

Based on the linearity test, the significance value for the Linearity component was 0.000, which was lower than the significance level of 0.05. This result indicates a linear relationship between the *Customer Relationship Management* (CRM) and customer retention variables. Therefore, the linearity assumption was satisfied, and the data were considered suitable for subsequent simple linear regression analysis.

Simple Linear Regression Analysis

Table 14. Simple Linear Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.990	1.732		1.149	.253
	x_crm	.771	.037	.903	20.804	.000

a. Dependent Variable: y_retensi

Source: Processed by the researcher, 2026 (SPSS)

Based on the data processing results using SPSS version 30, the following regression equation was obtained:

Y = a + bX

Y = 1.990 + 0.771X

The regression analysis produced a constant value of 1.990, indicating that customer retention would remain at 1.990 when the *Customer Relationship Management* (CRM) variable was held constant. The regression coefficient for CRM was 0.771 and positive, indicating that each one-unit increase in CRM would increase customer retention by 0.771 units. This positive coefficient demonstrates a direct relationship between CRM and customer retention, suggesting that better CRM implementation leads to higher customer retention.

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Coefficient of Determination (r^2)

Table 15. Coefficient of Determination Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894[a]	.799	.797	.22400

a. Predictors: (Constant), Total_CRM
b. Dependent Variable: Total_R

Source: Processed by the researcher, 2026 (SPSS)

Based on the Model Summary output from SPSS, the correlation coefficient (*R*) was 0.905, indicating a very strong relationship between *Customer Relationship Management* (CRM) and customer retention. The coefficient of determination (R^2) was 0.819, indicating that CRM explained 81.9% of the variance in customer retention, while the remaining 18.1% was attributable to other factors not examined in this study, such as product quality, price, location, and other relevant variables. These findings demonstrate that *Customer Relationship Management* has a substantial influence on customer retention at Latar Kopi.

Uji T

Table 16. Uji t Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.990	1.732		1.149	.253
	x_crm	.771	.037	.903	20.804	.000

a. Dependent Variable: y_retensi

Source: Processed by the researcher, 2026 (SPSS)

Based on the SPSS output, the *t*-value was 20.804 with a significance value of 0.000, which was lower than the 0.05 significance level. This result indicates that *Customer Relationship Management* (CRM) has a statistically significant effect on customer retention. Furthermore, the positive regression coefficient demonstrates a positive relationship between the two variables, indicating that better CRM implementation leads to higher customer retention at Latar Kopi. Therefore, it can be concluded that CRM has a significant positive influence on customer retention.

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DISCUSSION

The simple linear regression analysis produced the equation Y = 1.990 + 0.771X, indicating that Customer Relationship Management (CRM) has a positive effect on customer retention at Latar Kopi, South Jakarta. The positive regression coefficient (0.771) indicates that every one-unit increase in CRM increases customer retention by 0.771 units, suggesting that better CRM implementation leads to higher customer retention. This finding is consistent with Kotler and Keller (2016), who describe CRM as a strategy for managing customer information and interactions to maximize long-term customer loyalty.

The hypothesis test further confirmed this relationship. The t-test produced a value of 20.804 with a significance level of 0.000 (<0.05), indicating that CRM significantly influences customer retention. In addition, the coefficient of determination (R^2 = 0.819) shows that CRM explains 81.9% of the variation in customer retention, while the remaining 18.1% may be influenced by other factors such as product quality, price, store atmosphere, location, and customers' emotional experiences. These findings support Griffin (2005), who argues that customer retention is influenced by satisfaction, perceived value, and relationship quality, as well as the findings of Ferrinadewi and Djati (2004, cited in Putri, 2020) regarding the significant role of customer relationships in encouraging repeat patronage.

The significant effect of CRM is supported by respondents' positive perceptions of its implementation at Latar Kopi. Descriptive analysis showed that the overall CRM score reached 84.30% (very high), with the Technology dimension obtaining the highest score (86%), followed by People (84%) and Process (83%). These results indicate that customers perceive the staff as friendly and responsive, service procedures as clear and consistent, and technology as effective in facilitating interactions with the coffee shop. This finding is consistent with the CRM framework proposed by Priansa (2017) and Tunggal (2008, cited in Sari, 2019), which emphasizes the integration of people, processes, and technology to establish sustainable customer relationships.

Among the CRM dimensions, People contributed substantially to customer retention. Customers appreciated the friendliness, responsiveness, and communication skills of Latar Kopi's employees, creating positive service experiences that strengthened customer trust and emotional attachment. This finding supports Hasan (2014) and Rahmawati and Soliha (2022), who emphasized the importance of employee competence in enhancing customer satisfaction and loyalty.

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The Process dimension also received a high evaluation, indicating that customers perceived the ordering, payment, and service delivery processes as efficient, consistent, and easy to understand. Well-structured service procedures increase customer convenience and satisfaction, thereby encouraging repeat visits. These findings are consistent with Buttle (2007) and Pratiwi (2020), who concluded that effective service processes positively influence customer retention.

Similarly, the Technology dimension received the highest score, demonstrating that the use of digital platforms, social media, and online information systems effectively supports communication between Latar Kopi and its customers. Easy access to product information and promotions enhances customer engagement and service convenience. This finding aligns with Laudon and Laudon (2014) and Dewi and Santoso (2021), who highlighted the critical role of digital technology in strengthening CRM implementation and encouraging repeat visits.

Customer retention was also rated very highly, with an overall score of 83.80%. Among its dimensions, Social Benefits (86%) and Structural Ties (85%) achieved the highest scores, while Financial Benefits (80%) remained in the high category. Customers perceived that Latar Kopi offered fair pricing, enjoyable interpersonal interactions, and convenient service systems that encouraged long-term relationships. Although the loyalty program contributed positively, its benefits were not fully experienced by all customers because many respondents were not yet registered as loyalty card members. These findings are consistent with Berry (1995, cited in Zeithaml et al., 2009), who identified financial benefits, social benefits, and structural ties as essential components of relationship marketing.

The high score for Social Benefits indicates that customers value the warm and personal interactions with Latar Kopi's staff. Feeling recognized, appreciated, and personally attended to strengthens emotional attachment and motivates customers to revisit the coffee shop. This supports the view of Zeithaml and Bitner (2003) that social benefits reinforce customers' emotional bonds with a brand. Meanwhile, Structural Ties demonstrate that integrated service systems and digital facilities make transactions easier and encourage customers to maintain long-term relationships with the company, as suggested by Lovelock and Wright (2007).

In the highly competitive coffee shop industry, CRM is essential not only for attracting new customers but also for retaining existing ones. Customers who experience high-quality service and meaningful interactions are more likely to revisit and remain loyal. This finding is consistent with Lupiyoadi (2013), who argued that retaining existing

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customers is more cost-effective than acquiring new ones, and with Nugraha and Wibowo (2021), who found that consistent CRM implementation increases customer revisit intentions in the café industry.

Overall, this study demonstrates that Customer Relationship Management plays a crucial role in improving customer retention at Latar Kopi, South Jakarta. Effective employee interactions, efficient service processes, and appropriate technology utilization create positive customer experiences, strengthen long-term relationships, and increase customers' willingness to continue purchasing from the company. These findings support the theories of Priansa (2017), Kotler and Keller (2016), Tjiptono (2014), Alma (2016), and Kotler and Armstrong (2018), which emphasize that CRM is not only a tool for enhancing customer satisfaction but also a strategic approach to sustaining long-term customer relationships and ensuring business continuity.

CONCLUSION

Based on the findings, it can be concluded that Customer Relationship Management (CRM) has a positive and significant effect on customer retention at Latar Kopi, South Jakarta. The regression equation Y = 1.990 + 0.771X indicates that each one-unit increase in CRM increases customer retention by 0.771 units. The t-test result ($t = 20.804$; $p = 0.000 < 0.05$) further confirms the statistical significance of this relationship. In addition, the coefficient of determination ($R^2 = 0.819$) shows that CRM explains 81.9% of the variation in customer retention. These findings suggest that effective CRM implementation through the People, Process, and Technology dimensions enhances customers' perceptions of being valued and well served, thereby encouraging long-term customer retention.

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