

The Effects of Service Quality and Customer Relationship Management on Customers' Loyalty at ICTel

Idha Rizqi Pratiwi¹

¹Department of Business Administration, Politeknik Negeri Semarang

Sumanto²

²Department of Accounting, Politeknik Negeri Semarang

Hartono³

³Department of Accounting, Politeknik Negeri Semarang

Abstract

The rapid development of information and communication technology has significantly impacted various sectors, including the industrial sector. But, PT Infrastruktur Cakrawala Telekomunikasi (ICTel) faces challenges in increase and achieving 100% usage among tenants. In fact, this target must be achieved in 2025. This study investigates the effects of service quality and customer relationship management (CRM) on customers' loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel). The research employs a quantitative methodology, utilizing surveys to collect data from ICTel customers in Kendal Industrial Estate. The data is analyzed using multiple linear regression with SPSS 20 to determine the effects between the variables. The results indicate that both service quality has significant effect on customers' loyalty and customer relationship management has no significant effect on customers' loyalty. The findings suggest to maintain ICTel's service quality and fostering customer relationship management to get higher customers' loyalty, providing valuable insights for ICTel and the future researchers as well.

Keyword: service quality, customer relationship management, customer loyalty

INTRODUCTION

The rapid development of information and communication technology has significantly impacted various aspects of human life, including the industrial sector. This is in line with a survey conducted by the Association of Indonesian Internet Service Providers that internet usage in Indonesia has experienced a positive trend consistently from the last five years (APJII, 2024). To provide that needs, PT Infrastruktur Cakrawala Telekomunikasi (ICTel) plays a crucial role in providing fiber optic-based communication technology infrastructure services to support PT Jababeka Tbk's Industrial Estates, including Jababeka Cikarang Industrial Estate, Kendal Industrial

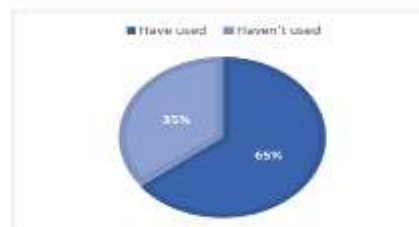


Estate, and Tanjung Lesung Industrial Estate.

Fiber optic itself has many advantages compared to other transmission methods. Fiber optic sensors are becoming more and more used in a variety of industries because of their great accuracy, resistance to electromagnetic interference, and long-range data transmission capabilities. When compared to conventional sensors, one of the primary benefits of fiber optic sensors is their tolerance to electromagnetic interference (EMI). As a result, when subjected to electromagnetic waves, fiber optic sensors do not have the same problems or inefficiencies as conventional sensors.

This makes fiber optic sensors suitable for use in high-EMI situations, like those close to electrical equipment or in regions where radio frequency interference is prevalent. Fiber optic sensors also have the benefit of being able to transmit signals over great distances. They are lightweight, compact, and easy to install in regions with limited access or tight spaces. Additionally, they are flexible and may be twisted and bent to fit into small areas. They are therefore the best option for applications (Kim, 2023).

Despite the advantages of fiber optic technology, ICTel faces challenges in achieving 100% usage among tenants, because its target must be achieved in 2025.



Source: Processed Primary Data

Figure 1. Kendal Industrial Estate Percentage Diagram

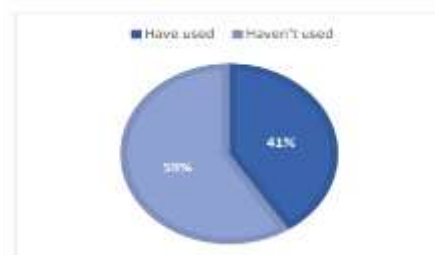


Figure 2. Jababeka Industrial Estate Percentage Diagram

Source: Processed Primary Data

Based on the Kendal and Jababeka Industrial Estate customer percentage diagram, it can

be seen that there is still so much potential for ICTel to grow with a target of 100% of PT Jababeka Tbk's tenants using ICTel's fiber optic infrastructure by 2025. Kendal Industrial Estate still has 24 tenants which do not use fiber optic infrastructure of ICTel yet and 1167 tenants in Jababeka Cikarang Industrial Estate. Additionally, there are some deactivation numbers on installation of ICTel service which contradictive with the target and shows disloyalty.

Therefore, this research conducted in Kendal Industrial Estate because ICTel began expanding its business in Kendal Industrial Estate in 2017, making it newer and growing market compared to the more established Jababeka Industrial Estate. For this reason, in order to realize the target which has been set by PT Cakrawala Infrastruktur Telekomunikasi (ICTel), ICTel requires a lot of marketing efforts. The slow of market growth situation even raises questions about whether there are issues with the customer relationship and services provided by ICTel to the tenants.

It can be concluded that the linkages between service quality and customer relationship on customer loyalty are very significant. Therefore, this can be applied to the problems faced by PT Infrastruktur Cakrawala Telekomunikasi (ICTel) whether by improving service quality and customer relationship management, it will also increase the loyalty of PT Infrastruktur Cakrawala Telekomunikasi (ICTel) tenants.

LITERATURE REVIEW

Variables in Research

Service Quality

"Service" and "quality", two distinct terms, are combined to form the term "service quality." A service is any action or advantage that one party provides to another that is essentially immaterial and does not lead to the acquisition of any property. Quality is now acknowledged as a tactical instrument to achieve improved corporate performance and operational efficiency. In order to improve business performance, a service provider must be able to efficiently satisfy customers, which is known as service quality. Quality is a crucial component for corporate success in the service industry as well. It's as a result of realizing how positively it affects revenue, market share, and customer pleasure. The notion of quality in services differs from that of the goods industry, as several past research and writers have noted. The underlying characteristics of services, such as their heterogeneity, intangibility, and inseparability from the provider, are the reasons for this kind of treatment (Ramya et al., 2019).

According to Parasuraman on Ramya et al. (2019), there are 5 dimensions of service quality:

- a. tangibility;
- b. reliability;
- c. responsiveness;



- d. empathy;
- e. assurance.

Customer Relationship Management

Customer relationship management (CRM) is the process of carefully managing detailed information about individual customers and all customer “touch points” to maximize loyalty. CRM is important because a major driver of company profitability is the aggregate value of company’s customer base. CRM enables companies to provide excellent real-time customer service through the effective use of individual account information. Based on what they know about each valued customer, they can customize market offerings, services, programs, messages, and media. Companies’ increased ability to track and market to individual customers (Kotler & Keller, 2016). CRM is also known as the strategic process of identifying the clients that a business can most profitably service and directing the client-business relationship. Optimizing the present and future worth of customers for the business is the ultimate objective (Kumar & Reinartz, 2018).

According to Kumar and Reinartz (2018) indicators for customer relationship management are:

- a. technology;
- b. people;
- c. processes;
- d. knowledge and insight.

Customers’ Loyalty

Kotler and Keller (2016) state loyalty is defined as a strong commitment to purchase or continue to use a particular product or service for the foreseeable future, even when unfavorable circumstances and business practices occur that may result in changes to the company. Another definition of customer loyalty is a customer's commitment to a company based on a very positive attitude and reflected in consistent repeat purchases. In other words, loyal customers will make purchases or subscribe to a product or service consistently for the future (Septiyanto, 2020).

According to du Toit et al. (2015) there are several indicators of customer loyalty:

- a. always like the brand;
- b. keep choosing the brand;
- c. repurchase;
- d. recommend to others.

The Effects Between Variables

The Effect of Service Quality on Customers’ Loyalty

According to Aini et al. (2022) service quality is closely related to customer loyalty, where



customers will give a positive response if the service that they receive is able to meet customer expectations. Disloyal customers are often caused by receiving quality services that are not what customers expect. Quality of service is crucial in retaining customers for a long time and attracting new customers.

The hypothesis proposed in this study is:

H1: Service quality has significant effect on customer loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel).

The Effect of Customer Relationship Management on Customers' Loyalty

According to Kotler and Keller (2016) CRM is the process of managing detailed information about each customer and meticulously managing customer "touch points" in order to maximize customer loyalty. So, it is undeniable that customer relationship management has an influence on customer loyalty.

The hypothesis proposed in this study is:

H2: Customer relationship management has significant effect on customer loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel).

RESEARCH FRAMEWORK

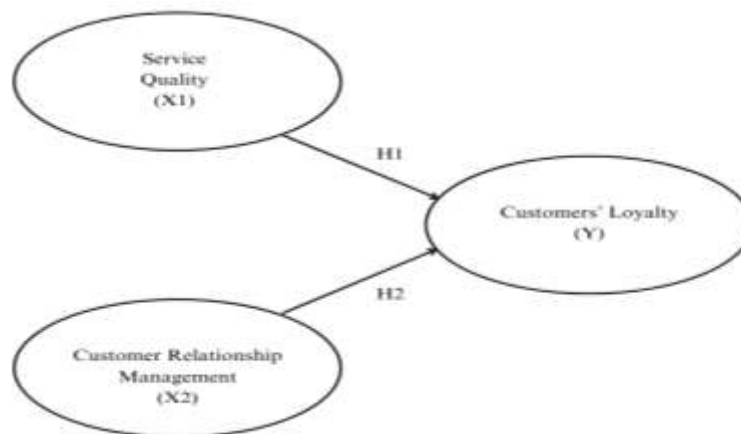


Figure 3. Research Framework

RESEARCH METHOD

This study targets all tenants of PT Jababeka, Tbk in Kendal Industrial Estate who have used ICTel fiber optic infrastructure with total 44 companies. The sampling technique used is census which means the entire population is used as the sample. The data collected through questionnaires distributed to those 44 companies. Then, the analysis method used multiple linear regression by SPSS 20 to measure the effects of independent variables (service quality and

customer relationship management) on dependent variable (customers' loyalty).

RESULT

Validity and Reliability Test

Validity test serves to see whether a measuring instrument is valid or invalid. A questionnaire is said to be valid if the question on the questionnaire can reveal something measured by the questionnaire (Janna & Herianto, 2021). If the r value $>$ r table means the measuring instrument used is valid (Ghozali, 2016). The validity test result of this research can be seen on the Table 1 below.

Table 1. Validity Test Result 30 Respondents

No	Variable	Indicator	Question	r value	r table	Remarks
1	Service Quality (X1)	Tangibility	X1.1	0.499	0.3610	Valid
			X1.2	0.378	0.3610	Valid
			X1.3	0.483	0.3610	Valid
		Reliability	X1.4	0.708	0.3610	Valid
			X1.5	0.522	0.3610	Valid
			X1.6	0.647	0.3610	Valid
		Responsiveness	X1.7	0.439	0.3610	Valid
			X1.8	0.538	0.3610	Valid
			X1.9	0.775	0.3610	Valid
		Assurance	X1.10	0.604	0.3610	Valid
			X1.11	0.529	0.3610	Valid
			X1.12	0.694	0.3610	Valid
		Empathy	X1.13	0.414	0.3610	Valid
			X1.14	0.660	0.3610	Valid
			X1.15	0.744	0.3610	Valid
2	Customer Relationship Management (X2)	Technology	X2.1	0.531	0.3610	Valid
			X2.2	0.589	0.3610	Valid
			X2.3	0.633	0.3610	Valid
		Process	X2.4	0.899	0.3610	Valid
			X2.5	0.709	0.3610	Valid
			X2.6	0.583	0.3610	Valid
		People	X2.7	0.744	0.3610	Valid
			X2.8	0.739	0.3610	Valid



			X1.9	0.723	0.3610	Valid
		Knowledge and Insight	X1.10	0.778	0.3610	Valid
			X1.11	0.627	0.3610	Valid
			X1.12	0.683	0.3610	Valid
3	Customer Loyalty (Y)	Always like the brand	Y.1	0.766	0.3610	Valid
			Y.2	0.683	0.3610	Valid
			Y.3	0.761	0.3610	Valid
		Recommend to others	Y.4	0.767	0.3610	Valid
			Y.5	0.651	0.3610	Valid
			Y.6	0.716	0.3610	Valid
		Keep choosing the brand	Y.7	0.667	0.3610	Valid
			Y.8	0.783	0.3610	Valid
			Y.9	0.684	0.3610	Valid
		Repurchase	Y.10	0.645	0.3610	Valid
			Y.11	0.705	0.3610	Valid
			Y.12	0.598	0.3610	Valid

Source: Processed Primary Data

According to tables above, all the indicators for the variables in this study have an r value greater than the r table value of 0.361. This confirms that all indicators for service quality, customer relationship management, customers' satisfaction, and customers' loyalty are valid. Therefore, the analysis can proceed as all indicators meet the validity criteria.

While reliability tests assess the consistency of a measuring instrument, ensuring it yields consistent results upon repeated measurements. An instrument is deemed reliable if it consistently produces the same outcomes across multiple trials. In this study, the Cronbach's Alpha method will be employed. If the Cronbach's Alpha value is 0.70 or higher, the instrument is considered valid (Prasetyo, 2021).

Table 2. Reliability Test Result 30 Respondents

Variable	Cronbach Alpha Value	Cronbach Alpha Standard	Remarks
Service Quality (X1)	0.856	0.70	Reliable
Customer Relationship Management (X2)	0.891	0.70	Reliable



Customer Loyalty (Y)	0.904	0.70	Reliable
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Source: Processed Primary Data

The reliability test results for the variables of service quality, customer relationship management, and customer loyalty are confirmed to be valid. All indicators in this study exceed the Cronbach Alpha standard of 0.70, with values of 0.856, 0.891, and 0.904, respectively. This indicates that the analysis can be proceed.

Classic Assumption Test Results

Normality Test

In this research, the normality test can be done using Saphiro Wilk sample test because the total sample is below 50 respondents. If the significance value is above 5% or 0.05, the data has a normal distribution. The results of the normality test based on the calculation can be seen in the table below.

Table 3. Normality Test Result

N	Significance Standard	Significance Value	Remarks
44	0.05	0.164	Normally distributed

Source: Processed Primary Data

The result shows that the normality test of the effect of service quality (X1) and customer relationship management (X2) on customer loyalty (Y) has a significance value of 0.164 is greater than the significance standard 0.05. It means the data was normally distributed.

Heteroscedasticity Test

The results of heteroscedasticity test based on the calculation can be seen on the figures below.

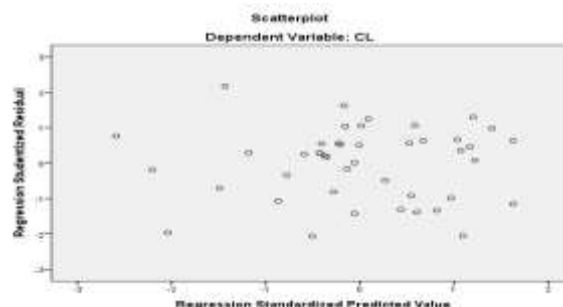


Figure 4. Heteroscedasticity Test Result

Source: Processed Primary Data

Based on the figure 1 scatterplot graph, it can be said that this model is free from heteroscedasticity symptoms because the dots spread randomly and do not form a specific pattern above or below the y-axis.

Multicollinearity Test

This test aims to determine whether the regression model found a correlation between independent variables. The value that shows there is no linear relationship between the independent variables is for a tolerance value of 0.10 or a VIF value below 10 (Ghozali, 2016).

Table 4. Multicollinearity Test Result

Variable	Collinearity Statistics	
	Tolerance	VIF
Service Quality (X1)	0.382	2.618
Customer Relationship Management (X2)	0.382	2.618

Based on the table above, it can be said that this model is free from multicollinearity symptoms because the tolerance and VIF is 0.382 and 2.618 for both of variables; service quality and customer relationship management or the Tolerance > 0.10 and VIF < 10.

Linearity Test

The linearity test was carried out with the aim of finding out whether the research variables had a significant linear relationship or not. This research uses a linearity test with a significance level of 0.05. The research variable has a linear relationship if the level of significance of linearity < 0.05 and the significance of deviation from linearity > 0.05. The results of the linearity test can be seen in the following table.

Table 5. Linearity Test Result

Variable	Significance of Linearity	Deviation of Linearity	Significance Standard	Remarks
Customers' Loyalty* Service Quality	0.000	0.455	0.05	Linear
Customers' Loyalty* Customer Relationship Management	0.000	0.518	0.05	Linear

Source: Processed Primary Data (2024)

Based on the table above, the results of linearity are obtained which shows that all



independent variables have a linearity significance value of $0.000 < 0.05$. Furthermore, in the deviation of linearity, a significance value > 0.05 was obtained, the deviation of linearity of customers' loyalty and service quality is $0.455 > 0.05$. Then the deviation of linearity of customers' loyalty and customer relationship management is $0.292 > 0.05$. From the results above, it can be concluded that the regression model meets the linearity requirements.

Hypothesis Testing

Determination Coefficient

From the value of determination coefficient by Adjusted R Square value, the Adjusted R Square value of this multiple linear regression equation is 0.688. It shows that the percentage effect of service quality (X1) and customer relationship management (X2) on customers' loyalty (Y) is 68.8%. While the remaining 31.2% are explained or influenced by other variables outside this study.

Anova Significance Test (F-Test)

Based on the calculation results, the F-value is $48.450 >$ the F-table was 3.21 with a significance of $0.000 < 0.025$. Therefore, it can be concluded that the model that connects service quality, customer relationship management, and customers' loyalty variable meet the good fit model test so that the model in this study can be accepted.

Hypothesis Testing with T-Test

Based on the table 6, the hypothesis testing in this study are:

1. First Hypothesis Testing (H1)

The t-value for the first hypothesis is $1.552 <$ the t-table is 2.021 with a significance of $0.128 > 0.025$. Thus, Ha1 was rejected so that the service quality variable did not have a significant effect on customers' loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel).

2. Second Hypothesis Testing (H2)

The t-value for the second hypothesis is $4.788 >$ the t-table is 2.021 with a significance of $0.000 < 0.025$. Thus, Ha2 was rejected so that the service quality variable did not have a significant effect on customers' loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel).

Multiple Linear Regression

This step measures the effect of service quality (X1) and customer relationship management (X2) on customers' loyalty (Y).

The equation of this step is:

$$Y = \beta_1 X_1 + \beta_2 X_2 + e$$



Table 6. Multiple Linear Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
1 (Constant)	0.295	0.520		0.567	0.574
Service Quality	0.246	0.158	0.214	1.552	0.128
Customer Relationship Management	0.676	0.141	0.660	4.788	0.000

Source: Processed Primary Data

$$Y = 0.214X_1 + 0.660X_2 + e$$

From the regression equation result above, it could be analyzed:

1. Service Quality ($\beta_1 = 0.214$): with sig. value $0.128 > 0.025$ it states that the increasing variable service quality (X_1), it does not affect the dependent variable customers' loyalty (Y).
2. Customer Relationship Management ($\beta_2 = 0.676$): with sig. value $0.000 < 0.025$ it states that by increasing the variable customer relationship management (X_2), it will increase the dependent variable customers' loyalty (Y) by 0.660.

DISCUSSION

The Effect of Service Quality (X_1) on Customers' Loyalty (Y)

Based on partial test (T-test) service quality variable (X_1) does not have significant effect on customers' loyalty. This result study has the high perception percentage of the respondents about ICTel service quality in all indicators; tangibility, reliability, responsiveness, assurance, and empathy. From thus result analysis, shows that the improvement that will be given by PT Infrastruktur Cakrawala Telekomunikasi (ICTel) to its customers next will not give any significant increase on customers' loyalty because right now PT Infrasturktur Cakrawala Telekomunikasi has provided excellent service to the customers based on the result of its index value. The highest index value of service quality variable is the politeness of ICTel to serve the tenants need. While the lowest index is ICTel provides error-free services to tenants. From the analysis result, ICTel has to maintain its excellent service quality because it gives positive effect to customers' loyalty, although it does not significantly.

Additionally, thus insignificantly effect of service quality on customers' loyalty provided by ICTel is not be the one and only thing to make customers loyal. It needs another measure before it turns to loyalty of customers. It is in line with the study from Solimun and Fernandes (2018)

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stated that not all variables can have a direct impact on customers' loyalty, they must first influence customer satisfaction and it is in line with the study by Sukma et al. (2024) stated that service quality has no significant effect on customers' loyalty directly but customer satisfaction successfully mediates service quality on customers' loyalty significantly. It also in line with marketing theory which must be understood not in the sense of making a sale "telling and selling" but in the sense of satisfying customer needs. (Kotler et al., 2021).

Based on thus explanation, it can be concluded that first hypothesis (H1) which states service quality has significant effect on customer loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel) is rejected. This result is in line with previous research conducted by Mujiyana and Damerianta (2023) and Saputri et al. (2021) which showed that the service quality had been received well by the customer but had not been able to make the customer loyal to the service.

The Effect of Customer Relationship Management (X2) on Customers' Loyalty (Y)

Based on partial test (T-test) service quality variable (X1) has significant effect on customers' loyalty. Through indicators used to measure customer relationship management; technology, processes, people, knowledge and insight, all the indicators have high criteria index value. The highest index value is the ICTel availability to be contacted online by phone/WA/Email. While the lowest one is ICTel knows the tenants well. But all the questions have high criteria index value and this result can be concluded that ICTel has to maintain and improving its customer relationship management because it has positive and significant effect on customers' loyalty. It is in line with marketing theory states marketing entails creating valuable, mutually beneficial exchange relationships with clients. Therefore, we describe marketing as the collection of tactics and initiatives that businesses use to attract and retain consumers, establish trusting bonds with them, and provide them with higher value—all in an effort to extract value from them in return. (Kotler et al., 2023)

Based on thus explanation, it can be concluded that second hypothesis (H2) which states customer relationship management has significant effect on customer loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel) is accepted. This result is in line with previous research conducted by Aini et al. (2022) which stated that customer relationship management has a positive and significant effect on customer loyalty.

CONCLUSION

Based on this study about the effects of service quality and customer relationship management on customers' loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel) can be concluded that:



1. According to T-Test, the t-value for the first hypothesis (H1) is $1.552 < \text{the t-table is } 2.021$ with a significance of $0.128 > 0.025$. It means service quality variable did not have a significant effect on customers' loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel).
2. According to T-Test, the t-value for the second hypothesis (H2) is $4.788 > \text{the t-table is } 2.021$ with a significance of $0.000 < 0.025$. It means customer relationship management variable has a significant effect on customers' loyalty at PT Infrastruktur Cakrawala Telekomunikasi (ICTel).

From the result conclusion above, some suggestions which can be given to PT Infrastruktur Cakrawala Telekomunikasi (ICTel), as following:

1. Focus on customer relationship management, it is great if PT Infrastruktur Cakrawala Telekomunikasi (ICTel) try to invest more in technology, like use of CRM system which make it easier to reach, acquiring, and retaining tenants. Then ICTel could reviewing the required time to simplify the installation process, develop programs that foster deeper relationship with tenants, and provide routine events for tenants.
2. Although service quality has no significant effect on customers' loyalty, ICTel has to maintain its excellent service quality related to ICTel's assurance, empathy, responsiveness, tangibility, and reliability.

Then, related to the next researchers, this research has a number of limitations that are expected to be further developed in future studies. The limitation and suggestions are as follows:

1. This research is limited to 44 companies in Kendal Industrial Estate, which may not fully represent the entire population of PT Infrastruktur Cakrawala Telekomunikasi (ICTel) customers and limiting the generalizability of the findings to other regions or industries. So do the comparative studies between different industries or region, like Jababeka Industrial Estate or other regions to see if the effect of service quality and customer relationship management vary.
2. This research only focused on three variables; service quality (X1), customer relationship management (X2), and customers' loyalty (Y). It can be seen on its determination coefficient that it has 31.2% remaining which affected by others variables. The next researchers may be able to investigate other variables, such as product differentiation, pricing strategies, or technological advancements and add intervening variable, like customer satisfaction to be the mediator to reach customers' loyalty (Z).

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