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**OPTIMIZATION OF CUSTOMER SATISFACTION AS A BRIDGE TO  
LOYALTY IN STUDENT BOARDING HOUSE BUSINESS AROUND  
BAHAUDIN MUDHARY UNIVERSITY**

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**Abstract**

This study aims to analyze the influence of CRM (CRM) and Perceived Value on customer loyalty in boarding houses around Bahaudin Mudhary University, Madura. The research was motivated by the need to foster customer loyalty in the competitive student housing industry. A quantitative method was employed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis. Data were collected through questionnaires distributed to boarding house residents near the campus. The results indicate that CRM has a significant effect on customer loyalty, whereas Perceived Value does not significantly influence either loyalty or customer satisfaction. These findings imply that relational approaches are more critical than economic considerations in maintaining boarding house tenants. The synthesis of the discussion confirms that the research objective has been achieved by identifying CRM as a key strategy in fostering tenant loyalty. The policy implication is that boarding house managers should implement structured CRM systems, supported by customer management and service communication training, with active involvement from



educational institutions or local governments to promote relational-based boarding service standards.

**Keywords:** CRM, Customer Loyalty, Perceived Value, Boarding House Management, Relational Strategy



## INTRODUCTION

The increasingly dynamic and competitive business competition encourages every business actor to create sustainable competitive advantages. One of the main strategies taken is to build long-term relationships with customers (Rahimi, Roya, and Gunlu, 2016). The development of technology, information systems, and science also encourages business actors to optimize all their potential to provide superior and valuable services. In Sumenep, Madura, this phenomenon also occurs, especially in the service sector, such as the boarding house rental business that is developing around Bahaudin Mudhary University, Madura.

Bahaudin Mudhary University Madura has become a magnet for students from various regions, including remote areas and islands in Sumenep Regency. The high interest of students to study on this campus has significantly driven the growth of boarding houses. Based on a preliminary survey in 2024, there were around 35 boarding houses in the university environment, with a capacity of 5-10 rooms per house. This phenomenon creates tight competition between boarding house managers, so a management strategy is needed that can retain customers while increasing their loyalty.

In this context, CRM (CRM) becomes one of the reliable strategies. CRM is a business approach that integrates processes and technologies to create sustainable customer value (Buttle, 2016). CRM implementation not only requires the right technology system, but also the support of professional human resources and an optimally designed service process. (Danardatu, 2003). CRM has great potential in increasing customer satisfaction and loyalty, especially in the service



industry, such as boarding houses, where personal interaction is the key to success.

In addition to CRM, the concept of Perceived Value, or the value felt by customers, also plays an important role in determining loyalty. According to Holbrook (2006), Perceived Value is the result of a subjective customer evaluation of the benefits and price of the service received. In the context of boarding houses, this perceived value can be in the form of comfort, cleanliness, security, and boarding house owner service. When customers feel they are getting more value than the price paid, satisfaction is created, which ultimately has an impact on long-term loyalty.

However, previous research on the influence of CRM and Perceived Value has mostly focused on the hospitality industry. (Chen, 2003; Difley, 2018; Rahimi, 2017), whose consumer nature is more short-term. Scientific studies that discuss the application of CRM and Perceived Value strategies in the context of boarding house businesses are still minimal and rarely conducted. This creates a literature gap (research gap) and new research opportunities in the realm of boarding house business management, especially in the student environment.

Based on the background, this study aims to analyze the influence of CRM and Perceived Value on customer loyalty through customer satisfaction. This study uses a quantitative approach with a survey method on boarding house residents in the Bahaudin Mudhary University of Madura. The results of the study are expected to provide theoretical contributions to the development of service marketing science as well as practical implications for boarding house managers in maintaining customer loyalty effectively.



The purpose of this study is to analyze in depth various factors that influence customer loyalty of boarding rooms in the Bahaudin Mudhary University of Madura. This study aims to determine the extent to which CRM influences customer satisfaction, and to assess the influence of Perceived Value on customer satisfaction of boarding rooms. In addition, this study also aims to analyze the influence of CRM and Perceived Value directly on customer loyalty. Furthermore, this study aims to determine the extent to which customer satisfaction contributes to the formation of customer loyalty. This study also specifically analyzes the mediating role of customer satisfaction in bridging the influence between CRM and Perceived Value on customer loyalty of boarding rooms. Thus, this study is expected to contribute to the development of effective service strategies in maintaining customer loyalty through a customer relationship management approach and perceived value perception.

This research uses a quantitative approach, and data collection techniques are carried out by distributing closed questionnaires to respondents who are boarding house residents at Bahaudin Mudhary University, Madura. The collected data will be analyzed using SmartPLS to test direct and indirect relationships between variables.

## **LITERATURE REVIEW**

### **Loyalty**

Customer loyalty is a customer's commitment to repurchase or reuse a preferred product or service consistently in the future, despite situations and marketing efforts that have the potential to cause customers to switch. According to (Putri, YR, & Bharata, 2023), customer loyalty can be understood through the



satisfaction-loyalty model approach, which emphasizes that customer satisfaction is the main factor in forming loyalty. This model states that satisfied customers tend to have the intention to make repeat purchases and recommend products or services to others.

### **Customer Satisfaction**

Customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the perception of a product's performance or results with their expectations. According to research by (Meirista, 2023), customer satisfaction occurs when the perception of product or service performance meets or exceeds customer expectations. This satisfaction plays an important role in creating customer loyalty because satisfied customers tend to continue using the product or service and recommend it to others.

### **CRM**

CRM is a strategic approach that integrates processes, people, and technology to attract and retain customers by increasing customer value. According to (Rachman, MH, Siregar, HS, & Mulyadi, 2023), CRM plays an important role in increasing customer satisfaction and loyalty by understanding customer needs, providing personalized service, and building long-term, mutually beneficial relationships. Effective CRM implementation can increase customer retention and company profitability.

### **Perceived Value**

Perceived Value is the customer's overall assessment of the utility of a product or service based on perceptions of what is received and what is given. According to (Rahayu, S., Anjani, LS, & Widodo, 2023), Perceived Value includes customer perceptions of product quality, price, and benefits obtained. This



perceived value has a significant effect on customer satisfaction and loyalty because customers tend to choose products or services that provide higher value than other alternatives.

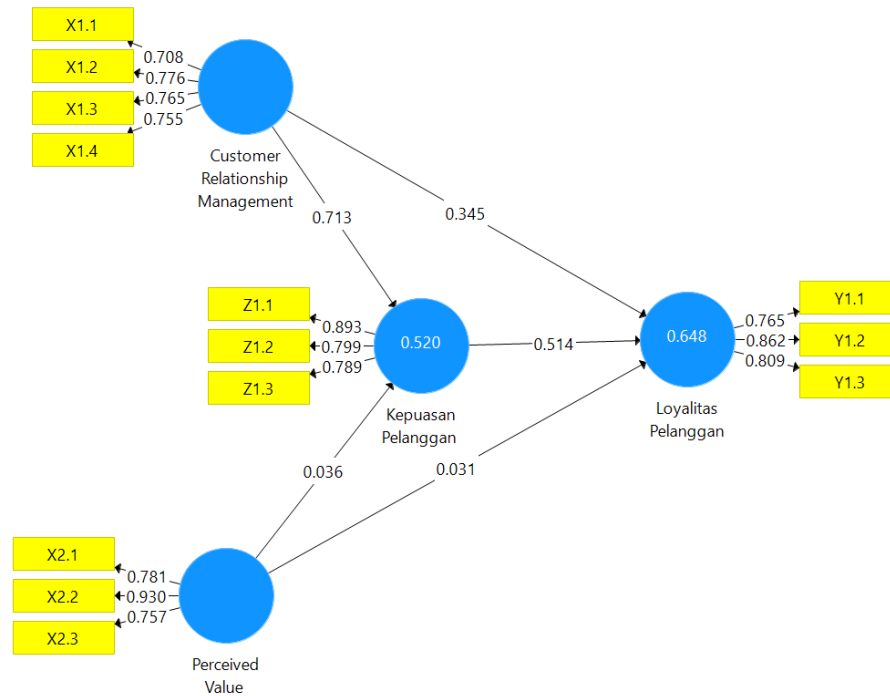
## **RESEARCH METHOD**

This research method uses a quantitative approach with the aim of testing the influence of predetermined variables through the collection and analysis of numerical data. The data in this study were obtained from primary sources, namely boarding house customers in the Bahaudin Mudhary University environment, Sumenep, Madura, who were selected based on accidental sampling techniques. The instrument used was a closed questionnaire, which contained statements measured using a Likert scale. This research was conducted within a certain period of time according to the research schedule that had been designed, and the number of respondents obtained was 55 people with the following criteria: aged 18–35 years and had lived in a boarding house for at least three months.

The type of data used is quantitative data, namely data in the form of numbers that are analyzed statistically. Data obtained through questionnaires were processed using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) with the help of SmartPLS version 4 software. Analysis in PLS includes outer model analysis to measure the validity and reliability of the instrument, as well as inner models to test the structural relationship between constructs. Validity testing is carried out through convergent validity, discriminant validity, and composite reliability, while

structural testing is analyzed using R-square, Q-square, and t-statistic values for hypothesis testing.(Hair, 2019).

**RESULTS AND DISCUSSION**



**Figure 1**  
**Outer Model and Inner Model**  
Source: Data processed by researchers, 2025

**Measurement Model Analysis (Outer Model)**

**Construct Reliability and Validity**

**Table 1**  
**Outer Loading Table**

Variables	Indicators	CRM	Perceived Value	Customer satisfaction	Customer Loyalty
CRM	X1.1	0.708			
	X1.2	0.776			
	X1.3	0.765			
	X1.4	0.755			



Variables	Indicators	CRM	Perceived Value	Customer satisfaction	Customer Loyalty
Perceived Value	X2.1		0.781		
	X2.2		0.93		
	X2.3		0.757		
Customer Satisfaction	Z.1			0.893	
	Z.2			0.799	
	Z.3			0.789	
Loyalty	Y.1				0.783
	Y.2				0.813
	Y.3				0.872

Source: Data processed by researchers, 2025

Results Data processing using PLS shows that all indicators in the study have outer loading values above 0.70, namely in the range of 0.708 to 0.930. This indicates that all indicators meet the requirements of convergent validity with adequate and good categories, so they are valid for use in measuring the four research variables and are worthy of being continued to the next stage of validity testing.

Discriminant Validity

Table 2 Discriminant Validity (Cross-Loading)

	CRM	Perceived Value	Customer Loyalty	Customer Satisfaction
X1.1	0.708	0.084	0.433	0.384
X1.2	0.776	0.145	0.523	0.572
X1.3	0.765	0.127	0.555	0.618
X1.4	0.755	0.196	0.627	0.552
X2.1	0.039	0.781	0.079	0.118
X2.2	0.260	0.930	0.201	0.209
X2.3	0.066	0.757	0.139	0.027
Y1.1	0.593	-0.039	0.765	0.546
Y1.2	0.578	0.220	0.862	0.737



Y1.3	0.593	0.249	0.809	0.572
Z1.1	0.676	0.196	0.730	0.893
Z1.2	0.454	0.277	0.585	0.799
Z1.3	0.636	-0.038	0.577	0.789

Source: Data processed by researchers, 2025

The results of the discriminant validity test show that all indicators of the CRM, Perceived Value, Customer Satisfaction, and Customer Loyalty variables have a cross-loading value greater than 0.700 compared to other variables, so they are declared valid.

**Table 3**  
**Fornel-Lacker Criterion Value Table**

	CRM	Customer Satisfaction	Customer Loyalty	Perceived Value
CRM	0.751			
Customer Satisfaction	0.720	0.828		
Customer Loyalty	0.721	0.767	0.813	
Perceived Value	0.189	0.171	0.184	0.826

Source: Data processed by researchers, 2025

In addition, through the Fornell-Larcker method, all variables show that the AVE root value is greater than the correlation between variables, with the lowest value of 0.751 (CRM) and the highest of 0.828 (Customer Satisfaction), confirming that the discriminant validity has been met properly.

**Composite Reliability**

**Table 4**  
**Composite Reliability**

	Composite Reliability
CRM	0.838
Customer Satisfaction	0.867
Customer Loyalty	0.854
Perceived Value	0.865

Source: Data processed by researchers, 2025



Based on the results of the reliability test in Table 4, all constructs are declared reliable because they have a Cronbach's Alpha value above 0.7 and composite reliability ranging from 0.8 to 0.9. This shows that all indicators have been consistent in measuring the five research variables and meet the criteria for good reliability.

**Table 5**  
**Cronbach's Alpha**

	Cronbach's Alpha
CRM	0.745
Customer Satisfaction	0.770
Customer Loyalty	0.743
Perceived Value	0.786

Source: Data processed by researchers, 2025

Based on the data in Table 5, all constructs in this study are declared reliable because they meet two main criteria: the composite reliability value is above 0.7, and Cronbach's Alpha is also greater than 0.7. This shows that all indicators have good consistency in measuring the four research variables.

**Table 6**  
**Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
CRM	0.565
Customer Satisfaction	0.686
Customer Loyalty	0.661
Perceived Value	0.682

Source: Data processed by researchers, 2025

Based on the results in Table 6, all variables in the study are declared reliable because they have an Average Variance Extracted (AVE) value above 0.5. This shows that all indicators are able to reflect the four variables measured well. In addition, if all indicators are standardized, the AVE value will be the same as the average block communalities value.





**Structural Model Analysis (Inner Model)**

**R-Square (R2)**

**Table 7**  
**R-Square Test Results Table**

	R Square	Adjusted R Square
Customer Satisfaction	0.520	0.502
Customer Loyalty	0.648	0.628

Source: Data processed by researchers, 2025

Based on Table 7, the R-Square value for the Customer Satisfaction variable is 0.520, which means that CRM and Perceived Value have a 52% effect on Customer Satisfaction. Meanwhile, the R-Square value for the Customer Loyalty variable is 0.648, indicating that CRM, Perceived Value, and Customer Satisfaction have a 64.8% effect on Customer Loyalty.

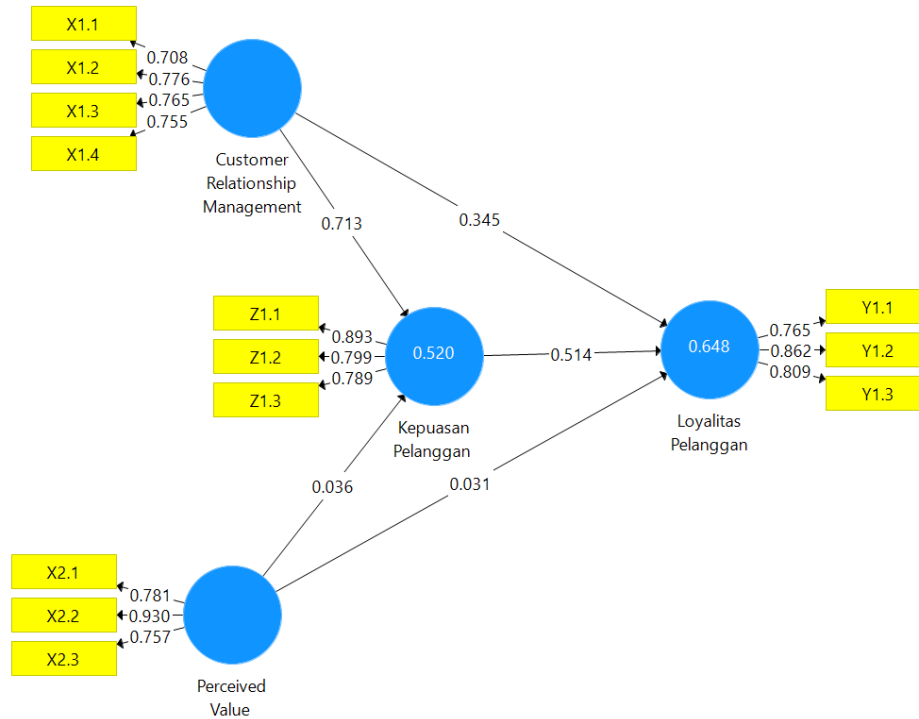
**Effect Size (F-Square)**

**Table 8**  
**F-Square Test Results**

	CRM	Customer Satisfaction	Customer Loyalty	Perceived Value
CRM		1,022	0.161	
Customer Satisfaction			0.360	
Customer Loyalty				
Perceived Value		0.003	0.003	

Source: Data processed by researchers, 2025

### Hypothesis Testing



**Figure 2**  
**Results of Path Analysis of Research Variables**  
Source: Data processed by researchers, 2025

### Direct Influence

**Table 9**  
**Results For Inner Wights Research Hypothesis**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CRM-> Customer Satisfaction	0.713	0.723	0.075	9,571	0.000
CRM->Customer Loyalty	0.345	0.368	0.105	3.271	0.002
Customer Satisfaction -> Customer Loyalty	0.514	0.500	0.117	4.387	0.000
Perceived Value-> Customer Satisfaction	0.036	0.021	0.116	0.313	0.755
Perceived Value-> Customer Loyalty	0.031	0.035	0.105	0.292	0.771



	R Square	Adjusted R Square
Customer Satisfaction	0.520	0.502
Customer Loyalty	0.648	0.628

Source: Data processed by researchers, 2025

The results of the analysis show that customer loyalty is significantly influenced by customer satisfaction and CRM (CRM.), with the equation:

**Substructure I**

**Loyalty = 0.514 Satisfaction + 0.345 CRM + 0.031 Perceived Value.**

Statistical tests show:

- a. Customer satisfaction has a direct and significant effect on Customer Loyalty (P-Value = 0.000 < 0.05) with a contribution of 51.4%.
- b. CR Malso has a direct and significant influence (P-Value = 0.002 < 0.05) with a contribution of 34.5%.
- c. Perceived Value does not have a significant effect on Customer Loyalty (P-Value = 0.771 > 0.05) even though its contribution was recorded at 3.1%.

Mark The R<sup>2</sup> of 0.648 indicates that 64.8% of the variation in customer loyalty can be explained by these three variables, while the remaining 35.2% is influenced by other factors outside the model.

**Substructure II**

The regression model shows that Customer Satisfaction is influenced by CRM (CRM) and Perceived Value, with the equation:

Satisfaction = 0.713 CRM + 0.036 Perceived Value.

The results of the statistical test show:

- a. CRM has a direct and significant effect on customer satisfaction (P-Value = 0.000 < 0.05) with a contribution of 71.3%.



- b. The statement about Perceived Value in the second sentence is inconsistent (saying P-Value < 0.05 but saying CRM has no effect); this is likely a typo. If Perceived Value is meant, then:
- c. Perceived Value has a very small (3.6%) but significant direct influence on customer satisfaction.

The R<sup>2</sup> value of 0.520 indicates that 52% of the variation in customer satisfaction can be explained by the CRM and Perceived Value variables, while 48% is influenced by other factors outside the model.

**Indirect Influence**

**Table 10**  
**Results For Inner Wights Research Hypothesis**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CRM -> Customer Satisfaction -> Customer Loyalty	0.366	0.358	0.077	4,764	0.000
Perceived Value -> Customer Satisfaction -> Customer Loyalty	0.019	0.009	0.065	0.289	0.774

Source: Data processed by researchers, 2025

Results of statistical tests show that:

- a. CRM has an indirect and positive influence on Customer Loyalty through Customer Satisfaction, with an influence value of 0.366 (36.6%) and P-Value = 0.000 (less than 0.05), so it is significant. This means that increasing CRM will have an impact on increasing customer loyalty through increasing satisfaction.



- b. Perceived Value does not have an indirect and positive effect on Customer Loyalty through Customer Satisfaction, with an influence value of only 0.019 (1.9%) and P-Value = 0.774 (greater than 0.05), so it is not significant.
- c. The total determination coefficient value (M) of 0.67 shows that 67% of the variability in Customer Loyalty can be explained by CRM and Perceived Value directly or indirectly, while the remaining 33% is explained by other variables outside the research model.

### **The Influence of CRM on Customer Loyalty of Boarding House Rooms in Bahaudin Mudhary University, Madura**

From the results of the hypothesis test that have been calculated in Table 5.9, it is known that the path coefficient is 0.345 and the P-Value that forms the relationship between CRM and customer loyalty is 0.002, plus a positive T-Statistic of 3.271. This shows that the P-value is greater than 1.96, so it can be concluded that CRM has a significant influence on customer loyalty. Thus,  $H_1$  is accepted and  $H_0$  is rejected. CRM (CRM) is a business philosophy that focuses on customers as the center of all processes, activities, and cultures in the company (Hamidin, 2008). CRM aims to manage relationships with customers, both existing and potential customers, in order to increase sales, operational efficiency, and customer satisfaction. In practice, CRM involves the use of various strategies, technologies, and methodologies to manage customer interactions and their data throughout their life cycle. CRM is one of the important strategies in retaining customers and preventing them from switching to competitors. This study is in line with the results of research (Retno, 2017) and (Rudi, H., Ikhwan, M., & Nur, 2022), which shows that CRM has an effect on customer satisfaction and loyalty.



On the other hand, the results of the study (Prisca, AM, Udik, BN, & Kukuh, 2023) show that CRM does not affect customer loyalty.

### **Perceived Value on Customer Loyalty of Boarding Rooms in the Bahaudin Mudhary University Environment, Madura**

Based on the results of the hypothesis test, it is known that Perceived Value does not have a significant effect on customer loyalty of boarding rooms in the Bahaudin Mudhary University of Madura, with a path coefficient of 0.031, a P-Value of 0.771, and a negative T-statistic of 0.292. This indicates that although customers may have certain perceptions of the value of boarding rooms, these perceptions are not strong enough to form loyalty. This finding is in line with research (Firmansyah, 2018), which also concluded that Perceived Value does not have a significant influence on customer loyalty. However, this result is contrary to the findings (Prayogo, 2018) and (Sutame, 2023), which state that Perceived Value has an important role in forming consumer loyalty.

### **CRM Influence on Customer Satisfaction of Boarding Rooms in the Bahaudin Mudhary University Madura Environment**

The test results show that CRM (CRM) has a significant influence on customer satisfaction of boarding rooms around Bahaudin Mudhary University, Madura, with a path coefficient of 0.713, a P-Value of 0.000, and a T-Statistic of 9.571. This indicates that the better the management of customer relationships, the higher their level of satisfaction. In line with the theory of (P. and K. (2016). Kotler, 2020), Effective CRM enables companies to deeply understand customer needs and provide more personalized service, which has a direct impact on satisfaction. These findings reinforce that CRM is a key element in creating a positive experience for boarding customers.



## **Perceived Value Influence on Customer Satisfaction of Boarding Rooms in the Bahaudin Mudhary University Madura Environment**

Hypothesis testing shows that Perceived Value does not have a significant effect on customer satisfaction of boarding rooms around Bahaudin Mudhary University, Madura, with a path coefficient of 0.036, a P-Value of 0.755, and a negative T-Statistic of 0.313. This indicates that customer perceptions of the benefits and sacrifices they feel do not sufficiently influence their level of satisfaction. This finding is in line with research (Murtiningsih, 2021), which states that Perceived Value is not always a determining factor in satisfaction, but this is contrary to research results (Chandrawati & Vidyanata, 2022), who found that Perceived Value has a positive influence on customer satisfaction.

## **Satisfaction influences the Loyalty of Boarding Room Customers at Bahaudin Mudhary University, Madura**

From the results of the analysis, it is known that customer satisfaction has a significant effect on customer loyalty of boarding rooms in the Bahaudin Mudhary University of Madura, with a path coefficient of 0.514, a P-Value of 0.000, and a T-Statistic of 4.387. This finding indicates that customers who are satisfied with the services and facilities of boarding rooms tend to return to use the same service and even recommend it to others. This study strengthens the opinion (Fandy Tjiptono & Anastasia Diana, 2016) that customer satisfaction can build long-term relationships and loyalty. This result is also supported by research (Prisca, AM, Udik, BN, & Kuku, 2023), which shows that customer satisfaction plays a big role in creating loyalty.



### **CRM Influence on Customer Loyalty through Customer Satisfaction of Boarding Rooms in the Bahaudin Mudhary University Madura Environment**

Based on the results of the hypothesis test, it was found that CRM has a significant influence on customer loyalty through customer satisfaction with a path coefficient of 0.366, a P-value of 0.000, and a T-statistic of 4.764. This emphasizes that CRM not only plays a direct role in forming loyalty, but also through increasing customer satisfaction as a mediating variable. According to the theory (PGA Kotler, 2008), CRM that is consistently implemented can improve the quality of customer relationships and experiences, which ultimately strengthens loyalty. This study supports the findings (Rudi, H., Ikhwan, M., & Nur, 2022), which show that CRM has a significant effect on loyalty with customer satisfaction as an effective mediator.

### **Perceived Value Influence on Loyalty through Customer Satisfaction of Boarding Rooms in the Bahaudin Mudhary University Madura Environment**

The results of the hypothesis test show that Perceived Value does not have a significant effect on customer loyalty through customer satisfaction, with a path coefficient of 0.019, a P-Value of 0.774, and a T-Statistic of 0.289. This shows that although customers may have an initial perception of the value of the service, it does not necessarily create satisfaction that has an impact on loyalty. Perceived Value is subjective and dynamic, and can be influenced by many external factors such as promotions and expectations. This study is in line with the results of (Firmansyah, 2018), which states that Perceived Value does not influence loyalty, but this is different from the research (Prayogo, 2018) and (Silva, 2022), which states that Perceived Value and satisfaction have a significant relationship in forming customer loyalty.

**Synthesis of Topic 1, n. (Policy Synthesis)**

Synthesis is the result of combining the main points of discussion to provide a harmonious analytical unity in the form of recommended policies. Synthesis is described briefly and clearly, referring to the main points of discussion and the ability to articulate findings. Synthesis that answers each main point of discussion, written briefly and clearly in several sentences, essentially confirms whether the objectives of this study have been achieved or there are still things that have not been achieved. If not, explain the cause.

**CONCLUSION**

The results of the study indicate that CRM has a significant influence on customer loyalty of boarding rooms in the Bahaudin Mudhary University of Madura. This indicates that an effective CRM strategy can improve the emotional relationship between boarding house service providers and their residents, which ultimately encourages increased loyalty. On the other hand, perceived value has not been shown to have a significant influence on customer loyalty or satisfaction, indicating that customers tend to consider relational aspects more than just economic value in choosing and staying in boarding houses.

Based on these findings, the recommended policy is the need to strengthen a structured and sustainable customer relationship management system in boarding house management, for example, by building responsive two-way communication, increasing resident involvement in service decision making, and creating attractive loyalty programs. The policy implication is that boarding house management, including owners and managers, needs to receive customer management and service communication training to build quality relationships



with residents. Local governments or educational institutions that have the authority to supervise the campus environment can also play a role by providing technical guidance, incentives, or regulations that encourage boarding house service standards based on customer relations. With adequate policy support and implementing capacity, the implementation of an effective CRM strategy can be realized sustainably to create a more quality and loyal student housing ecosystem.

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