This Journal is available in Telkom University Online Journals

Jurnal Manajemen Indonesia

Journal homepage: journals.telkomuniversity.ac.id/ijm

Model Analysis of the Mediation Effect of Customer Satisfaction on Customer Loyalty in Mitratel Companies: The Role of CRM and Company Reputation as Predictors

Maria Sugiat[1], Acai Sudirman[2]

[1]School of Economics and Business, Telkom University, Bandung, Indonesia

[2]Management Study Program, Sultan Agung College of Economics, Pematangsiantar, Indonesia

Abstract

The rapid growth of tower assets among Indonesia's three main tower providers shows the increasingly tight competition within the telecommunications business. Therefore, this research analyzed the mediating effect of customer satisfaction on customer loyalty with customer relationship management (CRM) and company reputation as predictors using data from customer satisfaction research conducted with Mitratel clients. The data collected comprised 155 current and former customers of the Mitratel Tower company, collected from survey responses. The data was qualitatively evaluated and analyzed statistically using data processing techniques applied in the SEM-PLS analysis procedure. The result showed that CRM and company reputation directly impact customer satisfaction and loyalty. However, the impact of CRM on loyalty cannot be influenced directly due to the complexity of factors affecting customer loyalty. While customer satisfaction is important in building loyalty, other factors such as price, service quality, brand reputation, and psychological factors also play a significant role. This research provides in-depth insight into how factors such as customer satisfaction, CRM, and company reputation interact to influence customer loyalty. It is also an important basis for Mitratel Companies to design more effective policies and strategies to improve business performance and maintain market share.

Keywords—CRM; Company Reputation; Customer Satisfaction; Customer Loyalty

Abstract

Pesatnya ekspansi aset menara di antara tiga Penyedia Menara utama di Indonesia menunjukkan semakin ketatnya persaingan bisnis telekomunikasi di tanah air, khususnya antar Perusahaan Penyedia Menara. Dengan menggunakan data dari studi kepuasan pelanggan yang dilakukan dengan klien Mitratel, penyelidikan ini akan menganalisis bagaimana efek mediasi kepuasan pelanggan terhadap loyalitas pelanggan dengan customer relationship management (CRM) dan reputasi perusahaan sebagai prediktor. Sampel berjumlah 155 pelanggan saat ini atau mantan pelanggan perusahaan menara Mitratel. Dalam penelitian ini, metode kuantitatif digunakan. Data yang digunakan adalah data primer yang diperoleh dari respon survei dan dianalisis secara statistik menggunakan teknik pengolahan data yang diterapkan dalam prosedur analisis SEM-PLS. Temuan penelitian ini menunjukkan bahwa CRM dan reputasi perusahaan berdampak langsung pada kepuasan pelanggan dan loyalitas pelanggan. Namun dampak CRM terhadap loyalitas tidak dapat dipengaruhi secara langsung. Hal ini disebabkan kompleksitas faktor-faktor yang memengaruhi loyalitas pelanggan. Meskipun kepuasan pelanggan adalah komponen penting dalam membangun loyalitas, faktor lain seperti harga, kualitas layanan, reputasi merek, dan faktor psikologis juga memainkan peran yang signifikan. Implikasi penelitian ini dapat memberikan wawasan mendalam tentang bagaimana faktor-faktor seperti kepuasan pelanggan, CRM, dan reputasi perusahaan saling berinteraksi dalam memengaruhi loyalitas pelanggan serta landasan penting bagi Mitratel Companies dalam merancang kebijakan dan strategi yang lebih efektif untuk meningkatkan kinerja bisnis dan mempertahankan pangsa pasar.

Keywords— CRM; Reputasi Perusahaan; Kepuasan pelanggan; Kesetiaan pelanggan

I. INTRODUCTION

In the telecommunications industry, characterized by increasing competition, it is essential to explore how customer satisfaction, relationship-building efforts by companies, through CRM practices, and company reputation collectively influence customer loyalty (Long et al., 2013; Hassan et al., 2015). However, the base transceiver station (BTS) serves as a critical infrastructure, enabling wireless connections between communication devices and network providers. These relay stations transmit and receive radio signals to and from telephones, landlines, and other communications devices. After being converted into digital signals, radio impulses are transmitted as messages or data to other nodes. The BTS network enables communication between people, regardless of distance and time. These are installed on top of towers or other tall buildings to transmit signals over long distances. Carrier businesses, which provide telecommunications services, typically erect BTS towers on leased properties. Land and buildings owned by individuals, organizations, and even the government are available for lease to operators. Currently, the number of telecommunications towers in Indonesia is approximately 72,000, with Protelindo, SUPR, and TBIG possessing relatively 45%. It was predicted that complaints related to telecommunications services would rise by 2023 due to an increase in cellular service subscribers. In 2020, Telkomsel had the highest complaint rate among cellular network operators, reaching 29.7%. Approximately 32% of the respondents complained about internet network problems as the most common telecommunications challenges, followed by credit reduction with a complaint rate of 20%. Furthermore, 14% were related to the billing system, while 6% were associated with internet packages and quota reductions.

Mitratel implemented several methods to improve customer satisfaction. These included a service level agreement (SLA), a complaint and suggestion system, net promoter score (NPS), and customer satisfaction surveys. During the installation of BTS towers, several problems are often encountered, such as licensing issues, arrangement, supervision, maintenance, inefficiency, post-disaster recovery, etc. In addition, any problem that hampers the smooth functioning of the tower must receive prompt and measurable action. This led to establishing a trouble ticket system whenever there is a report or complaint from tenants. The trouble ticket is a statement from management that a complaint had been received. The data is used for repair or maintenance instructions and then reported as a daily progress report until the trouble ticket status is closed. Finally, the completed task is presented in the closing trouble ticket data.

The ANT Telkomsel application is used by Mitratel nationally, although access is limited to certain parties. In 2021, this application was used to monitor the progress of all trouble tickets until it was closed. Furthermore, the closing status had two options, namely in and out SLA, which are service level agreements between Mitratel and the tenants. Meanwhile, after close observations in several work areas, it was discovered that the Telkomsel ANT application had a weakness. The application was rarely monitored by relevant officials or officers, leading to many unresolved cases with closed trouble tickets out SLA status. Mitratel had to bear avoidable compensation costs with the SLA status. Based on data from the NPS survey conducted by Mitratel, aside from the financial losses, trouble tickets without SLA status will affect customer satisfaction and loyalty.

In a rapidly changing business environment, understanding the factors influencing customer behavior is essential to maintaining and increasing market share (Tang, 2007; Ali et al., 2021). The present research aimed to fill this knowledge gap by analyzing how customer satisfaction mediates relationships through CRM practices and company reputation, including customer loyalty at Mitratel Companies. By better understanding how these factors affect customer loyalty, Mitratel Companies can identify areas that need improvement in marketing and customer relationship management (CRM) strategies. Therefore, this research is practically relevant, as well as has a significant impact on the development of theory and knowledge in the marketing and CRM field. To understand these complex dynamics, it focused on helping Mitratel Companies optimize performance, maintain competitive advantage, and remain relevant in an ever-changing market.

This research provides valuable contributions and originality in the context of customer relationship management in the telecommunications industry. In particular, this research adds added value by combining key elements such as customer satisfaction, customer loyalty, CRM, and company reputation in one comprehensive analytical framework. This approach allows research to explore the dynamics of the relationship between these variables holistically, which can provide a deeper understanding of the factors that influence customer behavior in the context of the Mitratel company and the telecommunications industry in general. Additionally, this research contributes to the understanding of the mediating role of customer satisfaction in the relationship between CRM, corporate reputation, and customer loyalty. By identifying customer satisfaction as an important mediator, this research reveals the internal processes underlying how customers' interactions with the company, customer relationship management, and their perceptions of the company's reputation contribute to levels of customer loyalty. These findings can help Mitratel management and other telecommunications industry practitioners

understand the importance of paying attention to customer satisfaction as a key factor in their efforts to maintain and increase customer loyalty.

Although customer satisfaction and loyalty have been recognized in the telecommunications industry, previous research has not provided sufficient empirical evidence on the specific mechanisms through which CRM strategy and corporate reputation influence this relationship in telecommunications companies (Tang, 2007; Ali et al., 2021). Given the rapid technological advances and intense competition in the industry, this gap offers an opportunity to explore unique aspects of the telecommunications industry. The current research aims to enrich our understanding of the dynamics of customer loyalty in the Mitratel company by utilizing insights from CRM literature and reputation management theory. Moreover, previous studies often only focus on one predictor of customer loyalty, such as service quality or pricing strategy, without thoroughly considering the combined influence of CRM strategy and corporate reputation. Understanding the interaction between these factors and how they mediate the relationship between customer satisfaction and loyalty is essential for Mitratel companies to develop effective retention strategies and increase customer lifetime value. Therefore, the current study aims to fill this gap by adopting a holistic approach that considers multiple predictors simultaneously.

Furthermore, this research contributes to the literature by describing and analyzing the role of CRM and corporate reputation as predictors in the context of customer loyalty in the telecommunications industry. By clarifying the relative contribution of these factors to customer loyalty, this research provides valuable insights for practitioners to develop appropriate strategies and policies in customer relationship management. Additionally, this research may motivate further research to explore specific aspects of CRM and corporate reputation that may influence customer loyalty in different ways. By combining a comprehensive analytical framework, an innovative approach, and valuable findings, this research has the potential to be a significant contribution to the customer relationship management literature and can provide practical guidance for Mitratel companies and other telecommunications industries in their efforts to increase satisfaction and loyalty. customers and strengthen their competitive position in the market.

II. LITERATURE REVIEW

A. Customer Loyalty

Loyalty has a significant impact on consumer satisfaction, as loyal customers consistently use the products or services offered, are resilient to competitor offerings, acquire positive experiences, and maintain enduring relationship with the company (Kuo et al., 2013; Sudirman et al., 2020). Consumer loyalty is a form of allegiance to a company, brand, or product (Augustinah et al., 2023). Loyal consumers are committed to a brand, store, or supplier from a positive perspective and have an impact on long-term purchases (Abu Kasim & Minai, 2009). Various factors influence customer loyalty, such as repeated purchases measured in units or time. This includes continued patronage of other products or services offered by the company (Efendi et al., 2023), willingness to recommend the item to others, and resistance to competitors (Chou et al., 2014). Consumer loyalty is developed when consumers feel optimal satisfaction with the value and quality of the products offered by the company (Sri et al., 2023). According to Kaur & Mahajan (2011), loyal customers are a long-term investment for the company because these individuals contribute to the growth and existence of the business.

Many studies confirm that customer loyalty significantly improves a company's financial performance, including increased revenue and long-term profitability. However, criticism has emerged regarding loyalty measurement methods, which are often subjective and do not always reflect actual purchasing behavior. Additionally, some research suggests that external factors, such as customer satisfaction and perceived value, can influence purchasing behavior more than loyalty. This highlights the complexity of the relationship between customer loyalty, satisfaction and purchasing behavior that needs further consideration. Customer loyalty not only ensures the continuity of business activities (Wu, 2011), but arises from satisfaction with certain products and services, prompting enthusiastic recommendations. Customers who are satisfied with the products or services rendered by a company become advertisers and brand ambassadors as well as remain loyal to the entire portfolio (Butarbutar et al., 2023; Sinaga et al., 2021). Loyalty refers to purchasing behavior, interpreted as a regular and long-term pattern carried out by manufacturing units or decision-makers (Vepha San et al., 2022). To prioritize retaining existing customers, over attracting new ones is essential, because it enables customer loyalty through continuous satisfaction, which a great assets required by any company.

B. Customer Satisfaction

The existence of a product marketing business is dependent on customer satisfaction and loyalty. Surucu et al. (2019) stated that highly valuable and quality products lead to customer satisfaction. This is because

customers who are satisfied with a particular product make repeated purchases and recommendations and become loyal (Abdullah et al., 2022). The impact would positively contribute to the development and progress of the business (Halim et al., 2021). Customer satisfaction is related to feelings of happiness or disappointment that arise after comparing the perceived performance of a product with expectations. According to El-Adly (2019), a feeling of happiness or disappointment arises after comparing the product in question to the expected performance. Therefore, customer satisfaction is developed after consuming a valuable product or service (Al-Tarawneh, 2016). The main focus of developing consumer satisfaction depends on highly valuable or quality products (Sinaga et al., 2020). It is influenced by various factors considered by consumers when making purchases. In addition, consumers associate the value or quality of the product with the manufacturing company (Kheng et al., 2010).

Many studies show a positive relationship between customer satisfaction and customer loyalty, with high satisfaction levels leading to higher loyalty. However, some critics of this research suggest that the relationship between satisfaction and loyalty is sometimes linear or direct. Product or service quality, price, and perceived value can also significantly influence customer loyalty. Additionally, it is essential to remember that customer loyalty can result from various factors, not just satisfaction alone.Previous research stated that customer satisfaction plays a critical role in influencing loyalty, where satisfied individuals tend to be loyal and continue using the services of the company (Ghane et al., 2011; Dlačić & Kežman, 2014; Boonlertvanich, 2019). According to Butarbutar et al., (2020) and Lie et al., (2023), the main determinants are service quality, price, product availability, and user experience. Customer satisfaction is important in Mitratel Companies because it is the main indicator of the service quality provided in the highly competitive telecommunications industry (Hanika et al., 2023). In this context, maintaining and increasing customer satisfaction is a top priority for sustainability market share and strengthening customer loyalty.

C. Customer Relationship Management (CRM).

Relationship marketing gave rise to customer relationship management (CRM). Relationship marketing targets multiple stakeholders in the service delivery, while CRM is customer-centric (Long et al., 2013; Hasan et al., 2021). To properly advertise the services and goods of a company in the marketplace, CRM uses a combination of internal business processes and technology (Rahimi & Kozak, 2017; Sudrartono et al., 2022). The main aim is to increase customer knowledge, conversion, acquisition, and retention. According to Hassan et al. (2015) and Nashwan & Hassan (2017), CRM focuses on increasing business satisfaction among already converted clients, considering the current intense economic competition, globalization, and ongoing changes in consumer behavior (Mulyono et al., 2021). Several literature on the influence of CRM, satisfaction, and loyalty in Mitratel Companies stated that the importance of a strong relationship between CRM practices and company performance is to retain existing customers and attract new ones (Bhat & Darzi 2018);(Dermawan et al., 2023). Rahimi & Kozak (2017) and Munandar et al. (2022) stated that the effective implementation of a CRM system increases customer retention and brand loyalty. In addition, customer satisfaction was also identified as the main driver of customer loyalty.

Most research shows that effective CRM implementation can strengthen customer loyalty by personalizing services, better-managing customer interactions, and better understanding customers' needs. However, there are several aspects to consider when evaluating the impact of CRM on customer loyalty. The success of CRM implementation often depends on internal company factors, such as management commitment, resource adequacy, and a customer-oriented company culture. External factors, such as market dynamics and industry competition, can also influence the effectiveness of CRM in building customer loyalty. Additionally, it is essential to remember that CRM is not a single solution for gaining customer loyalty; other factors such as product or service quality, price, and overall customer experience also play an essential role. According to Yauwerissa & Putra (2021) and Nikhashemi et al. (2013), satisfied customers are always loyal to a brand and likely to make recommendations. However, only a few research have been conducted on Mitratel Companies, and to fill this knowledge gap, further investigation is needed to explore how CRM practices, customer satisfaction, and loyalty interact with each other in this context, including the implementation of appropriate interventions to improve company performance in maintaining market shares. An in-depth understanding of these dynamics enables Mitratel Companies to develop more effective strategies to strengthen customer relationships, satisfaction, and loyalty, including overall business performance.

D. Company Reputation

Company Reputation is the perceptions, opinions, and images of a company by the public, customers, investors, and relevant stakeholders (Tang, 2007). It is a general overview of how the operational activities of companies are perceived in the society. The reputation of a company is influenced by a variety of factors, including product or service quality, reliability, honesty, corporate social responsibility, relationships with employees, and

financial performance (Sundulusi et al., 2022; Sudirman et al., 2021). Companies with good reputation are rated more positively by customers, attract the best talent and investors, as well as forging strategic partnerships with ease (Farhan et al., 2020). However, a bad reputation can damage the image of a company, reduce customer trust, and affect financial performance (Julyanthry et al., 2021). Maintaining and improving the reputation of a company is important for long-term sustainability and growth (Muniarty et al., 2021). Several previous research focused on the interrelationship between these factors and the impact on company performance (Khan et al., 2022). Preliminary research reported that corporate reputation plays a critical role in influencing customer perceptions of service quality and brand reliability (Islam et al., 2021; Farhan et al., 2020; Tang, 2007). A good reputation leads to strong customer trust, increasing service satisfaction, therefore the success of Mitratel Companies in meeting these expectations and providing positive experiences contributed to heightened customer loyalty (Ali et al., 2021; Hasan et al., 2021).

In the context of Mitratel Companies, where customer satisfaction and loyalty play an important role in maintaining a stable market share, understanding the interaction between company reputation, customer satisfaction, and loyalty is critical in designing effective marketing strategies and improving business performance (Nikhashemi et al., 2013). Company reputation is an invaluable asset because it influences customer perception, trust, and the brand image in the market. In the highly competitive telecommunications industry, the reputation of a company is a determining factor in earning customer trust and maintaining a stable market share. A good reputation reflects the quality of service, reliability, and dedication to customer satisfaction. This can strengthen customer loyalty, retention, and even create opportunities to attract new customers through recommendations from satisfied ones (Rasouli et al., 2021;Khan et al., 2022). A good reputation can also help Mitratel Companies to establish strategic partnerships, attract investment and the best talent in the industry. Therefore, maintaining and improving the company reputation should be a top priority to remain competitive and relevant in the fiercely competitive market.

The independent and dependent variables have a direct correlation as shown in Figure 1. The independent variables comprised CRM and company reputation, while the dependent variables included customer satisfaction and loyalty.
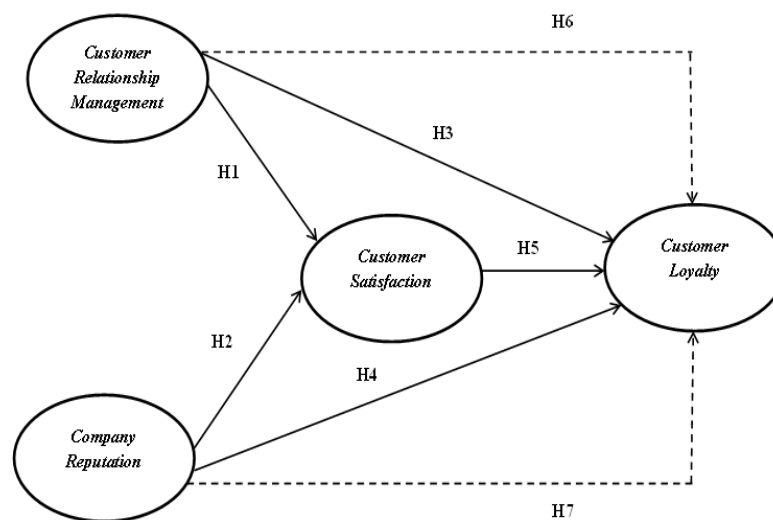

Figure 1. Research Framework

Based on the research framework, the proposed hypothesis was formulated as follows
1. Customer relationship management has a positive effect on customer satisfaction
2. Company reputation has a positive effect on customer satisfaction
3. Customer relationship management has a positive effect on customer loyalty
4. Company reputation has a positive effect on customer loyalty
5. Customer satisfaction has a positive effect on customer loyalty
6. Customer relationship management has a positive effect on customer loyalty, mediated through customer satisfaction
7. Company reputation has a positive effect on customer loyalty, mediated through

customer satisfaction

III. RESEARCH METHODOLOGY

The research adopted a quantitative method focused on exploring the influence of variables on each other. In addition, primary data was collected through interviews, surveys, and respondent observation. The survey questions are closed, meaning respondents can only select from a few number of possible answers, and the responses were predetermined. Therefore, relevant data was collected in accordance with the research objectives. Company records were also collected to obtain information concerning the issues discussed. A nonprobability sampling method was also adopted (Creswell, 2014), where each element or member of the population does not have the same chance of being selected as a sample. The methods used in this research were snowball sampling, quota, saturation, and accidental quota. The number of samples used was 155 current and former customers of the Mitratel tower companies. In addition, Smartpls software was used to conduct Partial Least Square (PLS) analysis to test the hypothesis. Table 1 shows that the Likert Scale, which ranges from 1 to 5, depicting disagreement and agreement, respectively, was used for both measurements.

Table 1. Instruments and Measurements

Variable	Dimensions	Indicator	Measurement Scale
CRM (X1) *Relationship with customers*	*Website*	Know product information	Likert scale 1 to 5
	E-mail	Provide customer feedback	
	WhatsApp	Two-way communication with customers	
	Offline meetings	Two-way communication with customers	
	Entertainment	Increase closeness with customers	
	Social media	Opens easy lines of communication	*Ordinal-Interval*
CR (X2) *Service that matches customer perception*	*Tangibility*	Physical appearance and design of offices and personnel	Likert scale 1 to 5
	Reliability	Ability to provide accurate, satisfactory and reliable services accordingly	
	Responsiveness	Responsive and precise staff service	
	Assurance	Develop customer confidence and be free from danger, risk and doubt	
	Empathy	Caring and understanding attitude, treating customers as special individuals	*Ordinal-Interval*
CS (Y1) *Customer expectations for service accepted*	*Product Quality*	Have quality products and good service	Likert scale 1 to 5
	Performance/results received	Products/Services are in line with customers expectations	
	Customer expectations	Comparison between expectations and product/service performance	
	Price	Sensitive prices for customers	*Ordinal-Interval*
CL (Y2) *How customers behave in repurchasing*	*Recommendations*	Recommend products to others	Likert scale 1 to 5
	Refuse	Make the first choice, reject other options	
	Repeat Purchase	Make repeated purchases	
			Ordinal-Interval

IV. RESULTS/FINDING

A. Outer Model Testing

The measurement model testing stage comprised convergent and discriminant validity, including composite reliability. Assuming all the PLS model indicators comply with the criteria of these variables, then the findings of the PLS analysis can be used to assess the proposed hypotheses. The PLS model was estimated using algorithmic methods in order to obtain external results. The following are the results of the algorithmic estimation of the SEM PLS model.
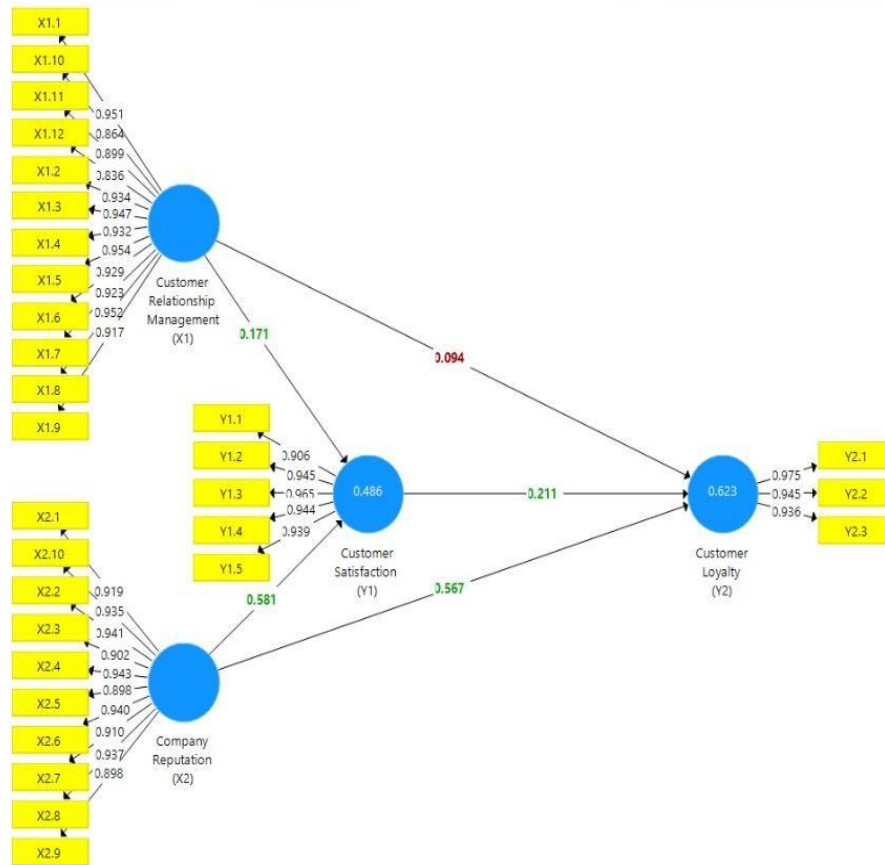
Figure 2. Estimation Results of the SEM PLS Algorithm Model

Table 2. Outer Model Measurement Results

Construct/item	Outer loadings	Cronbach alpha	CR	AVE
Customer Relationship Management		0.983	0.985	0.920
X1.1	0.951			
X1.10	0.864			
X1.11	0.899			
X1.12	0.836			
X1.2	0.934			
X1.3	0.947			
X1.4	0.932			
X1.5	0.954			
X1.6	0.929			
X1.7	0.923			
X1.8	0.952			
X1.9	0.917			
Company Reputation		0.980	0.983	0.599
X2.1	0.919			
X2.10	0.935			
X2.2	0.941			
X2.3	0.902			
X2.4	0.943			
X2.5	0.898			
X2.6	0.940			
X2.7	0.910			
X2.8	0.937			
X2.9	0.898			
Customer Statistics		0.967	0.974	0.519
Y1.1	0.906			
Y1.2	0.945			

Y1.3	0.965			
Y1.4	0.944			
Y1.5	0.939			
Customer Loyalty		0.948	0.967	0.543
Y2.1	0.975			
Y2.2	0.945			
Y2.3	0.936			

B. Inner Model Testing

The internal model assessment process started with a goodness of fit test to determine whether the generated PLS model is suitable for the existing data, thereby ensuring the sample can be used to explain the population conditions effectively. The R and Q squares, as well as SRMR values, were also used to assess the suitability of the PLS model. The fit for the SRMR model was displayed as either perfect or poor, while the predictive power and significance of the R and iQ-squared models were shown. According to Chin et al. (2003), an R Square of 0.67 or more depicts that the PLS model is strong in predicting endogenous variables, while values within the range of 0.33 to 0.67 place it in the quite strong category. Table 3 shows that for moderate levels of customer happiness and loyalty, the model is strong enough to predict exogenous consumer loyalty. In addition, the R square for satisfaction and loyalty is 0.479 and 0.615, respectively.

Table 3. R Square Value

Variable	R Square	Criteria
Customer Satisfaction	0.479	*Moderate*
Customer Loyalty	0.615	*Moderate*

Q Square shows the predictive relevance of the model, where values within the range of 0.02 to 0.15, 0.15 to 0.35, and > 0, 35 depict small, moderate, and large predictive relevance models, respectively (Chin et al., 2003). The results of the analysis in Table 4 shows that the Q Square of organizational climate is in the large category, meaning the model has quite good predictive relevance.

Table 4. Q Square Model

Latent Variables	Q Square	Criteria
Customer Satisfaction	0.421	*Big Predictive relevance*
Customer Loyalty	0.558	*Big Predictive relevance*

The goodness of fit model was also assessed using the SRMR estimated values. The model is declared perfect and fit, assuming the SRMR estimated models are <0.08 and within the range of 0.08 to 0 and 10, respectively. The analysis results in Table 5 show that the SRMR estimated model value is 0.064 and is in the perfect fit category.

Table 5. SRMR Model

Component	SRMR	Estimated Model
Saturated Model	0.064	*Perfect fit*
Estimated Model	0.064	

After the model's fitness was determined through PLS analysis, the relationship between variables was tested. Additionally, three types of testing, direct, indirect, and total, were conducted to determine the impact of influence. The estimation results of the bootstrap SEM PLS model are shown in Figure 3.
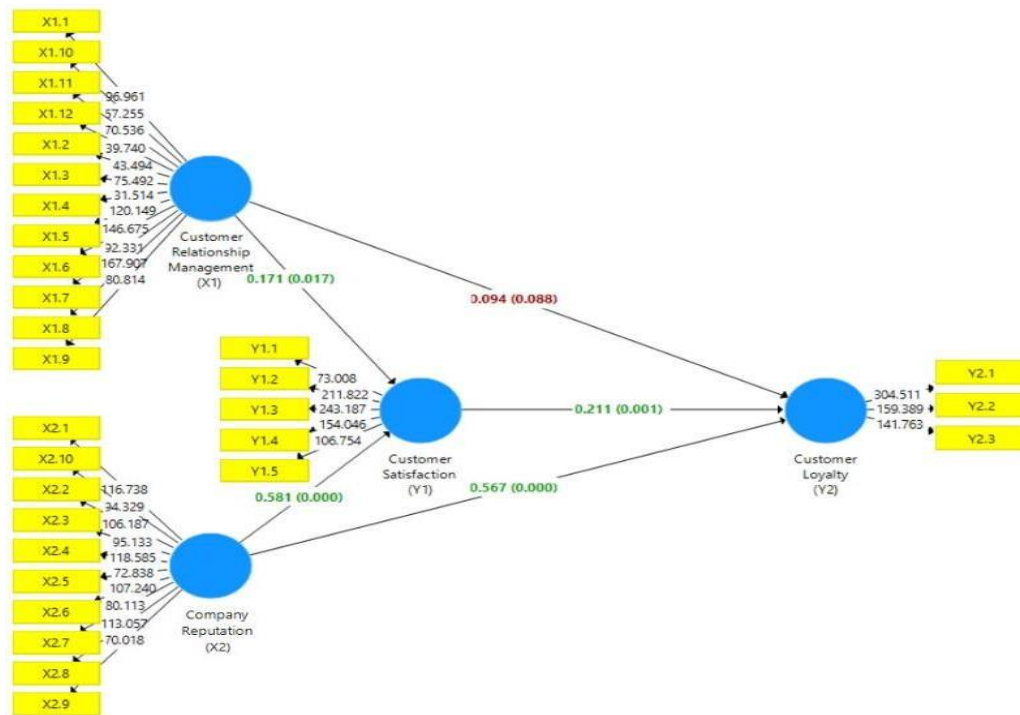
Figure 3. Bootstrapping Model Estimation Results

Table 6. Hypothesis Testing Results

No	Hypothesis	Path Coefficient	t	Sig.	Conclusion
1	Customer relationship management influences customer satisfaction	0.171	2,216	0.017	Accepted
2	Company reputation influences customer satisfaction	0.581	9,527	0,000	Accepted
3	Customer relationship management influences customer loyalty	0.094	1,357	0.088	Not accepted
4	Company reputation influences customer loyalty	0.567	10,471	0,000	Accepted
5	Customer satisfaction influences customer satisfaction	0.211	3,124	0.001	Accepted
6	Customer relationship management influences customer loyalty through customer satisfaction	0.036	1,913	0.028	Accepted
7	Company reputation influences customer loyalty through customer satisfaction	0.123	2,788	0.003	Accepted

Hypothesis 1 states that customer relationship management positively and significantly affects customer satisfaction. According to hypothesis 2, company reputation positively and significantly affects customer satisfaction. Hypothesis 3 states that customer relationship management has an insignificant effect on customer loyalty. While hypothesis 4 states that company reputation has a positive and significant effect on customer loyalty. Hypothesis 5 states that customer satisfaction has a positive and significant effect on customer loyalty. Based on hypothesis 6, customer relationship management influences customer loyalty through customer satisfaction. Hypothesis 7 states that company reputation influences customer loyalty through customer satisfaction.

V. DISCUSSION

Hypothesis 1 was accepted because customer relationship management (CRM) has a significant effect on customer satisfaction. This is in line with the research conducted by (Firmansyah, 2021), (Ratnasari et al., 2021a, 2021b), (Rosita et al., 2021), (Safira et al., 2021), (Solechan & Kusumo, 2022), which also stated CRM had a significant influence on customer satisfaction. In Hypothesis 1, it was found that indicators such as providing customer feedback through email, WhatsApp, offline meetings, and entertainment within the CRM variable positively impact customer satisfaction. These findings provide important implications for practitioners in the industry to strengthen Customer Relationship Management (CRM) practices to increase customer satisfaction

more effectively. With a better understanding of the relationship between CRM and customer satisfaction, practitioners can direct their efforts toward personalizing services, improving customer interactions, and managing relationships more strategically. Furthermore, Hypothesis 2 was accepted, showing a positive relationship between between company reputation and customer satisfaction. The strength of the relationship varies depending on changes in company reputation. These results are in line with theresearch conducted by (Aryani et al., 2021), (Nguyen et al., 2022), (Petzer & Roberts-Lombard, 2021), (Qazi et al., 2022), (Susanti & Samudro, 2022), which stated company reputation has an effect on customer satisfaction. In this case, indicators of the company reputation variable such as tangibility, reliability, responsiveness, assurance, and empathy portrayed by a caring attitude and making customers feel special positively influence customer satisfaction. These findings have significant implications for practitioners who want to understand the importance of corporate reputation in influencing customer satisfaction more broadly. With a deeper understanding of the relationship between corporate reputation and customer satisfaction, practitioners can direct their efforts toward building and maintaining a positive corporate reputation. A good reputation can increase customer trust, provide added value to products or services, and create a satisfying customer experience.

Hypothesis 3 was rejected because CRM has an insignificant impact on customer loyalty, meaning this variable does not affect customer loyalty. Good relationships with customers only sometimes lead to high customer loyalty. The established relationship must develop into customer satisfaction before leading to loyalty. This is in line with the research conducted by (Haudi et al., 2022), Kariman et al., 2022), (Kumar & Mokha, 2022), (Muhammad Rais, 2022), (Suwarno & Martini, 2021), which stated CRM does not directly influence customer loyalty, rather increases it when mediated by customer satisfaction. Practitioners must understand that more than CRM implementation is needed to guarantee high customer loyalty. Other factors, such as product or service quality, price, and customer experience, are essential in forming loyalty. Therefore, practitioners should adopt a more holistic approach to customer relationship management, which focuses on technology and processes and pays attention to other relevant aspects such as product quality, service and brand communication. Hypothesis 4, proposing a positive relationship between company reputation and customer loyalty, was accepted. This implied both positive and negative company reputations lead to increased and decreased loyal customers, respectively. The results are in line with research conducted by (Azinuddin et al., 2022), (Chalirafi et al., 2021), (Damberg et al., 2022), (Pereira et al., 2021), and (Tan et al., 2022), which focused on the impact of company reputation on customer loyalty. Practitioners must understand that a company's reputation covers various aspects, including product or service quality, price fairness, corporate social responsibility, and overall customer experience. Therefore, practitioners need to adopt a holistic approach that includes communication strategies, brand management and quality customer service to strengthen a company's reputation and, in turn, increase customer loyalty. Furthermore, hypothesis 5, proposing the influence of customer satisfaction on loyalty, was supported by the findings. This is in line with previous research (Ghorbanzadeh, 2021; Muharam et al., 2021; Petzer & Roberts-Lombard, 2021; Subandi & Hamid, 2021; Thamrin et al., 2020), which stated the significant influence of satisfaction on customer loyalty. Therefore, indicators such as product quality and feedback support customer expectations in the satisfaction variable, proven to influence loyalty positively. A deeper understanding of the relationship between customer satisfaction and loyalty suggests that practitioners should prioritize improving customer satisfaction as an essential step toward higher loyalty. Increasing customer satisfaction may include improving product or service quality, responsive customer service, and personalization.

The results obtained showed that Hypothesis 6 was accepted through the mediation process. In this context, CRM indirectly influences customer loyalty through customer satisfaction. The findings are consistent with previous research (Yauwerissa & Putra, 2021; Munandar et al., 2022) which stated that CRM positively correlated with customer loyalty, measured by high satisfaction levels. This understanding highlights the importance of paying attention to the interactions between companies and customers and the level of customer satisfaction resulting from those interactions. Practitioners can direct their efforts at increasing customer satisfaction through effective CRM implementation, including personalization of services, improved customer service quality, and better relationship management. Meanwhile, the mediating variable enables product quality indicators, feedback, and customer expectations to positively impact customer loyalty, as proven by Hypothesis 7. In addition, the mediation process realized through customer satisfaction had completed Hypothesis 4, which was proven acceptable in previous research. These findings are in line with preliminary research (Khan et al., 2022; Rasouli et al., 2021), which stated customers were likely to remain loyal to a company when satisfied with the services rendered. The variable serves as a complementary mediator with indicators of product quality, feedback, and customer expectations, further increasing the positive influence on customer loyalty. It also has similar impact on company indicators, namely providing recommendations, refusing and repeated purchases as a proof of customer loyalty. The finding that customer satisfaction can mediate the relationship between company reputation and customer loyalty has substantial implications for practitioners. It highlights the importance of paying attention to

not only company reputation but also customer satisfaction in building strong loyalty. Practitioners can utilize this knowledge to design more holistic strategies, which include efforts to strengthen a company's reputation and increase customer satisfaction through quality service and positive customer experiences.

VI. CONCLUSION AND RECOMMENDATION

In conclusion, a positive and statistically significant correlation existed between customer relationship management (CRM) and satisfaction poor CRM resulted in dissatisfied customers, while the effectiveness of a company CRM system had been proven to directly impact the satisfaction levels reflected in NPS ratings by customers. There is a strong and positive correlation between company reputation and customer satisfaction. Conversely, a negative correlation existed between company reputation and the level of customer dissatisfaction. Customer satisfaction was strongly influenced by company reputation, while CRM, despite incorporating indicators such as providing customer feedback through email, WhatsApp, offline meetings and entertainment did not directly impact customer loyalty. There is not much visible correlation between CRM practices and increased customer loyalty. A positive and statistically significant correlation was observed between company reputation and customer loyalty. As the reputation of a business increased, the customer loyalty also rose, and vice versa. This variable was proven to be strongly influenced by company reputation. There was a favorable and statistically significant correlation between customer happiness and loyalty. Customers tended to be more loyal when satisfied with the service rendered, and vice versa. In addition, satisfaction had been proven to play a critical role in determining consumer loyalty. A strong and positive correlation exists between CRM and loyaltyindirectly, requiring a mediator variable to enable the existing CRM indicators positively influence customer satisfaction. There was a positive and statistically significant correlation between company reputation and customer loyalty. The positive and significant correlation could also be indirectly influenced indirectly by using a mediator, such as customer satisfaction to convince customers to become loyal.

The implications of this research provided in-depth insight into how customer satisfaction could act as a mediator between CRM and customer loyalty, as well as the role of company reputation as a predictor. The practical implications included the importance of investing in developing effective CRM strategies to increase customer satisfaction and loyalty. In addition, this research focused on the importance of maintaining and strengthening company reputation an important factor that could influence customer perceptions and behavior. By understanding the complex relationship between these factors, Mitratel companies should optimize efforts in maintaining and increasing market share, including establishing strong long-term relationships with customers. Theoretically, this research contributes to the development of theory and understanding of the factors that influence customer loyalty in the context of the telecommunications industry. By confirming the mediating role of customer satisfaction and affirming the importance of factors such as CRM and corporate reputation as predictors, this study enriches the literature on customer relationship management and strengthens the theoretical foundation for future research in this area. In addition, this research can provide a basis for developing more comprehensive models and frameworks to understand the dynamics of the relationship between the variables involved in customer loyalty in the telecommunications industry.

For further research, it is important to expand the scope of research by digging deeper into other factors that can influence the relationship between customer satisfaction, customer loyalty, CRM, and company reputation in the context of the telecommunications industry. Research may involve additional variables such as service quality, price, product innovation, and customer perceptions of the value provided by the company. In addition, it is recommended to use more holistic research designs, such as longitudinal or experimental studies, to identify patterns of relationships between the variables involved over time. Additionally, paying attention to the role of contextual factors, such as cultural differences and customer demographics, can provide deeper insight into the dynamics underlying the relationships between these variables. Finally, it is important to consider using more advanced analytical methods, such as structural path analysis (SEM) or hierarchical regression analysis, to validate the model and statistically strengthen the research findings. By combining these suggestions, it is hoped that future research will provide a more comprehensive understanding of the factors that influence customer loyalty in the telecommunications industry, as well as practical implications for Mitratel companies and other stakeholders. This research suggested that in solving CRM problems at telecommunications tower companies in Indonesia, there was need to directly focus on customer loyalty, including satisfying the customers first. Quality Improvement needed to be carried out by telecommunications tower companies to improve company performance should consider customer assessments to realize satisfaction targets. It was hoped that the results obtained could serve as a guide for telecommunication tower practitioners regarding the importance of CRM and company reputation activities in establishing appropriate communication with customers. To achieve customer loyalty, it is essential to adopt a customer satisfaction process, as the satisfaction experienced by customers had an impact on loyalty.

ACKNOWLEDGEMENT

REFERENCES

Abdullah, O., Sufi, T., & Kumar, S. (2022). Service Quality and its Influence on Customer Satisfaction and Customer Loyalty in the Restaurants of Five-Star Hotels. *African Journal of Hospitality, Tourism and Leisure*, *11*(6), 2173–2189. https://doi.org/10.46222/ajhtl.19770720.349

Abu Kasim, N. A., & Minai, B. (2009). Linking CRM Strategy, Customer Performance Measures and Performance in the Hotel Industry. *International Journal of Economics and Management*, *3*(2), 297–316.

Al-Tarawneh, J. M. (2016). Factors Influencing The Adoption Of Mobile Banking Services In Jordan From The Perspective Of Customers: Overview And Pilot Study. *International Journal of Scientific and Research Publications*, *6*(9), 208–2250. www.ijsrp.org

Ali, W., Danni, Y., Latif, B., Kouser, R., & Baqader, S. (2021). Corporate Social Responsibility and Customer Loyalty in Food Chains—Mediating Role of Customer Satisfaction and Corporate Reputation. *Sustainability (Switzerland)*, *13*(16), 10–12. https://doi.org/10.3390/su13168681

Aryani, D. N., Singh, P., Liew, Y. W., Kee, D. M. H., Li, Y., Li, J., Lim, C. Y., & Arif, W. (2021). How Brand Reputation Influences Customer Satisfaction: A Case Study of Starbucks, Malaysia. International Journal of Tourism and Hospitality in Asia Pacific, 4 (3). https://doi.org/10.32535/ijthap.v4i3.1199

Azinuddin, M., Mohammad Nasir, M. B., Hanafiah, M. H., Mior Shariffuddin, N. S., & Kamarudin, M. K. A. (2022). Interlinkage of Perceived Ecotourism Design Affordance, Perceived Value of Destination Experiences, Destination Reputation, and Loyalty. Sustainability (Switzerland), 14 (18). https://doi.org/10.3390/su141811371

Augustinah, F., Halim, F., Sudirman, A., & Sinaga, O. S. (2023). Analysis of Factors Influencing The Loyalty of Online Transportation Users in Indonesia. *Ideas: Jurnal Pendidikan, Sosial, Dan Budaya*, *9*(3), 769. https://doi.org/10.32884/ideas.v9i3.1364

Bhat, S. A., & Darzi, M. A. (2018). Service, People and Customer Orientation: A Capability View to CRM and Sustainable Competitive Advantage. *Journal Vision*, *22*(2), 163–173. https://doi.org/10.1177/0972262918766132

Boonlertvanich, K. (2019). Service quality, satisfaction, trust, and loyalty: the moderating role of main-bank and wealth status. *International Journal of Bank Marketing*, *37*(1), 278–302. https://doi.org/10.1108/IJBM-02-2018-0021

Butarbutar, N., Silalahi, M., Julyanthry, J., & Sudirman, A. (2020). Kepuasan Pengguna Market Place Shopee yang ditinjau dari Aspek Word of Mouth dan Pengalaman Konsumen. *Al Tijarah*, *6*(3), 135. https://doi.org/10.21111/tijarah.v6i3.5681

Butarbutar, N., Sinaga, O. S., Sri, W., Doloksaribu, A., & Sudirman, A. (2023). The Influence of Experiential Marketing and Integrated Marketing Communications on Visitor Loyalty. *International Journal of Business, Law, and Education*, *4*(2), 1066–1075.

Chalirafi, ., Matriadi, F., Munandar, ., Sutriani, ., & Mariana, . (2021). The Influence of Consumer Innovatively, Company Reputation, and E-Trust on E-Loyalty of E-Commerce Customers in Aceh. Asian Journal of Economics, Business and Accounting. https://doi.org/10.9734/ajeba/2021/v21i1630483

Chin, W. W., Marcelin, B. L., & Newsted, P. R. (2003). A Partial Least Squares Latent Variable Modeling Approach For Measuring Interaction Effects: Results From A Monte Carlo Simulation Study And An Electronic-Mail Emotion/Adoption Study. *Information Systems Research*, *14*(2). https://doi.org/10.1287/isre.14.2.189.16018

Chou, P. F., Lu, C. S., & Chang, Y. H. (2014). Effects of Service Quality and Customer Satisfaction on Customer Loyalty in High-Speed Rail Services in Taiwan. *Transportmetrica A: Transport Science*, *10*(10), 917–945.

https://doi.org/10.1080/23249935.2014.915247

Creswell, J. W. (2014). RESEARCH DESIGN: Qualitative, Quantitative, and mixed methods approaches. In *Proceedings of the Annual Conference of the International Speech Communication Association, INTERSPEECH* (2nd ed.).

Damberg, S., Schwaiger, M., & Ringle, C. M. (2022). What's Important For Relationship Management? The Mediating Roles Of Relational Trust And Satisfaction For Loyalty Of Cooperative Banks' Customers. Journal of Marketing Analytics, 10 (1). https://doi.org/10.1057/s41270-021-00147-2

Dermawan, L., Setyawati, A., Indajang, K., & Astuti, W. S. (2023). Analysis of Increasing The Competitiveness of MSME Business through Entrepreneurial Competence , Entrepreneurial Orientation , and Customers Relationship Management. *FIRM Journal of Management Studies*, *8*(2), 250–261. https://doi.org/10.33021/firm.v8i2.4575

Dlačić, J., & Kežman, E. (2014). Exploring Relationship between Brand Equity and Customer Loyalty on Pharmaceutical Market. *Economic and Business Review*, *16*(2). https://doi.org/10.15458/2335-4216.1275

Efendi, E., Setyawati, A., Halim, F., Aggreani, J., & Sudirman, A. (2023). Analysis of Models for Increasing Consumer Loyalty of Beauty MSMEs Through Brand Equity Management , Service Quality , and Customer Bonding. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, *13*(1), 92–103.

El-Adly, M. I. (2019). Modelling The Relationship Between Hotel Perceived Value, Customer Satisfaction, and Customer Loyalty. *Journal of Retailing and Consumer Services*, *50*(1), 322–332. https://doi.org/10.1016/j.jretconser.2018.07.007

Farhan, M., Hussain, R. I., Khan, S. N., Tahir, M. S., & Bhatti, H. (2020). The Relationship Among The Corporate Reputation, Customer Satisfaction, Customer Loyalty And Behavioral Intentions. A Study On The Pakistan Textile Industry. *International Journal of Disaster Recovery and Business Continuity*, *11*(3), 1–13.

Firmansyah, S. F. W. dan H. (2021). Pengaruh Customer Relationship Management (X1) Terhadap Kepuasan Pelanggan Produk Sepatu Convese. Jurnal Bisnis Dan Pemasaran, 11 (1).

Ghane, S., Fathian, M., & Gholamian, M. R. (2011). Full relationship among e-satisfaction, e-trust, e-service quality, and e-loyalty: The case of Iran e-banking. *Journal of Theoretical and Applied Information Technology*, *33*(1), 1–6.

Ghorbanzadeh, D. (2021). From Satisfaction to Loyalty: The Role of Emotional Structures in The Process of Transition from Satisfaction to Loyalty. Asia- Pacific Journal of Business Administration, 13(3). https://doi.org/10.1108/APJBA-07-2020-0225

Halim, F., Grace, E., Lie, D., & Sudirman, A. (2021). Analysis of Innovation Strategies to Increase the Competitive Advantages of Ulos Products in Pematangsiantar City. *Jurnal Manajemen Dan Bisnis*, *10*(2), 80–90.

Hanika, I. M., Nani, N., Widowati, D., & Sudirman, A. (2023). Analysis of Online Transportation Customer Satisfaction in View From Brand Image, E-Service Quality and Security Factors. *SULTANIST: Jurnal Manajemen Dan Keuangan*, *11*(1), 97–107. https://doi.org/10.37403/sultanist.v11i1.505

Hasan, M., Roslan, A. H., Hendrayani, E., Sudirman, A., Jamil, M., Sitaniapessy, R. H., Basoeky, U., Fauziah, Yasa, N. N. K., & Wardhana, A. (2021). *Kewirausahaan*. Media Sains Indonesia.

Hassan, R. S., Nawaz, A., Lashari, M. N., & Zafar, F. (2015). Effect of Customer Relationship Management on Customer Satisfaction. *Procedia Economics and Finance*, *23*(October 2014), 563–567. https://doi.org/10.1016/s2212-5671(15)00513-4

Haudi, Rahadjeng, E. R., Santamoko, R., Putra, R. S., Purwoko, D., Nurjannah, D., Koho, I. R., Wijoyo, H., Siagian, A. O., Cahyono, Y., & Purwanto, A. (2022). The Role of E-Marketing and E-X1 on E-Loyalty of Indonesian Companies During Covid Pandemic and Digital Era. Uncertain Supply Chain Management, 10(1). https://doi.org/10.5267/j.uscm.2021.9.006

Islam, T., Islam, R., Pitafi, A. H., Xiaobei, L., Rehmani, M., Irfan, M., & Mubarak, M. S. (2021). The Impact of Corporate Social Responsibility on Customer Loyalty: The Mediating Role of Corporate Reputation, Customer Satisfaction, and Trust. In *Sustainable Production and Consumption* (Vol. 25). Elsevier B.V. https://doi.org/10.1016/j.spc.2020.07.019

Julyanthry, Putri, D. E., & Sudirman, A. (2021). *Kewirausahaan Masa Kini*. Media Sains Indonesia.

Kariman, A., Wahab, Z., Shihab, M. S., & Natalisa, D. (2022). Effect of E-X1 on Customer Loyalty with Customer Satisfaction as A Mediation Variable. International Research Journal of Management, IT and Social Sciences, 9 (3). https://doi.org/10.21744/irjmis.v9n3.2089

Kaur, G., & Mahajan, N. (2011). Exploring the Impact of Brand Equity and Customer Satisfaction on Customer Loyalty. *Metamorphosis: A Journal of Management Research*, *10*(2), 27–47. https://doi.org/10.1177/0972622520110204

Khan, R. U., Salamzadeh, Y., Iqbal, Q., & Yang, S. (2022). The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction. *Journal of Relationship Marketing*, *21*(1), 1–26. https://doi.org/10.1080/15332667.2020.1840904

Kheng, L. L., Mahamad, O., Ramayah, T., & Mosahab, R. (2010). The Impact of Service Quality on Customer Loyalty : A Study of Banks in The Impact of Service Quality on Customer Loyalty : A Study of Banks in Penang , Malaysia. *International Journal Of Marketing Studies*, *2*(2), 57–66. https://doi.org/10.5539/ijms.v2n2p57

Kumar, V., Pozza, I. D., & Ganesh, J. (2013). Revisiting The Satisfaction-Loyalty Relationship: Empirical Generalizations And Directions For Future Research. Journal of Retailing, 89(3). https://doi.org/10.1016/j.jretai.2013.02.001

Kuo, N. Te, Chang, K. C., Cheng, Y. S., & Lai, C. H. (2013). How Service Quality Affects Customer Loyalty in the Travel Agency: The Effects of Customer Satisfaction, Service Recovery, and Perceived Value. *Asia Pacific Journal of Tourism Research*, *18*(7), 803–822. https://doi.org/10.1080/10941665.2012.708352

Lie, D., Halim, F., Inrawan, A., Nainggolan, L. E., & Sudirman, A. (2023). Factors Affecting Satisfaction and Its Implications for Marketplace Use Behavior in Indonesia. *Acceleration of Digital Innovation and Technology Towards Society 5.0*, 9–16.

Long, C. S., Khalafinezhad, R., Ismail, W. K. W., & Rasid, S. Z. A. (2013). Impact of CRM Factors on Customer Satisfaction and Loyalty. *Asian Social Science*, *9*(10), 247–253. https://doi.org/10.5539/ass.v9n10p247

Muhammad Rais. (2022). Pengaruh Customer Relationship Management (X1) terhadap Loyalitas Pelanggan melalui Kepuasan Pelanggan Pascabayar PT. Telkomsel Indonesia. In Tesis (Issue 8.5.2017).

Muharam, H., Chaniago, H., Endraria, E., & Harun, A. Bin. (2021). E-Service Quality, Customer Trust and Satisfaction: Market Place Consumer Loyalty Analysis. Jurnal Minds: Manajemen Ide Dan Inspirasi, 8(2). https://doi.org/10.24252/minds.v8i2.23224

Mulyono, S., Sari, A. P., Sudirman, A., Silalahi, I. V., Maulida, E., Aprilia, H. D., Tenrisau, M. A., Susanto, E., Hendrayani, E., Taufik, M., Husniadi, & Hardjono, B. (2021). *Pengantar Manajemen*. Media Sains Indonesia.

Munandar, J. M., Oktaviani, D., & Angraini, Y. (2022). How important is CRM toward customer's loyalty to conventional and Islamic bank marketing strategy？: A case study from Indonesia. *Journal of Islamic Marketing*, *13*(1), 246–263. https://doi.org/10.1108/JIMA-07-2019-0146

Muniarty, P., Bairizki, A., Sudirman, A., Wulandari, Anista, J. S. A., Satriawan, D. G., Putro, Suryati, E., Suyatno, A., Setyorini, R., Putra, S., Nugroho, L., Nurfadilah, D., & Samidi, S. (2021). *Kewirausahaan*. Widina Bhakti Persada.

Nashwan, S. A. Bin, & Hassan, H. (2017). Impact of Customer Relationship Management (CRM) on Customer Satisfaction and Loyalty: A Systematic Review. *Journal of Advanced Research in Business and Management Studies*, *6*(1), 86–107.

Nikhashemi, S. R., Paim, L., Haque, A., Khatibi, A., & Tarofder, A. K. (2013). Internet Technology, CRM and Customer Loyalty: Customer Retention and Satisfaction Perspective. *Middle East Journal of Scientific Research*, *14*(1), 79–92. https://doi.org/10.5829/idosi.mejsr.2013.14.1.1984

Nguyen, T. T., Cao, T. Q., Phung, H. T. T., Nguyen, T. T., Phan, T. T. T., & Pham, H. H. (2022). Parents as Customers: The Influence of School Reputation on Satisfaction, Feedback, and Loyalty of Vietnamese Secondary Students' Parents. Corporate Reputation Review. https://doi.org/10.1057/s41299-022- 0014.

Pereira, P. E. J., Ardigó, C. M., & Limberger, P. F. (2021). Brand Reputation and Relationship with Customer Loyalty in The Retail Pharmacy Sector: A Case Study. Revista Brasileira de Gestao de Negocios, 23(3). https://doi.org/10.7819/RBGN.V23I3.4120

Petzer, D. J., & Roberts-Lombard, M. (2021). Delight and Commitment—Revisiting the Satisfaction-Loyalty Link. Journal of Relationship Marketing, 20(4). https://doi.org/10.1080/15332667.2020.1855068

Qazi, Z., Qazi, W., Raza, S. A., & Yousufi, S. Q. (2022). The Antecedents Affecting University Reputation and Student Satisfaction: A Study in Higher Education Context. Corporate Reputation Review, 25 (4). https://doi.org/10.1057/s41299- 021-00126-4

Rahimi, R., & Kozak, M. (2017). Impact of Customer Relationship Management on Customer Satisfaction: The Case of a Budget Hotel Chain. *Journal of Travel and Tourism Marketing*, *34*(1), 40–51. https://doi.org/10.1080/10548408.2015.1130108

Rasouli, H., Shirazian, Z., & Rasuli, H. (2021). Study the Effect of Advertising Effectiveness on the CRM and Loyalty With the Mediating Role of Providing the Quality of Services Estudado Do Efeito Da Eficácia Da Publicidade No Crm E a Lealdade Como Papel Mediador De Fornecer a Qualidade Dos Serviços Es. *Revista Gestão & Tecnologia*, *21*(1), 47–72.

Ratnasari, D., Nursehah, I., Ghina, M. M., & Yusuf, A. (2021a). Pengaruh e-X1 dan Kepuasan Pelanggan terhadap Loyalitas Pelanggan Matahari Departement Store Karawang. Forum Ekonomi, 23(1).

Rosita, D., Djunaedi, & Nur, L. (2021). Pengaruh Kepercayaan, Fasilitas dan Customer Relationship Management (X1) Terhadap Kepuasan Mahasiswa Fakultas Ekonomi Angkatan 2017 – 2019 Universitas Kadiri. Jurnal Riset Bisnis Dan Ekonomi, 2 (4).

Safira, T., Saleh, M. Y., & Remmang, H. (2021). Pengaruh Customer Relationship Management (X1) terhadap Loyalitas Pelanggan melalui Kepuasan Pelanggan pada PT Pelabuhan Indonesia IV (Persero) Cabang Ambon. Indonesian Journal of Business and Management, 3 (1). https://doi.org/10.35965/jbm.v3i1.593

Sinaga, O. S., Krisna Marpaung, F., Dewi, R. S., & Sudirman, A. (2021). Kontribusi Perceived Usefulness, Perceived Ease of Use dan Perceived Security Terhadap Behavioral Intention to use Aplikasi JAKET. *Insight Management Journal*, *1*(3), 86–94. https://journals.insightpub.org/index.php/imj

Sinaga, O. S., Putri, D. E., Banjarnahor, A. R., Halim, F., Sudirman, A., Ilmu, T., Sultan, E., & Utara, S. (2020). Mampukah Citra Merek, Fasilitas dan Kepercayaan Meningkatkan Kepuasan Pengunjung Taman Hewan Kota Pematangsiantar. *Inovbiz: Jurnal Inovasi Bisnis*, *8*(1), 151–157.

Sri, W., Doloksaribu, A., & Sudirman, A. (2023). Visitor Loyalty Analysis of Lake Toba Tourism Destination through Integrated Marketing Communication. *Valid: Jurnal Ilmiah*, *21*(1), 21–30.

Solechan, A., & Kusumo, H. (2022). Strategi e-X1 Untuk Meningkatkan Kepuasan Konsumen: Sebuah Literatur Review. Dinamika: Jurnal Manajemen Sosial Ekonomi, 2 (1). https://doi.org/10.51903/dinamika.v2i1.142

Subandi, S., & Hamid, M. S. (2021). Student Satisfaction, Loyalty, and Motivation as Observed From The Service Quality. Journal of Management and Islamic Finance, 1(1). https://doi.org/10.22515/jmif.v1i1.3552

Susanti, V., & Samudro, A. (2022). Assessing the Role of Corporate Reputation on Brand Satisfaction: A Study of Chemical Industry. Corporate Reputation Review, 25(2). https://doi.org/10.1057/s41299-021-00118-4

Suwarno, I. C. W., & Martini, E. (2021). Peran Customer Relationship Management dalam Meningkatkan Loyalitas Pelanggan: Studi Kasus Di Hotel Zaen Syariah Solo. Jurnal E-Proceeding of Management, 8(2).

Sudirman, A., Halim, F., Nainggolan, A. B., Butarbutar, N., & Sherly, S. (2021). Meninjau Hubungan Antara Penggunaan Media Sosial dan Orientasi Pasar Terhadap Kinerja Bisnis Sektor UMKM. *Prosiding Seminar Nasional Ekonomi Dan Bisnis 2021 Universitas Muhammadiyah Jember*, 165–179. https://doi.org/10.32528/psneb.v0i0.5165

Sudirman, A., Sherly, Butarbutar, M., Nababan, S. T., & Puspitasari, D. (2020). Loyalitas Pelanggan Pengguna Gojek Ditinjau Dari Aspek Kualitas Pelayanan dan Kepuasan Konsumen. *Procuration: Jurnal Ilmiah Manajemen*, *8*(1), 63–73.

Sudrartono, T., Nugroho, H., Irwanto, I., Agustini, I. G. A. A., Yudawisastra, H. G., Amaria, H., Nuryanti, N., Lidang, F., & Sudirman, A. (2022). *Kewirausahaan UMKM Di Era Digital*. Widina Bhakti Persada.

Sundulusi, C., Sudirman, A., Ratnawati, Syamsuri, Burhanudin, J., Dewi Andriani & Sherry Adelia, Angga Ranggana Putra, S., Muhammad Nazif, Rahmadani Hidayat, H. N., & Nurcholifah, I. (2022). *Pemasaran Kewirausahaan*. Widina Bhakti Persada.

Surucu, Ö., Özturk, Y., Okumus, F., & Bilgihan, A. (2019). Brand Awareness, Image, Physical Quality And Employee Behavior As Building Blocks Of Customer-Based Brand Equity: Consequences In The Hotel Context. *Journal of Hospitality and Tourism Management*, *40*(July), 114–124. https://doi.org/10.1016/j.jhtm.2019.07.002

Tang, W. (2007). Impact of Corporate Image and Corporate Reputation on Customer Loyalty: a Review. *Management Science and Engineering*, *1*(2), 57–62.

Tan, P. L., Rasoolimanesh, S. M., & Manickam, G. (2022). How Corporate Social Responsibility Affects Brand Equity and Loyalty? A Comparison Between Private and Public Universities. Heliyon, 8 (4). https://doi.org/10.1016/j.heliyon.2022.e09266

Thamrin, G., Bernarto, I., & Kawata, Y. (2020). The Influence of Trust, Satisfaction, Value, and Brand Image on Loyalty. BISMA (Bisnis Dan Manajemen), 12(2). https://doi.org/10.26740/bisma.v12n2.p168-185

Vepha San, Ploypailin Kijkasiwat, & Ali Abbasi. (2022). Understanding Service Quality and Price Fairness to Customer Loyalty in the Coffee Shop Industry in Thailand. *International Journal of Social Science Research (IJSSR)*, *4*(1), 505-518,. https://myjms.mohe.gov.my/index.php/ijssr/article/download/18077/9495

Wu, L. W. (2011). Satisfaction, inertia, and customer loyalty in the varying levels of the zone of tolerance and alternative attractiveness. *Journal of Services Marketing*, *25*(5), 310–322. https://doi.org/10.1108/08876041111149676

Yauwerissa, L., & Putra, J. S. (2021). The Effect of Service Quality and Customer Relationship Management Towards Customer Loyalty. *International Journal of Review Management Business and Entrepreneurship (RMBE)*, *1*(2), 339–345. https://doi.org/10.37715/rmbe.v1i2.2445