
**THE INFLUENCE OF CUSTOMER RELATIONSHIP MANAGEMENT,
CUSTOMER EXPERIENCE, AND SATISFACTION ON CUSTOMER LOYALTY
AT PT. BIMA BISALLOY IN BEKASI, WEST JAVA**

¹Jonni Parningotan Simaremare, ²Yunus Handoko, ³Ike Kusdyah

Program Studi Magister Manajemen, Institut Teknologi Dan Bisnis Asia, Malang,
Indonesia

E-mail: Jonni.p.simaremare@gmail.com, yunus@asia.ac.id, ike.kusdyah@asia.ac.id

ABSTRACT

This study aims to analyze the influence of Customer Relationship Management (CRM), Customer Experience, and Customer Satisfaction on customer loyalty at PT. Bima Bissalloy in the context of business-to-business (B2B). This study uses a quantitative approach with multiple linear regression as the analytical tool. Data were collected through questionnaires distributed to 42 respondents who are customers of the company. The results of statistical analysis show that simultaneously, the three independent variables Customer Relationship Management (CRM), Customer Experience, and Customer Satisfaction have a significant influence on customer loyalty, as evidenced by the calculated F-value of 116.335 with a significance level of <0.001 . Partially, the t-test shows that Customer Relationship Management has a positive and significant influence on customer loyalty with a significance value of 0.013, and Customer Experience also has a significant influence with a significance value of 0.002. Meanwhile, Customer Satisfaction has a positive but not significant influence on customer loyalty. Further analysis reveals that aspects such as customer service responsiveness, ease of ordering and delivery process, and perceived value of price to product quality are important factors influencing customer satisfaction and loyalty. Although customer experience is less significant in the B2B context, it still contributes positively, indicating potential areas for future development. Based on these results, the researcher suggests that PT. Bima Bissalloy improve the quality of customer relationship management through the personalization of services, operational efficiency improvement, and strengthening of customer feedback systems. This is expected to increase customer satisfaction and loyalty sustainably.

Keywords: Customer Relationship Management (CRM), Customer Experience, Customer Satisfaction, Customer Loyalty, Multiple Linear Regression, B2B

INTRODUCTION

In the context of the steel manufacturing and distribution industry, purchasing decisions have their own complexities because they involve considerations of product quality, supplier reliability, and cost efficiency. Therefore, understanding the dynamics of customer loyalty in this industry requires an in-depth analysis of the factors that influence

customer purchasing decisions. As a result, the Customer Relationship Management (CRM) strategy implemented should be more than just maintaining relationships with customers; it should also focus on enhancing customer experience and satisfaction to create long-term loyalty. In this regard, PT. Bima Bisalloy strives to build close relationships with customers through technical

consultations and personalized services, but there has been little research specifically measuring how CRM, customer satisfaction, and customer experience simultaneously affect customer loyalty in the steel industry.

In a dynamic and competitive business environment, companies need to develop effective marketing strategies to retain existing customers and increase their loyalty. The concept of Customer Relationship Management (CRM) is key to achieving this goal by enabling companies to understand customer needs in depth and provide personalized and value-added services. In this way, companies can enhance customer satisfaction and achieve long-term success.

In the steel manufacturing and distribution sector, competition among suppliers is becoming increasingly intense, especially when serving

industries such as mining, construction, and manufacturing. PT Bima Bisalloy, as one of the market leaders in wear-resistant steel distribution, has successfully built long-term relationships with customers by implementing a CRM strategy focused on customer satisfaction and loyalty. PT Bima Bisalloy is a joint venture between Bisalloy Steels (Australia) and a local partner in Indonesia, established in 1994. The company emphasizes personalized service, technical consultation, as well as product and service reliability to optimally meet customer needs. One of the loyal clients of PT Bima Bisalloy is the largest pulp and paper industry group in Asia, Sinarmas, which has been collaborating for over six years through an MOU Price Agreement and Consignment Price arrangement.

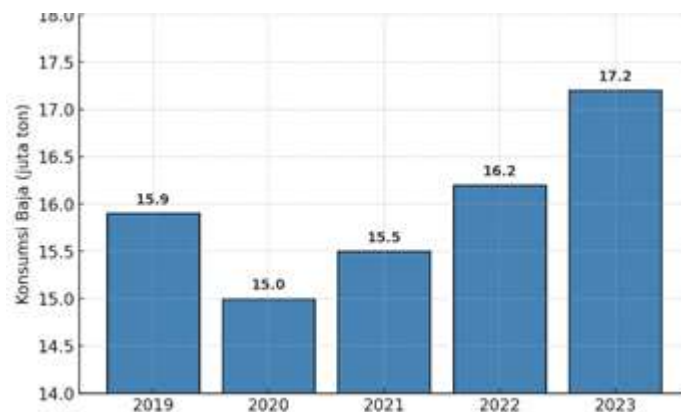


Figure 1 National Steel Consumption Trends 2019–2023

Source: Isaiah.or.id, 2025

Previous research has shown that companies that implement effective CRM strategies tend to have higher customer loyalty levels. Hallowell (1996) stated that increasing customer satisfaction contributes to higher loyalty, thus having a positive impact on company profitability. However,

the implementation of CRM strategies does not always result in increased customer satisfaction and loyalty. Research by Leverin & Liljander (2006) found that the positive effects of relational marketing strategies on customer satisfaction and loyalty were not always confirmed. This suggests

that other factors may influence these outcomes. Furthermore, the customer orientation of salespeople plays an important role in building customer loyalty. Muzumdar and Kurian (2021) found that listening skills and the ability of salespeople to understand customer needs significantly affect customer loyalty.

Studies by Gazi et al. (2024) and Malki et al. (2024) underline the importance of service personalization and quality consistency in a B2B context, but empirical validation in the steel industry scenario remains limited. This study enriches the literature by validating a regression model that integrates CRM, customer experience, satisfaction, and loyalty specifically for PT. Bima Bisalloy, while also exploring the mediating role of customer experience, which has yet to be tested in the steel industry context. Thus, this research not only fills a theoretical gap concerning B2B dynamics in the manufacturing sector but also provides practical recommendations for improving customer retention through measurable CRM strategies and experience management.

In a business context, the characteristics of B2B (Business-to-Business) and B2C (Business-to-Consumer) customers differ fundamentally, which affects marketing strategies and customer relationship management. B2B customers are generally involved in a collective decision-making process, involving teams or multiple internal parties within the company, such as management, technical teams, and purchasing teams. Purchase decisions are often based on technical analysis, product specifications, and the long-term value a business partner can

provide. Additionally, B2B relationships tend to focus more on long-term collaboration and supply consistency, with an emphasis on reliability, technical quality, and the company's ability to meet operational commitments such as timely delivery and after-sales support.

On the other hand, B2C (business-to-consumer) customers typically make decisions individually, influenced by emotional factors, personal preferences, or market trends. The B2C decision-making process is quicker and often based on the shopping experience, brand image, or short-term promotions. B2C customer loyalty is also more vulnerable to price changes or competitor offers, so B2C strategies focus more on personalizing the experience, providing instant satisfaction, and building emotional attachment through branding.

These differences impact CRM approaches and customer experience management. In the context of PT. Bima Bisalloy as a B2B company, understanding the complexity of the customer's business processes, coordinating internal teams, and ensuring operational transparency is crucial for building trust and loyalty. Meanwhile, in the B2C sector, focusing on individual satisfaction, enjoyable digital interactions, and reward-based loyalty programs is more effective in enhancing customer retention. By accommodating these differences, CRM strategies can be tailored to achieve optimal results in each market segment.

Based on the research findings and existing literature, the relationship between the variables of Customer Relationship Management (CRM), Customer Experience, Customer

Satisfaction, and Customer Loyalty can be integrated into an interconnected theoretical framework. The Relationship Marketing theory by Leonard L. Berry (1983) serves as the foundation for this relationship. Effective CRM, such as understanding customer needs, responding quickly to complaints, and providing easily accessible communication channels, creates positive customer experiences. These experiences include aspects such as moments of truth (critical interactions) and peace of mind (trust in the company's expertise). In other words, CRM aims to build long-term, sustainable relationships that directly impact customers' perceptions of their experience. This relationship is supported by the Expectation-Confirmation Theory (ECT) proposed by Oliver (1980). A positive customer experience (e.g., a smooth ordering process or quick service response) will meet or exceed customer expectations, thereby enhancing satisfaction levels. The study by Zeithaml et al. (1988) also emphasizes that consistent, high-value experiences strengthen overall customer evaluations of the service, which forms the foundation for satisfaction.

The Value-Based Theory explains that customer satisfaction arises when the value received by customers (such as product quality, competitive pricing, or personalized services) exceeds their expectations. The findings of this study are in line with the research by Firdaus et al. (2024) and Mokha & Kumar (2021), which state that high satisfaction increases the likelihood of customers remaining loyal (retention) and recommending the company to others. In addition to the indirect effects through experience and

satisfaction, CRM also has a direct influence on customer loyalty. This is supported by empirical studies from Gazi et al. (2024) and Malki et al. (2024), which show that integrated CRM strategies (such as customer data management and service personalization) can build emotional commitment and trust, which are the foundations of long-term loyalty.

In the steel industry, on-time delivery and product quality consistency are critical factors because infrastructure or manufacturing projects often have tight deadlines and complex technical specifications. Delivery delays or inconsistency in steel quality such as resistance to abrasion or structural strength can lead to significant disruptions in customer operations, such as construction project delays or reduced productivity in the manufacturing sector. Additionally, the steel production process, which involves high technology and reliance on the global supply chain, makes companies vulnerable to fluctuations in raw material prices, environmental regulations, and logistical risks. To address these challenges, PT. Bima Bisalloy must ensure supply stability, improve production quality control, and optimize coordination with distribution partners. The inability to meet operational commitments, such as delivery times or technical specifications, can damage customer trust and reduce loyalty, particularly in the B2B context, where purchasing decisions are based on long-term reliability and technical collaboration. Therefore, investments in supply chain management technology, logistics team training, and personalized technical services are priorities to

remain competitive in the dynamic steel industry.

In the context of PT. Bima Bisalloy, the implementation of an effective CRM strategy, a focus on customer satisfaction, and customer-oriented sales teams are expected to improve customer loyalty and company profitability. However, it is important to note that the implementation of these strategies must be tailored to the specific characteristics of the company and its industry to achieve the desired results.

PT. Bima Bisalloy uses CRM to manage relationships with over 500 customers in Indonesia and Southeast Asia, with strategies that include: (1) Segmenting customers based on industry needs, enabling more specific and focused services; (2) Proactive technical services, where the company provides consultation-based solutions to help customers select steel materials suited to their needs; (3) Additional steel processing services (cutting, drilling, forming) that allow customers to receive ready-to use products, thus increasing their satisfaction; (4) Quality standards (ISO 9001) that guarantee product reliability and create customer trust. This CRM approach ensures that customers are not only satisfied with the products they receive but also feel they are getting added value from the services provided. This contributes to customer loyalty and strengthens long-term business relationships.

Customer loyalty is formed from various factors, including product quality, customer service, delivery reliability, and good communication. PT. Bima Bisalloy focuses on a strategic partnership approach with customers, ensuring that every transaction is not

just a purchase but also part of a long-term mutually beneficial relationship.

Several key strategies used to enhance customer loyalty and satisfaction at PT. Bima Bisalloy include: (1) Product Quality and Supply Reliability PT. Bima Bisalloy's wear-resistant steel products have proven better durability compared to local competitors, ensuring customers receive high-performance products with a longer lifespan; (2) Responsive Customer Service PT. Bima Bisalloy's team actively communicates with customers to ensure that any issues are addressed quickly and efficiently; (3) Reliability in Delivery and Order Fulfillment As a company in the heavy industry, on-time delivery is a key factor in customer satisfaction. PT. Bima Bisalloy has built a stable supply chain to ensure that products are delivered as scheduled; (4) Consultation and Technical Solutions In addition to selling wear-resistant steel, PT. Bima Bisalloy also acts as a wear specialist, where their technical team helps customers select the most suitable materials for their specific needs.

The implementation of CRM at PT. Bima Bisalloy not only impacts customer satisfaction but also sales strategies. By understanding customer needs in depth, the company can offer solutions more tailored to customers' specific needs. This allows for a solution-selling approach, where PT. Bima Bisalloy does not just sell products but also provides added value through consultation and technical services that help customers improve their operational efficiency. Furthermore, PT. Bima Bisalloy has expanded its market reach by forming strategic partnerships and product

expansion. For example, by becoming the distributor of engineering bars from Milltech Martin Bright, PT. Bima Bisalloy can now offer additional products to customers who previously only bought wear-resistant steel, creating cross-selling opportunities that increase revenue and strengthen customer loyalty.

Through this research, an analysis will be conducted to determine whether the implementation of CRM at PT. Bima Bisalloy contributes to customer loyalty, customer satisfaction's impact on loyalty, and customer experience's impact on loyalty. A deeper understanding of the interaction between these variables will provide insights on how other steel manufacturing and distribution companies can adopt similar strategies to achieve sustainable business growth.

Based on the background, this study presents the following research questions: Does Customer Relationship Management (CRM) have an impact on customer loyalty at PT. Bima Bisalloy? Does customer satisfaction influence customer loyalty at PT. Bima Bisalloy? Does customer experience affect customer loyalty at PT. Bima Bisalloy? Furthermore, the study aims to investigate whether CRM, customer satisfaction, and customer experience collectively influence customer loyalty at PT. Bima Bisalloy.

Based on the background and problem statement, this study is limited to the analysis of Customer Relationship Management, customer experience, and customer satisfaction in relation to customer loyalty at PT. Bima Bisalloy. This limitation is made to narrow the scope of the study and allow for a more in-depth analysis, focusing on the key factors that

influence customers' decisions to remain loyal to PT. Bima Bisalloy.

Based on the problem statement, the objectives of this study are to examine and analyze the influence of Customer Relationship Management (CRM) on customer loyalty at PT. Bima Bisalloy, to assess the effect of customer satisfaction on customer loyalty at PT. Bima Bisalloy, and to evaluate the impact of customer experience on customer loyalty at PT. Bima Bisalloy. Additionally, this study aims to investigate the simultaneous influence of CRM, customer experience, and customer satisfaction on customer loyalty at PT. Bima Bisalloy.

This research contributes both theoretically and practically. Theoretically, it enhances the literature on CRM and loyalty in B2B contexts, which are comparatively less explored than B2C environments. Practically, it provides actionable insights for PT. Bima Bisalloy and similar firms seeking to optimize their customer engagement and retention strategies.

H1: It is hypothesized that there is an influence of Customer Relationship Management on customer loyalty at PT. Bima Bisalloy (Albarq, 2023; Gazi et al., 2024; Hakim, 2020; Malki et al., 2024; Mangmee & Kookkaew, 2023; Maura Salsabila Kautsar et al., 2024; Nabella et al., 2025).

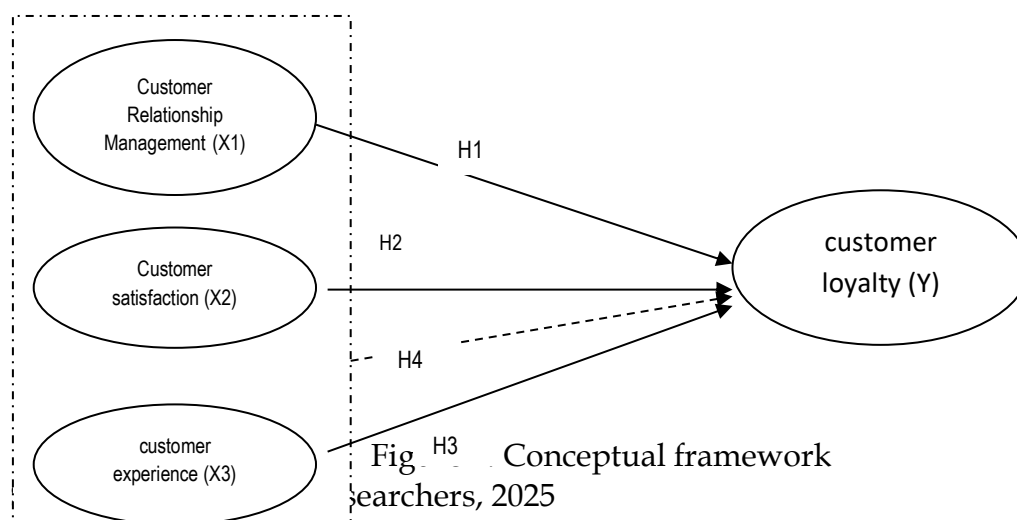
H2: It is hypothesized that there is an influence of customer satisfaction on customer loyalty at PT. Bima Bisalloy (Gazi et al., 2024; Malki et al., 2024; Zeithaml, 1988).

H3: It is hypothesized that there is an influence of customer experience on customer loyalty at PT. Bima Bisalloy (Firdaus et al., 2024; Mokha & Kumar, 2021).

H4: It is hypothesized that there is a simultaneous influence of Customer Relationship Management, customer experience, and customer satisfaction on customer loyalty at PT. Bima Bisalloy (Albarq, 2023; Gazi et al., 2024; Hakim, 2020; Malki et al., 2024; Mangmee & Kookkaew, 2023; Maura Salsabila Kautsar et al., 2024; Nabella et al., 2025).

In research, the conceptual framework plays an important role as the foundation for understanding the relationships between the variables

being studied. This framework is developed based on relevant theories and previous research findings, providing a solid basis for explaining the phenomena under investigation. In this study, the concepts being examined are related to Customer Relationship Management, customer experience, customer satisfaction, and customer loyalty in the B2B context. Briefly, the researcher outlines the overall relationship between the variables in the conceptual framework of the study as follows:



METHOD

1. Research Approach

This study adopts a quantitative research approach to examine the influence of Customer Relationship Management (CRM), customer experience, and customer satisfaction on customer loyalty at PT. Bima Bissalloy. A quantitative approach is chosen because it allows for numerical analysis of the collected data, providing a clear depiction of the relationships between the variables under investigation. This method also

uses statistical techniques to test the hypotheses proposed in the study.

The study utilizes multiple linear regression as the primary analytical tool to examine both the simultaneous and partial effects of the independent variables (CRM, customer experience, and customer satisfaction) on the dependent variable (customer loyalty). Multiple linear regression allows for evaluating the effect of each independent variable separately and assessing their combined influence on customer loyalty.

2. Research Location and Timeframe

The research was conducted at PT. Bima Bissalloy, located in Bekasi, West Java, Indonesia. The company was chosen because it has a well-established CRM system and significant experience in interacting with customers in the B2B sector, particularly in the distribution and processing of wear-resistant steel. The research period extended from January 2025 to July 2025, allowing ample time for data collection and comprehensive analysis.

3. Population and Sample

The population for this study consists of all customers of PT. Bima Bissalloy, who are registered in the company's CRM system. The customer base spans various sectors, including mining, construction, manufacturing, and pulp & paper. The total number of

customers registered in the system exceeds 500 companies across Indonesia and Southeast Asia.

For the sample selection, purposive sampling was employed. This method was used to select 42 respondents who have direct experience with PT. Bima Bissalloy and have been involved in multiple transactions with the company. The respondents are primarily decision-makers, including procurement managers, technical specialists, and purchasing staff from customer organizations. This sampling method ensures that the respondents possess relevant knowledge and experience regarding the services provided by PT. Bima Bissalloy and are capable of providing insightful feedback.

Table 1. Customers of PT. Bima Bissalloy Indonesia

No	COMPANIES NAME
1	PT. Bima Precision Processing
2	PT. Asia Raya Foundry
3	PT. Toba Pulp Lestari, tbk
4	PT MIFA Bersaudara
5	PT. Pupuk Iskandar Iskandar Muda
6	PT. Bina karya logam mandiri
7	CV. Bona Glory Makmur
8	PT. Semen Padang
9	PT Indah Kiat Pulp and Paper Tbk
10	PT. VICTORINDO KENCANA TEKNIK
11	CV. Mitra Gemilng
12	PT. Besmindoo Borneo Semesta
13	PT. ANUGRAH BINTANG TIMUR
14	PT. Hokindo Jaya Baharu
15	CV. Kinabalu
16	PT. Barmulti Terminal Servis", "Shipyard
17	PT. Delta Mora Jaya
18	PT. UTPE", "mining
19	PT. Riau Prima Energi
20	PT. Austin Engineering
21	CV. Bagus teknik
22	PT. TIDAR KERINCI AGUNG

23	PT. Growth Asia(Rubber Division
24	PT. TPP ", "PKS Perkebunan sawit
25	PT. Asian Agri
26	PT. ANUGRAH MENTARI PERKASA
27	PT. Kawan Teknik Sejati
28	PT. MITRA AGRO SEMBADA
29	PT. Atmindo Tbk
30	PT Socfindo", "Pabrik Kelapa Sawit
31	PT. Ratu Jaya Tehnik"
32	PT. Quadmitra Sejahtera
33	CV Rouli Jaya
34	CV. Amanda Jaya Tehnik
35	PT. Vector Utama Indonesia
36	Pulp and Paper Maintenance
37	Pulp and Paper Industry
38	PT Macmahon Mining Services
39	PT SINAR MAKMUR ANSARI SEJAHTERA
40	PT. Bima Sahabat Bumi", "EPCC Machining Fabrication
41	CV. Artomoro Sakti
42	CV. Perintis Mudah Sejahtera

Source: PT. Bima Bissaloy, 2025

Data for this research was collected using questionnaires designed to measure the variables related to CRM, customer experience, customer satisfaction, and customer loyalty. The questionnaire was divided into several sections:

- 1) The first section measured aspects of CRM, including customer service responsiveness, proactive communication, and service personalization.
- 2) The second section focused on customer experience, specifically customer interactions with the company at various touchpoints, such as ordering, delivery, and after-sales support.
- 3) The third section assessed customer satisfaction, based on evaluations of product quality, pricing, and overall service quality.
- 4) The fourth section measured customer loyalty, including the

intention to repurchase and recommend PT. Bima Bissalloy to other business partners.

The questionnaire employed a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree), which allowed for measuring attitudes and perceptions of respondents toward the various factors being examined. Prior to distribution, a validity and reliability test were performed to ensure that the instruments met the standards for good measurement and could be trusted for further analysis.

Before collecting data, instrument testing was conducted to assess the validity and reliability of the questionnaire. Validity testing was performed to ensure that the items on the questionnaire actually measure the intended variables, utilizing factor analysis. Reliability testing was carried out using Cronbach's Alpha coefficient, which measures the

internal consistency of the questionnaire. A Cronbach's Alpha value greater than 0.7 indicates that the instrument is reliable and suitable for further use in data analysis.

After data collection, statistical analysis was performed using multiple linear regression to test the simultaneous and partial effects of the independent variables on the dependent variable, customer loyalty. Before performing regression, classical assumption tests were conducted to ensure that the data met the necessary assumptions for regression analysis. These assumptions included:

- 1) Normality Test: To ensure that the data is normally distributed.
- 2) Multicollinearity Test: To ensure that there are no highly correlated independent variables.
- 3) Heteroscedasticity Test: To ensure that the variance of the errors is constant.

Once the classical assumption tests were passed, multiple regression analysis was conducted to test the research hypotheses. T-tests were used to examine the partial effects of each independent variable on customer loyalty, while F-tests were used to assess the combined effects of CRM, customer experience, and customer satisfaction on customer loyalty. In addition, coefficient of determination (R^2) was used to measure the extent to which the variation in customer loyalty could be explained by CRM, customer experience, and customer satisfaction. The hypotheses proposed in this research were tested using t-tests and F-tests as follows:

- 1) The t-test was used to assess the partial effect of each

independent variable on the dependent variable, customer loyalty. A significance value less than 0.05 indicates that the independent variable has a significant effect on customer loyalty.

- 2) The F-test was used to evaluate the simultaneous effect of CRM, customer experience, and customer satisfaction on customer loyalty. A significance value less than 0.05 indicates that the independent variables collectively have a significant impact on customer loyalty

RESULT and DICUSSION

1. Descriptive Analysis of Respondents

In this study, the data were collected from 42 respondents who are customers of PT. Bima Bissalloy. The respondents were selected based on their experience with the company's products and services. The majority of respondents represented large industrial clients in sectors such as mining, construction, and manufacturing, which rely heavily on the quality and durability of steel products. A significant portion of respondents had been in business with PT. Bima Bissalloy for over five years, indicating a high degree of customer retention and an established customer base.

Demographic data revealed that 70% of respondents were from companies with over 50 employees, and 60% were in senior roles, such as procurement or technical management. This suggests that the sample is representative of decision-makers in the procurement and usage of steel products, who are pivotal in evaluating

both the technical quality and service delivery aspects of their suppliers.

The respondents rated their satisfaction levels with various aspects of PT. Bima Bissalloy's service, including product quality, customer support, and delivery efficiency. The majority of respondents expressed high satisfaction with the quality of steel products and the technical support provided by the company. However, some respondents highlighted areas for improvement,

particularly in the timeliness of deliveries and the clarity of product documentation.

2. Multiple Linear Regression Results

Based on the results of the analysis that has been carried out, it is obtained the results that the constant value is 0.819, the regression coefficient of the variable X1 is 0.432. the regression coefficient of variable X2 is 0.436 and the regression coefficient of variable X3 is 0.107 which can be seen in Table 2.

Table 2 Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.819	.895		.915	.366
	X1	.432	.166	.449	2.605	.013
	X2	.107	.187	.088	.572	.571
	X3	.436	.131	.436	3.328	.002

a. Dependent Variable: Y

Source: researcher processed, 2025

$$Y = a + 0,432X_1 + 0,436X_2 + 0,107X_3 + e$$

The constant value of 0.819 indicates that the level of customer loyalty is 0.819 when the variables of Customer Relationship Management (X1), customer satisfaction (X2), and customer experience (X3) are equal to 0, meaning there is no influence from these three variables.

The Customer Relationship Management (X1) variable has a positive regression coefficient of 0.432, which means that if Customer Relationship Management increases by 1%, customer loyalty will increase by 43.2%. This result indicates that Customer Relationship Management influences customer loyalty, and the better the implementation of CRM by PT. Bima Bisalloy, the higher the customer loyalty.

The customer satisfaction (X2) variable has a positive regression

coefficient of 0.436, meaning that if customer satisfaction increases by 1%, customer loyalty will increase by 43.6%. This result shows that customer satisfaction has a significant impact on customer loyalty, so improving service quality and meeting customer expectations can directly enhance customer commitment to the company.

The customer experience (X3) variable has a positive regression coefficient of 0.107, meaning that if customer experience increases by 1%, customer loyalty will also increase by 10.7%. This result demonstrates that customer experience also affects loyalty, so creating positive experiences during business processes can enhance emotional attachment and customer behavior towards PT. Bima Bisalloy.

Overall, the results of the study indicate that the three variables Customer Relationship Management, customer satisfaction, and customer experience have a positive impact on customer loyalty at PT. Bima Bisalloy. Among these variables, customer satisfaction shows the greatest influence on customer loyalty, followed by Customer Relationship Management and customer experience. Therefore, improvements in the implementation of CRM, fulfilling customer expectations, and creating positive experiences for customers can significantly enhance customer loyalty towards the company.

2. Hypothesis Testing

The t -test was conducted to assess whether the variables Customer Relationship Management (X1), Customer Satisfaction (X2), and Customer Experience (X3) individually significantly influenced Customer Loyalty (Y) at PT. It's Absolutely. The results of the t-Test were seen based on the t-value and significance of each of the variables. If the significance value is smaller than 0.05, then the hypothesis is accepted, meaning that the variable has a significant influence on customer loyalty.

Table 3. The t test

Variabel	t-hitung	Signifikansi
X1	2.605	0.013
X2	3.328	0.002
X3	0.572	0.571

Source: researcher processed, 2025

Based on the analysis results, there are three independent variables tested, namely Customer Relationship Management (X1), customer satisfaction (X2), and customer experience (X3). Of the three variables, two of them have a significant effect on customer loyalty, namely Customer Relationship Management with a significance value of 0.013 (t-statistics of $2.605 > t\text{-table of } 2.023$) and customer satisfaction, with values greater than 0.02 because the value is greater than 0.02 smaller than 0.05 (t-count greater than $3.328 > t\text{-table greater than } 2.023$). This shows that both variables have a significant influence on customer loyalty. Meanwhile, the customer experience variable has a significance

value of 0.571, which means that it does not significantly affect customer loyalty because its value is greater than 0.05 (t-calculation is $0.572 < t\text{-table is } 2.023$).

The results of the F-test revealed that the independent variables (CRM, customer experience, and customer satisfaction) together have a statistically significant effect on customer loyalty. The F-statistic was found to be 116.335 with a significance level of <0.001 , indicating that the model as a whole is statistically significant. This means that these three variables, when considered together, explain a substantial portion of the variation in customer loyalty.

Table 4. F test (ANOVA)

F	Sig.
116.335	$<.001^b$

Source: researcher processed, 2025

3. Coefficient of Determination (R^2)

Table 5. Coefficient Test of Determinants

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 ^a	.899	.892	1.99134

a. Predictors: (Constant), X3, X2, X1

Source: researcher processed, 2025

Results showed an R value of 0.948, which indicated a very strong relationship between the three independent variables with customer loyalty. The R-Square value of 0.899 indicates that about 89.9% of the variation in customer loyalty can be explained by those three independent variables, while the remaining 10.1% is influenced by other factors outside the model of this study. Thus, the regression model used has high predictive ability in explaining the influence of Customer Relationship Management, customer satisfaction, and customer experience on customer loyalty PT Bima Bissaloy.

DISCUSSION

1. CRM against Customer Loyalty PT. Bima Bissaloy

Based on the analysis conducted in this study, it can be concluded that Customer Relationship Management (CRM) has a significant influence on customer loyalty at PT. Bima Bissaloy. This is supported by the results of the t-test, where the CRM variable (X1) has a significance value of 0.013 and a t-statistic of 2.605, which is greater than the t-table value (2.023). Therefore, the hypothesis stating that CRM influences customer loyalty is accepted. The regression coefficient of 0.432 indicates that each 1% increase in CRM implementation will increase customer loyalty by 43.2%. This means that the better the company implements customer relationship management,

such as responding to complaints, providing personalized services, and establishing effective communication, the higher the loyalty demonstrated by customers. Factors such as response speed from operators, the availability of easily accessible communication channels, and treating customers with respect are essential in building strong, long-term relationships and improving customer retention. Although there are some CRM aspects that still need improvement, such as the response time to customer complaints, which received low ratings, overall, the proper implementation of CRM has helped PT. Bima Bissaloy strengthen customer commitment and build more sustainable business relationships.

Based on the results of multiple linear regression analysis, the influence of Customer Relationship Management (CRM) on customer loyalty at PT. Bima Bissaloy is significant, with a regression coefficient of 0.432. This shows that improvements in CRM quality directly contribute to increased customer loyalty. CRM aspects such as the operator's ability to understand customer needs, quick responses to complaints, the availability of easily accessible communication channels, and treating customers with respect are important factors in forming strong, long-lasting relationships. Despite some CRM aspects being rated low by respondents, such as the response time to complaints, overall, better CRM

implementation has driven higher customer loyalty.

Furthermore, from the t-test results, a significance value of 0.013 is obtained for the CRM variable, with a t-statistic of 2.605, which is greater than the t-table value (2.023). This provides evidence that the research hypothesis stating a positive and significant influence of CRM on customer loyalty can be accepted. Therefore, the company must continue to improve the quality of customer service, especially in terms of response time efficiency and service personalization, to maintain and enhance customer loyalty in the future. Improvements in these aspects will further strengthen PT. Bima Bisalloy's image as a reliable business partner that cares about the needs of its customers.

Based on the analysis conducted, this study provides empirical support for the proposed hypothesis, which is that Customer Relationship Management (CRM) has a positive and significant impact on customer loyalty. The t-test results show that the CRM variable (X1) has a significance value of 0.013 with a t-statistic of $2.605 > t\text{-table } 2.023$, thus hypothesis H1 is accepted. The regression coefficient value of 0.432 indicates that each unit increase in CRM implementation will increase customer loyalty by 43.2%, assuming other variables remain constant. These results align with findings from previous studies, such as those conducted by Albarq (2023), Gazi et al. (2024), Hakim (2020), Malki et al. (2024), Mangmee & Kookkaew (2023), Maura Salsabila Kautsar et al. (2024), and Nabella et al. (2025), which also concluded that effective CRM implementation can improve customer retention and strengthen customer

commitment to a brand or company. In the context of PT. Bima Bisalloy, CRM aspects such as understanding customer needs, quick response to complaints, availability of easily accessible communication channels, and respectful treatment of customers are important in building strong long-term relationships. Although there are some CRM indicators that received less-than-optimal responses, such as response time to customer complaints, overall, the proper implementation of CRM has successfully increased customer loyalty. Thus, this study provides empirical support for the claim that effective CRM strategies are one of the main foundations for building customer loyalty in the steel manufacturing industry, particularly at PT. Bima Bisalloy.

2. Customer Satisfaction and Customer Loyalty at PT. Bima Bisalloy

Based on the analysis conducted, customer satisfaction has a significant impact on customer loyalty at PT. Bima Bisalloy. This is supported by the t-test results, where the customer satisfaction variable (X2) has a significance value of 0.002 and a t-statistic of 3.328, which is greater than the t-table value (2.023). Therefore, the hypothesis stating that customer satisfaction influences customer loyalty is accepted. The regression coefficient of 0.436 indicates that each 1% increase in customer satisfaction will lead to a 43.6% increase in customer loyalty. This means that the higher the level of satisfaction felt by customers whether in terms of product quality, service responsiveness, or reliability in meeting commitments the stronger the customers' commitment to continue using the company's services and

products. Factors such as timely delivery, consistent steel quality, and the customer service team's ability to provide solutions are crucial in building satisfaction that leads to loyalty.

From the respondents' perceptions shown in Table 5.6, the majority of customers stated that they are satisfied with the quality of the steel products offered by PT. Bima Bisalloy. As many as 43% of respondents agreed or strongly agreed that the steel produced by the company has high quality and meets the required technical specifications. Additionally, 40% of customers also stated that they trust the reliability and integrity of the company in fulfilling orders according to commitments. Although there are some operational aspects that still received low ratings, such as the ordering and delivery process, which are not always easy and timely, overall customer satisfaction is quite good and serves as a key foundation in building customer loyalty. Improving logistics processes and service efficiency could be the company's main focus to further enhance customer satisfaction and loyalty in the future.

Furthermore, the relationship between customer satisfaction and loyalty is also reflected in customers' responses to business recommendation questions. Based on the data from Table 5.8, 31% of respondents stated that they would recommend PT. Bima Bisalloy to business associates or colleagues as a supplier of quality steel. This shows that high levels of satisfaction not only reflect customers' tendency to remain loyal but also encourage positive behaviors such as word-of-mouth promotion. Recommendations from satisfied

customers can be an effective marketing tool and contribute to the company's business growth. Therefore, efforts to maintain and improve service quality and product consistency should continue to be enhanced in order to strengthen the company's image and expand the loyal customer base. With a sustainable and responsive approach to customer needs, PT. Bima Bisalloy can maintain its position as a strategic partner in the steel industry in Indonesia.

Based on the analysis conducted, this study provides strong empirical support for hypothesis H2, which states that customer satisfaction has a positive and significant impact on customer loyalty. The t-test results show that the customer satisfaction variable (X2) has a significance value of 0.002, with a t-statistic of $3.328 > t\text{-table } 2.023$, thus the hypothesis is accepted. The regression coefficient value of 0.436 indicates that each 1% increase in customer satisfaction will increase customer loyalty by 43.6%, assuming other variables remain constant. These results align with findings from previous studies, such as those by Gazi et al. (2024), Malki et al. (2024), and Zeithaml (1988), who concluded that customer satisfaction is a key factor in building customer loyalty. In the context of PT. Bima Bisalloy, satisfaction indicators such as product quality, ease of the ordering process, and price relative to the perceived value are important elements that influence customer perceptions. The data shows that 31% of respondents are willing to recommend the company to business associates, which is a strong indicator of loyalty based on satisfaction. Although some aspects, such as distribution smoothness and

service responsiveness, still received low ratings, overall, the high level of satisfaction has successfully driven loyal behavior from customers. Therefore, this study provides empirical support for the claim that customer satisfaction is an essential foundation for customer loyalty, especially in the steel manufacturing industry such as PT. Bima Bisalloy. It also confirms previous theories stating that satisfied customers are more likely to remain loyal, make repeat purchases, and recommend the company to others.

3. Customer Experience and Customer Loyalty at PT. Bima Bisalloy

Based on the analysis conducted, customer experience has a positive but not significant effect on customer loyalty at PT. Bima Bisalloy. This is supported by the results of the t-test, where the customer experience variable (X3) has a significance value of 0.571 and a t-statistic of 0.572, which is lower than the t-table value (2.023). Therefore, the hypothesis stating that customer experience affects customer loyalty is rejected. The regression coefficient of 0.107 indicates that every one-unit increase in customer experience will only increase customer loyalty by 10.7%. This means that while customer experience contributes positively to loyalty, its impact is relatively small and not strong enough to be the primary factor in shaping customer loyalty. Aspects such as consistent product quality and the company's integrity in fulfilling commitments were rated well by customers, but issues with the ordering and delivery process, which were less efficient, reduced the positive impact of customer experience on loyalty.

From the respondent perception data presented in Table 5.7, the majority of customers are confident in PT. Bima Bisalloy's reliability and integrity in fulfilling steel orders as per the agreed commitments. Forty percent of customers answered neutral, while only 23% agreed or strongly agreed. On the other hand, 28% of customers strongly disagreed with the statement, "The ordering and delivery process of steel from PT. Bima Bisalloy is very easy and follows the schedule," indicating that operational issues are still a barrier in creating an optimal customer experience. While product quality and service professionalism are appreciated, inefficiencies in logistics and distribution prevent the overall customer experience from being strong enough to directly drive an increase in loyalty. Therefore, improvements in business processes, especially in terms of distribution smoothness and speed, could be a strategic step for the company to strengthen the customer experience and ultimately increase customer loyalty.

Moreover, the low impact of customer experience on loyalty is also reflected in customers' responses to the future purchase intentions question. According to Table 5.8, 40% of respondents strongly disagreed with the statement, "I have no intention of switching to another steel supplier because the service and quality provided by PT. Bima Bisalloy meet my needs." This shows that, although customers are satisfied with product quality and the company's reputation, there is still doubt in their minds regarding the long-term commitment to continue using PT. Bima Bisalloy's services. Factors such as competitive pricing, negotiation flexibility, and

service response speed are important considerations for customers when selecting a supplier. Therefore, improving aspects of customer experience particularly in process efficiency and service speed could form a strong foundation for building deeper and more sustainable relationships with customers. By adopting a more proactive and personalized approach to managing customer experience, PT. Bima Bisalloy has great potential to expand its base of loyal customers and actively encourage them to recommend the company to their business associates.

Based on the analysis conducted, this study does not provide significant empirical support for hypothesis H3, which states that customer experience positively influences customer loyalty. The t-test results show that the customer experience variable (X3) has a significance value of 0.571, with a t-statistic of only 0.572, which is far below the t-table value (2.023). Therefore, hypothesis H3 is rejected, although the regression coefficient direction remains positive (0.107), indicating that theoretically, improving customer experience could drive loyalty. However, in the context of this study, its impact is not statistically significant. This rejection differs from previous studies such as those by Firdaus et al. (2024) and Mokha & Kumar (2021), which concluded that customer experience has a strong and significant effect on customer loyalty, particularly in the service and retail industries. In the context of PT. Bima Bisalloy as a steel manufacturing company, customer experience factors involve aspects such as direct interaction with the customer service team, reliability in fulfilling

orders, and ease in business processes. However, based on customer perception data (Table 5.7), the majority of respondents chose the Neutral category, and several indicators such as service responsiveness and experience personalization received negative feedback. This indicates that while customer experience has the potential to enhance loyalty, in practice, PT. Bima Bisalloy has not yet succeeded in creating an experience strong enough to significantly influence loyal customer behavior.

Thus, while customer experience is theoretically and in the literature an important element in building loyalty, the empirical results of this study do not support this claim in the context of PT. Bima Bisalloy. Therefore, improvements in the quality of interactions and personalization of customer experience are needed for this factor to be more effective in driving loyalty in the future.

4. Simultaneous Influence of Independent Variables on the Dependent Variable

Based on the statistical analysis conducted through the F-test (ANOVA), the three independent variables Customer Relationship Management (CRM), customer satisfaction (X2), and customer experience (X3) together have a significant impact on customer loyalty at PT. Bima Bisalloy. This is evidenced by the F-value of 116.335 and a significance level of <0.001 , which is far below the threshold of 0.05. These results show that the regression model used in this study is valid and able to explain the linear relationship between the independent variables and customer loyalty as the dependent

variable. In other words, the effective implementation of CRM, high levels of customer satisfaction, and positive customer experiences collectively contribute significantly to shaping customer loyalty at PT. Bima Bisalloy.

Additionally, the results of the Coefficient of Determination (R Square) test show that 89.9% of the variation in customer loyalty can be explained by the three independent variables collectively. The remaining 10.1% is influenced by other factors outside the scope of this study, such as competitive pricing, brand reputation, or external conditions like macroeconomic factors. The R value of 0.948 also indicates a very strong correlation between the independent variables and customer loyalty. This means that the three aspects CRM, satisfaction, and customer experience are interrelated and reinforce each other in creating sustainable loyalty. Therefore, the company should not only focus on one aspect but should optimize all these elements holistically to enhance customer retention and strengthen its market position.

Furthermore, the high coefficient of determination emphasizes that an integrated customer management strategy will have a greater impact on building customer loyalty. For example, while customer experience has a relatively small partial influence as seen in the t-test, the effective combination of responsive CRM, consistent satisfaction, and positive customer experiences creates a strong synergy to support business growth. The company can leverage these findings to design more comprehensive loyalty programs, such as a rewards system for loyal customers, ongoing training for

customer service teams, and innovations in distribution and communication processes. With this simultaneous approach, PT. Bima Bisalloy has great potential to enhance its competitiveness in the steel industry and maintain lasting business relationships with its customers in the future.

Based on the analysis conducted, this study provides strong empirical support for the hypothesis that Customer Relationship Management (CRM), customer satisfaction, and customer experience collectively have a significant impact on customer loyalty at PT. Bima Bisalloy. The F-test (ANOVA) results show an F-value of 116.335 with a significance of <0.001 , which is far below the 0.05 threshold. This proves that the regression model used is valid and capable of explaining the linear relationship between the independent variables and customer loyalty.

These findings align with various previous studies, such as those by Albarq (2023), Gazi et al. (2024), Malki et al. (2024), and Mokha & Kumar (2021), which also found that the combination of CRM strategies, satisfaction, and customer experience significantly contributes to building customer loyalty across various industries. In the context of PT. Bima Bisalloy, although each variable has a different level of influence (with CRM and customer satisfaction being more dominant than customer experience), collectively, these three factors remain the key foundation for shaping loyal customer behavior.

The R-Square value of 0.899 shows that around 89.9% of the variation in customer loyalty can be explained by these three independent

variables, while 10.1% is influenced by factors outside the model, such as competitor prices, company reputation, or other external factors. This indicates that the regression model has excellent predictive ability. Therefore, this study provides strong empirical support for the claim that the effective implementation of CRM strategies, increased customer satisfaction, and the creation of positive customer experiences simultaneously will greatly contribute to improving customer loyalty in the steel manufacturing industry

CONCLUSION

Based on the data analysis and discussion conducted, the following conclusions can be drawn: First, Customer Relationship Management (CRM) has a positive and significant effect on customer loyalty. The results indicate that the better the implementation of CRM strategies, such as handling customer complaints effectively, providing personalized services, and maintaining open communication, the higher the level of customer loyalty. CRM practices are crucial for fostering strong, long-term relationships with customers, as they directly contribute to customer satisfaction and retention.

Second, customer experience does not have a significant effect on customer loyalty in the context of this study. Although customer experience is often considered a critical factor in influencing loyalty, the findings suggest that, for PT. Bima Bisalloy, other factors, particularly CRM and customer satisfaction, play a more significant role in determining customer loyalty. This implies that, while creating positive customer experiences is important, it may not be

as influential as expected in this particular business context.

Third, customer satisfaction also has a positive and significant effect on customer loyalty. The results show that when customers are satisfied with the products and services they receive, their loyalty to the company increases. Satisfaction arises from meeting or exceeding customer expectations, and it directly impacts the customer's decision to remain loyal to the brand or business. Companies that focus on improving service quality, addressing customer concerns promptly, and ensuring a positive overall experience are likely to see an increase in customer loyalty.

Lastly, it can be concluded that CRM, customer satisfaction, and customer experience all have a simultaneous effect on customer loyalty at PT. Bima Bisalloy. This implies that the combined influence of these three variables is significant in shaping customer loyalty. While CRM and customer satisfaction stand out as key drivers of loyalty, customer experience still contributes to the overall loyalty equation. Therefore, a holistic approach that includes improving CRM strategies, ensuring customer satisfaction, and enhancing customer experience will likely yield the best results in fostering long-term customer loyalty at PT. Bima Bisalloy.

This study provides several important implications, both practical and theoretical, in efforts to enhance customer loyalty at PT. Bima Bisalloy through the implementation of Customer Relationship Management (CRM) strategies, improving customer satisfaction, and more effective management of customer experience.

Theoretically, this study contributes to the academic literature, particularly in the fields of marketing and customer relationship management within the B2B industrial sector. The findings support previous theories that emphasize CRM and customer satisfaction as key foundations for building customer loyalty. However, this study also reveals that, in the context of the steel manufacturing industry, customer experience has not yet become a dominant factor, which differs from findings in service or retail sectors. This highlights the need for further discussion on the differences in customer loyalty mechanisms across various types of industries. Additionally, with an R-Square value of 0.899, the regression model in this study demonstrates excellent predictive capability, making it a valuable reference for future research on customer loyalty within the B2B context.

Based on the analysis and discussions conducted, several recommendations can be implemented by PT. Bima Bisalloy to improve customer loyalty through the application of Customer Relationship Management (CRM), enhancement of customer satisfaction, and more effective management of customer experience.

1. Improving the Quality and Responsiveness of CRM Services: The research findings indicate that although most customers rated CRM aspects positively, some indicators received negative feedback, particularly regarding quick responses to complaints or inquiries and the accessibility of communication channels. Therefore,

it is recommended that PT. Bima Bisalloy:

- a) Develop a customer service system based on technology, such as live chat, email support, or a digital CRM platform, enabling customers to submit complaints or request information in real time.
 - b) Provide regular training to the customer service team to enhance their ability to respond quickly and accurately.
 - c) Simplify internal communication procedures so that customer information can be directly followed up on without bureaucratic delays.
2. Enhancing Customer Satisfaction through Consistency in Product Quality and Business Process Efficiency: Customer satisfaction is a key factor influencing customer loyalty. Based on customer perception data, aspects such as product quality, on-time delivery, and ease of business processes are still weaknesses that need improvement. Therefore, PT. Bima Bisalloy is advised to:
- a. Strengthen the production quality control system to ensure each order meets the promised technical specifications.
 - b. Improve coordination between production, logistics, and customer service departments to speed up the ordering and distribution process.
 - c. Provide customers with transparent information regarding order status and estimated delivery time to reduce uncertainty.
3. Optimizing Customer Experience through Personalization and Direct

Interaction: While customer experience did not show a statistically significant impact, its direction remains positive, indicating potential for development. Several indicators such as direct interaction, service flexibility, and personalized experiences still need improvement. Therefore, it is recommended that PT. Bima Bisalloy:

- a. Increase the frequency of field visits or direct meetings with customers to gain deeper insights into their industry needs.
 - b. Offer more personalized technical solutions, including free consultations or training on the use of wear-resistant steel products.
 - c. Create loyalty programs or incentives for loyal customers as a form of appreciation for long-term cooperation.
4. Evaluating Pricing Strategies and Service Package Offers: Some respondents indicated that product

prices are relatively high compared to competitors, and the flexibility in negotiating service packages is considered inadequate. This has been identified as a key reason for the low intention of customers to recommend the company. Therefore, PT. Bima Bisalloy is advised to:

- a. Evaluate the pricing structure and adjust it according to the added value provided to customers.
- b. Offer discount schemes or incentives based on purchase volume or the duration of business relationships.
- c. Design more flexible service packages that can be tailored to the specific needs of customers.

These recommendations aim to enhance the company's CRM strategies, improve customer satisfaction, and provide more personalized experiences, ultimately leading to increased customer loyalty and long-term business success.

REFERENCES

- Boydell, A. (2022). 2022: Building a business in Asia with roots in Wollongong - University of Wollongong - UOW. Building a Business in Asia with Roots in Wollongong.
<https://www.uow.edu.au/the-stand/2022/building-a-business-in-asia-with-roots-in-wollongong.php>
- Cepeda-Carrión, I., Alarcon-Rubio, D., Correa-Rodriguez, C., & Cepeda-Carrion, G. (2023). Managing customer experience dimensions in B2B express delivery services for better customer satisfaction: A PLS-SEM illustration. *International Journal of Physical Distribution & Logistics Management*, 53(7/8), 886-912.
<https://doi.org/10.1108/IJPDLM-04-2022-0127>
- Firdaus, A., Rosnani, T., Listiana, E., Setiawan, H., & Fitriana, A. (2024). Customer experience and brand image on loyalty through customer satisfaction of Erigo consumers. *Journal of Management Science (JMAS)*, 7(1), Article 1.
<https://doi.org/10.35335/jmas.v7i1.386>
- Firmansyah, M. Y., Rachmawati, I. K., & Bukhori, M. (2024). Harga, Testimoni Dan Kualitas Produk: Pengaruhnya Terhadap Keputusan Pembelian Produk Blackdoff Pada Marketplace Shopee. *Pendas: Jurnal Ilmiah Pendidikan Dasar*, 9(4), 289-305.

- Gazi, Md. A. I., Mamun, A. A., Masud, A. A., Senathirajah, A. R. B. S., & Rahman, T. (2024). The relationship between CRM, knowledge management, organization commitment, customer profitability and customer loyalty in telecommunication industry: The mediating role of customer satisfaction and the moderating role of brand image. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(1), 100227. <https://doi.org/10.1016/j.joitmc.2024.100227>
- Hakim, A. H. A. (2020). Institut Agama Islam Negeri Surakarta [Thesis]. Institut Agama Islam Negeri Surakarta.
- Hallowell, R. (1996). The relationships of customer satisfaction, customer loyalty, and profitability: An empirical study. *International Journal of Service Industry Management*, 7(4), 27-42. <https://doi.org/10.1108/09564239610129931>
- Leverin, A., & Liljander, V. (2006). Does relationship marketing improve customer relationship satisfaction and loyalty? *International Journal of Bank Marketing*, 24(4), 232-251. <https://doi.org/10.1108/02652320610671333>
- Malki, D., Bellahcene, M., Latreche, H., Terbeche, M., & Chroqui, R. (2024). How social CRM and customer satisfaction affect customer loyalty. *Spanish Journal of Marketing - ESIC*, 28(4), 465-480. <https://doi.org/10.1108/SJME-09-2022-0202>
- Mangmee, N., & Kookkaew, P. (2023). Service Quality and Customer Relationship Management to Customer Loyalty on Credit Products of Kasikorn Bank in Suphanburi, Thailand. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4546507>
- Maura Salsabila Kautsar, Agung Prayudha Hidayat, Derry Aditia, Dwi Cahyo Nugroho, Nisa Naillah Rahmawati, Safitri Astiani, & Ulya Khoirunisa. (2024). Pengaruh Dari Customer Relationship Management (CRM) Terhadap Loyalitas Pelanggan Ada Swalayan, Kota Bogor. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen dan Bisnis*, 2(3), 50-57. <https://doi.org/10.61132/manuhara.v2i3.928>
- Mokha, A. K., & Kumar, P. (2021). Examining the Interconnections Between E-CRM, Customer Experience, Customer Satisfaction and Customer Loyalty: A Mediation Approach. *Journal of Electronic Commerce in Organizations*, 20(1), 1-21. <https://doi.org/10.4018/JECO.292474>
- Muzumdar, P., & Kurian, G. (2021). Empirical study to explore the influence of salesperson's customer orientation on customer loyalty (No. arXiv:2103.01220). *arXiv*. <https://doi.org/10.48550/arXiv.2103.01220>
- Nabella, A., Astuti, H. J., Miftahuddin, M. A., & Bagus, F. (2025). PENGARUH CUSTOMER RELATIONSHIP MANAGEMENT, BRAND IMAGE, SERVICE QUALITY DAN WORD OF MOUTH TERHADAP CUSTOMER LOYALTY PADA MCDONALD'S PURWOKERTO. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 9(1), 646-670.

- <https://doi.org/10.31955/mea.v9i1.4962>
- Nuriyono, N., Karnawati, T. A., & Rachmawati, I. K. (2023). Pengaruh Kualitas Produk Dan Harga Terhadap Keputusan Pembelian Pada Inkoffie Sidoarjo Dengan Promosi Sebagai Variabel Intervening. *Jurnal Ekonomi Manajemen Dan Bisnis*, 4(1), 62-71. <https://doi.org/10.61132/manuhara.v2i1.429>
- PakAlbarq, A. N. (2023). The Impact of CKM and Customer Satisfaction on Customer Loyalty in Saudi Banking Sector: The Mediating Role of Customer Trust. *Administrative Sciences*, 13(3), 90. <https://doi.org/10.3390/admsci13030090>
- Violeta, L. G., & Farida, S. N. (2023). Pengaruh Brand Image dan Customer Experience Melalui Customer Satisfaction sebagai Variabel Intervening terhadap Customer Loyalty pada McDonald's Rungkut di Surabaya. *SEIKO: Journal of Management & Business*, 6(1), 673-685.
- Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. *Journal of marketing*, 52(3), 2-22.