Jurnal Sistem Teknik Industri
Journal homepage: https://talenta.usu.ac.id/jsti

A Quantitative Analysis of CRM Strategies on Customer Satisfaction and Loyalty: A Case Study in Space Rental Service Business

Yuhelsy Gayatri Evilia[1], Muhammad Zakaria[*1], Syamsul Bahri[1], Meutia Fadilla[2]
[1]*Jurusan Teknik Industri, Universitas Malikussaleh, Kota Lhokseumawe, 24355, Indonesia*
[2]*Jurusan Teknik Industri, Universitas Syiah Kuala, Kota Banda Aceh, 23111, Indonesia*
[*]Corresponding Author: irmuhammad@unimal.ac.id

ARTICLE INFO
Article history:
Received 29 Janury 2025
Revised 21 June 2025
Accepted 30 June 2025
Available online 31 July 2025

E-ISSN: 2527-9408
P-ISSN: 1411-5247

How to cite:
Evilia, Y. G, Zakaria, M, Bahri, S., & Fadilla, M. (2025). A Quantitative Analysis of CRM Strategies on Customer Satisfaction and Loyalty: A Case Study in Space Rental Service Business. *Jurnal Sistem Teknik Industri*, 27(3), 154-161.

http://doi.org/10.32734/register.v27i1.idarticle

ABSTRACT
This study investigates how Customer Relationship Management (CRM) strategies impact customer satisfaction and loyalty within the space rental service industry. Employing a quantitative approach through Structural Equation Modeling - Partial Least Squares (SEM-PLS), this study evaluates three CRM dimensions: people, process, and technology. The data were obtained via a structured questionnaire administered to 98 respondents and analyzed using the SmartPLS software. The findings reveal that process and technology significantly affect satisfaction and loyalty, whereas the people dimension has a minor impact. Specifically, the CRM process dimension positively influences satisfaction ($t = 3.184$, $p < 0.01$) and loyalty ($t = 2.590$, $p < 0.05$), while technology shows strong effects on both (satisfaction: $t = 3.696$; loyalty: $t = 4.850$; $p < 0.001$). The study recommends implementing operational CRM initiatives such as call centers, feedback mechanisms, and digital engagement strategies. This work contributes to the CRM literature by offering targeted insights for physical service businesses in Indonesia.
Keyword: Customer Satisfaction, Customer Loyalty, Customer Relationship Management (CRM), SEM-PLS Analysis

ABSTRAK
Penelitian ini menganalisis pengaruh strategi Customer Relationship Management (CRM) terhadap kepuasan dan loyalitas pelanggan pada bisnis jasa penyewaan ruang. Dengan menggunakan pendekatan kuantitatif melalui metode Structural Equation Modeling - Partial Least Squares (SEM-PLS), penelitian ini mengevaluasi tiga dimensi utama CRM, yaitu: manusia, proses, dan teknologi. Data dikumpulkan melalui survei terstruktur terhadap 98 responden dan dianalisis menggunakan perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa dimensi proses dan teknologi memiliki pengaruh signifikan terhadap kepuasan dan loyalitas pelanggan, sementara dimensi manusia memberikan dampak yang relatif kecil. Dimensi proses CRM berpengaruh positif terhadap kepuasan ($t = 3,184$; $p < 0,01$) dan loyalitas ($t = 2,590$; $p < 0,05$), sedangkan dimensi teknologi menunjukkan pengaruh yang sangat kuat terhadap keduanya (kepuasan: $t = 3,696$; loyalitas: $t = 4,850$; $p < 0,001$). Studi ini merekomendasikan penerapan inisiatif CRM operasional seperti pusat layanan pelanggan, mekanisme umpan balik, dan strategi digital. Penelitian ini memberikan kontribusi terhadap literatur CRM dengan menawarkan wawasan terarah bagi bisnis jasa di Indonesia.
Keyword: Kepuasan Pelanggan, Loyalitas Pelanggan, Customer Relationship Management (CRM), SEM-PLS Analysis

1. Introduction

The service industry has experienced significant growth in recent years. Various types of services have been expanded through diverse approaches, both conventional and technology driven [1]. Marketing strategies have become a key factor in achieving sustainable competitive advantages for companies, whether they focus on products or services. Consequently, companies must pay serious attention to marketing activities, particularly in formulating strategies that can expand market share [2]. These strategies must be consistently and effectively

implemented to achieve desired targets, adapt to various market conditions, and foster long-term customer loyalty and relationships to retain their customer base.

Customer satisfaction is regarded as a crucial factor for an organization's success in today's competitive market. It refers to the positive experience a customer has when using a product or service. It reflects the customer's mindset and how well a product or service meets their expectations [3]. Customer loyalty refers to a customer's dedication to a particular service. It reflects the customer's mindset that drives them to repeatedly purchase the same brand of products [4]. The intense competition in the hospitality industry highlights the importance of building strong relationships with profitable customers, which can be achieved through CRM activities that foster brand loyalty [5].

Wetland Square, a newly established service company, is experiencing declining customer numbers, affecting revenue. The continuous increase in revenue targets can be seen as a challenge for the company if not supported by strategies to ensure customer satisfaction. Customer dissatisfaction, if not addressed, will affect their loyalty and ultimately impact on the achievement of revenue targets [6]. Customer satisfaction tends to foster loyalty, encouraging repeat purchases and contributing to higher business revenue. In addition, satisfied customers are more likely to recommend the product or service to others, helping to grow the customer base and enhance market share. Additionally, customer satisfaction is essential in influencing how the brand is perceived as a whole [7]. Customer dissatisfaction, attributed to service limitations, underscores the need for CRM-based improvements. Therefore, this study investigates CRM’s influence on customer satisfaction and loyalty, emphasizing the interplay between people, processes, and technology. By employing PLS-SEM, this research provides a comprehensive analysis to support strategic CRM implementations.

Numerous studies have examined the linkage between CRM, customer satisfaction, and loyalty. For example, Lokesh et al. [8] indicated that it is essential for management to develop and effectively implement CRM strategies to achieve customer satisfaction and foster loyalty. Fiiwe et al.'s [9] research on CRM and customers' repeat purchase behavior in Nigeria suggests that effective CRM implementation fosters a sense of belonging among customers, leading them to become dedicated to the organization's growth and progress. By focusing on meeting customer expectations or satisfaction through CRM, the company and its staff improve their efficiency and effectiveness. This, in turn, helps cultivate loyal and committed customers, ultimately lowering costs associated with advertising or other efforts to attract new clients. On the other hand, Cahyaningsih et al. [10] found that CRM implementation can enhance customer loyalty through satisfaction, particularly in the case study of Go-Jek customers in Padang. Another study by Khasanah et al. [11] showed that effective CRM implementation can improve a company's marketing performance. Effective implementation of CRM fosters a sense of belonging among customers, encouraging their commitment to the organization's growth and success. Among various factors, CRM strategy significantly influences business performance and drives substantial changes within the organization. As highlighted in the current study, CRM strategy encompasses key areas such as sales, marketing, feedback, and customer support, all of which play a critical role in enhancing customer satisfaction and improving overall business outcomes [12]. Research from Mutiara et al. [13] indicated that SEM-PLS method can be employed as a strategic tool to estimate variables that influence the structure of service quality.

While numerous studies have addressed the link between CRM, customer satisfaction, and loyalty, a specific gap exists in the context of space rental businesses in Indonesia which a sector with unique service dynamics and infrastructure limitations. Previous research primarily focused on retail, banking, or ride-sharing services, leaving a gap in how CRM strategies can be tailored to physical service-oriented industries like Wetland Square. This study fills that void by not only assessing CRM dimensions but also proposing actionable strategies rooted in data-driven insights through the SEM-PLS approach. A more extensive review of CRM practices in the Indonesian service context has been incorporated to strengthen the research relevance.

Based on these findings, this research seeks to further explore the impact of processes, technology, and human factors on customer satisfaction and loyalty using the SEM-PLS method. Analytical CRM applies customer relationship management using predictive analysis methods [14]. This research uniquely explores the impact of CRM strategies in the space rental industry, specifically addressing the challenges of customer retention and revenue sustainability in a service-oriented business with physical infrastructure limitations.

Wetland Square was selected as the research locus due to its representative nature as a space rental business with physical infrastructure constraints and its ongoing challenges in retaining customers. Unlike sectors such as retail or finance, space rental services depend heavily on experiential and interpersonal interactions, making it an ideal setting to examine how CRM components influence customer satisfaction and loyalty. Furthermore, management's openness to innovation and data-driven improvement offered an opportunity to translate research insights directly into practical strategies. By employing SEM-PLS, this research aims to provide empirical evidence and actionable recommendations that contribute not only to academic literature but also to strategic decision-making in service businesses with similar operational characteristics.

2. Method

This study adopts a quantitative approach to assess the effectiveness of Customer Relationship Management (CRM) strategies in enhancing customer satisfaction and loyalty. The research design is explanatory, aiming to test the causal relationships between the independent variables (CRM dimensions: people, process, and technology) and the dependent variables (customer satisfaction and customer loyalty).

The population of this study comprises customers of Wetland Square, Banjarmasin, who have interacted with or used the services of the establishment within the last six months. Due to the absence of a formal customer registry, the sample frame was constructed based on visitor data recorded during a one-week observation period in April 2023. A purposive sampling technique was employed to ensure the respondents were actual customers who had experience with Wetland Square's services. From a total of 3,002 visitors within the observed week, a sample of 98 respondents was selected for survey participation.

Data were collected using structured questionnaires consisting of 28 items across five latent variables: CRM-people (PL1–PL4), CRM-process (PR1–PR4), CRM-technology (T1–T4), customer satisfaction (CS1–CS4), and customer loyalty (CL1–CL4). All item were assessed using a 5-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Before the distribution, the questionnaire was pilot-tested with 15 respondents and evaluated by academic experts to ensure its clarity and relevance.

The validity of the instrument was assessed through convergent validity, indicated by outer loading values exceeding the 0.70 threshold. Discriminant validity was assessed using Average Variance Extracted (AVE) values, with all constructs surpassing the recommended value of >0.50. Reliability was confirmed Composite Reliability (CR) and Cronbach's Alpha, both of which yielded values above 0.70, indicating strong internal consistency. This study utilizes several variables as follows:

a. Exogenous Variables or Independent Variables

Exogenous variables, also known as independent variables, are those that can influence other variables but are not affected by other factors [15]. Throughout the course of this study, the exogenous variable is Customer Relationship Management (CRM), which is measured through three indicators: people, process, and technology.

b. Endogenous or Dependent Variables

Endogenous variables, often referred to as dependent variables, are those that are influenced by other variables [15]. In this study, the endogenous dependent variables are customer satisfaction (CS) and customer loyalty (CL).

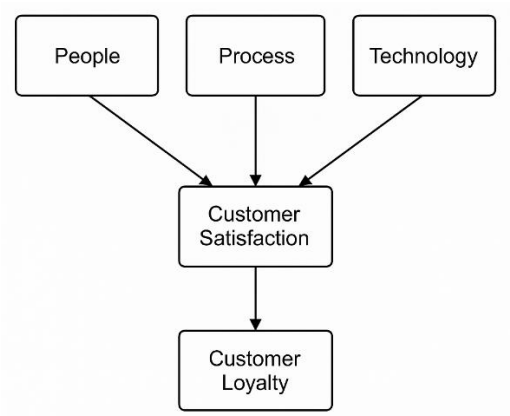

Figure 1. Conceptual Model of CRM Influence on Customer Satisfaction and Loyalty

This model illustrates the hypothesized relationships between CRM components—People, Process, and Technology—as independent variables, and Customer Satisfaction and Customer Loyalty as dependent variables. Arrows indicate the direction of influence analyzed using SEM-PLS.

The hypotheses of this study are as follows: (H1) Process has a positive and significant effect on customer satisfaction, (H2) Technology has a positive and significant effect on customer satisfaction, (H3) People (human resources) have a positive and significant effect on customer loyalty, (H4) Process has a positive and significant effect on customer loyalty, (H5) Technology has a positive and significant effect on customer loyalty, (H6) People (human resources) have a positive and significant effect on customer loyalty, (H7) Customer satisfaction has a positive and significant effect on customer loyalty.

The data will be further analyzed using the SEM-PLS. This method is suitable for the present study, as it accommodates non-parametric data and is effective with smaller sample sizes. SmartPLS is the primary software tool employed for this analysis [16]. In SEM-PLS the measurement model known as the outer model, depicts the relationships between a latent variable and its corresponding indicators or loading factors [17]. The steps for SEM-PLS analysis using the SmartPLS application in this study are as follows: (a) Designing the Inner Model. (b) Designing the Outer Model. (c) Testing the hypothesis.

3. Result and Discussion

The visitor data of Wetland Square was used as the basis for determining the sample size in this study. The details of the Wetland Square visitor data are presented in Table 1 as follows:

Table 1. Visitors Data

Date	Day	The Number of Visitors	The Number of Respondent
April 03, 2023	Monday	304	11
April 04, 2023	Tuesday	224	13
April 05, 2023	Wednesday	240	17
April 06, 2023	Thursday	157	12
April 07, 2023	Friday	201	14
April 08, 2023	Saturday	904	16
April 09, 2023	Sunday	972	15
Total		3002	98

From the visitor data, the researcher selected a total of 98 respondents. The demographic characteristics of the respondents are summarized in Table 2.

Table 2. Demographic Profile of Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	47	47.96
	Female	51	52.04
Age	< 20 years	10	10.20

Characteristic	Category	Frequency	Percentage (%)
	20-30 years	54	55.10
	31-40 years	21	21.43
	>40 years	13	13.27
Purpose of Visit	Dining & Leisure	45	45.92
	Work-related Meeting	28	28.57
	Entertainment	25	25.51

These profiles suggest that the majority of visitors are young adults (20–30 years) with moderate to high visitation frequency, highlighting the importance of retaining this customer base through strategic CRM efforts. Subsequently, the SEM-PLS model was tested using the SmartPLS application. The SEM-PLS model testing was conducted as follows:

a. Outer Model Testing

This test was conducted using the following criteria: Convergent Validity, Discriminant Validity, Composite Reliability, and Cronbach's Alpha.

1. Convergent validity is considered acceptable when the outer loading value exceeds 0.70, and the corresponding values supporting this validity are presented in Table 3 below.

Table 3. Convergent Validity

	CS (Customer Satisfaction)	CL (Customer Loyalty)	PL (People)	PR (Process)	T (Technology)
CS1	0,918				
CS2	0,908				
CS3	0,884				
CS4	0,923				
CL1		0,900			
CL2		0,823			
CL3		0,905			
CL4		0,879			
PL1			0,887		
PL2			0,824		
PL3			0,863		
PL4			0,875		
PR1				0,866	
PR2				0,800	
PR3				0,854	
PR4				0,847	
T1					0,762
T2					0,839
T3					0,875
T4					0,862

2. Discriminant validity is assessed by examining the Average Variance Extracted (AVE) values for each indicator, and the results of this test are presented in Table 4 below.

3. Composite reliability is used to assess the internal consistency of all indicators associated with a construct, where a construct is considered reliable if its composite reliability value exceeds 0.6. The composite reliability values for each variable in this study are summarized in Table 5 below.

Table 4. Average Variant Extracted

Variable	(AVE)
Customer Satisfaction	0,825
Customer Loyalty	0,770
People	0,744
Process	0,709
Technology	0,699

Table 5. Composite Reliability

Variable	Composite Reliability
Customer Satisfaction	0,950
Customer Loyalty	0,930
People	0,921
Process	0,907
Technology	0,902

4. The reliability test is further validated using the Cronbach's Alpha value, where a variable is considered reliable if it meets the rule of thumb of having a Cronbach's Alpha greater than 0.7. The Cronbach's Alpha values are presented in Table 6 below.

Table 6. Cronbach Alpha

Variable	Cronbach Alpha
Customer Satisfaction	0,929
Customer Loyalty	0,900
People	0,885
Process	0,863
Technology	0,856

Based on the results, technology variable significantly impacts loyalty is consistent with Malki et al. (2023), who assert that digital CRM systems increase perceived value and convenience. In contrast, the insignificant effect of the 'people' variable mirrors the findings of Adeiza et al. (2022), highlighting the need for staff retraining in high-contact service industries.

b. Inner Model Testing

The evaluation of the inner model in this study includes the assessment of R^2 and Q^2. The inner model evaluation for this study is as follows:

1. The R^2 value reflects the extent to which an exogenous variable determines its corresponding endogenous variable, with higher R^2 values indicating better explanatory power. An R^2 value of 0.50 signifies a moderate model, while a value of 0.25 indicates a weak model. The R^2 values obtained in this study are presented in Table 7 below.

Table 7. R^2 Value

Variable	R^2 Value
Customer Satisfaction	0,556
Customer Loyalty	0,862

2. Q^2 analysis is conducted to evaluate the predictive relevance of the model, and the calculation is carried out as follows:

$$Q^2 = 1 - (1 - R_{12})\,(1 - R_{22}) = 0{,}822 \quad (1)$$

The calculated Q^2 value is 0.822, which is greater than 0, indicating that this research model has predictive relevance.

3. Hypothesis testing in this study was conducted by analyzing the t-statistics and p-values obtained from the inner model, where a relationship between latent variables is considered significant if the t-statistic value exceeds 1.96 and the p-value is less than 0.05. The results of the hypothesis testing are summarized in Table 8 below.

Table 8. Hypothesis Testing

Variable	T – Statistic	P – Value	Decision
CS-CL	20,859	0,000	significant
People – CS	0,890	0,374	significant
People – CL	0,600	0,549	significant
Process – CS	3,184	0,002	significant
Process – CL	2,590	0,010	significant
Technology – CS	3,696	0,000	significant
Technology – CL	4,850	0,000	significant

Based on the analysis presented in the table, the following conclusions can be inferred:

a) H1 (The Influence of CRM-Process on Customer Satisfaction): The results of the hypothesis testing indicate that, overall, the CRM process variable has a significant positive effect on customer satisfaction.
b) H2 (The Influence of CRM-Technology on Customer Satisfaction): The findings show that, overall, the CRM technology variable significantly influences customer satisfaction.
c) H3 (The Influence of CRM-People on Customer Satisfaction): The analysis indicates that the people variable in CRM does not show a significant effect on customer satisfaction. The assessment of the people aspect in CRM regarding customer satisfaction at Wetland Square tends to be inadequate, as reflected in the responses from the customer questionnaire.
d) H4 (The Influence of CRM-Process on Customer Loyalty): The hypothesis testing results show that the CRM process variable significantly affects customer loyalty, with a t-statistic of $2.590 > 1.96$ and a p-value of $0.010 < 0.05$.
e) H5 (The Influence of CRM-Technology on Customer Loyalty): The analysis indicates that the technology variable in CRM has a significant impact on customer loyalty.
f) H6 (The Influence of CRM-People on Customer Loyalty): The hypothesis testing indicates that the people variable in CRM does not significantly influence customer loyalty. This is evident from the assessment of the people aspect in CRM regarding customer loyalty at Wetland Square through the customer questionnaire.
g) H7 (The Influence of Customer Satisfaction on Customer Loyalty): The analysis shows that customer satisfaction significantly contributes to customer loyalty, reinforcing its mediating role in CRM effectiveness.

4. Conclusion

This study confirms that process and technology components within Customer Relationship Management (CRM) significantly influence customer satisfaction and loyalty at Wetland Square. However, the people dimension was found to have an insignificant impact, highlighting the need for improvement in human resource-related CRM practices. From a practical standpoint, these findings offer several managerial implications for Wetland Square and similar service-based businesses. These include establishing a dedicated call center to enhance responsiveness and direct engagement with customers, and conducting regular customer feedback surveys to identify service gaps and continuously improve the customer experience. Furthermore, implementing a membership card program will facilitate customer data collection and personalized promotions, while launching public relations campaigns and influencer collaborations can strengthen brand visibility and customer reach. Additionally, offering sales promotions and loyalty reward programs can help encourage repeat transactions, and structured employee training programs are necessary to enhance service quality and employee competency. These operational recommendations provide a practical roadmap for Wetland Square to translate research findings into strategic actions that improve customer relationships, foster loyalty, and ensure sustainable growth in a competitive service industry.

Future researchers are encouraged to apply the SEM-PLS approach across various service industries and regions in Indonesia to validate, refine, and generalize the current findings. Expanding the sample size and

incorporating longitudinal data could offer more robust insights into the dynamics of customer relationship management, satisfaction, and loyalty over time.

References

[1] M. Zabir, Z. E. Al, M. Zabir Zainuddin, W. Mahrani, G. Suprianto, and M. Z. Zainuddin, "The Impact Of Marketing Management On Customer Loyalty And Company Financial Performance: A Case Study On Retail Companies In Indonesia-The Impact Of Marketing Management On Customer Loyalty And Company Financial Performance: A Case Study On Retail Companies In Indonesia," *Jurnal Ekonomi*, vol. 13, p. 2024, doi: 10.54209/ekonomi.v13i03.

[2] D. Malki, M. Bellahcene, H. Latreche, M. Terbeche, and R. Chroqui, "How social CRM and customer satisfaction affect customer loyalty," *Spanish Journal of Marketing - ESIC*, vol. 28, no. 4, pp. 465–480, 2023, doi: 10.1108/SJME-09-2022-0202.

[3] P. Kumar and A. K. Mokha, "Relationship between E-CRM, Customer Experience, Customer Satisfaction and Customer Loyalty in Banking Industry: A Review of Literature," *RESEARCH REVIEW International Journal of Multidisciplinary*, vol. 6, no. 2, pp. 127–137, 2021, doi: 10.31305/rrijm.2021.v06.i02.022.

[4] A. Adeiza *et al.*, "Mediating mechanism of customer satisfaction on customer relationship management implementation and customer loyalty among consolidated banks," *Uncertain Supply Chain Management*, vol. 10, no. 3, pp. 819–832, 2022, doi: 10.5267/j.uscm.2022.3.012.

[5] S. El Sheikh, Y. Tawfik Halim, H. Ibrahim Hamdy, and M. Adel Hamdy, "The Impact of CRM on Customer Satisfaction and Customer Loyalty: Mediation Effect of Customer Perceived Value (Evidence from Hospitality Industry)," vol. 57, no. 4, pp. 87–119, 2020, doi: 10.21608/acj.2020.121770.

[6] B. Aldeen *et al.*, "The effect of customer relationship management (CRM) on business profitability in Jordanian logistics industries: The mediating role of customer satisfaction," *Decision Science Letters*, vol. 12, pp. 783–794, 2023, doi: 10.5267/dsl.2023.6.003.

[7] N. Rane, S. Choudhary, and J. Rane, "Metaverse for Enhancing Customer Loyalty: Effective Strategies to Improve Customer Relationship, Service, Engagement, Satisfaction, and Experience," *SSRN Electronic Journal*, no. 05, pp. 427–452, 2023, doi: 10.2139/ssrn.4624197.

[8] S. Lokesh, A. Menaga., and S. Vasantha, "Influence Of Customer Relationship Management Towards Customer Loyalty with Mediating Factor Customer Satisfaction in Insurances Sector," *Quality - Access to Success*, vol. 23, no. 187, pp. 169–173, 2022, doi: 10.47750/QAS/23.187.21.

[9] F. L J., E. E. A., O. U. J., and O. O. B., "Customer Relationship Management and Customers Repeat Purchase Behavior in Nigeria," *Scholars Journal of Economics, Business and Management*, vol. 10, no. 1, pp. 19–28, 2023, doi: 10.36347/sjebm.2023.v10i01.002.

[10] A. Cahyaningsih, J. Sutrisno, and M. T. Sundari, "Pengaruh Promosi Online terhadap Keputusan Pembelian Konsumen dengan Model AISAS (Attention, Interest, Search, Action, Share) pada Produk DJonat di Abata Donuts Surakarta Jawa Tengah," *Jurnal Agrista*, vol. 8, no. 4, pp. 51–61, 2020, [Online]. Available: https://jurnal.uns.ac.id/agrista/article/view/50788/31384

[11] I. D. Khasanah and Moh. A. Surianto, "Kinerja Customer Relationship Management Pada PT. Panahmas Dwitama Distrindo Jember," *Jurnal Indonesia Sosial Sains*, vol. 2, no. 12, pp. 2069–2080, 2021, doi: 10.36418/jiss.v2i12.476.

[12] M. Nilashi *et al.*, "The nexus between quality of customer relationship management systems and customers' satisfaction: Evidence from online customers' reviews," *Heliyon*, vol. 9, no. 11, Nov. 2023, doi: 10.1016/j.heliyon.2023.e21828.

[13] M. N. Sembiring, H. Nasution, and Sugiharto, "Analysis of Factors Affecting Tourist Visits in Karo Regency," *Jurnal Sistem Teknik Industri*, vol. 25, no. 2, pp. 188–196, 2023, doi: 10.32734/jsti.v25i2.9446.

[14] L. Radita, H. Kristanto, and Y. Oslan, "Implementasi Analytical and Collaborative CRM Pada Situs Perguruan Tinggi Studi Kasus : Universitas Kristen Duta Wacana," *Jurnal Teknik*, 2019.

[15] E. Komalasari and Nurmasari, "Analisis Pelaksanaan Customer Relationship Management Pada," vol. 6, no. 1, pp. 17–31, 2020, [Online]. Available: https://journal.uir.ac.id/index.php/valuta/article/view/5283

[16] M. Mudjahidin, A. P. Aristio, S. M. Febyanti, L. Junaedi, and A. S. Septiananda, "Structural Model for Analyzing the Impact of Social CRM on Customer Relationship Performance in Automotive Manufacturing Company," *Procedia Comput Sci*, vol. 234, no. 2023, pp. 861–868, 2024, doi: 10.1016/j.procs.2024.03.073.

[17] S. Haryono, "Metode SEM Untuk Penelitian Manajemen dengan AMOS LISREL Smart PLS," *J Phys A Math Theor*, p. 450, 2016.