THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND CUSTOMER EXPERIENCE ON REPURCHASE INTENTION THROUGH CUSTOMER SATISFACTION AS INTERVENING VARIABLE IN ANTAVAYA BALI

Juliyanti^{1*}, Ika Suryono Djunaid²

¹² Bunda Mulia University, Jakarta, Indonesia

Abstract – This research aims to analuze the effect of customer relationship management (CRM) and customer experience on repurchase intention through customer satisfaction as intervening variable in Antavaya Bali. This research uses quantitative research methods with survey approach. Research data was collected through distributing qestionnaries to customers of Antavaya Bali through social media with total of 100 respondents. The data analysis was carried out using smartPLS SEM v4.0 to test the relationship between independent, dependent, and intervening variable. The result showed CRM has significant effect on repurchase intention directly, while CRM hasn't significant effect on customer satisfaction to reach repurchase intention. Customer experience hasn't significant effect on repurchase intention. Customer satisfaction has significant effect on repurchase intention. This research shows improvement of CRM and customer experience can trigger the increase in customer satisfaction which affect the increase of repurchase intention. Therefore, Antavaya Bali advised to provide employee training on effective communication and responsiveness to customer needs, establish feedback system to gather customer input, and making membership system, also do a survey for customer's experiences after travel with Antavaya Bali, so they know their customers are satisfied or not.

Keywords – Customer Relationship Management, Customer Experience, Customer Satisfaction, Repurchase Intention, Quantitative Method, Antavaya Bali

INTRODUCTION

Tourism has become one of the most important sectors in advancing global economy, significantly contributing to economic growth, creating employment opportunities for communities, and fostering cultural development within countries. According to (Djunaid, 2021), tourism encompasses all activities undertaken by individuals or groups traveling from their place of origin to a tourist destination with the intention of spending time, usually planned well in advance. Generally, tourism activities are conducted to enjoy the journey and fulfill the needs and desires of individuals by utilizing facilities or services by tourism service providers. Tourism itself according to (Wardhani & Farrah, 2023)), is an activity or journey undertaken by an individual or group with the aim of visiting place to learn and understand the unique attractions of that location and to engage in recreational activities for a period time.

The tourism industry can be described as a collection of business sectors that create various types of goods and services desired or needed by individuals undertaking tourism trips. (Djunaid, 2021) explains that the tourism industry encompasses all kinds of business activities or enterprises providing or intangible, presented to meet human needs should be regarded as industrial products. The tourism industry can generate substantial employment and increase income and the economy of a country including Indonesia, thereby achieving the welfare of a nation's society ((Aisyshafwah & Nuruddin, 2024). (Sugiarto, 2019) notes that tourism industry has significantly contributed to increasing Indonesia's foreign exchange, earnings, amounting ot USD 15.20 billion in 2017. With the rise of global mobility, advancing technology, and changing lifestyles, the tourism industry is rapidly growing and becoming a focal point for all countries worldwide. Additionally, on a global level, the tourism industry encompasses several sectors, including tourist attractions, transportation facilities, accommodations, and travel services. Travel services, which include travel agents, tour operators, and online booking platforms, are an essential component of the tourism industry. It can be said that travel service agents play a crucial role in providing information, arranging transportation and accommodations, and facilitating enjoyable travel experiences for tourists.

According to (Juliawanti, 2021), a travel agency can be defined as a business that provides travel services, acting as an intermediary in managing and selling products or services. Travel agencies have emerged due to the high demand from people wishing to travel, either individually or in groups, creating a modern lifestyle for people worldwide. These journeys are generally undertaken for purposes such as vacations, sightseeing, enjoying world wonders, visiting distant family members, conducting business trips, and more. However, one of the challenges currently facing travel agencies is the increasing competition among travel service providers, especially from online booking platforms or online travel agents, which offer competitive prices and ease of booking.

Travel companies in Indonesia are advancing daily, both in major cities and rural areas, leading to increasing competition within the industry. One notable travel agency is PT. ANTA EXPRESS TOUR AND TRAVEL (Antavaya). Antavaya offers services such as airline ticket sales, tour packages, train tickets, Umrah packages, hotel rentals, and more. Currently, Antavaya has several branches in Jakarta, as well as in Bandung, Makassar, Surabaya, and Bali. Despite having many competitors in the travel agency sector, Antavaya is still striving to rank among the top travel agencies in Indonesia. Several branches in Jakarta, including the one in Gandaria City, have closed due to a lack of customer transactions at those locations. Additionally, the branch in Sanur, Bali, has also closed, leaving only the Denpasar branch operational on the island of Bali.

Antavaya Bali is currently the only remaining branch of Antavaya on the island of Bali. Given the high market potential in Bali, Antavaya Bali must compete in offering tourism services to customers, not only against local travel agencies but also against online travel platforms, which are increasingly popular. Therefore, to remain relevant and competitive in the increasingly tight travel agency industry, Antavaya Bali needs to focus on providing excellent service and maintaining strong relationships with their customers.

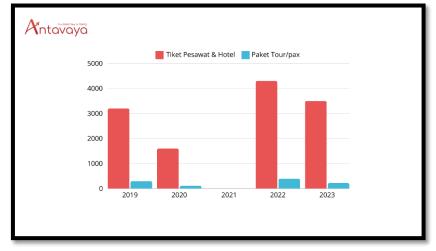


Figure 1. Number of Antavaya Bali's sales during 2004-2018 Source: Antavaya Bali, 2024

In the context of the tourism industry, understanding and fulfilling customer desires is crucial for service providers to retain loyalty and attract returning customers. One proven effective approach to achieving this is by using a customer relationship management (CRM) system.

According to (Ulfia et al., 2023) customer relationship management (CRM) refers to the management approach that specifically focuses on managing the relationship between the company and its customers with the goal of strengthening these relationships to achieve harmonious growth. CRM has been recognized as an extremely effective approach for enhancing customer relationships across various industries, including the travel industry. This strategy can help Antavaya Bali understand the desires and needs of its customers, provide personalized services, establish harmonious relationships with customers, and increase customer satisfaction. Additionally, it can maintain customer loyalty to the travel agency, ensuring that transactions between customers and Antavaya Bali continue.

In addition to implementing a customer relationship management (CRM) system strategy to enhance and retain customer loyalty, another equally important variable for increasing customer satisfaction and encouraging repeat purchases is customer experience (CX). According to (Latif & Hasbi, 2021)), customer experience can be defined as the physical and emotional experiences felt and obtained by customers, which relate to service processes, management, and other aspects. Customer experience (CX) is not only associated with direct interactions with travel agencies, including Antavaya Bali, but also plays a crucial role in shaping customers' perceptions of the brand image, influencing their repurchase intentions. A positive travel experience for a customer, from the booking process to the return journey, can significantly enhance customer satisfaction and increase their intention to repurchase in the future.

Therefore, the researcher aims to determine whether the travel agency Antavaya Bali has effectively implemented customer relationship management (CRM) and provided positive, memorable

customer experiences, leading to customer satisfaction and encouraging repeat transactions with Antavaya Bali. This research is conducted with the hope that it can help Antavaya Bali and other travel agencies implement well-managed CRM strategies and deliver excellent and memorable customer experiences.

Based on the research background, the researcher conducted a study titled "The Effect of Customer Relationship Management (CRM) and Customer Experience on Repurchase Intention Through Customer Satisfaction as an Intervening Variable in Antavaya Bali".

METHODS

According to (Sugiyono, 2020), the quantitative method is a research method used to study a population or sample, where data is collected using research instruments and analyzed quantitatively to test predetermined hypotheses. The use of the quantitative method in this research involves analyzing data and subsequently testing it using a questionnaire based on a Likert scale, along with outer model tests, inner model tests, and hypothesis testing. The primary data for this research is collected through the distribution of questionnaires to customers as respondents, while the secondary data comprises literature reviews from existing books and journals.

According to (Sugiyono, 2020), data collection techniques are fundamental for conducting research, as the primary objective of any study is to gather the necessary data. The data collection technique used by the researcher is the distribution of questionnaires. According to (Sugiyono, 2020), a questionnaire is a method of data collection implemented by having respondents answer pre-prepared questions. The researcher uses a questionnaire that will be distributed to customers who have purchased and used the products and services of Antavaya Bali. The distribution of the questionnaire will be conducted online via WhatsApp and Instagram to randomly selected customers who have previously transacted with Antavaya Bali.

According to (Sugiyono, 2020), data analysis involves steps to systematically organize the data collected from interviews, field notes, questionnaires, and documentation. This data is then categorized and described across various units, followed by synthesis and arrangement into patterns, after which important data is selected for study and conclusions are drawn.

This research employs a quantitative method, where the data collected will be numerical, and data analysis will be conducted using SmartPLS SEM v4.0 software. The population used consists of customers of Antavaya Bali or those in Denpasar, Bali, with a sample size of 100 individuals. Data will be obtained through questionnaires distributed via social media from April 29th 2024, to May 5th 2024, using a Likert scale of 1 to 5.

Score
5
-
4
3
2
1

Table 1. Likert Scale 1-5

Source: (Sugiyono, 2020)

According to (Sugiyono, 2020) a population is defined as a set of objects or subjects that meet the criteria established by the researcher, allowing for study and drawing conclusions based on the research results. The population for this research consists of customers of Antavaya Bali, for which the exact number of sales each year is unknown. Therefore, it can be stated that the population in this study is indeterminate.

A sample, according to (Sugiyono, 2020), is a portion of the total population that possesses specific characteristics, and its size is an effort to determine the sample size to be selected for research. The researcher will select the sample using a non-probability sampling technique through a purposive sampling approach. Purposive sampling, as explained by (Sugiyono, 2020) is a technique for selecting samples based on certain considerations. This research does not allow the entire population the opportunity to be included as members of the sample. Therefore, the criteria for selecting samples for this study are as follows:

a. Respondents have purchased and used the products or services of Antavaya Bali.

b. Respondents are over 18 years old.

Since the number of the population in this study is unknown, the researcher will use the Lemeshow formula to calculate the sample size, as the population is large and varies. According to

(Riyanto & Hatmawan, 2020) sample calculation using the Lemeshow formula can be used for calculating total samples when the population size is unknown. The total sample calculation for an unknown population size using the Lemeshow formula is as follows:

 $n = (z^2.P.(1-P)) : d^2$

Explanation:

n = Number of samples

z =Score at 95% confidence = 1.96

P = Maximum estimate = 50% = 0.5

d = margin of error or sampling error = 10%

Thus, for the calculation of the research sample, the Lemeshow formula is used as follows:

 $n = (1.96)^2 * 0.5 * (1 - 0.5) / (0.1)^2$

n = 3.8416 * 0.5 * 0.5 / 0.01

n = 0.9604 / 0.01

n = 96.04 (rounded to 96)

Using the Lemeshow sample calculation formula, the minimum required sample is 96, and the researcher will round this up to a total of 100 respondents.

Respondent Characteristics

1. Based on gender, the majority of respondents are male, totaling 55 respondents or 55%. Meanwhile, female respondents amount to 45 individuals or 45%.

-	Table 2. Respondent Based on Gender					
Num. Gender Respondent Amount Percentage (
1.	Male	55	55%			
2.	Female	45	45%			
Source Resear	urce: Researcher's Data					

Source: Researcher's Data

2. Based on age, there are four age ranges among the respondents: 19-25 years with 23 individuals or 23%; 26-30 years with 22 individuals or 22%; 31-35 years with 36 individuals or 36%; and 36-40 years with 19 individuals or 19%.

Num.	Age Ranges	Respondent Amount	Percentage (%)			
1.	19 - 25	23	23%			
2.	26 - 30	22	22%			
3.	31 - 35	36	36%			
4.	36 - 40	19	19%			
5.	>40	0	0%			

Table 3. Respondent Based on Age

Source: Researcher's Data

3. From the data, it can be concluded that the majority of respondents are self-employed, accounting for 43% of the total respondents. Meanwhile, 18% of the total respondents are students, while only 2% are civil servants (PNS). Additionally, 37% of the total respondents fall into the "other" category. This indicates a variety of occupations among the respondents, with a significant number being self-employed and most of the remaining respondents categorized as "other."

Table 4. Respondent Based on Job	y Type
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No	Job Type	Respondent Amount	Percentage (%)
1.	Entrepreneur	43	43%
2.	Student	18	18%
3.	Civil Servant	2	2%
4.	Others	37	37%

Source: Researcher's Data

4. The data provides information about the monthly income of the respondents within the following income ranges: 20 respondents, or 20% of the total, have an income of less than Rp. 3,000,000 per month; 4 respondents, or 4% of the total, have an income between Rp. 3,000,000 and Rp. 4,999,999 per month; 37 respondents, or 37% of the total, have a monthly income ranging from Rp. 5,000,000 to Rp. 9,999,999; 31 respondents, or 31% of the total, have a monthly income between Rp. 10,000,000 and Rp. 25,000,000; and 8 respondents, or 8% of the total, have a monthly income of more than Rp. 25,000,000.

NO	Monthly Income	Respondent Amount	Percentage (%)
1.	< Rp.3.000.000	20	20%
2.	Rp.3.000.000 - Rp.4.999.999	4	4%
3.	Rp.5.000.000 – Rp.9.999.999	37	37%
4.	Rp.10.000.000 –	31	31%
	Rp.25.000.000		
5.	> Rp.25.000.000	8	8%

Table 5.	Respondent	Based on	Monthly	Income

Source: Researcher's Data

RESULTS AND DISCUSSION

Figure 2 shows the results of the loading factor calculations, indicating that the loading factor values are above 0.70. This means that the indicators have met the criteria for convergent validity and possess the required validity based on the rule of thumb that has been previously tested.

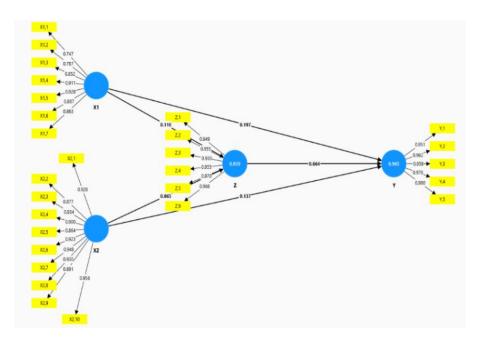


Figure 2. Loading Factor Source: Researcher's Data

Discriminant validity can be assessed through the Average Variance Extracted (AVE) values. A good criterion for AVE is that it should be above 0.5. The AVE values for this research can be seen in the table below:

Table 6. Average Variance Extracted (AVE			
Construct	AVE		
X1	0,732		
X2	0,838		

Y	0,933
Z	0,911

Source: Researcher's Data

From the AVE results in Table 5. we can see that:

- a. The AVE value for variable X1 (customer relationship management) is 0.732, indicating that it has an AVE > 0.5, thus the discriminant validity for variable X1 is considered valid.
- b. The AVE value for variable X2 (customer experience) is 0.838, indicating that it has an AVE > 0.5, thus the discriminant validity for variable X2 is considered valid.
- c. The AVE value for variable Y (repurchase intention) is 0.933, indicating that it has an AVE > 0.5, thus the discriminant validity for variable Y is considered valid.
- d. The AVE value for variable Z (customer satisfaction) is 0.911, indicating that it has an AVE > 0.5, thus the discriminant validity for variable Z is considered valid.

Variable	Composite Reliability	Croncbach's Alpha
X1	0,949	0,939
X2	0,980	0,978
Y	0,982	0,982
Z	0,981	0,980

Table 7. Composite Reliability and Cronbach's Alpha

Source: Researcher's Data

The measurement results for composite reliability and Cronbach's alpha in the table indicate that:

- 1. The variable X1 (customer relationship management) has a composite reliability value of 0.949, which is greater than 0.7. Additionally, the Cronbach's alpha for variable X1 is 0.939, which is also greater than 0.6. Therefore, it can be stated that the data for variable X1 is reliable and has a fairly high reliability.
- 2. The variable X2 (customer experience) has a composite reliability value of 0.980, which is greater than 0.7. Additionally, the Cronbach's alpha for variable X2 is 0.978, which is also greater than 0.6. Therefore, it can be stated that the data for variable X2 is reliable and has a fairly high reliability.
- 3. The variable Y (repurchase intention) has a composite reliability value of 0.982, which is greater than 0.7. Additionally, the Cronbach's alpha for variable Y is 0.982, which is also greater than 0.6. Therefore, it can be stated that the data for variable Y is reliable and has a fairly high reliability.
- 4. The variable Z (customer satisfaction) has a composite reliability value of 0.981, which is greater than 0.7. Additionally, the Cronbach's alpha for variable Z is 0.980, which is also greater than 0.6. Therefore, it can be stated that the data for variable Z is reliable and has a fairly high reliability. Table 8. R square

Variable	R square	Prediction Model			
Y	0,965	Kuat			
Z	0,939	Kuat			
Source: Researcher's Data					

repurchase intention variable (Y) has an

The repurchase intention variable (Y) has an R-squared value of 0.965, calculated using the SmartPLS application. This indicates that the influence of the variables customer relationship management, customer experience, and customer satisfaction on repurchase intention is strong, with a percentage of 96.5%. Additionally, the customer satisfaction variable (Z) has an R-squared value of 0.939, meaning that the influence of customer relationship management and customer experience on customer satisfaction is also strong, with a percentage of 93.9%.

Table 9. Hypothesis

Hypothesis		Path		T statistic	Р	Explanati
					value	on
Hypothesis 1	X1	Y	-	2,976	0,003	Ha Accepted
Hypothesis 2	X1	Ζ	Y	1,501	0,133	Ha Rejected
Hypothesis 3	X2	Y	-	1,268	0,205	Ha Rejected
Hypothesis 4	X2	Ζ	Y	12,958	0,000	Ha Accepted
Hypothesis 5	Ζ	Y	-	8,406	0,000	Ha Accepted

Source: Researcher's Data

Based on Table 8., the results are as follows:

- 1. The effect of customer relationship management (X1) on customer satisfaction (Z) has a weak influence (0.024). This indicates that the customer relationship management practices implemented by Antavaya Bali have a limited impact on customer satisfaction.
- 2. The effect of customer relationship management (X1) on repurchase intention (Y) also has a weak influence (0.129). This suggests that the influence of customer relationship management on customers' intention to repurchase from Antavaya Bali is limited.
- 3. The effect of customer experience (X2) on customer satisfaction (Z) has a strong influence (1.479). This indicates that customer experience when interacting with Antavaya Bali has a significant impact on customer satisfaction levels.
- 4. The effect of customer experience (X2) on repurchase intention (Y) has a weak influence (0.026). This indicates that the influence of customer experience on their intention to repurchase from Antavaya Bali is also limited.
- 5. The effect of customer satisfaction (Z) on repurchase intention (Y) has a strong influence (0.761). This suggests that the level of customer satisfaction at Antavaya Bali significantly affects their intention to repurchase.

There are the hypothesis testing analysis :

1. First Hypothesis Testing

The first hypothesis test proves that variable X1 (customer relationship management) has a significant effect on variable Y (repurchase intention) at Antavaya Bali. Based on Table 4.9, the t-statistic value is 2.976, which means the t-statistic value > 1.96, and the p-value is 0.03, which means the p-value < 0.05. Therefore, the result of this hypothesis test accepts Ha and rejects Ho, indicating that customer relationship management directly affects repurchase intention at Antavaya Bali.

2. Second Hypothesis Testing

The second hypothesis test proves that variable X1 (customer relationship management) does not have a significant effect on variable Z (customer satisfaction) in relation to variable Y (repurchase intention) at Antavaya Bali. Based on Table 4.6, the t-statistic value is 1.501, which means the t-statistic value < 1.96, and the p-value is 0.133, which means the p-value > 0.05. Therefore, the result of this hypothesis test rejects Ha and accepts Ho, indicating that customer relationship management does not affect customer satisfaction in relation to repurchase intention at Antavaya Bali.

3. Third Hypothesis Testing

The third hypothesis test proves that variable X2 (customer experience) does not have a significant effect on variable Y (repurchase intention) at Antavaya Bali. Based on Table 4.6, the t-statistic value is 1.268, which means the t-statistic value < 1.96, and the p-value is 0.205, which means the p-value > 0.05. Therefore, the result of this hypothesis test rejects Ha and accepts Ho, indicating that customer experience does not directly affect repurchase intention at Antavaya Bali.

4. Fourth Hypothesis Testing

The fourth hypothesis test proves that variable X2 (customer experience) has a significant effect on variable Z (customer satisfaction) in relation to variable Y (repurchase intention) at Antavaya Bali. Based on Table 4.6, the t-statistic value is 12.958, which means the t-statistic value > 1.96, and the p-value is 0.000, which means the p-value < 0.05. Therefore, the result of this hypothesis test accepts Ha and rejects Ho, indicating that customer experience affects customer satisfaction in relation to repurchase intention at Antavaya Bali.

5. Fifth Hypothesis Testing

The fifth hypothesis test proves that variable Z (customer satisfaction) has a significant effect on variable Y (repurchase intention) at Antavaya Bali. Based on Table 4.6, the t-statistic value is 8.406, which means the t-statistic value > 1.96, and the p-value is 0.000, which means the p-value < 0.05. Therefore, the result of this hypothesis test accepts Ha and rejects Ho, indicating that customer satisfaction affects repurchase intention at Antavaya Bali.

CONCLUSION

- 1. Customer Relationship Management (CRM)
- Recommendation:

Antavaya Bali needs to improve the quality of CRM to maximize customer satisfaction and increase repurchase intention. Strengthening communication between customers and the company is one effective approach.

Solutions:

- a. Employee Training : Provide regular training for employees on effective and responsive communication with customers.
- b. Advanced CRM Technology : Invest in more advanced CRM technology to track customer preferences and transaction history, allowing for more personalized and proactive service.
- c. Feedback Loop : Create an effective feedback system to gather customer input and promptly address any issues raised.
- 2. Customer Experience

Recommendation:

Enhancing the customer experience during interactions with Antavaya Bali is key to increasing their satisfaction and loyalty.

Solutions:

- a. Personalized Experience : Create more personalized experiences by recognizing and understanding individual customer preferences.
- b. Service Improvement : Raise service standards, such as response speed, friendliness, and employee knowledge of products.
- c. Infrastructure and Facilities : Ensure that the infrastructure and facilities used by customers are in excellent condition and comfortable.
- 3. Customer Satisfaction
 - Recommendation:

Customer satisfaction should be Antavaya Bali's top priority to increase repurchase intention. Solutions:

- a. Satisfaction Surveys : Conduct regular customer satisfaction surveys to identify areas for improvement.
- b. Complaint Follow-Up : Quickly address and resolve customer complaints in a satisfactory manner.
- c. Loyalty Programs : Implement loyalty programs that provide incentives for customers who make repeat purchases.
- 4. Repurchase Intention:*

Recommendation:

Focus on factors that encourage customers to make repeat purchases at Antavaya Bali. Solutions:

- a. Special Promotions : Offer special promotions for customers who have previously transacted, such as discounts or exclusive offers.
- b. Service Consistency : Ensure that the service provided is always consistent and meets or exceeds customer expectations.
- c. Customer Engagement : Create engagement programs that continuously involve customers with Antavaya Bali, such as special events or newsletters that provide interesting information and exclusive offers.

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