



Customer Loyalty Reinforcement Through Customer Relationship Management And Customer Value: Evidence From PT. Pos Indonesia Majalengka

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| ABSTRACT

This research aims to determine the influence of Customer Relationship Management (CRM) and customer value on customer loyalty at PT Pos Indonesia (Persero), Majalengka Branch. The urgency of this study stems from increasing competition in the logistics and postal service industry, requiring companies to strengthen customer loyalty through effective relationship management and enhanced customer value. This study employed a descriptive and verificative quantitative approach, using questionnaires distributed to 100 respondents. Data analysis techniques included validity testing, reliability testing, multiple regression analysis, multiple correlation analysis, coefficient of determination (R^2), and hypothesis testing using t-test and F-test. The results indicate that CRM, customer value, and customer loyalty at PT Pos Indonesia (Persero) Majalengka Branch are in the good category. Partially, CRM has a positive and significant effect on customer loyalty, and customer value also has a positive and significant effect on customer loyalty. Customer value is the most influential variable contributing 32.2% to loyalty, followed by CRM contributing 21.5%, resulting in a total influence of 53.7%. The remaining 46.3% is affected by other variables not examined in this study. Therefore, improving CRM strategies and customer value plays a crucial role in strengthening customer loyalty.

| KEYWORDS

Customer Loyalty; Customer Value; Customer Relationship Management

I. INTRODUCTION

PT Pos Indonesia (Persero) is a state-owned enterprise (SOE) that operates in the provision of information, financial, and goods distribution services. Among these services, parcel delivery remains irreplaceable by any technology, regardless of advances in digital platforms or communication devices. The increasing demand for goods transportation has positioned parcel delivery services as a sector with strong growth potential. However, in practice, the majority of the Indonesian courier market is dominated by private logistics companies, creating intense competition for PT Pos Indonesia. The emergence of agile and technology-driven private courier services has significantly influenced consumer motivation, perception, and attitudes in choosing parcel delivery providers. Consumers increasingly prioritize service speed, reliability, responsiveness, and accessibility [1][2][3]. As a result, PT Pos Indonesia is challenged not only to maintain its operational presence but also to enhance its competitive advantage in order to regain market share. In the logistics service industry, companies are required to continuously improve service quality through wider coverage, faster and more reliable delivery times, and responsive customer service. These factors shape consumer perceptions based on prior experience and learning, which ultimately influence their attitudes and decisions in selecting delivery services [4]. When service performance fails to meet expectations, consumers are likely to switch to alternative providers[5]. Conversely, satisfaction derived from high-quality service encourages repeat usage and long-term loyalty.

Customer loyalty represents a critical determinant of organizational sustainability, particularly in service-based

industries. According to Giddens (2022), customer loyalty positively affects corporate profitability through reduced operating costs and increased revenue from repeat customers [6][7]. Loyal customers not only continue using a company's services but also demonstrate commitment, resistance to competitors, and willingness to recommend the service to others [8] [9]. In the context of courier services, customer loyalty is closely linked to customer satisfaction, which is influenced by delivery speed, service reliability, pricing fairness, and the overall service experience. Customers who perceive consistent value and satisfaction are more likely to remain loyal, whereas dissatisfaction may lead to service abandonment. Therefore, maintaining customer loyalty has become a strategic necessity for logistics service providers. Building customer loyalty requires the creation of superior customer value and satisfaction. Customers who are satisfied with a service tend to maintain long-term relationships, resist switching to competitors, and share positive experiences with others. Consequently, companies must focus on delivering high service quality, cultivating a positive brand image, and offering reasonable pricing. Tjiptono (2022) emphasizes that service quality has a positive relationship with customer satisfaction; higher service quality leads to higher satisfaction, while service failure often results in customer defection. An overview of the Indonesian courier market further illustrates this challenge. Based on the Top Brand Index for Courier Services in Indonesia (2023), PT Pos Indonesia ranked significantly lower than its private competitors. While J&T achieved the highest Top Brand Index score, PT Pos Indonesia recorded a relatively low percentage, indicating weaker brand awareness, lower recent usage, and reduced intention for future use among consumers. These findings suggest that PT Pos Indonesia still faces difficulties in strengthening its brand positioning and customer loyalty. In highly competitive service environments, frontline employees play a crucial role in shaping customer perceptions. Customers have become increasingly discerning in evaluating service quality, and inadequate service experiences often prompt them to explore alternative providers. However, when customers experience high-quality service, they tend to remain loyal despite attractive offers from competitors. This highlights the central role of customers as strategic assets in service organizations. Customer loyalty consists of both attitudinal and behavioral components. Attitudinal loyalty reflects positive intentions, commitment, willingness to recommend, and resistance to switching, while behavioral loyalty is manifested through repeat purchases, continued service usage, and long-term engagement. Loyal customers develop emotional attachment and preference, distinguishing loyalty from mere repeat purchasing behavior. To effectively manage customer loyalty, organizations require a deep understanding of customer profiles, needs, expectations, and behavioral drivers.

Customer Relationship Management (CRM) has therefore emerged as a strategic approach for optimizing profitability through long-term customer relationships [10][11]. CRM integrates people, processes, and technology to enhance customer interactions and satisfaction, thereby strengthening customer loyalty [12] [13]. Previous studies emphasize that CRM plays a vital role in maintaining sustainable customer relationships by enabling personalized communication, effective service delivery, and emotional bonding between companies and customers. Alongside CRM, customer value is a fundamental determinant of loyalty. Customer value represents the perceived balance between benefits received and sacrifices made [14] [15]. Higher perceived value increases the likelihood of sustained relationships and repeat transactions[16]. PT Pos Indonesia has implemented various initiatives to improve customer loyalty, including the development of an integrated CRM system, employee training programs, service diversification, digital service expansion, and infrastructure revitalization. Field observations at the Majalengka Branch indicate that customers perceive improvements in service facilities and employee friendliness. Nevertheless, despite these efforts, transaction data reveal a decline in parcel delivery volumes over recent years, indicating potential weaknesses in customer loyalty and purchase decisions. Moreover, prior empirical studies examining the relationship between CRM, customer value, and customer loyalty have produced inconsistent findings, revealing a research gap. While some studies confirm a significant influence of CRM and customer value on loyalty, others report varying degrees of impact.

Based on these conditions, this study seeks to examine the effect of Customer Relationship Management and Customer Value on Customer Loyalty at PT Pos Indonesia (Persero) Majalengka Branch, in order to identify key factors influencing customer retention and provide strategic insights for improving competitiveness in the Indonesian courier service industry.

II. METHODOLOGY

This study employed a quantitative research approach using a descriptive and verificative research design. The descriptive approach was used to describe the existing conditions of Customer Relationship Management (CRM), customer value, and customer loyalty at PT Pos Indonesia (Persero) Majalengka Branch. Meanwhile, the verificative approach aimed to examine the causal relationships between Customer Relationship Management, customer value, and customer loyalty through hypothesis testing. The research was conducted as a cross-sectional survey, where data were collected at a single point in time using structured questionnaires distributed to customers of PT Pos Indonesia (Persero) Majalengka Branch. The population of this study consisted of all customers who used parcel delivery services at PT Pos Indonesia (Persero) Majalengka Branch.

Due to limitations in accessing the entire population, a sample was selected to represent the population. The sampling technique applied was non-probability sampling, specifically accidental sampling, in which respondents were selected based on their availability and willingness to participate during the data collection period. A total of 100 respondents were involved in this study, which is considered sufficient for multiple regression analysis and aligns with the minimum sample size requirements for quantitative behavioral research.

This study examined three main variables: Customer Relationship Management (X1), Customer Value (X2), and Customer Loyalty (Y). Each variable was operationalized into measurable dimensions and indicators based on established marketing theories.

Customer Relationship Management (CRM) (X1)

“CRM was measured using four dimensions adapted from Peppers and Rogers, including identification, attraction, retention, development”.

These dimensions were represented by indicators such as customer targeting analysis, customer segmentation, direct marketing, product quality, loyalty programs, complaint handling, and long-term relationship maintenance.

Customer Value (X2)

Customer value was operationalized based on the perceived balance between benefits and sacrifices, including “product value, service value, personnel value, image value, monetary, time, energy, and psychological costs”.

Customer Loyalty (Y)

Customer loyalty was measured using behavioral and attitudinal indicators, including:

1. Regular repeat purchases
2. Willingness to use other services offered
3. Resistance to competitors’ offers
4. Willingness to recommend the service to others

All indicators were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree)

Data were collected using multiple techniques to enhance data accuracy:

1. **Literature review** to support theoretical foundations
2. **Observation** of service activities at the research site
3. **Interviews** with relevant stakeholders
4. **Questionnaire distribution** to customers as the primary data source

III. RESULTS AND DISCUSSION

1. Validity Test

Validity testing is conducted to determine the accuracy of the measuring instrument for the concept being measured, ensuring that it truly measures what it is supposed to measure. Regarding the validity test of research instruments, the validity used in this study describes the suitability of a data measure to what it is intended to measure (Sugiyono, 2022:120). The results of the validity test in this study can be seen in the following table:

Table 1. Validity Test

No. Item	r_{hitung}	r_{tabel}	Criteria
<i>Customer Relationship Management (CRM) (X₁)</i>			
1	0,493	0.1966	“Valid
2	0,807	0.1966	Valid
3	0,558	0.1966	Valid
4	0,425	0.1966	Valid

5	0,685	0.1966	Valid
6	0,565	0.1966	Valid
7	0,672	0.1966	Valid
8	0,578	0.1966	Valid
9	0,565	0.1966	Valid
Customer Value (X ₂)			
1	0,532	0.1966	Valid
2	0,593	0.1966	Valid
3	0,671	0.1966	Valid
4	0,802	0.1966	Valid
5	0,634	0.1966	Valid
6	0,524	0.1966	Valid
7	0,423	0.1966	Valid
8	0,389	0.1966	Valid
9	0,745	0.1966	Valid
10	0,322	0.1966	Valid
11	0,526	0.1966	Valid
Customer Loyalty (Y)			
1	0,657	0.1966	Valid
2	0,600	0.1966	Valid
3	0,602	0.1966	Valid
4	0,430	0.1966	Valid
5	0,440	0.1966	Valid
6	0,655	0.1966	Valid
7	0,485	0.1966	Valid
8	0,588	0.1966	Valid

Source: Primary data 2024 processed data

From the results of the trial of the research instruments presented in table 1 it can be seen that each research instrument used in this study is valid.

2. Reliability Test

Reliability testing is used to measure the reliability of a questionnaire. A questionnaire is considered reliable if a person's answers to the questions are consistent or stable over time (Ghozali, 2018). The method used to test reliability is one-shot (a single measurement). The one-shot method only measures once and then compares the results with other questions or measures the correlation between answers. This reliability testing is assisted by the SPSS program through the Cronbach Alpha (α) statistical test. A construct is considered reliable if it provides an α value > 0.60 (Ghozali, 2018).

Tabel 2. Reliability Test

No	Variable	Cronbach's Alpha	Min Cronbach's Alpha	Information
1	Customer Relationship Management (CRM) (X ₁)	0.723	0,60	Reliabel
2	Customer Value (X ₂)	0,778	0,60	Reliabel
3	Customer Loyalty (Y)	0,678	0,60	Reliabel

Source: Primary data 2025 data processed with SPSS 25

From the results of the trials that have been carried out, it can be seen that the Cronbach's Alpha results for each variable are more than the minimum standard of Cronbach's Alpha required, namely 0.60, so with this, the Customer Relationship Management (CRM), customer value and customer loyalty variables are reliable and suitable for use in data collection for this study.

3. Correlation Coefficient Test

To measure the partial closeness of the relationship between the independent variable and the dependent variable, correlation analysis is used. Using the SPSS program, the results of the Pearson correlation calculation are as follows.

Table 3. Correlation Coefficient

Correlations				
		CRM	Nilai Pelanggan	Loyalitas
CRM	Pearson Correlation	1	.861**	.696**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Nilai Pelanggan	Pearson Correlation	.861**	1	.716**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Loyalitas	Pearson Correlation	.696**	.716**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Results of SPSS data processing 24, 2025

The Pearson correlation calculation results in Table 3 can be interpreted as follows:

1. The relationship between Customer Relationship Management (CRM) and customer loyalty is 0.696, categorized as strong. The positive direction of the relationship between Customer Relationship Management (CRM) and customer loyalty indicates that improvements in Customer Relationship Management (CRM) tend to be followed by increases in customer loyalty.
2. The relationship between customer value and customer loyalty is 0.716, categorized as strong. The positive direction of the relationship between customer value and customer loyalty indicates that improved customer value within a company tends to be followed by increased customer loyalty.

Table 4. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.537	.527	2.41863
a. Predictors: (Constant), Customer Value, CRM				

Source: Primary data 2025 data processed with SPSS 25

The results of the Pearson correlation calculation in table 4 can be interpreted as follows: The closeness of the relationship between the independent variables and the dependent variables simultaneously is shown by the value of $R = 0.733$. This figure shows a strong closeness of the relationship between all independent variables X and the dependent variable Y. that the joint influence of Customer Relationship Management (CRM) and customer value on customer loyalty is 0.537 or 53.7%, while the remaining 0.463 (1-R²) or 46.3% is the contribution of the influence of other factors not studied (epsilon).

4. Multiple Regression Coefficient Analysis

Several regression analysis was employed to account for several independent variables. This analysis: The goal is to identify the impact of variables X1 (CRM) and X2 (Customer Value) on Y (Customer Loyalty). Using SPSS software yields the following results:

Table 5. Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.776	2.300		2.946	.004
	CRM	.276	.121	.309	2.277	.025
	Nilai Pelanggan	.345	.104	.449	3.311	.001
a. Dependent Variable: Loyalitas						

Source: Primary data 2025 data processed with SPSS 25

Through the results of data processing as described in table 5, a prediction model can be formed for the Customer Relationship Management (CRM) variables and customer value towards customer loyalty as follows:

$$Y = 6,776 + 0,276X_1 + 0,345X_2$$

Based on the prediction equation above, the regression coefficients for each independent variable can be interpreted as follows:

1. A constant of 6.776 indicates that if both Customer Relationship Management (CRM) and service quality are zero, then customer loyalty is 6.776.
2. The Customer Relationship Management (CRM) regression coefficient of 0.276 indicates that each one-unit increase in the Customer Relationship Management (CRM) score will increase customer loyalty by 0.525, assuming the independent variable of service quality remains constant.
3. The customer value regression coefficient of 0.345 indicates that each one-unit increase in the customer value score will increase customer loyalty by 0.345, assuming the independent variable of Customer Relationship Management (CRM) remains constant.

5. Partial Hypothesis Testing

a. Partial Hypothesis Test of X1 Against Y

The partial hypothesis to be tested is as follows:

1. Ho: $\rho_{YX1} = 0$. Customer Relationship Management (CRM) does not have a positive and significant effect on customer loyalty at PT POS Indonesia (Persero) Majalengka Branch.
2. Ha: $\rho_{YX1} \neq 0$. Customer Relationship Management (CRM) has a positive and significant effect on customer loyalty at PT POS Indonesia (Persero) Majalengka Branch.

The significance level (α) used in this test is 0.05. The test criteria are to reject Ho and accept Ha if the calculated t value is greater than the t value. Using SPSS, the results of the partial hypothesis test of X1 are as follows:

Table 6. Partial Hypothesis Test Results (t-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.776	2.300		2.946	.004
	CRM	.276	.121	.309	2.277	.025
	Nilai Pelanggan	.345	.104	.449	3.311	.001
a. Dependent Variable: Loyalitas						

Source: Primary data 2025 data processed with SPSS 25

Based on Table 6, the calculated t-value for Customer Relationship Management (CRM) is 2.277. This calculated t-value will be compared with the t-value in the t-distribution table, with an α of 0.05 and df (n-k-1) of 97 for the 2-party test, the t-value is 1.66071. Because the calculated t-value (2.277) is greater than the t-value (1.66071) and is in the Ho rejection area, so according to the hypothesis testing criteria, Ho is rejected and Ha is accepted, meaning there is a positive and significant influence of Customer Relationship Management (CRM) on customer loyalty at PT POS Indonesia (Persero) Majalengka Branch.

b. Partial Hypothesis Test of X2 Against Y

The partial hypothesis to be tested is as follows:

1. Ho: $\rho_{YX2} = 0$, there is no positive and significant effect of customer value on customer loyalty at PT POS Indonesia (Persero) Majalengka Branch.
2. Ha: $\rho_{YX2} \neq 0$, there is a positive and significant effect of customer value on customer loyalty at PT POS Indonesia (Persero) Majalengka Branch.

The significance level (α) used in this test is 0.05, with the test criterion of rejecting Ho and accepting Ha if the calculated t value is greater than the t table value. Based on Table 4.46 above, the calculated t value for customer value is 3.311. This calculated t value will be compared with the t table value in the t distribution table. With an α of 0.05 and df (n-k-1) of 97, the t table value for the two-party test is 1.66071. Because the calculated t value (3.311) is greater than the t table value (1.66071) and is in the Ho rejection area, so that according to the hypothesis testing criteria, Ho is rejected and Ha is accepted, which means there is a positive and significant influence of service quality on customer loyalty at PT POS Indonesia (Persero) Majalengka Branch.

6. Simultaneous Hypothesis Testing

Simultaneous Hypothesis Testing (F-Test) To simultaneously test the significance of the influence of Customer Relationship Management (CRM) and customer value on customer loyalty, a hypothesis test was conducted with the following hypothesis formulation:

1. Ho: $\rho_{YX1} = \rho_{YX2} = 0$. This means that Customer Relationship Management (CRM) and customer value do not simultaneously influence customer loyalty at PT POS Indonesia (Persero) Majalengka Branch.
2. Ha: $\rho_{YX1} \neq \rho_{YX2} \neq 0$. This means that Customer Relationship Management (CRM) and customer value simultaneously influence customer loyalty at PT POS Indonesia (Persero) Majalengka Branch.

The F-test statistic value can be seen in the following output table:

Table 7. The F-Test Statistic Value

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	657.561	2	328.781	56.204	.000 ^b
	Residual	567.429	97	5.850		
	Total	1224.990	99			
a. Dependent Variable: Loyalitas						
b. Predictors: (Constant), Customer Value, CRM						

Source: Primary data 2025 data processed with SPSS 25

Based on table 7 above, the F-count value is 56.204. This value will be compared with the F-table value. With $\alpha = 0.05$, $db1 = 2$ and $db2 = 97$, the F-table value is 3.09. From the values above, it is known that the F-count value (56.204) > F-table (3.09), so H0 is rejected and Ha is accepted, meaning that Customer Relationship Management (CRM) and customer value have a joint effect on customer loyalty at PT POS Indonesia (Persero) Majalengka Branch.

The findings of this study provide empirical evidence that Customer Relationship Management and Customer Value are key determinants of customer loyalty in the logistics service industry. The positive perception of CRM suggests that customers value personalized communication, complaint handling, and long-term relationship efforts implemented by PT Pos Indonesia. Consistent with relationship marketing theory, effective CRM practices contribute to stronger emotional bonds and trust, which enhance customer loyalty. The results support previous studies that emphasize CRM as a strategic tool for maintaining long-term customer relationships and improving organizational competitiveness. In addition, the significant role of Customer Value highlights that customers are more likely to remain loyal when they perceive a favorable balance between service benefits and the costs incurred. This finding aligns with value-based marketing theory, which posits that perceived value directly influences customer satisfaction and loyalty. Despite the dominance of private courier competitors, the results indicate that PT Pos Indonesia still retains loyal customers by delivering acceptable service quality and value. However, the decline in transaction volumes observed in recent years suggests that maintaining loyalty alone may not be sufficient. Continuous innovation, service speed improvement, and enhanced customer engagement are necessary to strengthen competitive positioning. From a managerial perspective, these findings imply that PT Pos Indonesia should further optimize CRM implementation by leveraging digital platforms, enhancing service responsiveness, and strengthening

customer-centric strategies. Improving customer value through reliable delivery, competitive pricing, and service differentiation is essential to sustain and enhance customer loyalty in a highly competitive logistics market.

IV. CONCLUSION

This study provides both theoretical and practical contributions to the literature on customer loyalty in the logistics service industry. The findings confirm that Customer Relationship Management (CRM) and Customer Value play a significant role in shaping customer loyalty, thereby strengthening relationship marketing theory in the context of state-owned logistics enterprises. From a practical perspective, the results offer valuable insights for PT Pos Indonesia and similar service providers, emphasizing the importance of enhancing customer-oriented strategies, service reliability, and value creation to remain competitive in an increasingly dynamic courier market. Despite its contributions, this research has several limitations. First, the study was conducted at a single branch of PT Pos Indonesia, which may limit the generalizability of the findings to other regions or service contexts. Second, the use of non-probability sampling may reduce the representativeness of the sample. In addition, the reliance on self-reported questionnaire data may introduce response bias, as respondents' perceptions may not fully reflect actual service performance or long-term behavioral outcomes.

Future research is therefore encouraged to expand the scope of analysis by involving multiple branches or different logistics service providers, including private courier companies, to enable comparative studies. Further studies may also incorporate additional variables such as service quality, brand image, trust, customer satisfaction, or digital service adoption to develop a more comprehensive loyalty model. Moreover, applying probability sampling techniques, longitudinal designs, or mixed-method approaches would provide deeper insights into customer loyalty dynamics and strengthen the robustness of future research findings.

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