

**THE INFLUENCE OF CUSTOMER RELATIONSHIP
MANAGEMENT (CRM) ON CUSTOMER LOYALTY AT PT
APLIKASI KARYA ANAK BANGSA (GOJEK INDONESIA)**

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Abstract

In the midst of intense competition among other companies, one way to retain customers is customer relationship management (CRM). Customer loyalty which can later be used as a benchmark in the sustainability of a company that is competing fiercely with its competitors. The existence of online transportation is an innovation in the era of the times which makes technological developments develop rapidly, especially in the field of transportation. The purpose of this study is to determine whether CRM activities affect customer loyalty or not. In addition, this study will also investigate how Gojek Indonesia's CRM affects customer loyalty. This research uses quantitative methods for data collection; surveys or questionnaires are used as samples, and the sample size of respondents is 100 people. And by using bivariate data analysis by testing between 2 variables, and data processing using SPSS. According to the results of the regression test analysis, there is a significant correlation between customer relationship management and customer loyalty of PT Gojek Indonesia.

Keywords : *Customer Loyalty, Gojek Indonesia, Customer Relationship Management (CRM)*

1. INTRODUCTION

In the current era of the 4.0 industrial revolution, every company is faced with fierce competition. Likewise, the rapid development of technology at this time has made several types of work fields experience a fairly rapid progress, one of the fields of work that has developed is the transportation sector. The progress that is currently clearly visible is in the type of system used, specifically in Jakarta itself there are several types of systems used.

Starting from several city transportation transportation that has been integrated with one another, there is also now an online-based public transportation. For online-based transportation, especially in Jakarta itself has a very large interest in the community, this is what makes a fierce competition, among online transportation companies.

Gojek Indonesia is the main pioneer of online-based transportation companies in Indonesia, Gojek Indonesia began operating in Jakarta in 2010, initially gojek only had 20 drivers and was not yet connected using the application only relying on the call center as a call center.

By using the application only relying on the call center as a liaison between passengers and drivers. Furthermore, in mid-2014 Gojek Indonesia received additional funding, which made Gojek start to grow rapidly, seen in 2015 Gojek Indonesia began launching applications for Android and iOS users, and its ordering system that has been integrated with the application, so that customers are given the convenience of making reservations without having to go through the call center first. (Kristo, 2017) In big cities like DKI Jakarta, there are 12 (Twelve) Companies engaged in online-based

transportation services such as: Gojek, Grab, Maxim, Bitcar, Bonceng, Anterin, FastGo, Oke Jack, Indo-Jek, Tekno-Jek, Heloo-jek, Bojek. With the rampant growth of companies engaged in online-based transportation services, there is intense competition between each company. And not a few companies cannot compete with companies that have good branding and consumer image. (List of Online Transportation Service Providers in Indonesia "Reaktor.Co.Id, 2019)

One of the factors that make a company able to survive in the midst of intense competition is customer loyalty, according to Griffin (2010: 31) "of the 80% of the profits obtained by the company, 20% of the total profit received by the company comes from customer loyalty, this indicates that the company is able to increase sales of its products through customers who are already loyal to using the products or services offered." (Fadilah & Ratnasari, 2021)

Gojek Indonesia can develop to what it is today due to customer loyalty or people who often use Gojek Indonesia. Based on a survey by Tempo Data Science, it was found that there was intense competition between two online transportation companies in Indonesia, namely Gojek and its main competitor, Grab, in terms of capturing market segments. The survey involved 844 people in eight major cities in Indonesia, one of which was Jakarta, where grab was superior in terms of online transportation services, where grab controlled 52% of the market share, while for gojek itself controlled 48% of the market share.

This is stated in the communication theory according to Watzlawick, Beavin, and Jackson, which states that communication is a series of interactions between the messenger and the recipient of the message, sometimes as a communicant or recipient of the message, and not only when the communicator sends the message, this is because messages can be conveyed through a variety of things both physically and verbally. (Yamita & Kurnia, 2021)

While Public Relations Public Relations also helps organizations communicate with the public. He is responsible for maintaining two-way communication and providing the necessary information for the agency and the general public. This aims to develop a strategy or perspective for a common goal. (Herika & Ruliana, 2018)

One form that the task of Public Relations is Customer Relationship Management (CRM), CRM is a system that effectively manages customer relationships by using company customer interaction data to increase sales.

2. LITERATURE REVIEW

2.1. Customer Relationship Management

2.1.1 Definition

Customer relationship management (CRM) is a customer-focused business strategy. Just like any other business strategy system, CRM has the ultimate goal of increasing the company's profits and revenue, while the main goal of CRM itself is to increase customer satisfaction through customer assessment. (Visser et al., 2019). Referring to Kotler & Keller's understanding, customer relationship management is the process of managing detailed messages about each customer and managing all the elements necessary to increase customer loyalty (Chandra et al., 2017).

According to Newell, CRM is a process that changes consumer behavior over time and learns from each interaction to change, maintain, and improve customer relationships with companies (Suryani, 2022).

According to Buttle (2007: 48) CRM (customer relationship management) is a core business strategy that generates value for customers by combining internal processes and functions with external networks (Ningsih et al., 2016).

2.1.2 Approach

According to Kotler and Keller, there are three ways businesses can maintain relationships with customers, including: 1) marketing programs that are often carried out, such as by giving rewards to customers in the form of discounts under certain conditions, 2) providing the best service to each consumer, such as by continuing to remember their name, this aims to make customers feel privileged, 3) The existence of structural relationships by building long-term relationships that can benefit customers because it gives them an easier relationship with the company. (Andreani et al., 2017)

2.1.3 Destination

Lukas stated that when he used CRM, some of the goals that CRM has are as follows: gaining customers, understanding customers, retaining customers who benefit the company, changing customers who do not benefit the company, and so on. These goals are aligned with the main goal of CRM, which is to adaptation process between the company and its customers. An effective CRM program is the key to a company. (Suryani, 2022)

2.1.4 Benefits

According to Widjaja, there are several benefits that can be felt after implementing a customer relationship management program including: 1) there is an increase in revenue because CRM data helps increase business profits, there is an increase in revenue because CRM data helps increase business profits 2) encourages customer loyalty because crm allows businesses to use customer information via the web, call centers, etc., 3) there are cost savings when CRM allows sales or services at a lower cost in special promotional programs that focus on business goals, 4) there is an increase in operational efficiency where CRM has the benefit of automation in sales and service processes, which serves to reduce the risk of decreasing service quality and reducing cash flow, 5) being able to increase time to market this is because CRM can allow us to market products quickly or services with better information, and good customers and an increase in purchases made by consumers (Suryani, 2022).

2.1.5 Types

Quoted from (Aptana. (n.d.), n.d.) there are five types of customer relationship management, including:

- 1) Operational CRM, where this type of CRM allows the company to operate properly and precisely based on the customer data it collects,
- 2) Customer Relationship Management (CRM),
- 3) Customer Relationship Management (CRM), and 4) Customer Relationship Management (CRM). collected, 2) Collaborative CRM, this type of crm gives all teams access to the latest customer data, this data is usually used to exchange

- information throughout the company in real time, regardless of where they work,
- 3) Analytics, where this type of crm allows better insight into customers,
 - 4) Campaign management, where this crm combines analytical and operational crm by combining which allows the use of acquired customer data and useful insights to run marketing or sales campaigns,
 - 5) strategy, where this type of crm is almost the same as collaborative crm which focuses on gathering as much information as possible about consumers and their interactions so that companies can adjust the right way of doing business with consumers.

2.1.6 Dimensions

According to Swift, Parvatiyar and Sheth and Kracklauer there are four dimensions quoted from (Dimensi CRM, n.d.) including:

- 1) Consumer identification where the company must know the market segment before the target market.
- 2) Customer attraction where in this dimension is to build attraction to consumers with various offers offered by the company.
- 3) Customer retention, namely maintaining existing consumers.
- 4) Customer development, namely the development of consumers so that there is more criticism or input to the company.

2.1.7 Indicator

According to Peppers and Rogers (2011: 76) there are several indicators of work elements that work in the application of CRM among them, namely:

- 1) Identification is the initial stage in building interpersonal relationships between customers, where companies must understand and understand the interests, habits, and unique characteristics of each customer,
- 2) Differentiation, this indicator is an activity that is focused on increasing the value of the company in front of consumers, it aims to increase consumer comfort when interacting,
- 3) Interaction, this indicator is a dialog between the company and consumers who have alignment from time to time,
- 4) Customize, is that the company must have a discovery in terms of changes in the company's products and services in order to receive loyal customers. (Ningsih et al., 2016)

2.2. Customer Loyalty

2.1.1 Definition

One of the most important assets for a company is customer loyalty. Customer loyalty is an asset that plays an important role in a company. According to Griffin in 2008, "Loyalty is defined as the absence of random purchases by certain decision-making units over a period of time". Based on this definition, loyalty is more related to the way decision-making units continue to buy goods or services from selected companies. Thus, it is concluded that loyalty is formed by the experience of using goods or services (Normasari et al., 2013).

Customer loyalty consists of two categories: brand loyalty and store loyalty. Brand loyalty is different from store loyalty; customers who are loyal to a particular brand will buy the same brand of goods and services again and again (Dewantoro et al., 2021).

2.1.2 Purpose

Customer loyalty is considered to play an important role in a company. There are several main objectives of customer loyalty including: 1) building attachment to a brand, where loyal consumers will always be loyal to the brand or product of the company they like, 2) increasing profits, where consumers who are loyal to the company of course, automatically help to improve the company, 3) increasing product recommendations, where consumers who are loyal to products from certain companies will usually volunteer to recommend to others regarding the products used, 4) maintaining the existence of the company, where the most important factor for a company is consumers because the company's consumer ecosystem runs smoothly. Consumers who have bought products from certain companies are expected to show loyalty so that they can maintain the company's existence. (Tambahpinter.com., 2021)

2.1.3 Benefits

According to Kotler, Hayes and Bloom (1998), there are six benefits of customer loyalty including: 1) Customers or consumers provide greater profit prospects for the company, 2) Expenditures are lower to get and keep existing customers than to find new customers. 3) Consumers gain greater trust in the goods and services provided by a company, 4)

The company benefits in terms of efficiency because old customers are accustomed to and have no demands on the company regarding the attitude of employees and the form of service provided by the company to its loyal consumers, 5) old customers will provide a positive experience with the company so as to reduce psychological and socialization costs for a new product on offer, 6) spending on promotional costs is reduced, this happens because old customers will provide recommendations to potential new customers to buy products from a particular company (Siregar & Hakim, 2018).

2.1.4 Dimensions

According to Griffin (2010), stating customer loyalty has four dimensions including: 1) Repeat purchase, namely: subscribe or buy regularly, 2) Retention is purchasing products and services across lines or buying products from the same service (buy across product and service lines), 3) Referalls are recommending other products or recommending to others. (Mashuri, 2020).

2.1.5 Indicators

In explaining the concept of customer loyalty, if a customer or user uses or consumes products from a particular brand, they will be loyal. Customers will not use another brand if there is another better one. According to Kartajaya in (Tiong, 2018) there are 5 (five) indicators of customer loyalty, namely customer satisfaction, customer retention, customer mobility, and customer loyalty Customer enthusiasm, customer passion. (Tiong, 2018)

2.1.6 Hypothesis

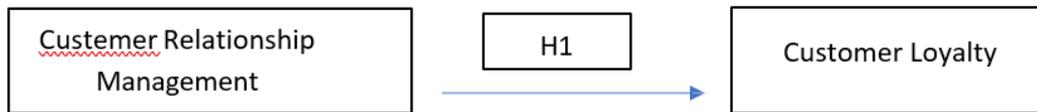


Figure 1. Customer Relationship Management

Source: (Imasari & Nursalin, 2011)

H0: There is no relationship between variables X and Y.

H1: There is a relationship between variables X and Y

2.3. Previous Research

Previous research related to this topic is the Impact of Customer Relationship Management (CRM) on Customer Satisfaction and Loyalty (Survey of GraPari Telkmsel Customers in Malang City) by (Setyaleksana et al., 2017). (CRM, 2020) This study examines the impact of CRM as a strategy to improve the quality of Telkomsel company services and as a tool to evaluate companies, especially in Malang city, as a way to survive and thrive in the rapidly growing technology race. This study utilizes Telkomsel customers in Malang City as subjects and uses a quantitative approach. According to the research, customer satisfaction is greater than customer loyalty.

The effect of customer relationship management (CRM) on XL AXIATA SAMPANG customer loyalty, made by, is the subject of subsequent research related to the topic of this study (Maulana et al., 2018). In this study, the subject measured the loyalty of XL AXIATA customers.

This study analyzed XL supplier users in Sampang, Madura, using quantitative research methods. The results show that there is a relationship between CRM and XL Axiata customer loyalty in Sampang.

3. RESEARCH METHODS

3.1. Research Approach

This research approach was conducted using a quantitative-descriptive method, conducting a survey using a questionnaire to obtain practical, systematic, thorough and accurate results about the characteristics and facts of the existence of the research object. (Rahadianto et al., 2019).

In addition, this study uses a quantitative approach with a descriptive approach to explain the interaction between variables. This approach is used to explain and test hypotheses through calculations, numbers, and numbers. In addition, because there are many respondents in this study, the instruments used to collect data are used to provide field information. (Sirait et al., 2018).

3.2. Research Type

This type of research is known as explanatory research. The purpose of this research is to explain the relationship between two or more symptoms, phenomena, or research variables.

3.3. Research Methods

This research method is a survey that sends a list of reports in the form of a questionnaire to respondents. Data collection is done by sending questionnaires via Google form. (Rahadianto et al., 2019)

In this study, data collection was carried out using non-probability sampling techniques, which means that each member of the population has different chances or opportunities. This non-probability sampling technique is known as purposive sampling, which means that the sample taken is given a unique assessment among the selected population. If it meets certain requirements that are relevant to the research subject, this evaluation is carried out. In addition, there are fixed requirements that must be met by the researcher when using this purposive sampling technique. These requirements include that the characteristics of the population must be in accordance with the research objectives, the sample used must represent the background desired by the research, and the selected sample must truly represent the characteristics of the majority of the population. As for the characteristics of the population to be used are people in southern Jakarta who use online transportation, namely Gojek Indonesia (Rahadianto et al., 2019).

3.4. Population

The people of South Jakarta are the population used in this study. The South Jakarta area was chosen because it is one of the business centers in DKI Jakarta. Therefore, with 2,226,800 million residents in 2021, this area will be easier to obtain the data needed for this research. (Statistik, 2021)

According to Sugiyono, Population is a general area consisting of subjects or objects with certain attributes and qualities that a researcher chooses to study and then draw conclusions.

3.5. Sample

Nana Sudjana argues that the sample is part of the population that can be accessed and has the same characteristics as the population. This study used a sample of 100 respondents, who were taken using the Slovin formula. (syafnidwaty, 2020)

3.6. Sample Withdrawal

To determine the number of samples to be used in the study, the sampling technique uses the Slovin formula. The Slovin formula is a mathematical system for calculating the population size of items in a study. There are several things to consider when using it, such as determining the confidence level of the study, which is 90%, and the success rate of the results, which indicates 0.10 or 10% failure of the results. (Rumus Slovin, n.d.)

The sample calculation for this study is as follows:

$$n = \frac{N}{1 + N \cdot (e)^2}$$

Keterangan:

n = Jumlah sampel

N = Jumlah populasi yang diketahui

e² = Toleransi Error 10%

This research found that the population of South Jakarta was 2,226,800 million people (Central Bureau of Statistics of South Jakarta Administrative City, 2021), and statistical calculations were performed using the following slovin formula:

$$\begin{aligned} N &= 2.226.800 \\ n &= \frac{N}{1 + N \cdot (e)^2} \\ n &= \frac{2.226.800}{1 + 2.226.800 \cdot (10\%)^2} \\ n &= \frac{2.226.800}{1 + 2.226.800 \cdot (10/100)^2} \\ n &= \frac{2.226.800}{1 + 2.226.800 \cdot (0,10)^2} \\ n &= \frac{2.226.800}{1 + 2.226.800 \cdot (0,01)} \\ n &= \frac{2.226.800}{1 + 22.268} \\ n &= \frac{2.226.800}{22.269} \\ n &= 99,999 \\ n &= 100 \end{aligned}$$

3.7. Data Analysis Technique

This study used bivariate data analysis to examine two variables: CRM and customer loyalty. Data analysis was conducted using SPSS, which shows the results of the research data processing. (Kuntjojo, 2014).

However, the validity test stage is a test that evaluates how effective a tool or medium is for measuring and collecting data that may or may not be valid. This is because a questionnaire can only be considered valid if its questions can reveal what it measures. (Kuntjojo et al., 2014)

Reliability test is an advanced stage test used to determine whether the measuring instrument or measuring medium used remains consistent even though the measurement is repeated. A measuring instrument is considered reliable if it produces the same results even though the measurement is repeated. (Kuntjojo et al., 2014)

Regression test is a statistical technique used to determine how the dependent variable, namely variable Y, is related to one or more independent variables, namely X.

4. RESULTS AND DISCUSSION

The study analyzed data from 102 subjects with a 100% response rate. This research was conducted using SPSS calculations and testing hypotheses and simple linear regression testing.

4.1. Validity and Reliability Test Results

The results of the study used the Pearson correlation validity test. The research variables are customer relationship management (variable x) and customer loyalty, and each shows a Pearson correlation value greater than r table and less than 0.05 significance. All indicators related to variable x have been tested using the SPSS program. All variables were declared valid. However, the reliability test uses Cronbach alpha as a determination of whether the data processing results are reliable or not. After conducting the reliability test using SPSS, the Cronbach alpha value of the research variables above 0.6 can be said to be reliable and can be continued for further testing.

Table 1. Validity Test Of Research Variables

Variabel	Butir	Korelasi Pearson	R tabel (5%) N=102	Sig (0,05)	Ket
Customer Relations Management (X)	X1	0,565	0,1927	0,000	Valid
	X2	0,269	0,1927	0,000	Valid
	X3	0,690	0,1927	0,000	Valid
	X4	0,685	0,1927	0,000	Valid
	X5	0,495	0,1927	0,000	Valid
	X6	0,481	0,1927	0,000	Valid
	X7	0,648	0,1927	0,000	Valid
	X8	0,287	0,1927	0,000	Valid
	X9	0,569	0,1927	0,000	Valid
	X10	0,645	0,1927	0,000	Valid
	X11	0,721	0,1927	0,000	Valid
	X12	0,573	0,1927	0,000	Valid
Loyalitas Pelanggan (y)	Y1	0,579	0,1927	0,000	Valid
	Y2	0,516	0,1927	0,000	Valid
	Y3	0,625	0,1927	0,000	Valid
	Y4	0,609	0,1927	0,000	Valid
	Y5	0,747	0,1927	0,000	Valid
	Y6	0,659	0,1927	0,000	Valid
	Y7	0,534	0,1927	0,000	Valid
	Y8	0,459	0,1927	0,000	Valid
	Y9	0,783	0,1927	0,000	Valid

Table 2. Reliability Test

Variables	Cronbach alpha	N item	Criteria	Description
Customer Relationship Management	0,801	12	0,6	Reliable
Customer Loyalty	0,793	9	0,6	Reliable

4.2. Regression Test

In this study, the research variable was customer relationship management on customer loyalty; simple linear regression test was used. This research was conducted using the SPSS program. The entered variable table explains the customer relationship management variable as an independent variable (x) and the customer loyalty variable as a variable. Dependent or dependent variable (y), and the correlation or relationship value (R) of 0.704 is explained in the conclusion model table. According to these results, a coefficient of determination or influence (r square) of 0.496 was found, which indicates that customer relationship management has an influence on customer loyalty of 49.6 percent. This influence, although not significant, can be considered quite significant. The following table shows its value;

Table 3. Variabel Entered / Removed

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Total x ^b	.	Enter
a. Dependent Variable: Total y			
b. All requested variables entered.			

Tabel 4. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.491	2.394
a. Predictors: (Constant), Total x				

Furthermore, the customer relationship management variable has an impact on customer loyalty by referring to the results of the Anova table, where F count = 98.323 with a significance level of 0.000 < 0.05. Thus, the regression model can be used to predict the customer loyalty variable.

Tabel 5. Anova

<u>ANOVA^a</u>						
<u>Coefficients^a</u>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.398	2.835		1.199	.234
	Total x	.662	.067	.704	9.916	.000

a. Dependent Variable: Total y

Table 6. Coefficient

In the coefficient table output, it is known that the constant value is 3.398, the value of the x variable or customer relationship management is 0.662, so the equation can be written as follows

$$Y = a + bX$$

$$Y = 3.398 + 0.662X$$

So the interpretation is that the constant of 3.398 means that the value of the customer loyalty variable is 0.662. Based on the results of the regression coefficient x of 0.662, every time the value of customer loyalty is added 1%, the value of customer loyalty will increase with a positive value. With a significance value in the coefficient table of $0.000 < 0.05$, it can be concluded that customer relationship management (crm) has a positive value concluded that customer relationship management (crm) has an influence on customer loyalty.

The hypothesis in this study is as follows:

- 1) H₀ = There is an insignificant relationship between customer relationship management and customer loyalty.
- 2) H₁ = There is a significant relationship between customer relationship management and customer loyalty.

The results showed that Gojek Indonesia's customer relationship management has a positive and significant impact on customer loyalty. This is shown by statistical tests, with a value of 49.6%. This value is quite significant and shows that customer relationship management can help maintain customer loyalty in the midst of intense competition with other companies.

5. CONCLUSION

In this comprehensive study, the primary focus was on addressing the study objectives outlined by Edy (2023), which aimed to investigate the impact of CRM activities on customer loyalty, specifically evaluating the influence of Gojek Indonesia's CRM on customer loyalty. The findings of the study revealed a positive and significant correlation between the CRM initiatives implemented by Gojek Indonesia and customer loyalty, supported by a robust statistical value of 49.6 percent. This strong indication suggests that effective customer relationship management plays a vital role in sustaining

customer loyalty amidst fierce competition in the market. However, it is important to acknowledge certain limitations in the study, such as the exclusive emphasis on the relationship between CRM variables and customer loyalty. Challenges were encountered in identifying respondents meeting the study criteria, and a notable proportion exhibited a lack of understanding of CRM concepts. Moving forward, it is recommended that future research extends beyond these limitations by exploring additional factors that may influence customer loyalty, contributing to a more comprehensive understanding of this dynamic relationship.

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