The Effect Of Customer Relationship Management, Personal Selling And Sales Promotion On Customer Loyalty With Customer Satisfaction As Intervening Variable In PT Sri Intan Karplas Industry

Erina Alimin[#1] ,Rio Fabrian Marco[#2]

[#]Managemen Study Program, Universitas Pelita Harapan Medan, Indonesia
[1]erinaalimin@gmail.com, [2]riofabmarco@gmail.com

Abstract — *Customer is the source of profit that determines the continuity of business. The company should give the attention to the customer by providing maximum satisfaction with many ways. The research has purpose to know the customer relationship maangement, personal selling and sales promotion on cusotmer loyalty with customer satisfaction as intervening variable at PT Sri Intan Karplas Industry. The research uses the linear regression method. The analysis is conducted with validity test, reliability test, multicollinearity test, heterocedasticity test, coefficient of determination test, t testing and F testing. The sample is the customer of the company at PT Sri Intan Karplas Industry. Data collection method uses the questionnaire of the research. The research result can show some conclusions that the customer relationship management has significant impact on customer loyalty at PT Sri Intan Karplas Industry. The personal selling has significant impact on customer loyalty at PT Sri Intan Karplas Industry. The sales promotion has significant impact on customer loyalty at PT Sri Intan Karplas Industry. The customer relationship management has significant impact on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable. The personal selling has significant impact on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable. The sales promotion has significant impact on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable. The customer relationship management, personal selling and sales promotion have significant impact on customer loyalty at PT Sri Intan Karplas Industry.*

Keywords — *Customer Relationship Management, Personal Selling, Sales Promotion, Customer Loyalty and Customer Satisfaction.*

I. INTRODUCTION

The organization must give priority to customer needs. This is done to persuade clients to buy the business's goods. Customers will be more drawn to products that generally give discounts and freebies. The company's attempts to make its products more appealing to consumers may have an impact on their decisions to buy these products. One of the marketing strategies, sales promotion, is regarded to have the power to persuade customers to purchase a product, hence boosting overall product sales. Consumers will essentially engage in activities that are profitable and advantageous to them, and consumers will be happier if they gain additional benefits as a result of partaking in these activities. In order to raise and hasten consumer purchases in the face of strong rivalry from several competitors, sales promotions are mostly implemented. Sales promotions are marketing strategies used by businesses with short-term results. As a result, efforts are being made to maintain the availability of a wide range of incentives and advantages for consumers through the use of sales promotions.

According to Setyaleksana, et.al. (2017), customer relationship management (CRM) is a strategy, a set of practices, and a set of technologies that businesses employ to help customers—both existing and potential—develop beneficial relationships. The more sales revenue generated by creating positive, solid relationships with customers. An effective relationship typically has a direct impact on profits since it creates devoted customers.

A tool called customer relationship management (CRM) creates a straightforward user interface for collecting data from clients.

A technique for selling in person is personal selling (Sulaeman et.al., 2017). The salesperson must enhance his interpersonal skills if he is to convince potential clients that his product or service is desirable. The salesperson will typically describe the product's features, advantages, cost, and any other interesting details during this persuade. Additionally, personal selling aims to raise consumer awareness of the products it is promoting.

Sales promotion is a type of marketing that is frequently used to launch new products, promote existing ones, and, of course, boost sales (Taris and Purwanto, 2022). Sales promotion, in general, occurs only temporarily, is meant to stimulate customer interest in the product, and is carried out by the company only at specified times. High market competition, particularly if the brand offers comparable products that are sold by many other brands, is another reason for brands to run sales promotions. Companies and brands can re-capture the attention of their consumers through promotions.

According to Promanjoe (2021), how satisfied customers are with a company's goods, services, and talents is measured by customer satisfaction. Customer satisfaction data, such as surveys and ratings, can assist a business in determining the best method to improve or adjust its products and services. Assessing customer satisfaction levels might help you choose the best course of action for raising the caliber of your goods and services. Customer happiness also helps organizations compete in the market. Because businesses that consistently satisfy their customers stand a better chance of attracting repeat business.

Customer loyalty is a sign that a person consistently supports a company, a product, or a service because it results in high customer satisfaction and a favorable perception in their minds (Taris and Purwanto, 2022). Customers that are devoted will gladly refer goods or services to others so that they too might experience the same satisfaction. Customers who are loyal to a brand frequently purchase that brand's goods and services as well as other product variations. The more devoted a customer is, the more resistant they are to offerings from rivals.

Effective management of customer relationships greatly affects the loyalty of customers, and this is influenced by the level of customer satisfaction that acts as a mediator (Promanjoe, 2021). By thoroughly understanding the client's needs and desires and fostering transparent communication, it is possible to enhance customer loyalty. Building long-term customer relationships is the key to fostering loyalty. Fostering connections with clients can lead to increased profitability for a company. Client loyalty is often considered to be heavily influenced by customer relationship management. To retain valuable clients and enhance business success, customer relationship management is a management approach that involves the identification, attraction, nurturing, and preservation of profitable customer connections throughout the long term. Establishing and upholding customer loyalty is crucial for companies, and customer relationship management serves as a key practice for achieving this objective. Customer relationship management aims to enhance customer allegiance.

According to Sulaeman, et.al. (2017), customer satisfaction acts as an intermediary between the personal selling and the customer loyalty, which has a big impact. Employees of the organization are required to engage in personal selling activities and direct customer contact with the goal of persuading these customers to make purchases. The personal selling strategy provides benefits, such as more adaptable operations since the seller can gauge consumer reactions and modify his approach, the reduction of wasted effort, the fact that interested customers typically make purchases right away, and the ability to forge lasting relationships with the clients.

Customer satisfaction acts as an intermediary and the sales promotion has a big impact on customer loyalty (Taris and Purwanto, 2022). One of the biggest influences on consumers' short-term consumption patterns is sales promotions. Marketers frequently utilize sales promotion, one of the important components of the promotional mix, to compete, maintain the competitive edge, and ultimately grow sales by motivating consumers to make purchases. Sales promotion results in higher sales for businesses. Sales promotion has a big impact on how people use products, which in turn draws new customers. The sales campaign has a favorable impact on consumer buying habits. Instead than influencing awareness or attitude, sales promotion typically works on a direct behavioral basis.

This research is done at PT Sri Intan Karplas Industry. The company is engaged in production of plastic bag. there is decreasing of customer. The number of customer of the company for year 2019-2022 can be seen as follows:

Table 1. The Number of Customer in Year 2019-2022

Year	Amount
2019	288
2020	285
2021	277
2022	255

Source: PT Sri Intan Karplas Industry (2023)

According to the table, customer numbers will decline between 2019 and 2022. This circumstance may indicate a decline in customer loyalty to the business. The relationship between a company and a customer is what drives the growth in client numbers. The business doesn't use marketing strategies to keep in touch with both new and existing customers. Customers don't purchase the company's goods with a lot of loyalty. Some clients are not very satisfied with their purchases from the business.

The complaints of the customer on the company are as follows:

Table 2. The Complaint of the Customer

No	Complaint
1	The business operations of the corporation are not customer-oriented. The organization for maintaining customer relationships is not set up by the business. Knowledge management is not done to give customers information.
2	The company's employee lacks the ability to sell to potential customers. Employees of the organization do not engage in cordial negotiations with customers. The business doesn't engage in customer relationship marketing. The business doesn't engage in engaging customer introductions.
3	The company does not offer financial incentives like gifts and price breaks. The timing of the sales promotion is incorrect. The business makes no effort to frequently run sales promotions. Sales promotions can't always persuade customers to make purchases.
4	Some products don't match what customers expect. The customer cannot get what they need when they need it. The customer does not enjoy the purchasing process. The client is not required to suggest to others.
5	Because they do not receive the thing they requested, the client does not want to make repeat purchases. The client does not wish to make a purchase of the company's goods. The client does not wish to recommend the company's goods to other clients. The customer is not exempt from buying the company's goods. The client is not more inclined to buy the company's goods. The business struggles to keep customers by offering quality products and services. Because they lack purchasing experience, the buyer does not want to buy the product.

Source: PT Sri Intan Karplas Industry (2023)

The table demonstrates that the consumer has complaints about the company's use of personal selling, relationship marketing, and sales promotion. Customer relationship management is the subject of various complaints from the client. The business improperly manages client relationships. The business doesn't engage in personal selling to draw in customers. The client claims that the business doesn't run compelling sales promotions.

The issue at hand pertains to managing customer relationships. The enterprise does not adopt customer-centric business strategies. An illustration of suboptimal service delivery in the organization is evident from the employees' low level of responsiveness to customers seeking to make purchases. The employee fails to furnish comprehensive insight into the company's product. The present organizational arrangement in the company appears to be inadequate in facilitating customer relationship management. One illustrative instance pertains to the marketing personnel, who are not assigned the responsibility of regularly communicating with customers to enhance customer relations. The implementation of knowledge management in gathering customer and market information is deemed inadequate. One instance of suboptimal practice in customer service is when a company's personnel fails to obtain, comprehend, and address the customer's information and requirements, leading to the inability to identify the appropriate product for the customer. The organization does not employ technological means to enhance customer engagement and retention. The concern of personal selling presents an issue. The current practice of personal selling within the company appears to be inadequate in terms of product presentation and information dissemination to customers. Pertinently, there seems to be a lack of attention to comprehensively showcase the features and benefits of products to potential buyers, along with an absence of the provision of detailed price information and product classifications. In the context of personal selling, it has been observed that certain employees may lack ample knowledge pertaining to the array of products offered by the company, which in turn may potentially hinder their ability to interact with customers in a friendly and effective manner during the sales process.

The business doesn't adequately handle sales promotion. To stimulate client interest in purchasing the company's products, the corporation infrequently offers intriguing gifts, price reductions, and other sales promotion activities. The business is not employing a sales campaign to affect customers' purchasing decisions in the best way possible. The price of the product is rising, and the company does not offer discounts to clients who buy its items on a regular basis. This is an unappealing sales campaign. The business also rarely gives gifts to regular clients or incentives like calendars and agenda books. Customers who purchase the company's goods in significant amounts should receive gifts from the company in the shape of extra merchandise.

II. METHOD

The methods used by the writer in this research are descriptive method and casual method. Research that is descriptive research that aims to accurately portray the condition or features of a situation or phenomena is known as descriptive research (Johnson, 2020). When a researcher has particular questions about a phenomena, the descriptive approach is used to analyze a phenomenon carefully in order to identify themes and patterns concerning happenings. According to Polonsky (2020), the goal of causal research is to investigate the connections between different factors that influence the issue's causes and effects. The cause and effect link between two variables is ascertained using the research technique known as causal analysis. The major goal of this research is to determine what causes the observed behavior. A questionnaire is a tool used to gather data by the distribution of a list of questions, to which the research participants must subsequently reply. Employees of the firm received questionnaires that were delivered by researchers for this study.

A research model is a representation of all the variables that affect the possible outcomes of the activities and analyses.

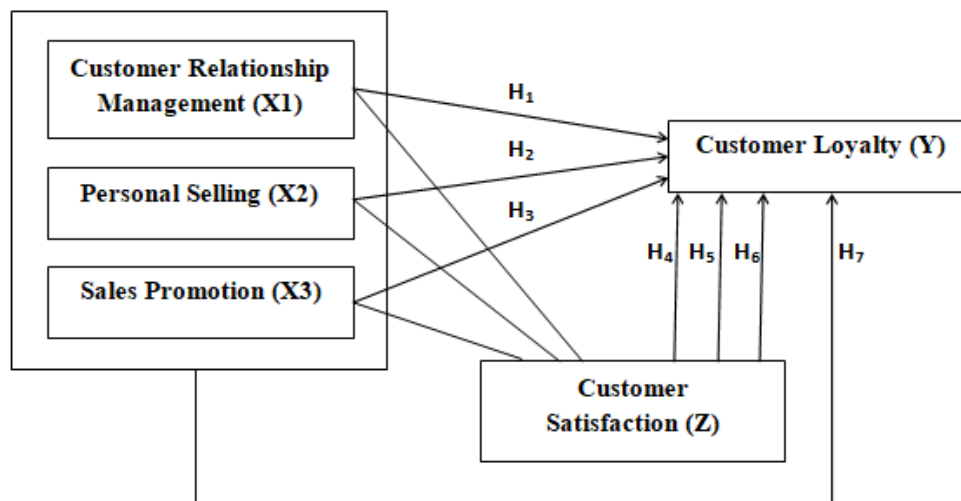The research model is designed in research as follows:

Figure 1. Research Model
Source : Prepared by Writer (2023)

Hypothesis
H1 :   Customer relationship management has direct effect on customer loyalty at PT Sri Intan Karplas Industry.
H2 :   Personal selling has direct effect on customer loyalty at PT Sri Intan Karplas Industry.
H3 :   Sales promotion has direct effect on customer loyalty at PT Sri Intan Karplas Industry.
H4 :   Customer relationship management has indirect effect on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable.
H5 :   Personal selling has indirect effect on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable.
H6 :   Sales promotion has indirect effect on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable.
H7 :   Customer relationship management, personal selling and sales promotion have direct effect on customer loyalty at PT Sri Intan Karplas Industry.

III. RESULT AND DISCUSSION

The questionnaires are distributed to 121 customers. Data are obtained from customer. The questions consist of 4 questions for customer relationship management, 4 questions for personal selling, 5 questions for sales promotion, 4 questions for customer satisfaction and 4 questions for customer loyalty. Based on the data collection by using questionnaires, the characteristics of respondents who become the sample in this study are divided into several groups, namely: gender, status of family, age, last education, and length of customer. The details are as follows:

1. Description of respondents by gender

Description of respondents by gender can be seen in table below:

Table 3. Characteristic of Respondent by Gender

No	Gender	Total	Percentage (%)
1.	Male	84	69.42%
2.	Female	37	30.58%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry. (2023)

Table above shows that the respondents in this study consist of 84 respondents (69.42%) with male gender and 37 respondents (30.58%) are female.

2. Description of respondents by age

Description of respondents by age can be seen in table below:

Table 4. Characteristics of Respondents by Age

No	Age	Total	Percentage (%)
1.	20 – 30 years	34	28.10%
2.	30 – 40 years	48	39.67%
3.	40 – 50 years	32	26.45%
4.	> 50 years	7	5.79%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry. (2023)

The table above shows that respondents with age between 20 – 30 years old are 34 people (28.10%), respondents with age between 30 – 40 years old are 48 people (39.67%), respondents with age between 40 – 50 years old are 32 people (26.45%) and respondents with age over than 50 years old are 7 people (5.79%).

3. Description of respondents by length of customer

The description of respondents by length of customer can be seen as follows:

Table 5. Characteristic of Respondents by Length of Customer

No	Length of Customer	Total	Percentage (%)
1.	< 1 year	25	20.66%
2.	1 – 5 year	65	53.72%
3.	> 5 year	31	25.62%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry. (2023).

Based on the table above, respondents with length of customer under than 1 years are 25 people (20.66%), respondents with length of customer between 1 – 5 years are 65 people (53.72%) and respondents with length of customer over than 5 years are 31 people (25.62%).

4. Description of respondents by status of family

The description of respondents by status of family can be seen as follows

Table 6. Characteristic of Respondents by Status of Family

No	Status of Family	Total	Percentage (%)
1.	Single	47	38.84%
2.	Married	74	61.16%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry. (2023).

Based on the table above, it can be seen that 47 respondents (38.84%) are single and 74 respondents (61.16%) are married.

5. Description of respondents by education

Description of respondents based on education can be seen in table below:

Table 7. Characteristic of Respondents by Education

No	Education	Total	Percentage (%)
1.	High School	58	47.93%
2.	Bachelor	63	52.07%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry. (2023).

Based on the table above, respondents with the high school education are 58 people (47.93%) and respondents with bachelor education are 63 people (52.07%).

The respondent's answer from the questionnaire can give information of condition in the company. This research is done to know the condition of customer relationship management, personal selling, sales promotion, customer satisfaction and customer loyalty. This question gives the choice of answer in form of likert scale. The measurement of question is done with likert scale The respondent answer of each variable can be seen as follows:

1. Customer relationship management variable.

Table 8. Q1. The company can conduct the business with considering customer orientation.

No	Respondent Answer	Amount	Percentage

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	19	15.70%
2	Disagree	33	27.27%
3	Moderate	47	38.84%
4	Agree	20	16.53%
5	Strongly Agree	2	1.65%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 19 respondents (15.70%) that give strongly disagree answer, 33 respondents (27.27%) that give disagree answer, 47 respondents (38.84%) that give moderate answer, 20 respondents (16.53%) that give agree answer and 2 respondents (1.65%) that give strongly agree answer.

Table 9. Q2. The company can manage organization to maintain relationship with customer.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	26	21.49%
2	Disagree	45	37.19%
3	Moderate	26	21.49%
4	Agree	21	17.36%
5	Strongly Agree	3	2.48%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 26 respondents (21.49%) that give strongly disagree answer, 45 respondents (37.19%) that give disagree answer, 26 respondents (21.49%) that give moderate answer, 21 respondent (17.36%) that give agree answer and 3 respondents (2.48%) that give strongly agree answer.

Table 10. Q3. The company can manage knowledge management to know the customer demand.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	28	23.14%
2	Disagree	30	24.79%
3	Moderate	31	25.62%
4	Agree	25	20.66%
5	Strongly Agree	7	5.79%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 28 respondents (23.14%) that give strongly disagree answer, 30 respondents (24.79%) that give disagree answer, 31 respondent (25.62%) that give moderate answer, 25 respondents (20.66%) that give agree answer and 7 respondents (5.79%) that give strongly agree answer.

Table 11. Q4. The company can utilize the technology to maintain relationship with customer.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	21	17.36%
2	Disagree	61	50.41%
3	Moderate	30	24.79%
4	Agree	8	6.61%
5	Strongly Agree	1	0.83%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 21 respondent (17.36%) that give strongly disagree answer, 61 respondent (50.41%) that give disagree answer, 30 respondents (24.79%) that give moderate answer, 8 respondents (6.61%) that give agree answer and 1 respondent (0.83%) that give strongly agree answer.

2. Personal selling variable.

Table 12. Q1. The company can conduct the proper salesmanship to attract the customer.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	17	14.05%
2	Disagree	51	42.15%
3	Moderate	49	40.50%
4	Agree	3	2.48%
5	Strongly Agree	1	0.83%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 17 respondents (14.05%) that give strongly disagree answer, 51 respondent (42.15%) that give disagree answer, 49 respondents (40.50%) that give moderate answer, 3 respondents (2.48%) that give agree answer and 1 respondent (0.83%) that give strongly agree answer.

Table 13. Q2. The company can negotiate with the customer properly.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	11	9.09%
2	Disagree	39	32.23%
3	Moderate	63	52.07%
4	Agree	7	5.79%
5	Strongly Agree	1	0.83%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 11 respondent (9.09%) that give strongly disagree answer, 39 respondents (32.23%) that give disagree answer, 63 respondents (52.07%) that give moderate answer, 7 respondents (5.79%) that give agree answer and 1 respondent (0.83%) that give strongly agree answer.

Table 14. Q3. The company can conduct the relationship marketing properly to customer.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	15	12.40%
2	Disagree	53	43.80%
3	Moderate	49	40.50%
4	Agree	3	2.48%
5	Strongly Agree	1	0.83%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 15 respondents (12.40%) that give strongly disagree answer, 53 respondents (43.80%) that give disagree answer, 49 respondents (40.50%) that give moderate answer, 3 respondents (2.48%) that give agree answer and 1 respondent (0.83%) that give strongly agree answer.

Table 15. Q4. The company can conduct the introduction of product to customer.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	24	19.83%
2	Disagree	51	42.15%
3	Moderate	27	22.31%
4	Agree	16	13.22%
5	Strongly Agree	3	2.48%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 24 respondents (19.83%) that give strongly disagree answer, 51 respondent (42.15%) that give disagree answer, 27 respondents (22.31%) that give moderate answer, 16 respondents (13.22%) that give agree answer and 3 respondents (2.48%) that give strongly agree answer.

3. Sales promotion variable.

Table 16. Q1. The company can provide attractive financial incentive to customer.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	20	16.53%
2	Disagree	40	33.06%
3	Moderate	30	24.79%
4	Agree	28	23.14%
5	Strongly Agree	3	2.48%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 20 respondents (16.53%) that give strongly disagree answer, 40 respondents (33.06%) that give disagree answer, 30 respondents (24.79%) that give moderate answer, 28 respondents (23.14%) that give agree answer and 3 respondents (2.48%) that give strongly agree answer.

Table 17. Q2. The company can conduct sales promotion at the correct timing.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	14	11.57%
2	Disagree	59	48.76%
3	Moderate	34	28.10%
4	Agree	11	9.09%
5	Strongly Agree	3	2.48%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 14 respondents (11.57%) that give strongly disagree answer, 59 respondents (48.76%) that give disagree answer, 34 respondents (28.10%) that give moderate answer, 11 respondent (9.09%) that give agree answer and 3 respondents (2.48%) that give strongly agree answer.

Table 18. Q3. The company can arrange the proper effort to conduct the sales promotion.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	23	19.01%
2	Disagree	37	30.58%
3	Moderate	45	37.19%
4	Agree	11	9.09%
5	Strongly Agree	5	4.13%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 23 respondents (19.01%) that give strongly disagree answer, 37 respondents (30.58%) that give disagree answer, 45 respondents (37.19%) that give moderate answer, 11 respondent (9.09%) that give agree answer and 5 respondents (4.13%) that give strongly agree answer.

Table 19. Q4. The company can conduct the sales promotion with proper result.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	11	9.09%

No	Respondent Answer	Amount	Percentage
2	Disagree	39	32.23%
3	Moderate	35	28.93%
4	Agree	32	26.45%
5	Strongly Agree	4	3.31%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 11 respondent (9.09%) that give strongly disagree answer, 39 respondents (32.23%) that give disagree answer, 35 respondents (28.93%) that give moderate answer, 32 respondents (26.45%) that give agree answer and 4 respondents (3.31%) that give strongly agree answer.

Table 20. Q5. The company can control performance to conduct the sales promotion.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	15	12.40%
2	Disagree	56	46.28%
3	Moderate	36	29.75%
4	Agree	11	9.09%
5	Strongly Agree	3	2.48%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 15 respondents (12.40%) that give strongly disagree answer, 56 respondents (46.28%) that give disagree answer, 36 respondents (29.75%) that give moderate answer, 11 respondent (9.09%) that give agree answer and 3 respondents (2.48%) that give strongly agree answer.

4.   Customer satisfaction variable.

Table 21. Q1. The customer can get product with conformity of expectation.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	18	14.88%
2	Disagree	43	35.54%
3	Moderate	46	38.02%
4	Agree	11	9.09%
5	Strongly Agree	3	2.48%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 18 respondents (14.88%) that give strongly disagree answer, 43 respondents (35.54%) that give disagree answer, 46 respondents (38.02%) that give moderate answer, 11 respondent (9.09%) that give agree answer and 3 respondents (2.48%) that give strongly agree answer.

Table 22. Q2. The customer can get the product easily.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	23	19.01%
2	Disagree	33	27.27%
3	Moderate	41	33.88%
4	Agree	22	18.18%
5	Strongly Agree	2	1.65%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 23 respondents (19.01%) that give strongly disagree answer, 33 respondents (27.27%) that give disagree answer, 41 respondent (33.88%) that give moderate answer, 22 respondents (18.18%) that give agree answer and 2 respondents (1.65%) that give strongly agree answer.

Table 23. Q3. The customer can get attractive purchase experience.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	17	14.05%
2	Disagree	58	47.93%
3	Moderate	23	19.01%
4	Agree	21	17.36%
5	Strongly Agree	2	1.65%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 17 respondents (14.05%) that give strongly disagree answer, 58 respondents (47.93%) that give disagree answer, 23 respondents (19.01%) that give moderate answer, 21 respondent (17.36%) that give agree answer and 2 respondents (1.65%) that give strongly agree answer.

Table 24. Q4. The company can encourage the customer's willingness to recommend.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	19	15.70%
2	Disagree	39	32.23%
3	Moderate	30	24.79%
4	Agree	29	23.97%
5	Strongly Agree	4	3.31%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 19 respondents (15.70%) that give strongly disagree answer, 39 respondents (32.23%) that give disagree answer, 30 respondents (24.79%) that give moderate answer, 29 respondents (23.97%) that give agree answer and 4 respondents (3.31%) that give strongly agree answer.

5. Customer loyalty variable.

Table 25. Q1. The customer want to conduct repeat purchase.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	10	8.26%
2	Disagree	80	66.12%
3	Moderate	21	17.36%
4	Agree	4	3.31%
5	Strongly Agree	6	4.96%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 10 respondents (8.26%) that give strongly disagree answer, 80 respondents (66.12%) that give disagree answer, 21 respondent (17.36%) that give moderate answer, 4 respondents (3.31%) that give agree answer and 6 respondents (4.96%) that give strongly agree answer.

Table 26. Q2. The customer want to conduct purchase product and service lines.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	11	9.09%
2	Disagree	60	49.59%
3	Moderate	36	29.75%
4	Agree	3	2.48%
5	Strongly Agree	11	9.09%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 11 respondent (9.09%) that give strongly disagree answer, 60 respondents (49.59%) that give disagree answer, 36 respondents (29.75%) that give moderate answer, 3 respondents (2.48%) that give agree answer and 11 respondent (9.09%) that give strongly agree answer.

Table 27. Q3. The customer refer the company's product to other customer.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	10	8.26%
2	Disagree	66	54.55%
3	Moderate	30	24.79%
4	Agree	3	2.48%
5	Strongly Agree	12	9.92%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 10 respondents (8.26%) that give strongly disagree answer, 66 respondents (54.55%) that give disagree answer, 30 respondents (24.79%) that give moderate answer, 3 respondents (2.48%) that give agree answer and 12 respondents (9.92%) that give strongly agree answer.

Table 28. Q4. The company can maintain customer's immunity to purchase the company's product.

No	Respondent Answer	Amount	Percentage
1	Strongly Disagree	16	13.22%
2	Disagree	70	57.85%
3	Moderate	23	19.01%
4	Agree	11	9.09%
5	Strongly Agree	1	0.83%
	Total	**121**	**100.00%**

Source: PT Sri Intan Karplas Industry (2023)

From table above, it shows that there are 16 respondents (13.22%) that give strongly disagree answer, 70 respondents (57.85%) that give disagree answer, 23 respondents (19.01%) that give moderate answer, 11 respondent (9.09%) that give agree answer and 1 respondent (0.83%) that give strongly agree answer.

Test Result of Data Quality.
Validity Test

Validity serves as an effective measurement instrument to gauge a particular variable. The following is the outcome of the validity test.

Table 29. Validity Test of Customer Relationship Management Variable

Questions Number	Validity Value	Notes
Question No. 1	0.936	Very High
Question No. 2	0.931	Very High
Question No. 3	0.779	High
Question No. 4	0.859	Very High

Source: Data Processing With SPSS (2023)

Table 30. Validity Test of Personal Selling Variable

Questions Number	Validity Value	Notes

Question No. 1	0.841	Very High
Question No. 2	0.936	Very High
Question No. 3	0.931	Very High
Question No. 4	0.882	Very High

Source: Data Processing With SPSS (2023)

Table 31. Validity Test of Sales Promotion Variable

Questions Number	Validity Value	Notes
Question No. 1	0.796	High
Question No. 2	0.860	Very High
Question No. 3	0.892	Very High
Question No. 4	0.917	Very High
Question No. 5	0.945	Very High

Source: Data Processing With SPSS (2023)

Table 32. Validity Test of Customer Satisfaction Variable

Questions Number	Validity Value	Notes
Question No. 1	0.851	Very High
Question No. 2	0.898	Very High
Question No. 3	0.917	Very High
Question No. 4	0.945	Very High

Source: Data Processing With SPSS (2023)

Table 33. Validity Test of Customer Loyalty Variable

Questions Number	Validity Value	Notes
Question No. 1	0.796	High
Question No. 2	0.860	Very High
Question No. 3	0.892	Very High
Question No. 4	0.917	Very High

Source: Data Processing With SPSS (2023)

The information presented in the table indicates that each question has a validity score exceeding 0.3. One could argue that inquiries can effectively gauge aspects such as the customer relationship management, personal selling, sales promotion, customer satisfaction and customer loyalty.

Reliability testing.

The primary objective of reliability testing is to evaluate the stability and dependability of the research tool. The Cronbach's alpha formula will be utilized to test the dependability of all the questions or items in this study. The outcomes from the assessment of dependability can be summarized as:

Table 34. Reliability Test

Variable	Reliability Value	Notes
Customer relationship management.	0.932	Very High
Personal selling.	0.972	Very High
Sales promotion.	0.934	Very High
Customer satisfaction.	0.949	Very High
Customer loyalty.	0.849	Very High

Source: Data Processing With SPSS (2023)

The reliability test outcomes indicate that the Cronbach's Alpha values for each variable can be determined. The value of reliability is greater than 0.60. The reliability of the questions utilized can be deduced.

Normality Test

The normality test is utilized for determining if a normal distribution exists between the independent and dependent variables in the regression model. If the data is distributed normally or nearly normally, the regression model is considered reliable. The examination utilized to ascertain the normality of the data distribution. The method of statistical analysis employed is the Kolmogorov-Smirnov test. If the probability value indicated by the results is notably higher than 0.05, it can be inferred that the variable follows a normal distribution. The following is the outcome of the test for normality:

Table 35. Normality Testing.

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		121
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,50506118
Most Extreme Differences	Absolute	,073
	Positive	,073
	Negative	-,061
Kolmogorov-Smirnov Z		,798
Asymp. Sig. (2-tailed)		,548
a. Test distribution is Normal.		

b. Calculated from data.	

The SPSS output data indicates that the significance value is 0.548, exceeding the threshold of 0.05. All the variables' data is in a state of normal distribution.

Multicollinearity Test

The purpose of this test is to determine whether the regression model identified an independent (independent) correlation between variables. The following table shows the multicolinearity test results:

Table 36. Multicollinearity Testing.

Coefficientsª		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Customer Relationship Management	,533	1,876
	Personal Selling	,617	1,621
	Sales Promotion	,374	2,675
	Customer Satisfaction	,595	1,682
a. Dependent Variable: Customer Loyalty			

Source : Data Processing with SPSS (2023)

This research is devoid of multicollinearity, according to the aforementioned table. Comparing it against figures for tolerance or VIF will reveal it. As can be seen from the test results, the tolerance was greater than 0.10. The VIF shows that if each independent variable is less than 10, there is no multicollinearity between the independent variables.

Heteroskedasticity Testing

The goal of heteroskedasticity testing is to determine if the residual variance between one observation and another is unequal in the regression model. Glejser testing may also be used to test heteroskedasticity.

Table 36. Glejser Testing.

Coefficientsª		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	,653	,404		1,618	,108
	Customer Relationship Management	,028	,044	,081	,654	,515
	Personal Selling	,000	,045	,001	,007	,995
	Sales Promotion	-,028	,043	-,096	-,645	,520
	Customer Satisfaction	,062	,036	,203	1,717	,089
a. Dependent Variable: abs						

Source : Data Processing with SPSS (2023)

Based on the results, it is evident from the table above that each variable has a level of significance more than 5%, or 0.05. Therefore, it may be said that there are no signs of heterocedasticity.

Test Of Hypothesis.
Mean, Median and Mode

Both independent and dependent variables are described using a descriptive statistic test in the form of a table. The mean, median, and mode of each variable are included in the descriptive statistic. The independent variable is customer relationship management, personal selling and sales, the intervening variable is customer satisfaction while the dependent variable is customer loyalty.

1. Interval class of customer relationship management.

Highest class = 4 questions x 5 = 20.

Lower class = 4 questions x 1 = 4.

The range $= \dfrac{20-4}{5} = \dfrac{16}{5} = 3.2$

Table 37. The Intervals Class for Customer Relationship Management.

INTERVALS	NOTE
4.0 – 7.1	Strongly Disagree
7.2 – 10.3	Disagree
10.4 – 13.5	Moderate
13.6 – 16.7	Agree
16.8 – 20.0	Strongly Agree

Source: Data processing by writer (2023)

2. Interval class of personal selling.

Highest class = 4 questions x 5 = 20.
Lower class = 4 questions x 1 = 4.

$$\text{The range} = \frac{20-4}{5} = \frac{16}{5} = 3.2$$

Table 38. The Intervals Class for Personal Selling.

INTERVALS	NOTE
4.0 – 7.1	Strongly Disagree
7.2 – 10.3	Disagree
10.4 – 13.5	Moderate
13.6 – 16.7	Agree
16.8 – 20.0	Strongly Agree

Source: Data processing by writer (2023)

3.   Interval class of sales promotion.
Highest class = 5 questions x 5 = 25.
Lower class = 5 questions x 1 = 5.

$$\text{The range} = \frac{25-5}{5} = \frac{20}{5} = 4.0$$

Table 39. The Intervals Class for Sales Promotion.

INTERVALS	NOTE
5.0 – 8.9	Strongly Disagree
9.0 – 12.9	Disagree
13.0 – 16.9	Moderate
17.0 – 20.9	Agree
21.0 – 25.0	Strongly Agree

Source: Data processing by writer (2023)

4.   Interval class of customer satisfaction.
Highest class = 4 questions x 5 = 20.
Lower class = 4 questions x 1 = 4.

$$\text{The range} = \frac{20-4}{5} = \frac{16}{5} = 3.2$$

Table 40. The Intervals Class for Customer Satisfaction.

INTERVALS	NOTE
4.0 – 7.1	Strongly Disagree
7.2 – 10.3	Disagree
10.4 – 13.5	Moderate
13.6 – 16.7	Agree
16.8 – 20.0	Strongly Agree

Source: Data processing by writer (2023)

5.   Interval class of customer loyalty.
Highest class = 4 questions x 5 = 20.
Lower class = 4 questions x 1 = 4.

$$\text{The range} = \frac{20-4}{5} = \frac{16}{5} = 3.2$$

Table 41. The Intervals Class for Customer Loyalty.

INTERVALS	NOTE
4.0 – 7.1	Strongly Disagree
7.2 – 10.3	Disagree
10.4 – 13.5	Moderate
13.6 – 16.7	Agree
16.8 – 20.0	Strongly Agree

Source: Data processing by writer (2023)

The range of the response will be taken into consideration when analyzing the descriptive statistic's outcome. The table below shows how the mean, median, and mode were determined:

Table 42. Mean, Median and Mode Calculation.

Statistics		Customer Relationship Management	Personal Selling	Sales Promotion	Customer Satisfaction	Customer Loyalty
N	Valid	121	121	121	121	121
	Missing	0	0	0	0	0
Mean		9,8760	9,6281	12,7851	10,1653	9,6116
Median		10,0000	10,0000	13,0000	11,0000	10,0000
Mode		11,00	10,00	12,00	11,00	8,00

From table above, it can be known that mean value of customer relationship management variable is 9.87. This result of mean can describe that average of the answer is disagree that the company conducts the customer relationship management properly. Median value of customer relationship management variable is 10. This result shows that the middle value of answer is disagree that the company can conduct customer relationship management. Mode value of customer relationship management variable is 11. This results shows that the most frequently occuring answer is moderate that the company can conduct customer relationship management.

From table above, it can be known that mean value of personal selling variable is 9.62. This result of mean can describe that average of the answer is disagree that the company conducts the personal selling properly. Median value of personal selling variable is 10. This result shows that the middle value of answer is disagree that the company can conduct personal selling. Mode value of personal selling variable is 10. This results shows that the most frequently occuring answer is disagree that the company can conduct personal selling.

From table above, it can be known that mean value of sales promotion variable is 12.78. This result of mean can describe that average of the answer is disagree that the company conducts sales promotion properly. Median value of sales promotion variable is 13. This result shows that the middle value of answer is disagree that the company can conduct sales promotion. Mode value of sales promotion variable is 12. This results shows that the most frequently occuring answer is disagree that the company can conduct sales promotion.

The mean value of customer satisfaction variable is 10.16. This result of mean can describe that average of the answer is disagree that the company can maintain customer satisfaction. Median value of customer satisfaction variable is 11. This result shows that the middle value of answer is moderate that the company can maintain customer satisfaction. Mode value of customer satisfaction variable is 11. This results shows that the most frequently occuring answer is moderate that the company can maintain the customer satisfaction.

The mean value of customer loyalty variable is 9.61. This result of mean can describe that average of the answer is disagree that the company can maintain customer loyalty. Median value of customer loyalty variable is 10. This result shows that the middle value of answer is disagree that the company can maintain customer loyalty. Mode value of customer loyalty variable is 8. This results shows that the most frequently occuring answer is disagree that the company can maintain the customer loyalty.

Coefficient of Determination Test

The goal of the coefficient of determination test (R^2) is to determine how well independent variables can account for the dependent variable as shown by R square. The percentage of the dependent variable's variation that can be predicted from the independent variable is known as the coefficient of determination. The following table shows the findings of the coefficient of determination analysis:

Table 43. Coefficient of Determination Testing.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,772[a]	,596	,582	1,53079
a. Predictors: (Constant), Customer Satisfaction, Personal Selling, Customer Relationship Management, Sales Promotion				
b. Dependent Variable: Customer Loyalty				

The data in the table demonstrate that 0.582, or 58.2%, is the coefficient of determination. This indicates that the factors of customer relationship management, personal selling, sales promotion, and customer satisfaction may account for 58.2% of client loyalty. While additional factors that are unknown and not examined in this study account for the remaining 41.8% (100% - 58.2%).

Regression Analysis

The method of linear regression is used to estimate how much the value of the dependent variable will change if the independent variable changes. One interval-scaled dependent variable and one interval-scaled independent variable are suitable for linear regression, which quantifies the connection between them. Following is an illustration of a linear regression test:

Table 44. Regression Analysis Result.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,940	,695		1,352	,179
	Customer Relationship Management	,331	,075	,357	4,416	,000
	Personal Selling	,168	,077	,164	2,188	,031
	Sales Promotion	,190	,075	,245	2,541	,012
	Customer Satisfaction	,134	,062	,165	2,157	,033

Source: Data Processing With SPSS (2023)

The model of this research can be seen in linear equation as follows :

$$Y = 0.940 + 0.331\,X1 + 0.168X2 + 0.190X3 + 0.130X4$$

Note:

Y = customer loyalty.

X1 = customer relationship management.

X2 = personal selling.

X3 = sales promotion.

X4 = customer satisfaction.

The constant in amount of 0.940 means that the customer loyalty will be 0.940 if the customer relationship management, personal selling, sales promotion and customer satisfaction are zero. The coefficient of regression of customer relationship management is 0.331. It means that the customer relationship management variable has impact on the customer loyalty in amount of 0.331. The positive value means the increasing customer relationship management can increase customer loyalty. The coefficient of regression of personal selling is 0.168. It means that the personal selling variable has impact on the customer loyalty in amount of 0.168. The positive value means the increasing personal selling can increase customer loyalty. The coefficient of regression of sales promotion is 0.190. It means that the sales promotion variable has impact on the customer loyalty in amount of 0.190. The positive value means the increasing sales promotion can increase customer loyalty. The coefficient of regression of sales promotion is 0.134. It means that the sales promotion variable has impact on the customer loyalty in amount of 0.134. The positive value means the increasing sales promotion can increase customer loyalty.

T test

T test is done to know the impact of customer relationship management, personal selling, sales promotion and customer satisfaction on customer loyalty in PT Sri Intan Karplas Industry. The calculation of T count can be seen as follows:

Table 45. T Testing Result.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Coefficients[a]						
		B	Std. Error	Beta		
1	(Constant)	,940	,695		1,352	,179
	Customer Relationship Management	,331	,075	,357	4,416	,000
	Personal Selling	,168	,077	,164	2,188	,031
	Sales Promotion	,190	,075	,245	2,541	,012
	Customer Satisfaction	,134	,062	,165	2,157	,033

a. Dependent Variable: Customer Loyalty

Source: Data Processing With SPSS (2023)

Based on the results of T-test, it can be obtained Tcount is 4.416. The results of T test can be described that Tcount (4.416) > Ttable (1.97). It means that the customer relationship management has impact on the customer loyalty at PT Sri Intan Karplas Industry. Based on the results of T-test, it can be obtained Tcount is 2.188. The results of T test can be described that Tcount (2.188) > Ttable (1.97). It means that the personal selling has impact on the customer loyalty at PT Sri Intan Karplas Industry. Based on the results of T-test, it can be obtained Tcount is 2.541. The results of T test can be described that Tcount (2.541) > Ttable (1.97). It means that the sales promotion has impact on the customer loyalty at PT Sri Intan Karplas Industry. Based on the results of T test, it can be obtained Tcount is 2.157. The result of T test can be described that Tcount (2.157) > Ttable (1.97). It means that the customer satisfaction has impact on the customer loyalty at PT Sri Intan Karplas Industry.

F testing

F test is done to know the impact of customer relationship management, personal selling, sales promotion and customer satisfaction on customer loyalty at PT Sri Intan Karplas Industry simultaneously. The calculation of F count can be seen as follows:

Table 46. F Testing.

Model		Sum of Squares	df	Mean Square	F	Sig.
ANOVA[b]						
1	Regression	390,020	3	130,007	53,801	,000[a]
	Residual	282,724	117	2,416		
	Total	672,744	120			

a. Predictors: (Constant), Sales Promotion, Personal Selling, Customer Relationship Management

b. Dependent Variable: Customer Loyalty

Source : Data processing with SPSS (2023)

Based on the results of F test, it can be obtained Fcount is 53.801. The results of F test can be described that Fcount (53.801) > Ftable (2.68). It means that the customer relationship management, personal selling, sales promotion and customer satisfaction have impact on the customer loyalty at PT Sri Intan Karplas Industry.

7. Sobel Testing.

The Sobel test can be utilized to determine whether mediation is significant. The value of Zsobel is calculated using the following formula in the Sobel test approach:

$$Z_{sobel} = \frac{a \times b}{\sqrt{\left(b^2 \times s_a^2\right) + \left(a^2 \times s_b^2\right)}}$$

Zcritical = ±1.96 can be used to compare Zsobel value to Zcritical value with a significance threshold of 5% in order to assess the importance of the mediation connection. The indirect influence or mediation is statistically significant at the significant level in 5% if |zsobel| > |zcritical|.

Following as an example of how the direct and indirect effects and Zsobel value are calculated:

Table 47. Indirect Effect Testing.

Coefficient X -> Z (1)		Coefficient Z -> Y (2)	Indirect Effect
X1 -> Z	0.579	0.248	0.143592
X2 -> Z	0.569	0.33	0.18777
X3 -> Z	0.592	0.191	0.113072

Source: Data Processed by Writer (2023)

Table 48. Mediation Significance Testing with Sobel Testing Method.

Impact	Std. Error. X -> Z	Std. Error. X -> Y	Z Sobel	Z table
X1 -> Y	0.09	0.059	3.51886608	± 1.96
X2 -> Y	0.103	0.063	3.80103745	± 1.96
X3 -> Y	0.069	0.067	2.70532034	± 1.96

Source: Data Processed by Writer (2023)

Based on result of table above, the result can be seen as follows:

1. Direct impact of customer relationship management on customer satisfaction is 0.579 and direct impact of customer satisfaction on customer loyalty is 0.248. The indirect impact of customer relationship management on customer loyalty through customer satisfaction is 0.579 x 0.248 = 0.143592. Based on calculation of Sobel test, it can be obtained the value of Z_{sobel} |3.51886608| > Z_{table} |1.96|. The customer relationship management has significant impact directly on customer loyalty through customer satisfaction. The customer satisfaction is significant to intervene customer relationship management with customer loyalty.

2. Direct impact of personal selling on customer satisfaction is 0.569 and direct impact of customer satisfaction on customer loyalty is 0.33. The indirect impact of personal selling on customer loyalty through customer satisfaction is 0.569 x 0.33 = 0.18777. Based on calculation of Sobel test, it can be obtained the value of Z_{sobel} |3.80103745| < Z_{table} |1.96|. The personal selling has significant impact directly on customer loyalty through customer satisfaction. The customer satisfaction is significant to intervene personal selling with customer loyalty.

3. Direct impact of sales promotion on customer satisfaction is 0.592 and direct impact of customer satisfaction on customer loyalty is 0.191. The indirect impact of sales promotion on customer loyalty through customer satisfaction is 0.592 x 0.191 = 0.113072. Based on calculation of Sobel test, it can be obtained the value of Z_{sobel} |2.70532034| > Z_{table} |1.96|. The sales promotion has significant impact directly on customer loyalty through customer satisfaction. The customer satisfaction is significant to intervene sales promotion with customer loyalty.

IV. CONCLUSION

Based on results of the data analysis and discussion, conclusions of the research are as follows:

1. The customer relationship management has direct impact on customer loyalty at PT Sri Intan Karplas Industry. This is proved by the value of T count (4.416) > T table (1.97).

2. The personal selling has direct impact on customer loyalty at PT Sri Intan Karplas Industry. This is proved by the value of T count (2.188) > T table (1.97).

3. The sales promotion has direct impact on customer loyalty at PT Sri Intan Karplas Industry. This is proved by the value of T count (2.541) > T table (1.97).

4. The customer relationship management has indirect impact on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable. This is proved by the value of Z Sobel (3.51886608) > Z table (1.96).

5. The personal selling has direct impact on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable. This is proved by the value of Z Sobel (3.80103745) > Z table (1.96). 6. The sales promotion has significant impact on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable. This is proved by the value of Z Sobel (2.70532034) > Z table (1.96).

6. The sales promotion has indirect impact on customer loyalty at PT Sri Intan Karplas Industry with customer satisfaction as intervening variable. This is proved by the value of ZSobel (2.70532034) >Z table (1.96).

7. The customer relationship management, personal selling and sales promotion have direct impact on customer loyalty at PT Sri Intan Karplas Industry. This is proven by the value of F count (53.801) > F table. (2.68).

Limitation Of Research, And Future Research

Weaknesses in this study are the use of samples that are less extensive and only limited to research at certain universities. Suggestions for the management of PT. Sri Intan Karplas Industry, you should pay attention Customer Relationship Management (CRM), considering the CRM regression coefficient in the eyes of consumers users are still low. This can be done for example by increasing partnerships between companies and customers, as well as through customer education programs, so that they can increase customer understanding of the company's products and services. For future researchers, it is necessary to carry out an assessment by deepening or develop research variables, so that other useful findings can be obtained science development.

REFERENCES

Abdullah, Thamrin. (2020). *Manajemen Pemasaran.* Jakarta : Rajawali Pers.

Assauri, Sofjan. (2020). *Manajemen Pemasaran.* Jakarta : Rajawali Pers.

Barnes, Steve Ogden. (2020). *Sales Promotion Decision Making Concepts, Principles and Practice.* New York : Business Expert Press.

Grigoroudis, Evangelos. (2020). *Customer Satisfaction Evaluation.* London: Springer.

Hardjono, Budiono. (2017). *Customer Relationship Management Implementation and Its Implication to Customer Loyalty in Hospitality Industry*. Melaka : Jurnal Dinamika Manajemen. Vol. 8. No. 1. Pg. 92-107.

Hasan, A. (2020). *Marketing.* Jakarta : Medpress.

Hollensen, Svend. (2020). *Marketing Management*. USA: Prentice Hall.

Hunt, S. (2020). *Marketing Theory.* London: Routledge.

Ilhamsyah and Mulyani, A. (2018). *PengaruhKualitasPelayanan dan Harga terhadapKepuasansertaDampaknya pada LoyalitasKonsumenIndomaret Bagus Kuning Plaju.* Jakarta: Jurnal Media Wahana Ekonomika. Vol. 14. No. 4. Pg. 24-46.

Johnson, Burke. (2020). *Educational Research.* California : Sage Publications Inc.

Kotler, P. (2020). *Marketing Management*. New York: Pearson Education.

Kurtz, David L. (2020). *Contemporary Marketing.* Ohio : South Western Cencage Learning.

Kusuma, P. (2022). *Pengaruh Citra Merek Memediasi Pengaruh Ekuitas Merek terhadap Niat Beli.* Klaten: Penerbit Lakeisha.

Kusuma, P.P.D, Ekawati, N.W., Yasa, N.N.K. (2022). *Peran Citra Merek Memediasi Pengaruh Ekuitas Merek terhadap Niat Beli.* Klaten: Penerbit Lakeisha.

Lazuardi, D. (2022). *Pengaruh Personal Selling dan Sales Promotion terhadapLoyalitasPelanggan pada Chicken Holic Medan Fair.* Medan: Journals Stimksukma Medan. Vol.1. No. 1. Pg. 610-619.

Levens, Michael. (2020). *Marketing.* London : Pearson Education.

Lupiyoadi, R. (2020). *Manajemen Pemasaran Jasa.* Jakarta : Penerbit Salemba Empat.

Marshall, G. W. (2020). *Marketing Management.* New York : McGraw Hill Education.

Perreault, William. (2020). *Basic Marketing.* New York : McGraw Hill.

Polonsky, M. (2020). *Designing and Managing a Research Project.* London: Sage Publications.

Priansa, D. J. (2020). *Perilaku Konsumen*. Bandung : Penerbit Alfabeta.

Promanjoe, Yopyter. (2021). *Pengaruh Customer Relationship Management terhadapKepuasanPelanggan dan LoyalitasPelangganKeripikSuher.* Surabaya: JurnalManajemen dan Start-Up Bisnis. Vol. 6. No. 3. Pg. 197-206.

Rangkuti, R. (2020). *Strategi Promosi Yang Kreatif*. Jakarta : Penerbit Grasindo.

Russell, Edward. (2020). *The Fundamentals of Marketing*. London : AVA Publishing.

Sabo, R. (2020). *Statistical Ressearch Methods.* London: Springer.

Setyaleksana, B. Y., Suharyono, Yulianto, E. (2017). *Pengaruh Customer Relationship Management (CRM) terhadap Kepuasan dan Loyalitas Pelanggan (Survei pada Pelanggan GraPari Telkomsel di Kota Malang).* Malang: Jurnal Administrasi Bisnis. Vol. 46. No. 1. Pg. 45-51.

Shimp, Terence. (2020). *Advertising, Promotion, ad Other Aspects of Integrated Marketing Communications.* Ohio : South Western Cencage Learning.

Siregar, N. and Natalia, E. (2018). *Pengaruh Merek dan Personal Selling terhadap Keputusan Pembelian Produk DVD Player Elecor pada PT Cakrawala Elecorindo Medan.* Jakarta: Niagawan. Vol. 7. No. 2. Pg. 80-89.

Strydom, J. (2015). *Introduction to Marketing*. South Africa : Juta & Company Ltd.

Suhartanto, D. (2020). *Metode Riset Pemasaran.* Bandung: Penerbit Alfabeta.

Sulaeman, M., Sudiarti, S, Mulyati, S, Sundarsih, D. and Kustantini, D. (2017). *Pengaruh Kualitas Pelayanan dan Kewiraniagaan terhadap Kepuasan Nasabah Kredit Pensiun serta Dampaknya pada Loyalitas Nasabah.* Tasikmalaya: Jurnal Aplikasi Bisnis. Vol. 17. No. 2. Pg. 40-61.

Surjaweni. (2020). *Metode Penelitian Bisnis.* Yogyakarta: Pustaka Baru.

Taris, H. S. and Purwanto, S. (2022). *Analisis Pengaruh Promosi Penjualan terhadap Loyalitas Pelanggan dengan Peran Mediasi Kepuasan Pelanggan pada Layanan Go-Food di Surabaya.* Surabaya: Jurnal Manajemen dan Sains. Vol 7. No. 2. Pg. 449-454.

Wahyono, Ulfa. (2020). *Building Customer Loyalty through Strategy Experiential Marketing, Service Quality and Customer Satisfaction.* London: Management Analysis Journal. Vol. 9. No. 2. Pg. 122-129.

Yuniarti. (2020). *Perilaku Konsumen*. Bandung : Penerbit Pustaka Setia.