

The Influence of Customer Relationship Management Strategy on PT Pupuk Indonesia's Customer Satisfaction

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ABSTRACT

Customer Relationship Management (CRM) has become a critical strategic approach for companies to maintain competitive advantage and build long-term relationships with customers. This research aims to examine and analyze the influence of Customer Relationship Management (CRM) on customer satisfaction at PT Pupuk Indonesia. The research object is the consumers of PT Pupuk Indonesia, with the population consisting of all company customers and a sample of 96 respondents selected using purposive sampling method. The analytical method used is simple regression analysis with SPSS software. The results indicate that CRM has a significant positive influence on customer satisfaction with a correlation coefficient of 0.671 and coefficient of determination (R^2) of 0.445, meaning CRM explains 44.5% of the variation in customer satisfaction. The t-test results show t-value of 8.780 > t-table of 1.984 with significance level of $0.000 < 0.05$, confirming that CRM significantly affects customer satisfaction. This demonstrates that effective customer relationship management, such as systematic customer data storage, efficient service, and responsive communication, can enhance customers' positive perceptions of the company. Based on these findings, it is recommended that PT Pupuk Indonesia continue to strengthen its CRM implementation, improve service quality, and expand the use of digital technology in customer interactions to better meet customer needs and enhance the company's competitiveness in the long term.

KEYWORDS

Customer Relationship Management, Customer Satisfaction, PT Pupuk Indonesia



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INTRODUCTION

In an era of increasingly competitive business environments, companies are not only required to offer quality products but also to build long-term relationships with customers through *Customer Relationship Management (CRM)* strategies (Eidizadeh et al., 2017; Elrehail et al., 2020; Kotabe & Kothari, 2016; Wongsansukcharoen & Thaweepaiboonwong, 2023; Yaskun et al., 2023). Business success depends on the ability to understand customer needs and provide superior, value-added services. CRM plays an important role in collecting, managing, and analyzing customer data to improve personalized interactions, optimize marketing strategies, and create a better customer experience (Butt et al., 2021; Gil-Gomez et al., 2020; Khan et al., 2022; Leni et al., 2023; Magatef et al., 2023). PT Pupuk Indonesia, as a company in the fertilizer and agroindustry sectors, has a strategic role in supporting national food security. With an extensive distribution network and diverse customer coverage, the company faces a major challenge in ensuring services that optimally meet customer expectations.

However, in its implementation, PT Pupuk Indonesia still faces various obstacles in maintaining customer satisfaction levels. Based on a survey by the Ministry of Agriculture in 2023, 35% of farmers still complain about delays in fertilizer distribution, while another 28% consider fertilizer prices to be high compared to the benefits received. In addition, according to data from the Indonesian Farmers Association, 42% of farmers have difficulties obtaining subsidized fertilizers due to incompatible and inefficient distribution mechanisms. The imbalance between stock availability and market demand often impacts customer satisfaction.

In 2019, the customer retention rate was recorded at 82%, but by 2022 this figure had decreased to 75%. This decline was influenced by various factors, such as stock mismatches

with demand, lack of product-related information, and insufficient education on optimal fertilizer use. PT Pupuk Indonesia's annual report for 2023 also noted that of the total fertilizer sales of 8.5 million tons, around 23% experienced distribution problems that resulted in delays in delivery to customers.

Structured management of customer data is a crucial aspect of successful *CRM* implementation (Bracci et al., 2021; de Bem Machado et al., 2022). With the use of accurate customer data, PT Pupuk Indonesia can develop more targeted marketing strategies and product offerings. The integrated information system also enables more efficient fertilizer stock management and supply chain optimization, helping to reduce mismatches between demand and product availability in the market. Currently, PT Pupuk Indonesia has implemented a digital system for managing fertilizer distribution but still faces challenges such as data inconsistencies between distributors and central systems, a lack of workforce training in digital technology, and limited infrastructure access in several regions. A report by the Ministry of Communication and Information Technology (2023) noted that around 31% of rural areas in Indonesia still experience limited internet access, which affects the effectiveness of digitizing fertilizer distribution. This issue must be addressed urgently so that the *CRM* system can function more effectively and efficiently in increasing customer satisfaction.

In addition to product quality, customer satisfaction is also influenced by after-sales services such as agricultural consulting, training on optimal fertilizer use, and responsive complaint mechanisms. Some customers still experience difficulty accessing information about products, stock availability, and purchasing procedures, hence the need for a more structured and accessible customer service system. Good communication between the company and customers is also key. Although PT Pupuk Indonesia has utilized social media, websites, and digital applications, limited internet access in remote areas remains a barrier. One feasible solution is the use of artificial intelligence-based chatbots to provide instant information. By leveraging technologies such as *AI* and *big data analytics*, PT Pupuk Indonesia can more accurately recognize customer needs and provide more suitable solutions.

Although the implementation of this technology is still in its early stages, this study aims to evaluate its effectiveness in improving customer satisfaction and supporting the overall business strategy. In the context of an ever-evolving business landscape, *CRM* is not merely a technology system but a strategic approach that includes managing customer relationships, strengthening after-sales services, and utilizing analytical data to understand market trends. A well-implemented *CRM* is expected to not only improve customer satisfaction but also optimize operational processes and distribution efficiency. As customer needs evolve and market complexity increases, PT Pupuk Indonesia must ensure that its *CRM* strategy is adaptable to market dynamics.

Some previous studies have shown that *CRM* is effective in enhancing customer satisfaction. Buttle and Maklan (2019) found that a well-executed *CRM* can significantly improve customer relationship performance, while Kotler and Keller (2021) affirm that data utilization in *CRM* enables companies to create added value for customers. However, the implementation of *CRM* in Indonesia's fertilizer industry still faces challenges such as stock-demand imbalances (Rachman, 2022) and underutilization of technology in subsidized fertilizer distribution (Prasetyo, 2023).

This gap indicates that PT Pupuk Indonesia still needs to strengthen its *CRM* implementation, particularly in the areas of data management, distribution, and after-sales service. Therefore, this study aims to evaluate the effectiveness of the implemented *CRM* strategy, identify the obstacles encountered, and provide recommendations for improvement in 2024 and beyond. While previous studies by Mulyaningtiyas et al. (2020) and Hutabarat (2021) have explored aspects of relational marketing and service quality, they have not directly assessed the impact of *CRM* strategies on customer satisfaction. Thus, this research is relevant and significant in bridging the literature gap and supporting PT Pupuk Indonesia's digital transformation toward a more customer-oriented service.

Based on the observed phenomena and gaps in previous research, the author is interested in studying “*The Influence of Customer Relationship Management on Customer Satisfaction of PT Pupuk Indonesia.*” This study aims to analyze whether the *CRM* strategy influences customer satisfaction within the company. Academically, this research is expected to contribute to the scientific literature on the relationship between *CRM* and customer satisfaction in the fertilizer industry sector, provide a theoretical foundation for further research in the *B2B* context, and test the relevance of *CRM* theories in the management practices of large manufacturing companies. For the company, the research results are expected to offer strategic input for developing or evaluating *CRM* programs, identifying the strengths and weaknesses of current implementations, and providing evidence-based data to inform future customer service development decisions.

This research offers significant academic and practical benefits. Academically, it enriches the literature on *Customer Relationship Management (CRM)* by empirically validating its positive impact on customer satisfaction within the fertilizer industry, specifically for PT Pupuk Indonesia. The study bridges gaps in existing research by focusing on *CRM* implementation challenges in a *B2B* context and providing insights into the role of digital technology in enhancing customer relationships. Practically, the findings offer actionable recommendations for PT Pupuk Indonesia to optimize its *CRM* strategies—such as improving data management, service responsiveness, and personalized communication—thereby boosting customer satisfaction and loyalty. Additionally, the research serves as a benchmark for other companies in similar industries to adopt *CRM* best practices, ultimately contributing to improved operational efficiency, competitive advantage, and long-term business sustainability. The study also highlights the importance of addressing infrastructure limitations in rural areas, offering a holistic approach to *CRM* implementation in diverse market conditions.

RESEARCH METHODS

Object and Type of Research

The analytical method used in this study is simple regression analysis, conducted using *SPSS* software. The object of the research is PT Pupuk Indonesia, a company operating in the fertilizer industry sector. This study employs a quantitative research method with an explanatory research approach to explain the causal relationship between *Customer Relationship Management (CRM)* as the independent variable and customer satisfaction as the dependent variable.

Population and Sample

The population in this study consists of all customers of PT Pupuk Indonesia. Since the exact number of the population is unknown, the sample size was determined using the *Ancient* formula, with a confidence level of 95% and a tolerated error rate of 10%. Based on the calculation results, a sample of 96 respondents was obtained, selected using the *purposive sampling* technique based on the following criteria:

1. Active customers of PT Pupuk Indonesia
2. Have made at least one purchase in the last six months
3. Willing to participate as research respondents

Variable Operational Definition

Table 1. Variable Operationalization

No	Variable	Variable Definition	Indicator	Items
1	CRM (X)	The strategic approach the company uses to manage and analyze interactions with customers	1. Technology 2. Process 3. Knowledge and understanding 4. Human Resources	12 items
2	Customer Satisfaction (Y)	Customer perception of the extent to which the product or service received is in accordance with expectations or needs	1. Conformance to expectations 2. Interest in revisiting 3. Willingness to recommend	9 items

Data Collection Techniques

The data collection technique was carried out by distributing a questionnaire using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire was distributed to 96 respondents of PT Pupuk Indonesia customers who met the sample criteria.

Data Analysis Methods

The data analysis method uses:

1. **Validity Test:** Using Confirmatory Factor Analysis (CFA) with a minimum loading factor value of 0.5
2. **Reliability Test:** Using Cronbach's Alpha with a minimum value of 0.60
3. **Classical Assumption Test:** Includes normality test and heteroscedasticity test
4. **Simple Linear Regression Analysis:** With the equation $Y = \alpha + \beta X + e$
5. **Hypothesis Test:** Using the t-test at a significance level of 5%

RESULTS OF RESEARCH AND DISCUSSION

Description of Research Variables

Respondent perception analysis is useful for analyzing respondents' perceptions in answering each question item in the questionnaire. Data analysis tools to test respondents' perceptions by calculating average values and then grouping them into respondent perception assessment categories. The score range is calculated by dividing the difference between the highest score and the lowest score by the number of questionnaire answer score choices. Mathematically written:

$$\text{Score range} = \frac{5-1}{5} = 0.8 \quad \dots\dots\dots \text{Suryana (2015)}$$

Furthermore, the classification of respondents' perceptions will be classified into several categories. For more information, please see Table 1.

Table 1. Perceptions by Score Interval

Average Score	Category
1,00 – 1,79	Very bad
1,80 – 2,59	Bad
2,100 – 3,39	Less good
3,40 – 4,19	Good
4,20 – 5,00	Excellent

To provide an overview of the achievements of each variable of this study, the average score criteria range of the respondents' answers were used. If an average score above 3.41 is obtained, then it can be concluded that in general the respondents give a positive or good response to each question item in the questionnaire.

Descriptive Customer Satisfaction Variables

Respondents' perceptions for the Customer Satisfaction variable can be seen in Table 2.

**Table 2. Respondents' Perception of Variables
Customer Satisfaction**

No	Statement	Alternative Answers					Average
		STS	TS	KS	S	SS	
1.	The products or services I received from PT Pupuk Indonesia were as I expected	0	0	5	60	31	4,27
2.	The performance of PT Pupuk Indonesia's products is better than I imagined before.	0	1	6	57	32	4,25
3.	PT Pupuk Indonesia's products or services meet my expectations in terms of quality.	0	0	2	64	30	4,29
4.	I plan to use PT Pupuk Indonesia's products or services again in the future	0	1	6	64	25	4,17
5.	I feel that PT Pupuk Indonesia's products can meet my needs for the long term.	0	0	6	60	30	4,25
6.	I prefer PT Pupuk Indonesia's products to those offered by competitors.	0	0	10	70	16	4,06
7	I would recommend this PT Pupuk Indonesia product to friends or family	0	0	10	71	15	4,05
8.	I feel that PT Pupuk Indonesia's products are worthy of being recommended to others	0	0	8	63	25	4,17
9.	I will share my positive experience with PT Pupuk Indonesia products to others	0	3	25	56	12	3,80
Average							4,14

Source: Primary Data, 2025 (processed).

Based on Table 2, it can be concluded that respondents' perception of customer satisfaction with PT Pupuk Indonesia's products and services is in the good category, with an overall average score of 4.14, which is above the threshold of 3.41.

In detail, the statement with the highest average score is "PT Pupuk Indonesia's products or services meet my expectations in terms of quality" with a score of 4.29. This shows that product quality is the most satisfying aspect for customers. Other statements that have high scores are "The product or service I received is as I expected" (4.27), and "The product performance is better than imagined" (4.25), which indicates that the actual customer experience tends to exceed or at least meet their initial expectations of PT Pupuk Indonesia's products. Furthermore, statements such as "I feel this product can meet my long-term needs" and "I plan to use this product again in the future", scored 4.25 and 4.17, respectively, indicating a tendency for customers to make repeat purchases and feel helped on an ongoing basis.

Two indicators related to product recommendations to others also showed a positive perception, with values of 4.05 and 4.17. Although the value is slightly lower than other indicators, it still reflects customer confidence in the product to be recommended.

However, the statement "I will tell others about my positive experience with the product" gets the lowest score, which is 3.80. While still in the good category, this value indicates that customers may not be fully active in voluntarily spreading positive experiences. This can be a concern for companies in an effort to strengthen their word-of-mouth strategy. Overall, the data shows that PT Pupuk Indonesia has managed to build solid customer satisfaction, but there is still room for improvement, especially in encouraging customers to become active promoters of the company's products

Descriptive Variable Customer Relationship Management

Respondents' perceptions for Customer Relationship Management variables can be seen in Table 3.

**Table 3. Respondents' Perception of Variables
Customer Relationship Management**

No	Statement	Alternative Answers					Average
		STS	TS	KS	S	SS	
1.	PT Pupuk Indonesia uses a technology system that facilitates interaction with customers.	0	0	2	65	29	4,28
2.	Customer information is stored and managed systematically through technology.	0	0	4	54	38	4,35
3.	The CRM system used by PT Pupuk Indonesia supports efficient customer service	0	0	7	64	25	4,18
4.	PT Pupuk Indonesia has clear procedures in handling customer complaints	0	1	8	66	21	4,11
5.	PT Pupuk Indonesia's customer service process is fast and efficient	0	0	14	61	21	4,07
6.	The ordering and delivery process of PT Pupuk Indonesia's products went well	0	0	11	64	21	4,10
7	PT Pupuk Indonesia understands my needs as a customer.	0	0	21	66	9	3,87

No	Statement	Alternative Answers					Average
		STS	TS	KS	S	SS	
8.	The service provided by PT Pupuk Indonesia is in accordance with my preferences.	0	0	17	55	24	4,07
9.	PT Pupuk Indonesia always adjusts products/services based on customer feedback	0	1	21	56	18	3,94
10.	PT Pupuk Indonesia employees are friendly and professional in serving	0	1	16	61	18	4,00
11.	PT Pupuk Indonesia employees understand the product/service well.	0	0	17	56	23	4,06
12.	I feel personally served by PT Pupuk Indonesia staff	0	1	9	69	17	4,06
Average							4,09

Source: Primary Data, 2025 (processed).

Based on Table 3, it is known that respondents' perception of CRM implementation is in the good category, with an overall average score of 4.09, exceeding the assessment threshold of 3.41. This shows that respondents' perceptions of CRM are as expected.

The highest rated indicator was "Customer information is stored and managed systematically through technology", which obtained a score of 4.35. This shows that the technology system used by PT Pupuk Indonesia has been able to manage customer data efficiently and in a structured manner, becoming an important foundation in the implementation of digital-based CRM. In addition, the statement "PT Pupuk Indonesia uses a technology system that facilitates interaction with customers" also received a high score, namely 4.28, which indicates that customers feel the convenience of communicating and interacting with the company through the technology system provided.

Statements related to service efficiency, such as "CRM system supports customer service efficiently", "The ordering and product delivery process is running well", and "The service process is fast and efficient", all in the range of a score of 4.07–4.18, reflecting that the CRM-based operational process has run well and is positively rated by customers.

However, some indicators recorded relatively lower values, although they were still in the good category. For example, the statement "PT Pupuk Indonesia understands my needs as a customer" obtained the lowest score of 3.87, followed by "PT Pupuk Indonesia adjusts products/services based on customer feedback" with a score of 3.94. This indicates room for improvement, especially in terms of a deeper understanding of customers' specific preferences and needs and responses to customer feedback.

Other aspects such as employee attitudes and competencies also showed positive perceptions, with a score between 4.00–4.06, which reflected that PT Pupuk Indonesia's staff were considered professional, friendly, and understood the product/service well. Overall, this data shows that the implementation of CRM through has succeeded in building a foundation of good technology and service. However, companies need to strengthen a more personalized and adaptive approach to customer needs so that CRM implementation can run more optimally in improving overall customer satisfaction."

Test Instruments

Validity Test

Based on the results of the analysis, all statements were declared valid because they had a significance level below 5%. The results of the validity test are described in Table 4.

Table 4. Validity Test Results

Statement No.		Variable	Correlation Coefficients	Critical Value5% (N=96)	Ket
1	A1	Customer Satisfaction	0,750	0,198	Valid
2	A2		0,744		
3	A3		0,805		
4	A4		0,678		
5	A5		0,730		
6	A6		0,727		
7	A7		0,590		
8	A8		0,779		
9	A9		0,501		
17	B1	Customer Relationship Management	0,591	0,198	Valid
18	B2		0,621		
19	B3		0,671		
20	B4		0,622		
21	B5		0,709		
22	B6		0,754		
23	B7		0,669		
24	B8		0,811		
25	B9		0,769		
26	B10		0,786		
27	B11		0,747		
28	B12		0,562		

Source: Primary Data 2025, (processed)

Based on Table 4, it can be explained that all variables used in this study are all declared valid, because they have a correlation coefficient above the critical value of *the product moment* correlation value, which is 0.196 so that all questions contained in this research questionnaire are declared valid for further research. Thus, all instrument items from each variable in this study have been eligible for further testing.

Reliability Test

The use of items as indicators of research variable data requires a consistency test through a reliability test, so that the data used is reliable or meets the reliability aspect for further analysis. Test the reliability of the question items from such a questionnaire using *the Cronbach Alpha value*. This was only done once on a group of respondents on each variable. Good thoughts. The results of the reliability test can be seen in Table 5.

Table 5. Reliability Test Results

No	Variable	Number of Items	Cronbach's Alpha		Information
			Count	Standard	
1	Customer Satisfaction	16	0,864	0,600	Reliable
2	Customer Relationship Management	15	0,903	0,600	Reliable

Source: 2025 data (processed).

From the table above, *Cronbach's Alpha* values were > 0.600 respectively Thus, all question items used in the research variables were said to be reliable.

Classic Assumption Test

Normality Test Results

The results of the normality testing of this research data can be seen in table 6.

Table 6. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		96
Normal Parameters ^{a,b}	Mean	.0000000
	Hours of deviation	.40688120
Most Extreme Differences	Absolute	.073
	Positive	.066
	Negative	-.073
Test Statistic		.073
Asymp. Sig. (2-tailed)		.200c,d

Source: SPSS Output Results

Table 6 shows that the significance value of the normality test is 0.146 or > 0.05 , meaning that the residual data is normally distributed. The results of the above test are also supported by the results of graph analysis, namely histogram graphs and *Normal Probability Plot* graphs as seen in the following figures 1 and 2.

Based on the Histogram graph in Figure 1 below, it can be concluded that the data distribution pattern is close to normal.

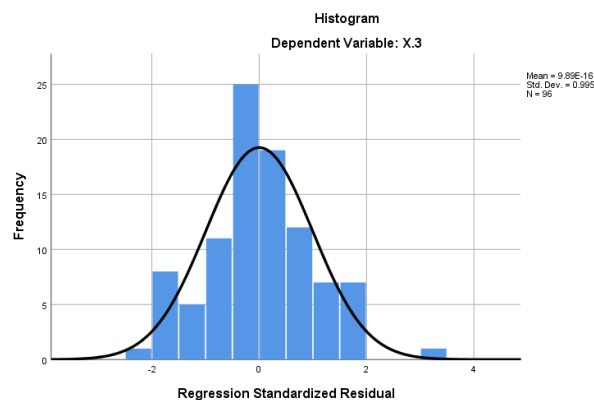


Figure 1. Histogram Graph

Source: SPSS Output Results

Based on the chart *Normal Probability Plot* Figure 2 below shows the distribution points close to normal lines or straight lines. So it can be concluded that the data is distributed normally.

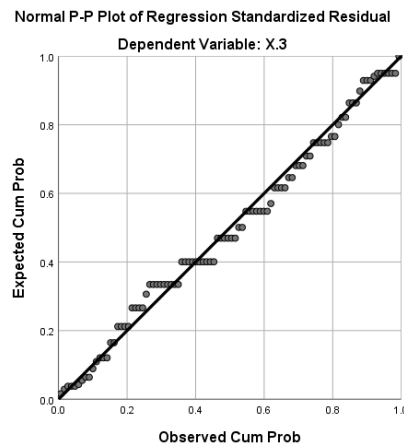


Figure 2 .Normal Probability Plot

Source: SPSS Output Results

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression there is an unevenness of variance from residual in one observation to another. The results can be seen in Figure 3 as follows:

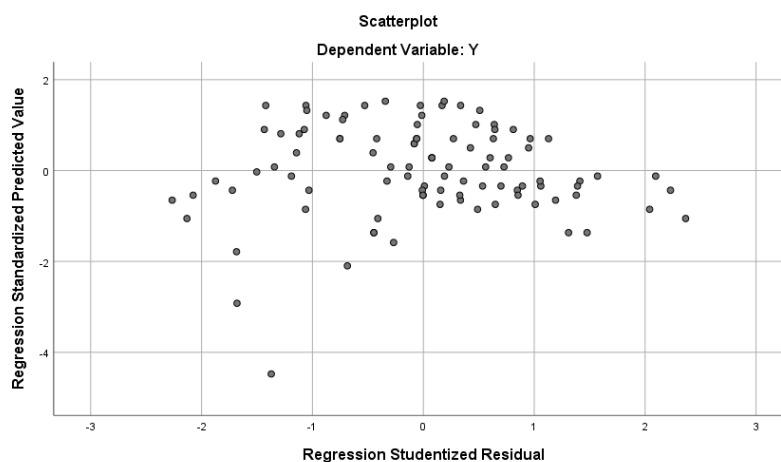


Figure 3. Heteroscedasticity Test

Source: SPSS Output Results

The results of the heteroscedasticity test can be found that the dots are spread with an unclear pattern above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity problem in the regression model.

Hypothesis Test

T Test (Partial)

This test was conducted to see the significance of the influence of individual independent variables on the dependent variables (partially). By assuming that the other variable is constant. If t calculates $\geq t_{table}$ with a significance of 5%, it can be concluded that partially independent variables have a significant effect on dependent variables. If t calculates $< t_{table}$ with a significance level of 5%, then it can be concluded that independent variables have an effect on dependents.

Table 7. T Test Results (Partial)

		Coefficients^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Itself.	Tolerance	BRIGHT
1	(Constant)	.519	.420		1.237	.219		
	X	.896	.102	.671	8.780	.000	1.000	1.000

a. Dependent Variable: X.3

Source: Primary Data processed, 2025

Based on Table 7, it can be explained that the results of the comparison of the regression coefficient value with the standard error obtained the calculated t value for the influence of the Customer Relationship Management variable is 8.780 at the significance probability value limit of 0.000. While the t -table value at df 97 and a significant level of 5% is 1.984. The results of this calculation show that Customer Relationship Management partially has a significant effect on Customer Satisfaction because the significance value is < 0.05 .

Simple Linear Regression Analysis

Simple linear analysis aims to answer the problems in this study. This analysis is used to analyze the influence between independent variables on dependent variables.

Based on Table 7, the results of statistical calculations can be written the simultaneous multiple linear regression equation as follows:

$$Y = 0.498 + 0.888X$$

The regression coefficient of the influence of Customer Relationship Management of 0.888 explains that every increase in Customer Relationship Management will be able to increase Customer Satisfaction by 0.888, meaning that there is a positive influence of the Customer Relationship Management variable on Customer Satisfaction

Correlation Coefficients and Determinations

The linear influence between Customer Relationship Management (X1), Community Participation (X2) and Internal Control System (X3) has a relationship that can be proven by multiple correlation coefficients and termination coefficients. This coefficient explains the relationship of the overall relationship of the free variable simultaneously with the non-free variable. The correlation value

moves between -1 to +1 and the closer it gets to the value of 1 or equal to 1, the stronger the correlation between the variables will be or vice versa. Meanwhile, the multiple determination coefficient is a coefficient that explains the magnitude of the simultaneous influence of independent variables on their bound variables.

Table 8. Coefficient of Determination (R²)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.671 ^a	.451	.445	.40904	1.980

a. Predictors: (Constant), X

b. Dependent Variable: X.3

Source: Primary Data processed, 2025

The correlation coefficient of R of 0.671 explains that the degree of correlation between the Customer Relationship Management variable and Customer Satisfaction is positive with a relationship density of 67.1%. This means that the three independent variables have a strong relationship with Customer Satisfaction with a category value of 60%-80%.

Meanwhile, the terminated coefficient is a coefficient that explains the magnitude of the influence of one of the independent variables on its non-free variable assuming that the other variables are unknown. From the SPSS output results, the Adjusted R Square is 0.445. The Adjusted R Square value is such that the role of the Customer Relationship Management variable (in influencing Customer Satisfaction is 0.445 or 44.5%). Meanwhile, the rest (residual value) of the role of the variable is 0.555 or 55.5% influenced by other variables that are not involved in this study.

The results of the study found that Customer Relationship Management has an impact on Customer Satisfaction. Customer Relationship Management (CRM) is a strategy designed to understand, anticipate, and meet customer needs effectively. In the context of modern business, CRM is an important component in building long-term, mutually beneficial relationships between companies and customers. Good customer data management, responsive service, and personalized communication have been proven to be able to increase positive customer perception of the company. According to Buttle and Maklan (2020), a CRM that is systematically implemented is able to improve the customer experience through a data-driven approach and stronger emotional connections.

Research shows that effective CRM implementation contributes significantly to customer satisfaction. CRM systems allow companies to manage preferences, transaction history, and customer feedback so that companies can provide more relevant and targeted services. A study by Wulandari (2021) revealed that the quality of interaction between companies and customers facilitated by CRM has a positive impact on customer satisfaction in public utility companies, because customers feel cared for and served according to their needs.

In addition, CRM also supports the efficiency of business processes which leads to improved service quality. In the agribusiness sector such as PT Pupuk Indonesia, the existence of an integrated CRM system facilitates the process of managing orders, handling complaints, and providing education to customers. Nugroho (2023) in his research on agribusiness

companies concluded that digital CRM based on mobile applications is able to increase farmers' satisfaction as the main customer through easy access to information and service speed. Thus, CRM is not only an administrative tool, but also a business strategy that focuses on meeting customer expectations.

With increasing competition and increasingly complex customer needs, companies are required to adapt CRM on an ongoing basis. Companies that are able to use CRM as a tool to understand consumer behavior and respond proactively will be better able to create added value. Suggestions from Santoso and Dewi (2021) also emphasize the importance of integrating information technology in the CRM system so that companies can provide consistent, responsive, and personalized services. Therefore, CRM not only has a direct impact on customer satisfaction, but also supports the company's sustainability and future growth.

CONCLUSION

Based on the results of the research conducted, it can be concluded that there is a positive and significant influence of *Customer Relationship Management (CRM)* on customer satisfaction at PT Pupuk Indonesia. This is evidenced by a calculated t value of $8.780 > t$ table value of 1.984, with a significance level of $0.000 < 0.05$. A correlation coefficient of 0.671 indicates a strong relationship between *CRM* and customer satisfaction, with *CRM* contributing 44.5% to customer satisfaction. The better the implementation of *CRM*, particularly in terms of customer data management, responsive service, and personalized communication, the higher the level of customer satisfaction.

This research confirms that *CRM* is a vital strategy companies can utilize to maintain customer loyalty and enhance the quality of long-term relationships with consumers. Based on the research findings, it is recommended that PT Pupuk Indonesia continue to strengthen the implementation of *CRM* through several strategies: first, increasing the understanding of specific customer needs through a more personalized and responsive approach to feedback; second, optimizing the use of digital technology, such as mobile applications and communication platforms that facilitate two-way interactions; third, providing continuous training for employees in the use of *CRM* systems and customer-oriented service approaches; fourth, developing a periodic evaluation system to assess the effectiveness of *CRM* in meeting changing market demands; and fifth, considering that some customers reside in areas with limited digital access, the company is advised to develop non-digital service alternatives that still align with *CRM* principles, such as mobile customer service units or direct field-based consultations.

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