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THE INFLUENCE OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM) ON LIBRARY IMAGE

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Abstract

Research was conducted to determine the influence of Customer Relationship Management (CRM) on the image of libraries at the Bandung City Archives and Library Service. This research uses quantitative methods with descriptive research type, and the data analysis techniques used are descriptive analysis and multiple linear regression analysis. Based on the results of simultaneous hypothesis testing, Customer Relationship Management (CRM) has a significant effect on the image of the Bandung City Archives and Library Service. This is proven by $F_{count} > F_{table}$ ($30.343 > 2.440$) with a significance level of $0.000 < 0.0005$. Based on the results of partial hypothesis testing (t-test), it was found that data, technology, human resources, and process variables had a significant effect on the image of the Bandung City Archives and Library Service. Based on the coefficient of determination, it was found that Customer Relationship Management (CRM) was able to explain 47.7% of the library's image, while the remaining 52.3% was influenced by other factors that were not researched.

Keywords: Customer Relationship Management (CRM), image, library, service

Abstrak

Penelitian dilakukan untuk mengetahui pengaruh Customer Relationship Management (CRM) terhadap citra perpustakaan pada Dinas Arsip dan Perpustakaan Kota Bandung. Penelitian ini menggunakan metode kuantitatif dengan jenis penelitian deskriptif dan teknik analisis data yang digunakan adalah analisis deskriptif dan analisis regresi linier berganda. Berdasarkan hasil pengujian hipotesis secara simultan, Customer Relationship Management (CRM) berpengaruh signifikan terhadap citra Dinas Arsip dan Perpustakaan Kota Bandung. Hal ini dibuktikan dengan $F_{hitung} > F_{tabel}$ ($30,343 > 2,440$) dengan tingkat signifikansinya $0,000 < 0,0005$. Berdasarkan hasil uji hipotesis secara parsial (uji t) didapat bahwa variabel data, teknologi, sumber daya manusia, dan proses berpengaruh signifikan terhadap citra Dinas Arsip dan Perpustakaan Kota Bandung. Berdasarkan koefisien determinasi didapat bahwa Customer Relationship Management (CRM) mampu menjelaskan citra perpustakaan sebesar 47,7%, sedangkan sisanya yaitu 52,3% dipengaruhi oleh faktor lain yang tidak diteliti.

Kata kunci: Customer Relationship Management (CRM), citra, perpustakaan, layanan

INTRODUCTION

The public's need for information and education is a big challenge for information and education service providers in Indonesia. Fulfilling these needs requires the support of

adequate facilities and infrastructure, both in terms of access and quality. Institutions such as schools, universities, and public libraries in each region play an important role in providing inclusive access to information and learning. Public libraries are one of the main instruments in supporting community literacy because their collections of information and learning materials are intended for the public at large. In other words, all information and education, from basic to advanced levels, is provided by the library and can be accessed by all levels of society without discrimination. Public libraries are generally managed by government institutions and are under the responsibility of the head of the local area. The main function of public libraries is to serve as a link between users and the sources of information and knowledge stored in their collections. This makes public libraries have a strategic role in educating the nation (Aida Alfita et al., 2024). For example, the Bandung City Archives and Library Office (Disarpus) manages the Bandung City Public Library, which is tasked with carrying out daily operational activities and developing a reading culture in the community. According to Zaelani & Adialita, (2024) The Bandung City Archives and Library Office is a technical institution that aims to foster interest in reading through effective library management.

To achieve this goal, providing information services to the community is one of the main activities of the library. The services provided must be oriented towards community satisfaction as users, because this satisfaction is an indicator of the success of service delivery. The service process in public libraries involves direct interaction between officers and the public, so that the good or bad image of a library is greatly influenced by the performance of the service section. Therefore, the quality of service needs to be maintained, considered, and continuously improved so that the library remains relevant in the eyes of the public. Zanal Abidin et al., (2023) outlines that library services consist of several main elements, namely facilities, library collections, users in need, and service staff. Muhonen et al., (2010) asserts that the quality of library services is influenced by three main factors, with the proportion of influence around 5% coming from buildings and equipment, 20% from the availability of library materials, and 75% from the role of librarians or library staff. This shows that human resources (HR) are the biggest determinant of service quality. Libraries that have good services are generally supported by qualified staff who are responsible, understand their duties, have a ready-to-help attitude, master the information needs of users, and have an educational background that is relevant to the library or information field.

In addition to improving human resources, another strategy to improve library services is to build and maintain good relationships with users through the concept of Customer Relationship Management (CRM). According to Prahalad & Ramaswamy (2004), CRM is a series of actions that involve collecting information to increase understanding of how to manage relationships between organizations and their customers (Othman et al., 2020). CRM implementation is based on the utilization of quality customer data and is integrated with information technology. Ngelyaratan & Soediantono, (2022) explains that CRM is a business foundation that integrates internal and external processes and networks to create and deliver value to customers, intending to obtain long-term benefits.

Thus, CRM can be seen as a strategy to build positive relationships with users, to provide satisfaction that leads to loyalty. In the context of libraries, the application of CRM can improve the image of the institution in the eyes of the public. The image of the library can be formed through good relationships between librarians and users, which ultimately has an impact on the level of user satisfaction and loyalty. Tannady & Purnamaningsih, (2023) state that customer loyalty is the willingness to continue using an organization's services in the long term, even recommending it to others (Kamaludin et al., 2019). The application of CRM strategies is commonly found in profit organizations, but this concept is also relevant in non-profit institutions such as libraries. However, the application of CRM in libraries is still relatively unpopular. The existence of CRM can be a means to maintain good relationships with users so as to create loyal users. Diaa, (2022) argues that the success of CRM is influenced by several supporting factors, namely data quality, technology, human resources, and processes. These four factors will determine the extent to which the CRM strategy is successfully implemented.

Strengthening the library's image through CRM can be done in various ways, such as personalizing services, active communication through various channels, utilizing social media, and providing interactive facilities that make it easier for users to interact with collections and librarians. In the digital era, this strategy can be strengthened by the use of official websites, library applications, and professionally managed social media accounts to convey the latest information, promotion of activities, and provide literacy education to the community. However, based on the researcher's observations, the implementation of CRM at the Bandung City Archives and Library Office still faces a number of obstacles. One of the problems that arises is the low public awareness of the existence and role of the Bandung City Archives and Library Office when compared to the West Java Regional Library and Archives Office (Dispusipda). The public is more familiar with the Dispusipda of West Java both in terms of location and daily activities. In addition, the utilization of technology such as the official website and social media, including Instagram and TikTok, is still not optimal. This can be seen from the number of followers, level of interaction, and frequency of information updates, which are relatively lower than similar institutions.

This condition shows that although CRM has begun to be implemented, its implementation has not been maximized. From the perspective of service marketing theory, the success of CRM is not only determined by the presence or absence of the program, but also by the consistency, quality of interactions, and relevance of information delivered to users (Alam & Noor, 2020). Therefore, a comprehensive evaluation of the CRM strategy that has been implemented by the Bandung City Disarpus is needed, including aspects of user data, technology utilization, human resource capacity, and service process effectiveness. Conceptually, CRM in libraries can include various programs such as user profile-based membership, personalized newsletters, loyal user appreciation programs, and community discussion forums. The ultimate goal is to build emotional relationships that make users feel cared for and valued. According to Amon & Bustami, (2021), CRM is not just a technology, but a management approach that integrates strategies, processes, and resources to maximize the value of customer

relationships. With this background, this research is directed to measure and analyze the influence of CRM on the image of the library in the eyes of users, especially in the Bandung City Archives and Library Service. This research is expected to make a theoretical contribution to the development of CRM literature in the non-profit sector, as well as provide practical recommendations for library managers in improving user image and loyalty.

METHOD

This study uses a quantitative approach to examine the effect of *Customer Relationship Management* (CRM) on the image of the Bandung City Archives and Library Office. The quantitative method was chosen because it can test the relationship between variables that are measured numerically and analyzed using statistical procedures, so that the results can be used to explain, predict, and control phenomena (Hu & Chang, 2017). In addition, descriptive methods are used to provide a systematic, factual, and accurate description of the facts and characteristics of the research object. Data was collected through a survey by distributing questionnaires based on CRM indicators covering aspects of data, technology, human resources, and processes.

The research population was all visitors to the Bandung City Archives and Library Office. The population size is obtained from the average annual visit statistics. The sample determination used the Slovin formula in Djaali, (2021), resulting in 98.45 respondents rounded up to 99 respondents. The sample was selected to represent the characteristics of the population so that the conclusions can be generalized. Data analysis was carried out through several stages. First, data editing and coding are performed to check the completeness of the answers and give numerical codes. Second, data entry into statistical software such as SPSS. Third, descriptive analysis to determine the frequency distribution, percentage, and average value. Fourth, instrument testing includes validity with *Pearson Product-Moment* correlation and reliability with Cronbach's Alpha. Fifth, hypothesis testing using linear regression analysis to measure the effect of CRM on library image, with a significance level of 5%. Sixth, interpretation of the results to answer the formulation of the problem, followed by drawing conclusions and recommendations.

RESULTS AND DISCUSSION

Data Collection

This research was carried out by distributing 150 copies of the questionnaire to respondents who were users of the services of the Bandung City Archives and Library Service. Of these, 139 questionnaires were returned. After checking the completeness of the data, 1 questionnaire was declared invalid for processing because the answers given were incomplete or inconsistent. Thus, the number of questionnaires that can be processed is 138.

The number of samples met and even exceeded the minimum sample size calculated using the Slovin formula, which was 99 respondents. In other words, the questionnaire response rate in this study was 92%, which is very good for survey research.

2. Respondent Characteristics

Respondents' data is presented to understand their background, so that it can help in interpreting the results of the research. Respondent characteristic information included gender, age, education level, and frequency of visits to the library. These data are presented in a single distribution table, but in this section, the focus of the analysis will be directed to the relationship between the research variables.

3. Coefficient Determination Analysis

The determination coefficient is used to measure the extent to which independent variables (Data, Technology, Human Resources, and Processes) affect dependent variables (Library Imagery).

Table 1. Coefficient Determination Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.691a	0.477	0.461	2.37972

Description: a. Predictors: (Constant), Process, Technology, Data, Human Resources b. Dependent Variable: Image

Based on the table above, the value of R Square = 0.477 is obtained, which means that 47.7% of the variation in library image can be explained by the variables of Data, Technology, Human Resources, and Processes. Meanwhile, the remaining 52.3% were influenced by other factors not studied in this study.

4. Percentage of Partial Influence of Each Variable

To determine the magnitude of the influence of each independent variable on the image of the library partially, the following formula was used:

Partial Influence = $\beta \times$ Zero-order Coefficient

Table 2. Calculation of Beta \times Zero-order Coefficient

Variabel	Beta	Zero-order	Multiplication Results	Percentage
Data	0.234	0.551	0.129	12,9%
Technology	0.175	0.517	0.090	9,0%
Human Resources	0.212	0.566	0.120	12,0%
Process	0.232	0.594	0.138	13,8%

Of these results, the Process variable had the largest partial influence (13.8%), followed by Data (12.9%), Human Resources (12.0%), and finally Technology (9.0%).

5. Simultaneous Hypothesis Test (F Test)

The F test is used to find out whether all independent variables together have a significant effect on the dependent variable.

Table 3. F Test Results (ANOVA)

Source of Variation	Sum of Squares	df	Mean Square	F	Itself.
Regression	687,344	4	171,836	30,343	0,000b
Residual	753,187	133	5,663		
Total	1440,531	137			

Description: a. Dependent Variable: Image

b. Predictors: (Constant), Process, Technology, Data, Human Resources

With $\alpha = 0.05$, $k = 4$, and $v = 133$, obtained F table = 2.440. Since F calculates = 30.343 > F table = 2.440 and the significance value is $0.000 < 0.05$, then H_0 is rejected and H_1 is accepted. This means that simultaneously, Data, Technology, Human Resources, and Processes have a significant effect on the image of the library.

6. Partial Hypothesis Test (t-test)

The t-test is used to determine the influence of each partially independent variable on the dependent variable.

Table 4. Test Results t

Variabel	B	Std. Error	Beta	t	Itself.
(Constant)	6,730	1,173	-	5,737	0,000
Data	0,411	0,143	0,234	2,866	0,005
Technology	0,483	0,219	0,175	2,208	0,029
Human Resources	0,353	0,153	0,212	2,313	0,022
Process	0,285	0,118	0,232	2,414	0,017

With ttable = 1.978 and a significance level of 5%, all independent variables have t-calculated > t-table and p-value < 0.05. This means that each independent variable has a positive and significant effect on the image of the library.

DISCUSSION

The results of this study provide a comprehensive picture of the influence of Data, Technology, Human Resources, and Process variables on library image at the Bandung City Archives and Library Service. Methodologically, data collection was conducted

through distributing questionnaires to 150 respondents who are users of library services, with a response rate of 92%. This high response rate reflects a good level of participation and is an indicator that the data obtained has high reliability, following the views of Ajzen, (2020), who assert that a response rate above 80% in a questionnaire survey is a very good category because it can minimize non-response bias. The number of samples that can be processed is 138 respondents, which already exceeds the minimum number based on the Slovin formula, which is 99 respondents. This ensures that the sample size is adequate to produce findings that are representative of the library user population. The use of questionnaires allows researchers to directly measure perceptions of the variables under study, so that the relationship between variables can be interpreted clearly.

The results of the coefficient of determination analysis show that the R Square value is 0.477, which means that 47.7% of the variation in library image can be explained by the four independent variables: Data, Technology, Human Resources, and Process. Meanwhile, 52.3% of other variations are influenced by external factors that are not included in this research model. In the perspective of service quality management theory Putra et al., (2022), this finding indicates that although internal factors such as data management, technology utilization, human resource competence, and process quality play a significant role, the library's image is also shaped by external factors such as promotion, partnerships, physical environment, and public policy.

When examined from the partial effect results, the Process variable has the largest contribution to the library image, which is 13.8%. This strengthens the process management theory Achyarsyah et al., (2023), which states that the effectiveness and efficiency of work processes have a significant influence on user perceptions and satisfaction. In the context of libraries, the process in question includes service procedures, the speed of borrowing and returning book transactions, easy access to information, and simple but effective workflows. If the service process is easy to understand and carry out, users will have a positive experience, which in turn improves the library's image. The Data variable came second with a contribution of 12.9%. According to information management theory Al-Shamsi et al., (2020), accurate, up-to-date, and relevant data are important assets for information organizations such as libraries. Well-managed data allows libraries to provide targeted services, from reading recommendations to providing collections according to community needs. The accuracy and availability of collection data and borrowing history are key elements that shape users' positive perceptions of library professionalism.

Furthermore, the Human Resources variable has a partial effect of 12.0%. The theory of public service quality Lewis & Pattinasarany, (2009) emphasizes that the competence, attitude, and behavior of service personnel are one of the main determinants of user satisfaction. In the library environment, human resources who are friendly, responsive, master technology, and understand user information needs will create positive interactions that contribute directly to the image of the institution. This finding confirms that the quality of human resources is not only a matter of technical ability, but also includes soft skills such as communication, empathy, and excellent service. The

Technology variable contributed 9.0%, which, although the lowest compared to other variables, was still significant. The theory of technology adoption Davis & Granić, (2024) in the Technology Acceptance Model (TAM) states that perceived ease of use and perceived usefulness affect the acceptance of technology by users. In the context of libraries, technology includes library information systems, online catalogs (OPAC), e-book services, and internet access facilities. Although the contribution is relatively smaller, this may be because the technology in the library may not be fully optimized or may not fully meet user expectations.

The results of the F test show that the four independent variables simultaneously have a significant effect on library image, with a calculated F value of 30.343 greater than the F table (2.440) and a significance value of 0.000 smaller than 0.05. This finding is in line with open system theory Katz et al., (2017), which states that an organization is a system consisting of various interacting components. The four variables studied are important subsystems in library management, which together determine the quality of the image in the eyes of users. From the t-test results, each independent variable was shown to have a positive and significant influence on library image, with the t-count of all variables greater than the t-table (1.978) and p-value <0.05. This strengthens the argument that data management, technology utilization, human resource capacity building, and process improvement are key factors in shaping a positive image.

When linked to organizational image theory Gupta et al., (2023), library image is not only built through promotion or publication, but also direct user experience when interacting with services. Accurate data, supportive technology, professional human resources, and efficient processes shape the community's collective perception of library quality. In addition, these findings have strategic implications for the management of the Bandung City Archives and Library Office. First, because the Process variable has the greatest influence, efforts to improve the image can be focused on simplifying procedures, increasing service speed, and optimizing workflows. Second, data management must be continuously updated and integrated with information technology so that services become more personalized and responsive. Third, improving human resource competencies through technical training and soft skills development is a long-term investment that will produce quality service interactions. Fourth, technology optimization, including the development of digital services and mobile-based information systems, can improve service convenience and reach.

Interestingly, although technology has the lowest contribution, its significance still proves that this aspect should not be ignored. As stated by Aripin et al., (2024), modern libraries should utilize technology to expand access to information, not just for internal efficiency. This means that the integration of technology with processes and data will have a synergistic effect in shaping a more positive image. Overall, the results of this study reinforce the view that library image is the result of complex interactions between human factors, processes, technology, and information. The findings also support the theory that user satisfaction and positive perceptions are outcomes of integrated service

quality. Thus, the Bandung City Archives and Library Office can use these findings as a basis for developing a more targeted and evidence-based service improvement strategy.

CONCLUSION

Based on the results of research conducted on 138 service user respondents of the Bandung City Archives and Library Service, it can be concluded that the variables of Data, Technology, Human Resources, and Process simultaneously have a positive and significant effect on library image. The coefficient of determination of 0.477 indicates that the four variables can explain 47.7% of the variation in library image, while the rest is influenced by other factors outside this study. This finding indicates that the library image is formed from a combination of the quality of information management, technology utilization, competence, and professionalism of human resources, and the effectiveness of the service process. Partially, the Process variable has the greatest influence on library image, followed by Data, Human Resources, and Technology. This confirms that the smoothness, speed, and ease of service flow are the dominant factors that shape positive user perceptions. Accurate and up-to-date data management is also an important factor as it enables targeted and responsive services to meet user needs. The quality of human resources who are professional, friendly, and able to master technology also creates satisfying service interactions. Meanwhile, technology, despite having the lowest contribution, still has a significant influence, especially in facilitating access to information and increasing service efficiency.

The results of the simultaneous test (F-test) show that the four variables together have a significant influence on library image, while the results of the partial test (t-test) prove that each variable individually also makes a significant positive contribution. This reinforces the view that library image is the result of the synergy of various aspects of services that support each other. Thus, to improve the image of the library, the management of the Bandung City Archives and Library Office needs to prioritize improving service processes, optimizing data management, improving human resource competencies, and developing integrated technology utilization in order to meet user expectations and needs on an ongoing basis.

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