

MARKETING | RESEARCH ARTICLE

# The Impact of Customer Relationship Management on Repurchase Decisions During the Boycott of Israeli Products: The Moderating Role of Knowledge

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## ABSTRACT

Repeat purchase decisions are repeated consumer purchasing activities within a certain period of time and are positive for a product or service based on past experience, after the first purchase of a product or service. Consumers who are satisfied with the products they receive make repeat purchases. Whether Customer Relationship Management affects Purchasing Decisions and Whether Knowledge is able to moderate the relationship between the two variables. This study aims to determine how much influence Customer Relationship Management and Knowledge have in influencing repeat purchase decisions on products that are indicated to need to be boycotted. This research uses a quantitative approach. Conducted from November 2024 to April 2025. The population in this study were Generation-Z in Bandar Lampung city, totaling 149,403 people. The sampling technique used a probability sampling approach with a simple random sampling. The sample size was calculated using the Slovin method with a result of 100 respondents. The application used in analyzing data is SmartPLS4 with a structural equation model (SEM) approach. The results showed that Customer Relationship Management has a positive and significant effect on Repurchase Decision, and Knowledge cannot moderate the relationship between Customer Relationship Management and Repurchase Decision.

**Keywords:** Customer Relationship Management, Repeat purchase decision, Knowledge.

**JEL Code:** M31, D12.

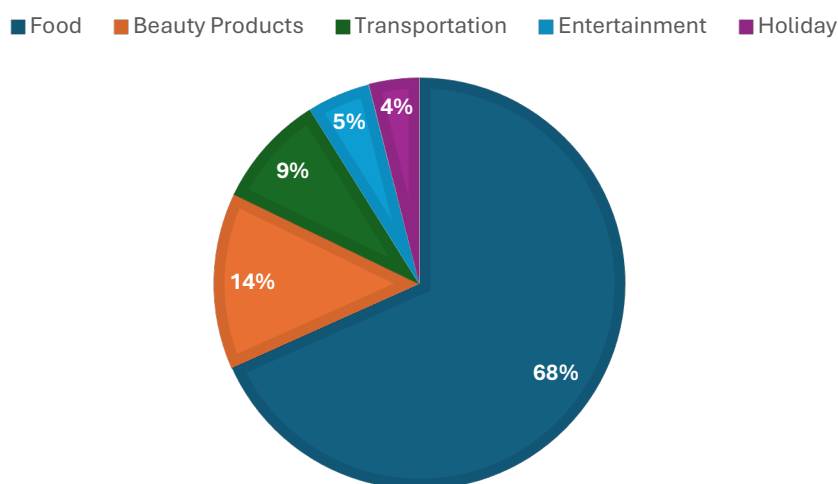
## I. Introduction

Israel's military aggression against Palestine, which began on October 12, 2023, has sparked condemnation from around the world, particularly from the Islamic community. Islamic countries responded with various actions, statements, and criticisms against Israel. For example, several cities in Indonesia—such as Jakarta, Surabaya, and Yogyakarta—held demonstrations to express support for Palestine and denounce Israel's actions. The Indonesian Ulema Council (Majelis Ulama Indonesia or MUI) addressed the Palestine-Israel crisis by issuing a fatwa on November 8, 2023. Fatwa No. 83 of 2023 outlines the legal framework for Indonesia's support of Palestine, including guidance for Indonesian Muslims on resisting Israel. One of the key



points of the fatwa is a recommendation for Muslims to avoid transactions and the use of products affiliated with Israel (Wibowo et al., 2024). In Islamic teachings, the concept of a boycott is a form of protest against actions that contradict sharia. Economically, a boycott refers to the prohibition of consuming certain foods or beverages for specific religious or ethical reasons. This behavior occurs when a company is known to sponsor, distribute, or produce goods and services that are not in accordance with Islamic law or contradict sharia principles (Rohaya et al., 2024). In response to boycott pressures from Indonesian consumers, companies must adopt strategies to maintain business sustainability. One such strategy is the implementation of Customer Relationship Management (CRM). In modern business management, CRM has become a popular approach for fostering and maintaining strong relationships with customers. By utilizing CRM systems, companies can rebuild trust and loyalty among customers, even in the face of sensitive socio-political issues (Rahmawati et al., 2019).

Loyal customers are often a reflection of customer satisfaction. Nowadays, price is no longer the primary consideration; instead, customer satisfaction programs aim to cultivate long-term relationships that lead to customer loyalty. Repeat purchase decisions refer to the ongoing purchasing behavior of consumers within a certain period, which reflects a positive evaluation of a product or service based on previous experiences. Satisfied customers are more likely to make repeat purchases. Such decisions are influenced by consumer behavior, which varies depending on the product type, price, and purchase frequency. Repurchasing is one of the post-purchase responses driven by satisfaction and indicates consumer attachment to a particular brand, store, or company. Companies therefore adopt various strategies to increase the frequency of consumer repurchase behaviors (Rusdian et al., 2024). This study focuses on Generation Z (Gen-Z) in Bandar Lampung City. As a growing urban center, Bandar Lampung has a socially, culturally, and economically diverse population, including a significant Gen-Z demographic. According to data from the Central Bureau of Statistics, there are 149,403 Gen-Z individuals in the city, accounting for 13.9% of the total population. Gen-Z was chosen as the target group for this study due to their strong purchasing behavior, particularly in relation to fast food and foreign brands.



**Figure 1. Percentage of Gen Z expenditure**

Consumer knowledge refers to all the information that individuals possess regarding various products and services, including information related to their roles as consumers. This encompasses not only knowledge of the products themselves but also an understanding of their functions and associated services. A study conducted by Nuri Annisa Fitri and Hisbullah Basri found that economic knowledge can moderate the influence of lifestyle on consumer behavior. However, contrasting findings were presented by Dominico Freza Mahendra, who reported that consumer knowledge did not moderate the influence of green marketing on

consumer purchasing decisions. These differing results have prompted researchers to explore knowledge as a moderating variable in this study.

Based on previous literature, several studies have examined the relationship between customer relationships and repurchase decisions. For instance, prior research has shown that customer relationships have a significant influence on repurchase decisions (Stephanie et al., 2022). However, there is a lack of studies that specifically analyze knowledge as a moderating variable in this context. Recognizing the critical role of customer relationships in shaping repurchase decisions, this study aims to investigate the effect of customer relationship management on repurchase decisions, with knowledge acting as a moderating variable. The results of this research are expected to contribute to further academic development and provide practical insights, particularly during the ongoing geopolitical conflicts.

Customer Relationship Management (CRM) is a key corporate strategy aimed at enhancing communication and marketing efforts with customers. CRM also serves as a platform for delivering promotional messages to consumers. Previous studies have indicated that purchasing decisions are influenced by CRM. Therefore, the researcher proposes the following research title: "The Effect of Customer Relationship Management on Repurchase Decisions During the Israeli Product Boycott Period with Knowledge as a Moderating Variable."

## **II. Literature Review and Hypothesis Development**

### **2.1. Customer Relationship Management**

Customer Relationship Management (CRM) is one of the most important concepts in modern marketing. According to Kotler and Armstrong (2008), customer relationship management is the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. Furthermore, Kotler and Keller (2016) define CRM as the process of carefully managing detailed information about individual consumers and all consumer touchpoints in order to maximize consumer loyalty. Consumer touchpoints refer to all interactions in which consumers encounter a brand or product, whether through direct experience, personal or mass communication, or casual observation. CRM encompasses the entire process of maintaining and building mutually beneficial relationships with customers to increase customer satisfaction. It serves as a management tool used by organizations to develop channels and methods for managing customer-related information, which ultimately contributes to improving organizational performance and increasing profitability (Juanamasta, 2019). According to Reinartz (2012), the main indicators of CRM are people, process, and technology.

### **2.2. Repurchase Decision**

A purchase decision refers to the process by which consumers determine whether to buy a product or service, typically involving several stages such as identifying needs, searching for information, evaluating alternatives, making the purchase, and engaging in post-purchase behavior (Fitriasari et al., 2025). Repurchase decisions are repeated purchasing behaviors by consumers within a certain period, reflecting a positive attitude toward a product or service based on previous experience (Abadi et al., 2023). Repurchase intention is a post-purchase response driven by the benefits and satisfaction derived from previously purchased and used products (Karisma Devantha and Wayan Ekawati, 2020).

According to Sembiring et al. (2022), buying decisions are problem-solving activities undertaken by individuals to select the most appropriate behavioral alternative from several options, typically through a decision-making process. Wahyudi et al. (2020) state that repurchase decisions represent a behavioral tendency in consumers who repeatedly purchase goods or services over a certain time period, showing a positive attitude toward the product based on previous experiences. These decisions are inherently subjective and relate to economic transactions, often influenced by factors such as product quality, price, and service.

According to Kotler and Keller (2023), the indicators of repurchase decisions include product stability, habitual buying behavior, recommending the product to others, and repeat purchasing behavior.

### 2.3. Knowledge

Consumer knowledge refers to the information stored in a consumer's memory that significantly influences their purchasing patterns. Mowen and Minor (2002) describe knowledge as all the information consumers have about various products and services, including information related to their functions and the consumers' roles. They also state that knowledge is a behavioral change in individuals resulting from experience. Consumers possess varying levels of product knowledge, which help them interpret new information and make informed purchasing decisions. Knowledge is categorized into three indicators: subjective knowledge, objective knowledge, and experience-based knowledge.

### 2.4. The Effect of Customer Relationship Management on Repurchase Decisions during the boycott of Israeli-affiliated products on Gen-Z in Bandar Lampung City

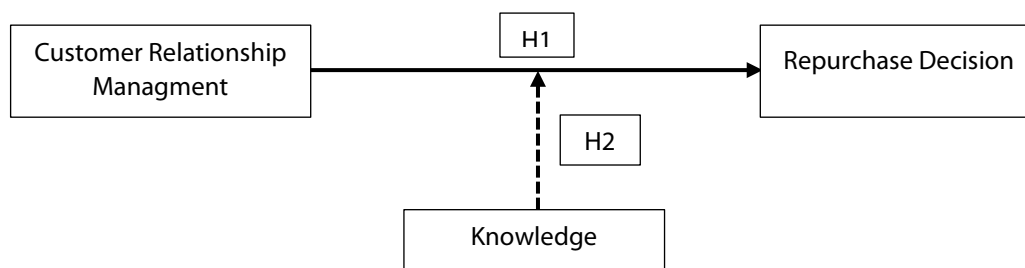
Based on the Theory of Reasoned Action, behavior is determined by an individual's intention to engage or not engage in a particular action. Customer Relationship Management (CRM) involves the entire process of maintaining and building mutually beneficial relationships with customers (Kotler & Armstrong, 2008). Therefore, behavior that fosters strong customer relationships can trigger the desire to make repeat purchases. This is further supported by the Stimulus-Organism-Response (S-O-R) Theory, which assumes that verbal communication, non-verbal cues, or specific symbols can stimulate individuals to respond in a particular way. This response may be either positive or negative. If a company successfully maintains good relationships with its customers, it will likely elicit a positive response, such as the decision to make repeat purchases. Research conducted by Stephanie et al. (2022) found that customer relationships have a positive and significant effect on repurchase interest. Similarly, Abadi et al. (2023) concluded that customer relationships partially influence repurchase decisions positively and significantly. In contrast, a study by Mamahit et al. (2022) found that the customer relationship variable had no significant effect on customer loyalty. On the other hand, research by Ika et al. (2024) showed that customer relationship management significantly influences repurchase intentions.

H1 : Customer Relationship Management has a positive and significant effect on purchasing decisions during the boycott of Israeli-affiliated products among Gen-Z in Bandar Lampung City.

### 2.5. Knowledge Moderates the Effect of Customer Relationship Management on Repurchase Decisions during the boycott of Israeli-affiliated products on Gen-Z in Bandar Lampung City

The knowledge variable functions as a moderating variable, meaning it can strengthen or weaken the relationship between customer relationship management and repurchase decisions. According to the Knowledge-Based View (KBV) Theory, a company's resources alone are not sufficient to gain a competitive advantage. Rather, the availability of adequate knowledge and information is key to sustaining long-term competitive advantage. In this context, knowledge acts as a moderating variable between CRM and repurchase decisions. Consumers with sufficient knowledge are more likely to make informed behavioral decisions. Research by Akhadiyah (2020) found that knowledge moderates the effect of service quality on customer decisions. Fitri and Basri (2021) reported that economic knowledge moderates the influence of lifestyle on consumer behavior. However, Akhadiyah (2020) also found that knowledge does not moderate the effect of sharia compliance on the decision to become a customer. In another study, Akhadiyah (2020) revealed that knowledge moderates the influence of promotion on customer decisions.

H2 : Knowledge moderates the effect of Customer Relationship Management on repurchase decisions during the boycott of Israeli-affiliated products among Gen-Z in Bandar Lampung City.



**Figure 2. Conceptual Framework**

### III. Research Method

This research adopts a quantitative approach. Quantitative research methods are used to study specific populations or samples by collecting data through research instruments and analyzing the data statistically, with the aim of testing predetermined hypotheses (Sugiyono, 2019). The research was conducted from November 2024 to April 2025 and focused on Generation Z in Bandar Lampung City. The data used in this study were obtained through surveys distributed by the researchers. The population in this study consisted of Generation Z individuals in Bandar Lampung City, which, according to the Central Statistics Agency, totaled 149,403 people. The sampling technique employed was probability sampling using a simple random sampling method, meaning that each member of the population had an equal chance of being selected, without specific criteria. Given the size of the population and a tolerable margin of error of 10%, the sample size was determined using the Slovin formula. This formula was chosen because the researcher intended to select a simple random sample from a large population, as shown below:

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

Description:

n = Number of Samples  
 N = Total Population  
 e = Error rate 10% = 0,1

based on the above formula, it can be calculated as follows:

$$n = \frac{149.403}{1 + 149.403 (0,1)^2} = \frac{149.403}{149.404 (0,01)}$$

$$= \frac{149.403}{1.494,04} = 99,99 \approx 100$$

Based on the results above, the minimum required sample size for this study was 100 respondents. To collect the initial data, a questionnaire survey was distributed via Google Forms. The questionnaire employed a 1 to 5 Likert scale, where respondents indicated their level of agreement with various statements related to customer relationship management, knowledge, and repurchase decisions. The scale ranged from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), to 5 (strongly agree). The survey was conducted online to ensure broader participation from respondents. Initially, the researcher distributed the questionnaire to 130 respondents. However, due to some reverse-coded statements, several responses had to be excluded.

Eventually, the final valid sample consisted of 100 respondents. To analyze the collected data, the researcher used SmartPLS 4 as the analytical tool. The analysis began with testing the outer model to evaluate the validity and reliability of the constructs. SmartPLS 4 was chosen because it is capable of handling Structural Equation Modeling (SEM) using a variance-based approach, which is suitable for non-normal data, small sample sizes, and both reflective and formative models. Validity and reliability were assessed using outer loading and composite reliability values. For an indicator to be considered valid, the outer loading and composite reliability should be greater than 0.70. This threshold indicates that the indicator significantly contributes to explaining the latent variable it is intended to measure. In addition, the Cronbach's alpha value should be above 0.70, and the Average Variance Extracted (AVE) should exceed 0.50 (Ghozali & Latan, 2015). After confirming the validity and reliability of the data, the researcher proceeded to examine the influence of each variable, both directly and indirectly, by conducting bootstrapping for hypothesis testing and assessing the Coefficient of Determination. While the quantitative approach provides robust data, it may not fully capture the nuanced experiences and perspectives of Gen-Z individuals.

## IV. Result and Discussion

### 4.1. Validity and Reliability Test

Before testing the hypotheses, the researcher first conducted a validity test on the data previously collected. The data were obtained from questionnaires distributed via Google Forms in March 2025. The purpose of the validity test was to determine whether the instrument used in the study was valid and appropriate for measuring the intended variables.

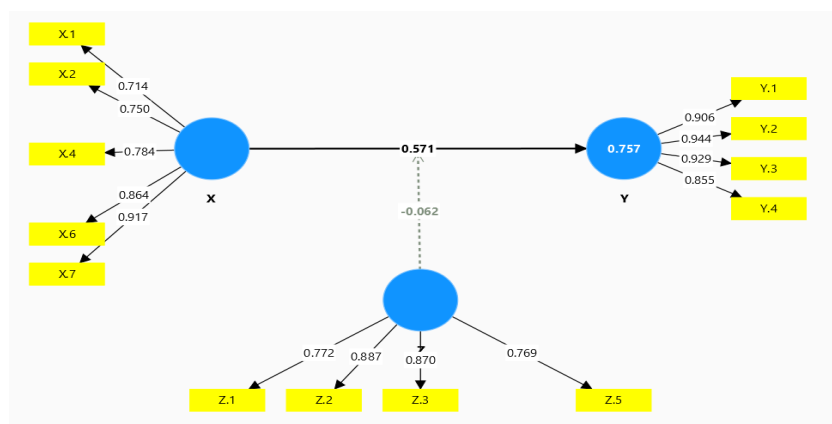


Figure 3. Graphic

Table 1. Validity Test Result

| No. | Item | X     | Y     | Z     | Description |
|-----|------|-------|-------|-------|-------------|
| 1.  | X 1  | 0.714 |       |       | Valid       |
|     | X 2  | 0.750 |       |       |             |
|     | X 4  | 0.784 |       |       |             |
|     | X 6  | 0.864 |       |       |             |
|     | X 7  | 0.917 |       |       |             |
| 2.  | Y 1  |       | 0.906 |       |             |
|     | Y 2  |       | 0.944 |       |             |
|     | Y 3  |       | 0.929 |       |             |
|     | Y 4  |       | 0.855 |       |             |
| 3.  | Z 1  |       |       | 0.772 |             |
|     | Z 2  |       |       | 0.887 |             |

| No. | Item | X | Y     | Z     | Description |
|-----|------|---|-------|-------|-------------|
|     | Z 3  |   |       | 0.870 |             |
|     | Z.5  |   | 0.769 |       |             |

Based on the table 1, not all statement items in the study meet the validity requirements, as indicated by the outer loading values. Variable X consists of seven items, and two of these items are considered invalid. One of the invalid items is a reverse statement, specifically item 5. Reverse statements in questionnaires are used to minimize automatic response bias, assess respondent consistency, balance the direction of the questions, and improve the reliability of the research instrument. For variable Y, all items have been declared valid. Meanwhile, variable Z consists of five items, but one item, namely item 4, is considered invalid. Testing with SmartPLS can still proceed even if some items are invalid. Items with very low values (less than 0.4) can be removed, or they may be retained if they do not negatively impact the overall construct validity, considering the Average Variance Extracted (AVE) and Composite Reliability (CR). The removal of items is conducted gradually to achieve the most optimized final model.

**Table 2. Reliability Test Result**

| Variable                         | Cronbach's Alpha | Composite Reliability | Average Variance Extracted |
|----------------------------------|------------------|-----------------------|----------------------------|
| Customer Relationship Management | 0.869            | 0.902                 | 0.655                      |
| Repurchase Decision              | 0.930            | 0.937                 | 0.827                      |
| Knowledge                        | 0.846            | 0.862                 | 0.683                      |

From the table 2, the results of the calculation of Cronbach's alpha on the variables used in this study are greater than 0.70, then the results of the calculation of composite reliability on the variables used are greater than 0.70, these results are in accordance with the concept put forward by (Ghozali & Latan, 2015).

#### 4.2. Hypothesis Test and Coefficient Determination

This analysis aims to determine the effect of the independent variable on the dependent variable. The relationship between the independent and dependent variables is assessed based on the values of T Statistics > T table and P Value < 0.05 or 5%. In this study, the T table value is 1.660 at a significance level of 0.05. Therefore, the criterion for accepting the hypothesis is when the T Statistic value > 1.660 and the P Value < 0.05. The T test results are presented as follows:

**Table 3. Path Coefficient Result**

| Hypothesis | Relationship between Variable          | Original Sample | T-Statistic | P-Values |
|------------|--|-----------------|-------------|----------|
| H1         | CRM => Repurchase Decision             | 0.571           | 5.281       | 0.000    |
| H2         | Knowledge X CRM => Repurchase Decision | -0.062          | 1.676       | 0.094    |

Based on the data from the T test results in the table above, the results can be seen:

- Hypothesis 1 is accepted, because the t statistical value > t table or  $5.281 > 1.660$  and the p value is 0.000 (<0.05) which means that CRM has a positive and significant effect on Repurchase Decisions.
- Hypothesis 2 is rejected, because the t statistical value > t table or  $1.676 > 1.660$  with an original sample value of -0.062 (negative) and the p value is 0.094 (>0.05) which means that Knowledge cannot moderate the relationship between CRM on Repurchase Decisions.

The coefficient of determination test ( $R^2$ ) is used to determine the extent to which changes in the dependent variable (Y) are influenced by the independent variable (X). A higher  $R^2$  value indicates a greater percentage of variation in the dependent variable explained by the independent variable. Conversely, a lower  $R^2$  value indicates a smaller percentage of variation in the dependent variable explained by the independent variable.

**Table 4. Coefficient Determination Result**

| Variable            | R Square |
|---------------------|----------|
| Repurchase Decision | 0.757    |

Based on the results of the coefficient of determination test in the table above, the R Square value for the Repurchase Decision variable is 0.757. This  $R^2$  value of 0.757 indicates that the model has strong explanatory power, as 75.7% of the variation in the repurchase decision variable can be explained by the independent constructs in the model. The remaining 24.3% is influenced by other factors outside the model.

#### 4.3. Discussion

##### 4.3.1. The Effect of Customer Relationship Management on Repurchase Decisions

The results indicate that Customer Relationship Management (CRM) has a positive and significant effect on Repurchase Decisions, thus H1 is accepted. The high index value of the CRM indicators supports this conclusion. These indicators include people, process, and technology. A well-established customer relationship leads to an increase in repurchase decisions. Additionally, these findings are supported by the Theory of Reasoned Action, which states that behavior fostering mutually beneficial relationships with customers can trigger the intention to make repeat purchases. Furthermore, the Stimulus Organism Response theory assumes that verbal communication, non-verbal cues, and specific symbols can stimulate individuals to respond in a certain way. These results align with previous research conducted by Stephanie et al. (2022), Abadi et al. (2023), Lia Novita Sari and Sri Padmantyo (2023), and Ika et al. (2024), all of which concluded that CRM has a positive and significant effect on Repurchase Decisions.

##### 4.3.2. The Effect of Customer Relationship Management on Repurchase Decisions moderated by Knowledge

The results show that Knowledge does not moderate the relationship between Customer Relationship Management and Repurchase Decisions, and therefore H2 is rejected. This suggests that the moderating variable does not strengthen or weaken the relationship between CRM and Repurchase Decisions. Thus, the hypothesis regarding moderation is not supported, and the moderating effect in this model is not statistically significant. Although consumer knowledge could theoretically act as a moderator between CRM and Repurchase Decisions, the data in this study do not support that effect. According to the Knowledge-Based View Theory, a company's competitive advantage is not solely derived from its resources but also from its access to adequate knowledge and information, which can ensure long-term sustainability for both consumers and companies. These findings are consistent with research conducted by Akhadiyah (2020), which stated that knowledge did not moderate the effect of sharia compliance on the decision to become a customer.

##### 4.3.3. Customer Relationship Management in the view of Islamic Business

CRM implementation is crucial to be examined from an Islamic perspective, particularly by applying the four mandatory traits of Prophet Muhammad in business practices: siddiq (truthfulness), amanah

(trustworthiness), tabligh (communication), and fathonah (wisdom/intelligence). As stated in the Quran, Surah Al-Anfal, verse 27:

يَا أَيُّهَا الَّذِينَ آمَنُوا لَا تَخُونُوا اللَّهَ وَالرَّسُولَ وَتَخُونُوا أَمْنَكُمْ وَأَنْتُمْ تَعْلَمُونَ ۚ ٢٧

Meaning: "O believers! Do not betray Allah and the Messenger, nor betray your trusts knowingly."

## V. Conclusion

Based on the research findings, the conclusion of the study entitled *"The Effect of Customer Relationship Management on Repurchase Decisions during the Israeli Product Boycott Period with Knowledge as a Moderating Variable"* is that Customer Relationship Management has a positive and significant effect on Repurchase Decisions during the boycott period, meaning that Hypothesis 1 is accepted. This suggests that maintaining good relationships with customers can enhance repurchase decisions even in the context of a boycott. However, Knowledge does not moderate the relationship between Customer Relationship Management and Repurchase Decisions, so Hypothesis 2 is rejected. This indicates that a high level of consumer knowledge does not always benefit the company and may even backfire. Future researchers are encouraged to explore alternative variables that may moderate the relationship between Customer Relationship Management and Repurchase Decisions. Theoretically, this study is expected to provide a valuable reference for Gen-Z in Bandar Lampung City in making informed decisions about whether to support a boycott or continue purchasing products based on quality. From a managerial perspective, this research may serve as a useful reference for future studies and encourage the inclusion of different variables to enhance the understanding of factors influencing repurchase behavior.

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