

The Influence of Customer Relationship Management (CRM) and Customer Satisfaction on Sales Increase Through The Use of Digital Services at PT PLN (Persero) UP3 Ogan Ilir

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ABSTRACT

This study aims to analyze the influence of three main variables: Customer Relationship Management (CRM), customer satisfaction, and sales improvement of electricity through the Digital Service PLN at PT PLN (Persero) UP3 Ogan Ilir. A quantitative approach was applied using a survey method, with questionnaires distributed to 100 active users of the PLN Mobile application. Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The model includes two independent variables CRM and customer satisfaction and one dependent variable, namely sales improvement. The results show that CRM has a positive and significant effect on customer satisfaction. Furthermore, customer satisfaction significantly affects sales improvement. CRM also has an indirect influence on sales improvement through customer satisfaction as a mediating variable. These findings suggest that effective CRM implementation enhances customer satisfaction, which ultimately contributes to increased electricity sales through digital service channels. The study recommends that PT PLN (Persero) continuously strengthen CRM strategies and prioritize customer satisfaction to support the utilization of PLN Mobile and sales performance.

Keywords: Work-Life Balance, Non-Physical Work Environment, Job Satisfaction.



INTRODUCTION

The development of digital technology over the past decade has brought significant changes to consumer behavior and business processes across various industry sectors. The ongoing digital transformation encourages companies to optimize marketing strategies, enhance services, and manage customer relationships through a more integrated and technology-based approach (Erwin et al., 2024). Digitalization not only affects how customers interact with brands, but also becomes a foundation for companies to increase sales through more effective digital channels (Adhitya et al., 2024).

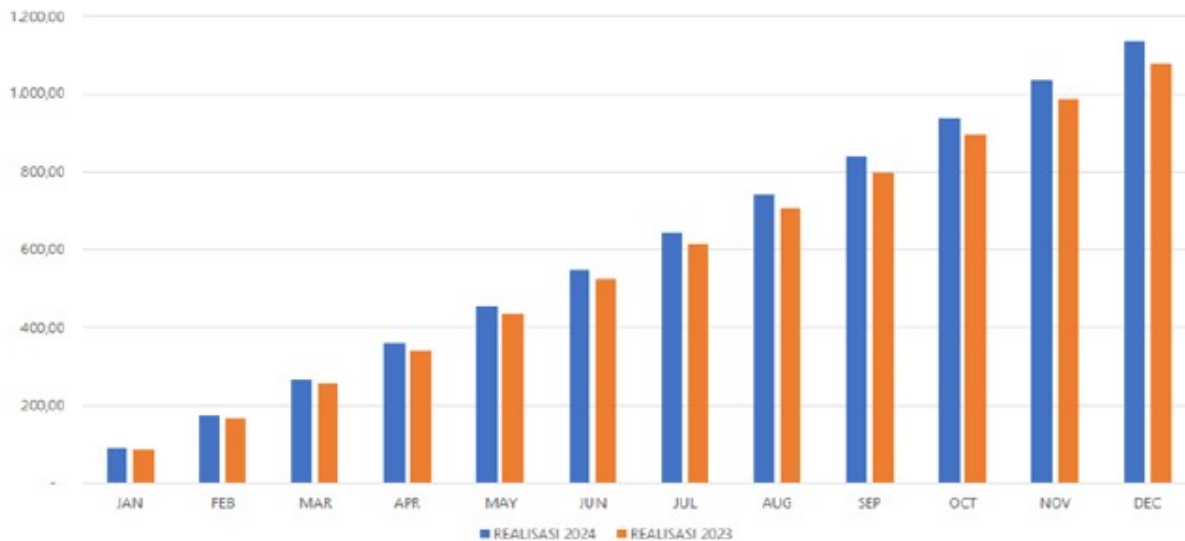
In the context of public services such as electricity provision, digital technology serves as an essential instrument in improving service efficiency and strengthening customer relationships. PT PLN (Persero), as a state-owned electricity provider, has implemented service transformation through the development of PLN Mobile, a digital application designed to facilitate customers in accessing various services such as bill inquiries, token purchases, complaints, and power changes (Hidayah & Prabowo, 2024). The utilization of digital services is an important part of the company's strategy to improve service quality, operational efficiency, and customer satisfaction.

In strengthening customer relationships, the concept of Customer Relationship Management (CRM) plays a vital role. CRM manages the company's interactions with customers by integrating people, processes, and technology to create added value and enhance loyalty (Widyana & Firmansyah, 2021). Effective CRM enables companies to better understand customer needs, provide personalized services, and build long-term relationships that aim to improve customer satisfaction and retention (Siswati et al., 2024).

In addition to CRM, customer satisfaction is a key indicator of a company's success in delivering services that meet expectations. Satisfaction arises when service performance meets or exceeds customer expectations and can promote loyalty as well as increased use of digital services (Kotler et al., 2019; Tjiptono, 2020). In the energy industry, customer satisfaction is closely associated with service reliability, complaint handling speed, ease of service access, and transparency of information (Maulidiah et al., 2023).

The phenomenon occurring at PT PLN (Persero) UP3 Ogan Ilir shows that although digital services such as PLN Mobile have been implemented since 2016, their utilization level has not yet reached optimal potential. This is evident from the number of customers who still prefer to visit service offices directly for complaints, bill inquiries, or power change requests. This condition is reinforced by electricity sales data for 2023–2024, which shows fluctuations and has not reflected a significant increase despite ongoing digitalization efforts. Additionally, the absence of a formal and structured CRM system

results in the company lacking clear metrics regarding the quality of its customer relationships and how these influence the use of digital services or electricity sales improvements. Limited customer identification processes, satisfaction evaluations, and data integration contribute to a gap between digital transformation goals and field implementation. This phenomenon highlights the urgency for the company to reassess its CRM strategy and the effectiveness of PLN Mobile in driving customer satisfaction and electricity sales.



Data Source: Report 3.09 PLN UP3 Ogan Ilir

Figure 1. Sales of PT PLN (Persero) UP3 Ogan Ilir in 2023–2024

Previous studies also emphasize that CRM and customer satisfaction are closely linked to sales improvement. Research by Widyana & Firmansyah (2021) indicates that CRM positively affects customer satisfaction, while Promanjoe (2021) found that effective CRM can enhance customer loyalty and repeat purchases. In the digital context, Octaviani et al. (2022) found that the implementation of digital CRM at PLN contributes to increased customer interaction and digital service effectiveness.

However, based on previous research, a research gap still exists, particularly regarding the role of CRM in customer satisfaction to increase electricity sales through PLN Mobile, especially within the operational area of PT PLN (Persero) UP3 Ogan Ilir. Most previous studies examined CRM in general without highlighting how CRM interacts with the use of digital services as a transaction and public energy service channel. Moreover, there is still limited empirical research linking the three main variables CRM, customer satisfaction, and sales improvement simultaneously within the context of digital electricity services.

Therefore, this research is important to address the gap and provide both academic and practical contributions. Academically, it enriches the literature on CRM implementation and customer satisfaction in the context of digital services in the utility sector. Practically, it provides PT PLN (Persero) UP3 Ogan Ilir with insights regarding the effectiveness of CRM and digital service implementation in improving electricity sales, as well as recommendations for developing more customer-oriented service strategies.

LITERATURE REVIEW

Marketing Management

Marketing management is a systematic process of planning, organizing, directing, and controlling marketing activities to achieve organizational goals. Patma et al. (2019) state that management includes both technical and methodological aspects in decision-making. Terry (2021) defines management as a process of guiding and directing individuals to achieve organizational objectives. According to Mendo et al. (2022), management is the art of effectively allocating resources through the functions of planning, organizing, directing, and controlling. In the context of marketing, these functions are used to create customer value, improve marketing performance, and ensure business sustainability.

Sales

Sales represent the process of exchanging goods or services to obtain profit. Gunawan (2023) explains that sales involve reciprocal interactions between products and consumer needs. Komala et al. (2022) emphasize that sales are a key indicator of marketing performance. Fauziah & Muniarty (2024) add that sales focus on transferring goods from producers to consumers through specific marketing strategies.

Customer Satisfaction

Customer satisfaction is an emotional evaluation that arises after comparing expectations with actual service performance (Kotler et al., 2019). Tjiptono (2020) asserts that satisfaction occurs when a service meets or exceeds customer expectations. Maulidiah et al. (2023) state that customers feel satisfied when the product aligns with or surpasses their expectations.

Customer Relationship Management (CRM)

Widyana & Firmansyah (2021) define CRM as a strategic approach that integrates internal processes and external relationships to create added value for customers. Kotler & Armstrong (2020) describe CRM as a process of building long-term relationships with customers by delivering continuous value and satisfaction. Siswati et al. (2024) emphasize that CRM plays a role in increasing satisfaction, loyalty, and customer retention.

Technology Acceptance Model (TAM)

TAM was developed by Davis (1985) and is used to explain user acceptance of technology. This model assesses the extent to which perceived usefulness and perceived ease of use influence user attitudes and intentions in adopting technology (Pratama et al., 2022; Karomi & Purwanto, 2024).

Hypothesis

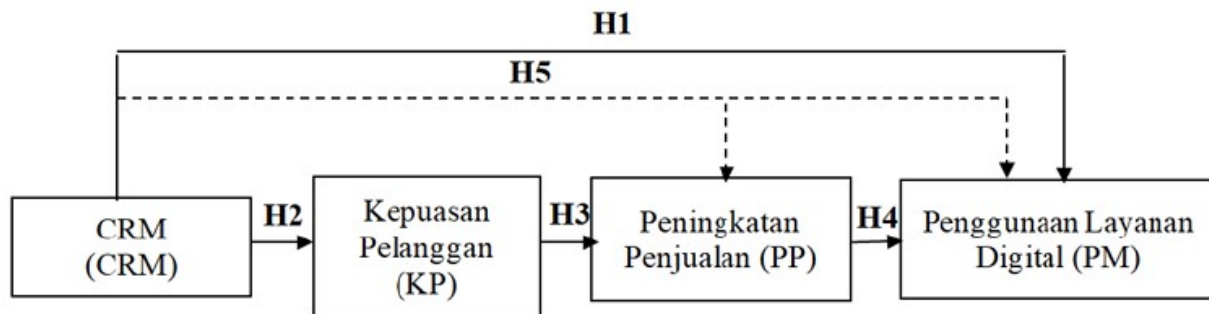


Figure 2. Conceptual Framework Model

Based on the theoretical review of Customer Relationship Management (CRM), customer satisfaction, digital services, and sales, this study formulates several hypotheses. The study assumes that the better the implementation of CRM within an organization, the higher the level of digital service utilization among customers. Furthermore, effectively managed CRM is expected to enhance customer satisfaction through improved interaction quality, accurate information, and more efficient service processes.

Customer satisfaction is also assumed to contribute significantly to increasing sales, as satisfied customers tend to use services more frequently, make repeat purchases, and demonstrate positive behavior toward the company's products or services. Accordingly, CRM is assumed to not only have a direct effect on customer satisfaction but also an indirect effect on sales improvement, with customer satisfaction acting as a mediating variable. Thus, the hypotheses of this study are as follows:

H₁ : CRM influences the utilization of digital services;

H₂ : CRM influences customer satisfaction;

H₃ : Customer satisfaction influences sales improvement; and

H₄ : CRM has an indirect effect on sales improvement through customer satisfaction.

RESEARCH METHODS

Research Design

This study employs a quantitative approach with an explanatory research type. This approach was chosen to explain causal relationships between research variables through hypothesis testing, so that the results can provide an explanation regarding the influence between the variables studied based on empirical data obtained from respondents.

Research Limits

This research is limited to examining the influence of Customer Relationship Management and Customer Satisfaction on Sales Improvement through the Use of Digital Services via PLN Mobile at PT PLN (Persero) UP3 Ogan Ilir. The scope of the study focuses on customers who use the PLN Mobile application as a digital service platform. This limitation is necessary to ensure the research is directed and aligned with the relevant characteristics of the research object

Variable Identification

The variables in this study consist of four variables, namely two independent variables, one dependent variable, and one mediating variable. The independent variables are Customer Relationship Management (CRM) and Customer Satisfaction. The dependent variable is Sales Improvement. In addition, there is a mediating variable, namely the Use of Digital Services. All variables are measured through indicators based on theories and previous research as stated in the operational definition of variables.

Participants and Setting

The research was conducted at PT PLN (Persero) UP3 Ogan Ilir, which serves as the primary location for data collection. The research respondents are customers using the PLN Mobile application who utilize digital services for transactions and electricity-related services. The sample was determined based on the population of PLN Mobile users within the working area of UP3 Ogan Ilir.

Measurement

The instrument used in this research is a questionnaire developed based on the indicators of each variable using a Likert scale. The indicators were derived from relevant theories and previous studies, and subsequently operationalized to measure respondents' perceptions of each research variable.

Data Collection

Data collection techniques were carried out through the distribution of questionnaires to respondents as the primary data source. Additionally, documentation was used as secondary data in the form of reports and related information obtained from the relevant institution.

Data Analysis

Data were analyzed using the Structural Equation Modeling method based on Partial Least Square (SEM-PLS) with the assistance of SmartPLS software. The analysis included testing the validity and reliability of the instrument, evaluating the measurement model and the structural model, as well as hypothesis testing using the bootstrapping technique to determine the influence of each variable.

RESULTS

SEM-PLS Data Analysis

In this study, data analysis was carried out using a quantitative approach through the Structural Equation Modeling–Partial Least Square (SEM-PLS) method. To facilitate understanding of the causal relationships being investigated, the theoretical model formulated in the hypotheses is illustrated in the form of a path diagram.

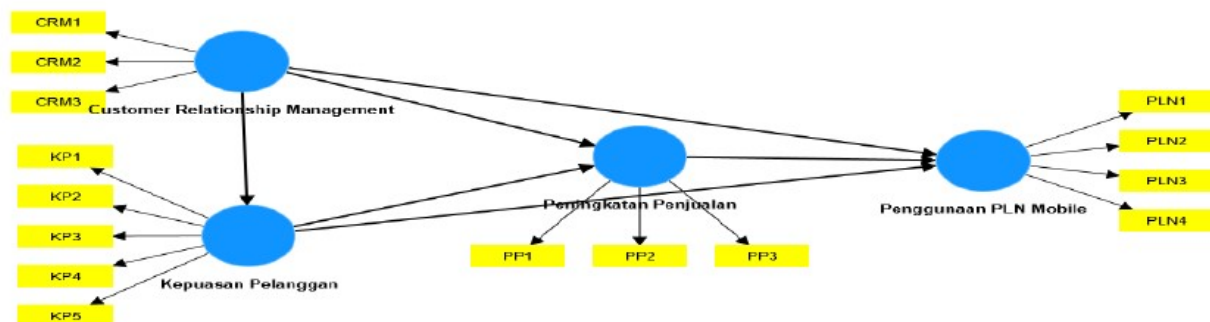


Figure 3. Diagram Flow Research

The blue circles in the diagram represent the observed variables, which are derived from the questionnaire. Each indicator also serves as a basis for other structural components. In the PLS application, causal relationships can be displayed through a path diagram.

Evaluation of the Outer Model

The main objective of evaluating the measurement model is to assess the validity and reliability of the constructs or indicators involved. The reflective measurement model is evaluated through validity and reliability testing.

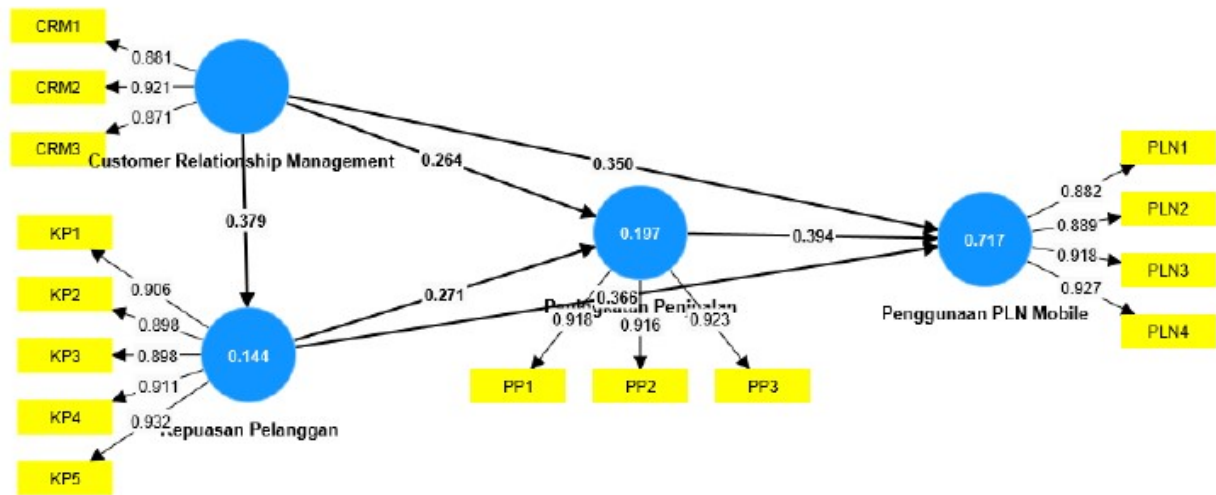


Figure 4. Outer Model

Convergent validity is assessed based on the loading factor. If the loading factor reaches a value of 0.7 or higher, the indicator is considered to have a high level of validity related to the associated construct or latent variable. The results of the validity test in this study were obtained from data collected through the distribution of questionnaires to one hundred and two research participants.

Evaluation of the Inner Model

In SEM analysis, the assessment of the coefficient of determination is used to determine how much contribution the exogenous variables provide to the endogenous variables. R-square is determined by the coefficient of determination, which essentially shows the extent to which the model is capable of explaining the variance in the endogenous variable.

Table 1. Coefficient of Determination Test Results

Variable	R-square
Customer Satisfaction	0.144
Use of Digital Services	0.717
Sales Improvement	0.197

Referring to the table, the R^2 value for Customer Satisfaction obtained is 0.144, meaning that Customer Relationship Management is responsible for 14.4% of the variance in Customer Satisfaction, while the remaining variance is explained by other factors not included in the model. Next, the R^2 value for the Sales Improvement variable is 0.197, which means that Customer Relationship Management and

Customer Satisfaction together account for 19.7% of the variance in Sales Improvement, with the remaining variance explained by other factors not included in the model.

Furthermore, the R^2 value for the Use of Digital Services variable is 0.717, indicating that Customer Relationship Management, Customer Satisfaction, and Sales Improvement collectively account for 71.7% of the variance in the Use of Digital Services, while the remaining variance is demonstrated by other factors not included in the model.

Q-square can measure how well a model has predictive relevance. A Q-square value greater than zero indicates that the model is well-reconstructed and has predictive relevance.

Table 2. Q-square Test Results

Variable	Q²
Customer Satisfaction	0.106
Use of Digital Services	0.564
Sales Improvement	0.129

Based on the Q-square test results shown in Table 2, these findings indicate that the model in this study is capable of effectively predicting the reliability of work and employee productivity.

The f^2 value shows the magnitude of the contribution of latent variables to the influence on the model at the structural level. This effect can be classified as very small, small, medium, or large. The thresholds used to categorize the effect are: $f^2 < 0.02$ indicates a very small effect, $0.02 \leq f^2 < 0.15$ indicates a small effect, $0.15 \leq f^2 < 0.35$ indicates a medium effect, and $f^2 > 0.35$ indicates a large effect.

Table 3. f^2 Effect Size Test Results

Variable	Customer Satisfaction	Use of Digital Services	Sales Improvement
Customer Relationship Management	0.168	0.346	0.074
Customer Satisfaction	–	0.377	0.078
Use of Digital Services	–	–	0.441

Based on Table 3. regarding the f^2 effect size test results, it can be seen how much each latent variable contributes to other variables in the structural model.

First, the Customer Relationship Management (CRM) variable has a medium effect on Customer Satisfaction with an f^2 value of 0.168, a medium effect on the Use of Digital Services with an f^2 value of 0.346 (approaching large), and a small effect on Sales Improvement with an f^2 value of 0.074. This indicates that CRM has a fairly significant influence in shaping Customer Satisfaction and encouraging the use of the Digital Services application, even though its impact on Sales Improvement is still small.

Next, the Customer Satisfaction variable shows a large effect on the Use of Digital Services with an f^2 value of 0.377. This indicates that the higher the customer satisfaction, the higher the use of Digital Services. However, the effect of Customer Satisfaction on Sales Improvement is small, with an f^2 value of 0.078, which implies that satisfaction does not directly contribute significantly to Sales Improvement.

Finally, the Use of Digital Services variable has a large effect on Sales Improvement, with an f^2 value of 0.441. This shows that the use of the Digital Services application is a very important and dominant factor in increasing sales. Therefore, optimizing the use of Digital Services can become a key strategy in driving sales growth.

Overall, these results indicate that the variables studied have varying levels of influence, and the Use of Digital Services serves as an important link between Customer Satisfaction and Sales Improvement.

The path coefficients for each relationship are determined to test the hypotheses. The accepted significance level (alpha) in this study is 0.05, or 5%. The following section presents the results of the hypothesis testing.

Table 4. Hypothesis Test Results

Hypothesis	Original Sample	T- statistics	P- values
Customer Relationship Management → Use of Digital Services	0.350	5.103	0.000
Customer Relationship Management → Customer Satisfaction	0.379	3.615	0.000
Customer Satisfaction → Sales Improvement	0.271	2.689	0.007
Sales Improvement → Use of Digital Services	0.394	7.145	0.000
Customer Relationship Management → Sales Improvement → Use of Digital Services	0.104	2.493	0.013

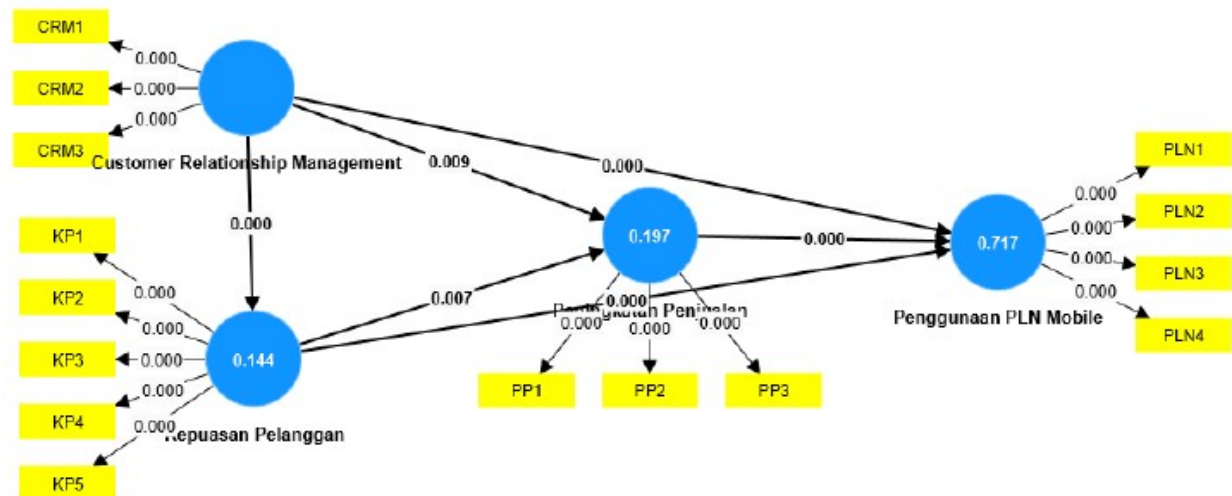


Figure 4. Output Bootstrapping Model

Based on the table, the results of the hypothesis testing are as follows:

1. Customer Relationship Management → Use of Digital Services

T-statistic > 1.96 with a value of 5.103, and P-value < 0.05 with a value of 0.000, indicating that Customer Relationship Management has a significant effect on the Use of Digital Services, with an effect size of 0.350.

2. Customer Relationship Management → Customer Satisfaction

T-statistic > 1.96 with a value of 3.615, and P-value < 0.05 with a value of 0.000, indicating that Customer Relationship Management has a significant effect on Customer Satisfaction, with an effect size of 0.379.

3. Customer Satisfaction → Sales Improvement

T-statistic > 1.96 with a value of 2.689, and P-value < 0.05 with a value of 0.007, indicating that Customer Satisfaction has a significant effect on Sales Improvement, with an effect size of 0.271.

4. Sales Improvement → Use of Digital Services

T-statistic > 1.96 with a value of 7.145, and P-value < 0.05 with a value of 0.000, indicating that Sales Improvement has a significant effect on the Use of Digital Services, with an effect size of 0.394.

5. Customer Relationship Management → Sales Improvement → Use of Digital Services (mediated effect)

T-statistic > 1.96 with a value of 2.493, and P-value < 0.05 with a value of 0.013, indicating that Customer Relationship Management has a significant effect on the Use of Digital Services through Sales Improvement, with an effect size of 0.104.

DISCUSSION

The implementation of Customer Relationship Management (CRM) in this study has been proven to positively influence the increased use of PLN's digital services. The analysis shows that effective CRM encourages customers to be more active in using the PLN Mobile application. This occurs because CRM enhances the quality of interactions between PLN and its customers through more personalized, responsive, and targeted services. When customers feel they receive sufficient attention and quick service, they become more inclined to adopt the available digital-based services. These findings align with previous studies indicating that digital CRM not only strengthens customer relationships but also significantly contributes to the adoption of digital services. Thus, CRM becomes a crucial factor in supporting PLN's digital transformation and in driving the increased utilization of its digital services.

In addition to increasing the use of digital services, CRM implementation also has a significant effect on customer satisfaction. More structured interactions facilitated by CRM enable PLN to deliver higher-quality services, including information delivery, complaint handling, and service responsiveness. Customers who experience consistent and targeted service tend to exhibit higher levels of satisfaction. CRM provides a more personalized experience and enhances customer trust in the company. This increased satisfaction serves as an indicator that CRM is functioning effectively as a service and communication strategy in a digital context. These results are consistent with numerous studies underscoring CRM as an essential instrument in building positive customer perceptions of service quality.

Customer satisfaction has subsequently been shown to have a positive influence on increased sales. Satisfied customers are more likely to make repeated purchases or transactions through the PLN Mobile application. Ease of access, transparency of information, and the effectiveness of digital processes strengthen customer loyalty, which in turn contributes to higher sales. However, the magnitude of the effect of customer satisfaction on sales is still lower compared to the influence of digital service usage. This indicates that satisfaction is an important supporting factor, but not the most dominant variable in driving revenue growth. Nevertheless, satisfaction remains a fundamental element in maintaining long-term relationships between PLN and its customers.

The use of digital services in this study emerges as the strongest factor influencing increased sales. The PLN Mobile application offers convenience for customers in performing electricity payments, applying for new connections, changing power capacity, filing complaints, and accessing various other

services. The ease and speed of these processes encourage customers to engage more frequently in digital transactions. The increased transaction frequency significantly contributes to PLN's electricity sales growth. The reliability of digital services also reduces transaction barriers such as physical queues, limited operating hours, and the presence of intermediaries, thereby fostering a more efficient and transparent service channel. Therefore, the use of digital services is proven to be a dominant factor in PLN's sales growth.

Overall, CRM implementation has both direct and indirect impacts on increased sales and the use of PLN's digital services. The indirect impact is reflected through enhanced customer satisfaction and the increased utilization of digital services as the primary transaction channel. The influence pathway through digital service usage shows a greater contribution than the pathway through customer satisfaction. These findings reinforce that CRM is a fundamental strategy for improving customer experience and encouraging digital service adoption, which ultimately plays a significant role in boosting sales performance. Thus, CRM functions not only as a tool to strengthen customer relationships but also as a key driver of digital transformation and sales growth within PT PLN (Persero).

CONCLUSION

This study concludes that the implementation of Customer Relationship Management (CRM) plays a significant role in enhancing both customer satisfaction and the use of digital services provided by PLN. Effective CRM strategies encourage customers to engage more frequently with PLN Mobile due to improved service quality, responsiveness, and personalized interaction. Furthermore, customer satisfaction contributes positively to increased sales, although the most dominant driver of sales growth is the utilization of digital services. The findings indicate that digital service usage functions as a key mediator linking CRM and sales performance. Overall, CRM serves as a strategic foundation that strengthens customer relationships, accelerates digital adoption, and ultimately supports the improvement of sales performance in PLN.

SUGGESTION

Future research may expand the scope by incorporating additional variables such as service quality, digital literacy, or customer trust to better explain factors influencing digital service adoption and sales performance. It is also recommended for PLN to strengthen its CRM framework through continuous customer feedback mechanisms, enhanced digital service features, and data-driven personalization. Furthermore, deeper qualitative insights may be gathered to explore customer behavioral patterns in using PLN Mobile. Organizations implementing similar systems should prioritize integration between CRM applications and digital platforms to ensure seamless customer experience and optimal service delivery.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

The author solely contributed to the conceptualization, methodology, data collection, data analysis, manuscript writing, revision, and final approval of the article.

DECLARATION OF COMPETING INTEREST

The author declares that there are no known financial, personal, or institutional conflicts of interest that could have influenced the findings or interpretation of this study.

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DATA AVAILABILITY

The data supporting the findings of this study are available from the corresponding author upon reasonable request. Due to confidentiality agreements with the institution involved, some portions of the dataset cannot be publicly shared.

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ETHICAL APPROVAL

All procedures performed in this study were conducted in accordance with ethical standards. Participation was voluntary, and informed consent was obtained from all respondents. No personal or sensitive data were collected beyond the scope necessary for academic analysis.

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