
The Economic Role of Customer Relationship Management in Enhancing Shopping Convenience: An Islamic Business Ethics Approach

Malda Davitha Leswara ¹, Nurbaiti ², Nursantri Yanti ³

Abstract

This study aims to analyze the implementation of Customer Relationship Management (CRM) in enhancing consumer shopping comfort from the perspective of Islamic business ethics at Farida Fashion Store. A qualitative descriptive approach was employed, using observation, interviews and documentation as data collection methods. The findings reveal that CRM is implemented through personal interactions between employees and customers, without the support of integrated digital systems. Despite this, After implementing CRM, employees became more structured in their customer service, allowing them to maintain their best service for customers such an approach has successfully built customer loyalty and increased satisfaction. From the Islamic business ethics perspective, the store applies five key principles: tauhid (oneness), justice, free will, responsibility, and ihsan (excellence). However, challenges remain, including limited human resources, minimal use of technology. However, challenges remain, such as understaffing and suboptimal technology utilization. With gradual improvements, CRM in this store can be better and provide benefits to both the business and customers.

Keywords : Customer Relationship Management, Shopping Comfort, Islamic Business Ethics, Customer Loyalty. Customer

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1. Introduction

In the modern business era which is full of fierce competition, getting and Maintaining consumer trust and loyalty is a top priority for company (F. Nisa et al., 2024) . Maintaining customer trust and loyalty requires strategic approaches to customers, one of which is customer relationship management. According to Kotler (2012), Customer Relationship Management (CRM) is a strategy for managing long-term relationships with customers to maximize customer loyalty. This relates to customer retention, where the concept of customer retention emerged because it is more difficult to retain existing customers than to acquire new ones (Nisa et al., 2022) . This system focuses not only on improving customer retention but also on how to increase profitability through developing customer satisfaction (Tauhid et al., 2024) .

In marketing, one way to improve customer satisfaction is through good service. If customers experience poor service, they may become dissatisfied. A customer becomes a loyal customer when they feel respected and receive good service. When customers are satisfied, they are loyal and make repeat purchases. Conversely, if they have a less than satisfactory experience,

¹ Universitas Islam Negeri Sumatera Utara, Indonesia. maldadavitha@gmail.com

² Universitas Islam Negeri Sumatera Utara, Indonesia. nurbaiti@uinsu.ac.id

³ Universitas Islam Negeri Sumatera Utara, Indonesia. nursantriyanti@uinsu.ac.id

consumers are likely to tell others about it, which can negatively impact the future sustainability of the business. However, good service can also encourage consumers to recommend the company to others, thus attracting new customers. Therefore, building long-term relationships with customers requires building good relationships (Sulistiyorini & Gunaningrat, 2021) .

Customer loyalty is one of the main indicators of a company's success in retaining existing customers while attracting new ones. Kotler & Keller (2016) in their study (Choirulloh et al., 2025) stated that customer loyalty not only indicates their level of satisfaction with a product or service but also plays a crucial role in maintaining business continuity amidst increasingly competitive markets. According to Sindy Buana Putri (2020) stated that customer loyalty is purchases made by customers repeatedly and consistently. Customer loyalty is formed due to several influencing factors (Zega et al., 2024) . Pleasure in shopping become an important factor that influences consumers' intention to return visiting a store. This dimension of pleasure is measured through the experience which is fun, interesting, exciting, and comfortable . When customers feel Satisfied with a product/service from the first time it is used, the higher the customer loyalty to the company (Bagus et al., 2022) . Loyal customers typically purchase products more frequently, are easily attracted to promotions, and are less likely to switch to competitors. Therefore, one of the primary goals of business is to increase customer loyalty, and this can be achieved by providing excellent customer service (Haidar et al., 2025) .

Islam teaches that in running a business, whether in the form of goods or services, one should provide good and quality goods, not defective or unsuitable goods to others (M. Adi Trisna Wahyudi & Nadia Armadani, 2023) . In Islam, the pillar of service is to do ihsan to others. The principle of ihsan itself is based on the business practices of traders when they serve and deal with customers (Safitri & Rahman, 2024) . The Prophet Muhammad SAW encouraged traders to always be generous and always do good in carrying out buying and selling transactions. Generosity includes friendly behavior, politeness, smiling easily, willing to give in, but still maintaining a sense of responsibility. The Quran teaches humans to do ihsan to others, as Allah has shown His goodness to mankind. From an Islamic economic perspective, a sense of security and comfort is not solely related to material aspects, but also includes non-physical elements such as psychological and spiritual conditions. The Quran often explains the difference between feelings of calm and anxiety. The well-being that a person feels depends on his thoughts, if the person has strong faith and fully believes in Allah SWT, they will feel calm in any situation and anywhere (Muawiyah et al., 2023) .

From an Islamic business ethics perspective, good service is service carried out by applying the principles of unity/tawhid, justice/fairness, free will, responsibility, and ihsan. These five principles are very important because they provide guidance for every business actor to carry out business activities that are not only materially profitable but also bring blessings and goodness in this world and the hereafter (Beno et al., 2022) . This principle is realized through the attitude of employees who are honest, fair, and responsible, and always strive to provide convenience and comfort to every customer (Syah & Alhifni, 2022) . Furthermore, service must also be carried out with full trust, without discriminating against customers, and maintaining customer trust and satisfaction as a form of devotion to Allah SWT. Service in accordance with Islamic business ethics is not only about speed or friendliness, but also about righteous intentions, fairness in treating customers, providing freedom of choice, and being responsible for the quality of service provided (Asjimi & Utama, 2024) .

Farida Fashion is a fashion and glassware business founded by Mrs. Farida. The shop was established in 2010 and is located on Jl. Sawit Seberang, Jati Sari, Padang Tualang District, Langkat Regency, North Sumatra. Starting as a small shop with limited capital, Farida Fashion has successfully grown into a well-known business in the surrounding area thanks to the

dedication and hard work of its owner in meeting the needs of the local community. This shop provides various types of clothing for men, women and children, from everyday wear to clothing for holidays, as well as selling household items such as plates, glasses, and other kitchen utensils that are basic family needs.

Throughout its journey, Farida Fashion has been able to build customer trust by providing quality products at affordable prices, thus becoming the primary choice for people in Padang Tualang and the surrounding area. After approximately 15 years of existence and experiencing steady growth, in 2024, Farida Fashion opened a new branch in Padang Brahrang, Akhir District, Langkat Regency, North Sumatra. The opening of this branch marks a significant milestone in the development of a family business that has survived and thrived amidst the competitive retail business in the area.

To delve deeper into the development of this business, researchers conducted an interview with the shop owner, Ms. Farida. From the interview, it was concluded that Farida Fashion has succeeded in building a loyal customer base, attracting many consumers, and generating high revenue. This success indicates that Farida Fashion has several strong competitive advantages, perhaps in terms of the product offering, strategic location, competitive prices, or a reputation that has been built over many years. However, the interview with Ms. Farida also discovered an interesting phenomenon about the shop: because it only has three employees, the shop faces significant challenges in maintaining consistent service.

Similarly, based on the results of an interview with Dinda, a store employee, it can be concluded that these limited human resources result in inconsistent service quality, sometimes good and sometimes bad. When the store is busy with customers, the three employees are unable to provide adequate attention to each customer, resulting in a less than optimal shopping experience. Service speed is also a problem because the limited number of employees must handle multiple tasks simultaneously, from serving customers and managing payments to tidying product displays. As a result, service is slow and inefficient, which can ultimately lead to dissatisfaction among customers who have to wait long. These problems indicate that CRM implementation is not yet running optimally.

To assess the effectiveness of CRM implementation at Farida Fashion, three main aspects can be considered: people, process, and technology (Rahayu et al., 2022). Regarding the people aspect, Farida Fashion still faces challenges due to a limited number of employees. With only three employees, customer service is often suboptimal, especially during busy times, resulting in long waits and inadequate attention. Furthermore, in terms of processes, the service process at Farida Fashion still operates manually and is not well-structured. The queuing and payment systems have not been efficiently managed, resulting in significantly longer waiting times than usual during peak hours, such as during Ramadan or holidays. This causes inconvenience and lowers customer satisfaction. Meanwhile, regarding the technology aspect, Farida Fashion has not yet utilized technology to its full potential. All transactions and recording are still carried out manually without the support of a digital cashier system or customer data management application. This minimal use of technology makes the service process slow and inefficient.

After conducting interviews with consumers, namely Mrs. Intan and Mrs. Rinti, as well as eight other customers, it can be concluded that customers feel disappointed because of the slow service, especially during the fasting month and leading up to Eid al-Fitr. Those who should only queue for 7-10 minutes, now have to queue for approximately 30 minutes during the fasting month and leading up to Eid al-Fitr. Although consumers understand the conditions of employees who are fasting, they hope the shop owner can prepare better by adding cashiers, improving the queue system, or adding temporary employees, so that customers are not disappointed because they have to queue longer than usual. Based on the experiences and

expectations expressed by customers, it is clear that this practice contradicts the principle of *ihسان* in Islamic business ethics, which involves providing the best service, being friendly, and avoiding customer disappointment. This lack of responsibility in ensuring customer comfort and satisfaction also contradicts the values of justice and trustworthiness taught in Islamic business ethics.

The purpose of this study was to determine how the implementation of Customer Relationship Management (CRM) can create a comfortable shopping experience for consumers at Farida Fashion Store and to assess its compliance with Islamic business ethics. This study also aimed to identify the obstacles the store faces in implementing CRM and provide recommendations for improving customer service .

2. Theoretical Background

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is a business approach aimed at creating long-term, profitable relationships between a company and its customers. Through CRM, companies strive to build relationships with customers by prioritizing their needs and desires (Prastiti, 2023). CRM represents a shift in corporate strategy from a product-focused strategy to a customer-focused strategy. This aims to satisfy customer needs and desires, increase customer loyalty, and improve company profitability (Ferrer-Estévez & Chalmeta, 2023). CRM plays a crucial role in helping companies acquire and retain customers while maximizing the value of their lives through the products and services they offer. The stronger the customer relationship with the company, the higher the customer's loyalty to the product. This opinion aligns with Oliver (2008), who stated that the value of CRM lies in creating and maintaining positive, long-term relationships with customers (Tifliyah et al., 2021).

Kotler and Keller (2012) state that CRM focuses on managing "touchpoints" or every interaction that occurs between a company and its customers, whether through direct contact such as sales and customer service, or through digital media such as applications and social media. By recognizing and responding to every point of interaction with customers, companies can maximize opportunities to strengthen relationships with them. This action helps companies be more responsive to customer needs, minimize the risk of losing customers, and ultimately increase customer retention (Choirulloh et al., 2025). According to Pasla (2023), the goal of Customer Relationship Management (CRM) is to increase customer loyalty, improve customer satisfaction, and optimize the value provided by customers over a longer period of time (Sukma et al., 2024). Furthermore, Priansa (2017) highlights three main indicators in building CRM, namely people, process, and technology. The people dimension refers to the role of employees who directly implement CRM, with morale, skills, and friendliness being key factors in serving customers. The process dimension emphasizes the systems and work procedures that enable companies to understand and build closer relationships with customers, including customer data identification, effective communication, customer rewards, and appropriate complaint handling. Finally, the technology dimension functions as a tool to accelerate and improve the effectiveness of human roles and business processes in managing daily customer relationships (Siswati et al., 2024).

Consumer Shopping Convenience

According to Sartono (2023), serving customers essentially means providing comfort. Offering convenience is crucial in creating a positive shopping experience, as high-quality service will foster customer comfort and satisfaction. When a company succeeds in providing such service,

it not only enhances shopping experiences but also encourages customer loyalty. Murdana et al. (2023) further explain that optimal service has a positive impact on increasing customer satisfaction, which in turn strengthens customers' belief in remaining loyal to the company's products or services (Shintania Camila Putria & Lusiantia, 2025). In service contexts, satisfaction is closely tied to the feelings of comfort, pleasure, and happiness experienced by customers during interactions with providers (Kaur et al., 2021). Research by Asyifa and Rahayu (2019) also shows that comfort has a significant correlation with customer satisfaction.

Several elements play an important role in shaping shopping convenience. Cleanliness creates a pleasant shopping atmosphere, encouraging customers to stay longer and reflecting the professionalism of the store. Room temperature also contributes significantly, as a cool or comfortable environment ensures customers feel at ease, while extreme temperatures may lead to discomfort and reluctance to return. Security is another crucial factor, since customers need to feel safe from theft, harassment, or other threats. The presence of security personnel, surveillance systems such as CCTV, and a well-organized store layout provide peace of mind and enhance shopping comfort.

Aaker (1997) proposes five strategies to build and maintain customer loyalty. These include respecting customer rights by meeting their expectations regarding product performance, building close relationships to better understand customer needs, conducting regular satisfaction assessments to gather valuable feedback, creating barriers to switching through special price offers or negotiable discounts for loyal customers, and providing added value such as gifts or bonuses to make customers feel appreciated (Sasongko, 2022). Meanwhile, Tjiptono (2018) outlines five indicators of shopping convenience (Astutik et al., 2021). Decision convenience refers to the ease with which consumers obtain product information and make purchasing decisions. Access convenience emphasizes the availability and ease of reaching products or services, including strategic locations, flexible hours, and online services. Transaction convenience relates to the smoothness of the payment process. Benefit convenience is about how easily consumers can enjoy the core benefits of a product, such as ease of use and practicality. Finally, post-benefit convenience refers to after-sales services, complaint handling, and the ease of returning products.

Islamic Business Ethics

Ethics serve as moral guidelines that help distinguish between right and wrong actions, while business itself is an activity involving various stakeholders in the economic world. Business ethics, therefore, deals with values of good and bad as well as right and wrong in business practices, guided by moral principles. It focuses on the moral aspects of economic and business activities (Hayati et al., 2025). Sudarsono explains that Islamic ethics are rooted in the Qur'an and Sunnah, encompassing noble values, commendable character, and moral integrity. Thus, Islamic business ethics can be defined as conduct that reflects morality in carrying out business practices based on Islamic principles, ensuring that actions are aligned with goodness and truth and therefore free from anxiety (Silviah & Lestari, 2022).

Imaddudin (2007) identifies five key principles of Islamic business ethics (Ilham Tri Wardana, 2022). The principle of unity or tawhid emphasizes that all wealth belongs to Allah, guiding Muslims to avoid exploitation of others. The principle of justice ('adl) requires fairness in transactions, ensuring that sellers or entrepreneurs treat customers with equality and honesty (Masthura et al., 2024). The principle of free will provides freedom for business actors to enter into agreements, conduct business, and handle customer complaints with fairness and accountability. Closely related to this is the principle of responsibility, which obliges business actors to be accountable for their actions and decisions (Wardani & Ridlwan, 2022). Lastly, the

principle of *ihsan* highlights generosity and good deeds beyond obligation, such as being polite, patient, friendly, and sincere in serving customers. Acts of *ihsan*, such as leniency, a genuine service motive, and constant awareness of God's presence, not only enhance customer trust but also serve as a distinctive advantage for businesses, leaving a positive impression and fostering loyalty (Wati et al., 2021; Juliyan, 2016).

3. Methodology

This research adopted a descriptive qualitative approach. This qualitative approach focuses on in-depth analysis by examining each problem individually, as each problem has its own distinct characteristics. Meanwhile, descriptive data analysis techniques can be understood as analytical methods used to describe the entirety of the collected data without aiming to generalize the research results (Rahmani, 2016).

The study used a qualitative method because it involved an in-depth analysis of the strategies, programs, and impact of Customer Relationship Management (CRM) implementation in creating consumer shopping comfort from an Islamic business ethics perspective at the Farida Fashion Store. The researcher conducted the study at the Farida Fashion store located on Jl. Sawit Seberang, Jati Sari, Padang Tualang District, Langkat Regency, North Sumatra. The subjects of this study were business managers, employees, and buyers who were the targets of observation or informants in the research conducted by the researcher.

According to Sugiyono (2012), there are three data collection techniques, namely observation, interviews, and documentation (Kristina et al., 2023). The data sources in this study use primary data and secondary data. Primary data, namely data obtained directly from the source. The primary data on the implementation of CRM in creating consumer shopping comfort from an Islamic business ethics perspective was obtained from the results of observations and interviews with research informants. Secondary data, namely data related to the implementation of CRM in creating consumer comfort from an Islamic business ethics perspective. The secondary data used comes from various literature sources such as scientific journals, articles, books, and official documents relevant to the topic of Customer Relationship Management (CRM), consumer shopping comfort, and Islamic business ethics.

According to Miles and Huberman (1984), as cited in Sugiyono (2019), data analysis in qualitative research is conducted both during the data collection process and after the data has been collected using specific methods. During interviews, researchers must directly analyze respondents' answers. If the analysis results are deemed inadequate, researchers will ask further questions until they obtain information deemed reliable. The data analysis technique uses a descriptive approach, applying Miles and Huberman's interactive model, which includes three stages: data reduction, data presentation, and conclusion drawing (Muwafiq Azizah & Purnamasari Safar, 2024).

4. Empirical Findings/Result

Implementation of Customer Relationship Management (CRM) in Creating Consumer Shopping Comfort at Farida Fashion Store

The implementation of Customer Relationship Management (CRM) at Farida Fashion's store is implemented both offline and online. The CRM strategy at Farida Fashion focuses on direct interactions between store employees and customers. Farida Fashion's store employees provide personalized attention to customers by remembering the names of frequent shoppers and greeting them in a friendly manner. They also inform customers about new collections that suit their style when they visit the store.

1) People (Humans)

In implementing Customer Relationship Management (CRM) at Farida Fashion Store, employees play the primary role. Three employees are responsible for providing customer service. Although they strive to be friendly and build rapport, the limited staffing presents a challenge, especially during busy times, such as during Ramadan or holidays. This results in slow service and less than optimal customer service.

a) Roles and Responsibilities

The roles in CRM implementation are shared between the store owner and the employees. The owner is responsible for designing the CRM implementation, while the employees build personal relationships with customers, remember their fashion preferences, and provide product recommendations. To maximize CRM implementation, employees must have good product knowledge. Therefore, store owners should provide basic training to employees, including knowledge of clothing materials, how to measure the correct size, current fashion trends, and how to care for clothing. This training aims to improve the quality of customer service.

b) Procedure

In terms of procedures, Farida Fashion Store begins by identifying customer needs and desires through various methods such as surveys, interviews, service feedback, and purchasing data analysis. This step is crucial for Farida Fashion Store to understand what customers truly expect. To maximize this step, effective and consistent communication is essential. Farida Fashion Store must provide easily accessible communication channels such as social media, email, or live chat.

2. Process

After the People dimension, the next dimension is Process, which encompasses the systems and procedures for building close relationships with customers. At Farida Fashion, the system used is still simple and manual, with inefficient queuing and payment processes, often resulting in customer waits of up to 30 minutes. There is no dedicated complaint handling system, resulting in less rapid and structured problem resolution. The store needs to improve the queuing system, clearly assign employee duties, and provide a complaint handling mechanism for a more structured service.

a. Identification

Identification is an effort to acquire new customers through promotions and excellent service. Farida Fashion utilizes data on fashion trends and local needs to identify clothing items with potential to sell well, allowing employees to prepare relevant product information for customers.

b. Differentiation

Differentiation is an approach to understanding customer behavior through intensive communication. Farida Fashion employs a simple yet effective strategy to create a

competitive advantage. While there are no significant differences from competitors, product quality, price, and uniqueness are key factors in determining success.

c. Interaction

Farida Fashion focuses on effective customer interaction and feedback. Three methods are used to convey complaints and suggestions:

- 1) **Suggestion Box** : Customers can write their opinions in the suggestion box which is checked periodically by the owner.
- 2) **Direct Communication** : Customers can submit complaints directly to the employee on duty.
- 3) **Customer Notebook** : A notebook at the cashier's desk for customers who are uncomfortable submitting complaints in person.

d. Personalization

Personalization in service is paramount. Farida Fashion strives to provide personalized service based on customer criticism, suggestions, and complaints. Customer complaints are handled differently, tailored to each individual's personality and habits. The store strives to understand customers' attitudes and preferences to provide the most appropriate solutions and suggestions.

3. Technology

The final dimension discussed regarding the implementation of Customer Relationship Management (CRM) at Farida Fashion Store is the technological aspect. Technology plays a crucial role in accelerating and optimizing customer relationship management. However, technology utilization at Farida Store is still minimal, with all transactions and recording done manually. This results in slow and inefficient service processes, and complicates customer data management to increase loyalty.

Farida Fashion has begun implementing social media and online platforms, such as WhatsApp, Instagram, Facebook, and Shopee. However, stores should also utilize simple technologies, such as digital cash registers or transaction recording applications, to speed up service and better manage customer data. Identification within this dimension is divided into three aspects: ease of social media access, ease of contacting customer service, and use of cutting-edge technology. Analysis of these three aspects is expected to provide a comprehensive picture of technology utilization in CRM implementation to maintain competitiveness.

Analysis of Islamic Business Ethics Perspective on Customer Relationship Management (CRM) at Farida Fashion Store

From the perspective of Islamic business ethics, the implementation of Customer Relationship Management (CRM) at Farida Fashion Store demonstrates that its business activities are beginning to reflect Islamic teachings. Islamic business ethics emphasize five main principles: tauhid (unity), adl (justice), ikhtiyar (free will), amanah (responsibility), and ihsan (good deeds). These five principles serve as the moral foundation for building relationships between companies and consumers. In practice, Farida Fashion Store has strived to uphold the principles of tauhid and amanah by maintaining honesty in transactions, providing quality products, and offering reasonable prices. This reflects the awareness that all business activities are a form of worship to Allah SWT and must be carried out with moral and social responsibility.

The principle of adl is reflected in the store's efforts to treat customers equally and provide unbiased service, although in practice, there are still obstacles in its implementation due to limited staff. When the store is busy, service tends to decline, and customers do not receive

an equal shopping experience. In Islamic ethics, this type of unfairness in service should be a point of evaluation for system improvement. In terms of *ikhtiyar* (inclusiveness), the store allows consumers the freedom to choose products without pressure or coercion. Customers even have access to submit suggestions and criticisms through a suggestion box or in person, demonstrating respect for consumers' free will. However, the process for following up on customer complaints still needs improvement to align with the principles of justice and responsibility. Implementing the principle of **ihsan** remains a challenge for Farida Fashion. In theory, the store tries to be friendly and build close relationships with customers, for example by remembering customers' names and understanding their tastes and shopping habits. However, when customer volume is high, the enthusiasm for optimal service wanes. This indicates that although Islamic values are understood, their implementation is not optimal in certain situations.

In Islam, providing good service is not only for business profit, but also as a form of responsibility to Allah SWT. Therefore, the goal of CRM (Customer Relationship Management) according to Islam is not only to create loyal customers, but also to gain Allah SWT's pleasure and blessings in the business. To truly implement Islamic values in CRM, Toko Farida Fashion needs to provide regular training to its employees. This training not only teaches how to work but also instills Islamic attitudes in serving customers, such as honesty, fairness, and friendliness. Furthermore, the use of technology should also support these values, for example by using a fair digital queuing system and a complaints system that demonstrates responsibility and good intentions to improve service.

An Analysis of the Perspective of Islamic Business Ethics on Consumer Shopping Convenience at Farida Fashion Store

From the perspective of shopping comfort, the perspective of Islamic business ethics provides a broader and deeper dimension. In Islam, comfort is not only physical or material, but also encompasses psychological and spiritual aspects. The comfort resulting from friendly service, a clean store atmosphere, and a fair and fast transaction process is part of the business owner's mandate to create a good and healthy business environment. At Farida Fashion Store, shopping comfort is experienced by most customers under normal conditions. Personal interactions, friendly staff, and competitive prices are factors in perceived comfort. However, when the store is crowded, shopping comfort decreases. Long waiting times and an unclear queuing system cause discomfort and even disappointment among customers.

From the perspective of the principle of *ihsan*, this situation demonstrates the suboptimal application of the principle of goodness in serving customers. In Islam, *ihsan* does not merely mean doing good as a formality, but rather providing the best service as if serving before Allah SWT. When customers are uncomfortable or feel neglected, the principle of *ihsan* is not fully fulfilled. Furthermore, *adl*, or justice, is also an important principle closely related to shopping comfort. Customers have the right to receive equal and quality service, regardless of time, purchase amount, or proximity to the store owner. When customers experience different levels of service at different times due to limited staff, this indicates that the principle of justice has not been fully implemented.

The principle of responsibility or *amanah* (trustworthiness) also plays a crucial role. Stores should anticipate surges in customers at certain times by adding seasonal staff or implementing a robust queuing system. Unpreparedness to address these situations reflects a lack of responsibility in maintaining customer comfort and satisfaction, which should be part of an Islamic service commitment. Meanwhile, the principle of *tawhid* (unity of God)

teaches that all business activities should be intended as acts of worship. Therefore, creating a comfortable shopping experience is not only about meeting customer expectations but also a form of devotion to God by providing benefits to others. Therefore, comfortable shopping from the perspective of Islamic business ethics is not merely about clean rooms, friendly staff, or fast transaction processing, but rather reflects a moral and spiritual responsibility in serving others. Service based on the principles of tawhid (unity of God), adl (fairness), ikhtiyar (intentional responsibility), amanah (trustworthiness), and ihsan (goodwill) will create a shopping experience that is not only enjoyable but also full of blessings.

Obstacles in Implementing Customer Relationship Management (CRM)

In its implementation, Farida Fashion Store faces several significant obstacles. One of the main obstacles is the limited number of employees. With only three employees, customer service is often suboptimal, especially during busy times, such as during Ramadan or before Eid. This situation causes customers to have to wait long, which impacts the comfort and satisfaction of shopping. Furthermore, limited use of technology is also a barrier. The service process, transaction recording, and customer data management are still carried out manually, which makes operations slow and inefficient. Although the store has used several digital platforms such as WhatsApp, Instagram, Facebook, and Shopee, their utilization has not been optimally integrated. Each platform is used separately, resulting in duplication of information and delays in responding to customers.

Another obstacle is the lack of employee understanding and skills in managing CRM strategies digitally. Lack of training and the absence of a dedicated system for handling customer complaints are also weaknesses. While customers are given access to submit suggestions and complaints, not all are systematically followed up. This risks eroding customer trust in the store's commitment to improving service. Overall, the obstacles to CRM implementation at Farida Fashion Store are related to three main factors: limited human resources, low technology utilization, and the lack of a structured system.

Impact of Implementing Customer Relationship Management (CRM)

The implementation of Customer Relationship Management (CRM) at Farida Fashion Store has had a positive impact on three key aspects: operational efficiency, personalized service, and customer satisfaction. Operational efficiency is evident in the performance of employees, who are more focused in providing customer service. Although not yet supported by a digital system, the increasingly organized work structure makes the service process faster and less confusing, especially when dealing with a constant flow of customers. Furthermore, the implementation of personalized service has significantly impacted the relationship between the store and its customers. Employees strive to build rapport with customers through friendly interactions, recognizing the names of repeat customers, and understanding their product preferences. This creates a more intimate and comfortable shopping environment and strengthens customer loyalty to the store. Increased customer satisfaction is one of the most visible results of CRM implementation. Customers feel more valued and cared for while shopping, making them more likely to return to the store. This satisfaction not only helps increase sales but also improves the store's image in the public eye. Despite its shortcomings, the implementation of CRM at Farida Fashion Store has provided a strong foundation for building long-term relationships with customers.

5. Discussion

The implementation of Customer Relationship Management (CRM) at Farida Fashion Store illustrates how small retail businesses attempt to strengthen customer relationships through personalized services, although constrained by limited resources. From the people dimension, employees at Farida Fashion play a central role in building direct interactions with customers by remembering their names, fashion preferences, and greeting them in a friendly manner. This aligns with the findings of Anandani et al. (2024), who emphasized that human interaction is the foundation of CRM implementation, especially in small-scale businesses. However, the limitation of only three employees has caused inefficiencies during peak seasons such as Ramadan, which is consistent with Sasongko's (2022) view that service quality and responsiveness are critical determinants of customer satisfaction and loyalty.

In terms of the process dimension, the store still relies on manual systems for queuing and payment, leading to delays and decreased shopping comfort. Similar barriers were identified by Rahayu et al. (2022) in their study of bakery businesses, where ineffective systems created dissatisfaction despite good product quality. The lack of structured complaint handling at Farida Fashion also echoes the findings of Haidar et al. (2025), who highlighted that customer loyalty can only be sustained if feedback is properly managed. Nevertheless, the effort to personalize services based on consumer complaints and preferences shows progress toward customer-centered management, in line with the argument of Tifliyah et al. (2021) that personalization increases retention by strengthening emotional connections with customers.

From the technology dimension, Farida Fashion is still in the early stages of digital adoption. While social media platforms such as WhatsApp, Instagram, and Shopee are used, they are not yet integrated into a cohesive CRM system. This condition reflects the challenges described by Ferrer-Estévez and Chalmeta (2023), who argue that sustainable CRM requires digital tools that not only improve efficiency but also facilitate structured data management for long-term competitiveness. The absence of simple supporting technologies such as digital cash registers or integrated transaction recording systems has hampered operational efficiency, similar to the findings of Siswati et al. (2024), who observed that small businesses often face difficulties in digitalizing CRM processes.

From the perspective of Islamic business ethics, Farida Fashion demonstrates efforts to uphold the values of *tauhid*, *adl*, *ikhtiyar*, *amanah*, and *ihsan*. The store strives to maintain honesty in transactions, fairness in customer treatment, and responsibility in providing quality products at reasonable prices. This corresponds to the study of Asjimi and Utama (2024), who emphasized that Islamic business ethics are key to building trust and long-term customer relationships in MSMEs. However, the reality shows that the principle of *adl* (justice) is not fully realized during peak periods, when customers do not receive equal service due to staffing shortages. This resonates with the findings of Hayati et al. (2025), who observed that failure to uphold fairness in service undermines the credibility of Islamic-based businesses.

Shopping convenience, as analyzed from the perspective of Islamic ethics, is not only physical but also psychological and spiritual. The friendliness of employees and affordable prices at Farida Fashion create comfort under normal conditions. Nevertheless, during crowded periods, waiting times and the lack of structured queuing reduce this comfort. This aligns with Astutik et al. (2021), who showed that convenience significantly influences consumer purchasing interest, and with Silviah and Lestari (2022), who emphasized that implementing Islamic

business ethics improves overall customer experience and satisfaction. Thus, while Farida Fashion has implemented elements of *ihsan* in service, its application remains inconsistent.

Overall, the findings indicate that the implementation of CRM at Farida Fashion Store has brought positive impacts such as improved personalization, stronger customer loyalty, and increased satisfaction, despite challenges in human resources and technology. This supports the study of Alshurideh et al. (2023), who demonstrated that social CRM practices significantly affect customer happiness and retention. To enhance its effectiveness, Farida Fashion needs to integrate digital tools, provide training for employees, and reinforce Islamic business ethics values to ensure fairness, responsibility, and excellence in service.

6. Conclusion

The implementation of CRM at Farida Fashion Store has positively influenced customer satisfaction, loyalty, and operational performance, even though the system remains relatively simple and not fully digitalized. The people, process, and technology dimensions of CRM have been applied at a basic level, with personalized service and Islamic business ethics serving as the main strengths. Principles such as honesty, fairness, and responsibility are evident in daily operations, strengthening consumer trust. However, challenges remain in the form of limited staff capacity, inconsistency in service during peak times, and the absence of an integrated digital CRM system, which reduce the effectiveness of overall implementation.

Future research could explore CRM implementation in other small-scale retail businesses to provide broader comparative insights, particularly in the integration of digital systems with Islamic business ethics. A quantitative approach measuring the direct impact of CRM on customer loyalty, satisfaction, and financial performance would strengthen the generalizability of findings. In addition, future studies could examine how digital transformation strategies, such as the use of AI-based CRM or integrated e-commerce platforms, can support MSMEs in maintaining competitiveness while upholding Islamic ethical values in business practices.

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