

**THE INFLUENCE OF STORE ATMOSPHERE, SERVICE CULTURE  
AND CUSTOMER RELATIONSHIP MANAGEMENT (CRM)  
ON CUSTOMER LOYALTY AT X-SHA THROUGH CUSTOMER  
SATISFACTION AS AN INTERVENING VARIABLE**

**ABSTRACT**

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**Guidence I: Kartawan  
Guidence II: Iis Surgawati**

*The objectives of this ressearch were to know and to analyse: the direct influence of store atmosphere, service culture and customer relationship management on customer satisfaction at X-Sha; the direct influence of store atmosphere, service culture and customer relationship management on customer loyalty at X-Sha; the direct influence of customer satisfaction on customer loyalty at X-Sha; the influence of store atmosphere, service culture and customer relationship management on customer loyalty through customer satisfaction at X-Sha; the method used in this study uses a survey method with a quantitative descriptive approach. The data gathering used, questionnaire and library study. The sample size in this study was 400 people who were members of X-Sha. By using PLS-SEM this study concluded that: Store atmosphere, service culture and customer relationship management have a positive and significant effect on customer satisfaction directly; store atmosphere, and service culture have a positive but not significant effect on customer loyalty directly, while customer relationship management have a positive and significant effect on customer loyalty directly; cutomer satisfaction have a positive and significant effect on customer loyalty; store atmosphere, service culture and customer relationship management have a positive and significant effect on customer loyalty through customer satisfaction.*

*Keywords: customer loyalty, customer relationship management, customer satisfaction, service culture, store atmosphere*

**PENGARUH SUASANA TOKO, BUDAYA PELAYANAN DAN  
CUSTOMER RELATIONSHIP MANAGEMENT (CRM) TERHADAP  
LOYALITAS PELANGGAN DI X-SHA MELALUI KEPUASAN  
PELANGGAN SEBAGAI VARIABEL INTERVENING**

**ABSTRAK**

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Penelitian ini bertujuan untuk mengetahui dan menganalisis: pengaruh suasana toko, budaya pelayanan, dan *customer relationship management* terhadap kepuasan pelanggan di X-Sha secara langsung; pengaruh suasana toko, budaya pelayanan, dan *customer relationship management* terhadap loyalitas pelanggan di X-Sha secara langsung; pengaruh kepuasan pelanggan terhadap loyalitas pelanggan di X-Sha secara langsung; pengaruh suasana toko, budaya pelayanan, dan *customer relationship management* terhadap loyalitas pelanggan melalui kepuasan pelanggan di X-Sha. Metode penelitian ini menggunakan metode survei dengan pendekatan deskriptif kuantitatif. Data diperoleh dengan kuesioner dan studi kepustakaan. Ukuran penelitian ini sebanyak 400, yang merupakan anggota member X-Sha. Dengan menggunakan *PLS-SEM* hasil penelitian ini menyimpulkan bahwa: suasana toko, budaya pelayanan, dan *customer relationship management* berpengaruh positif dan signifikan terhadap kepuasan pelanggan secara langsung; suasana toko dan budaya pelayanan berpengaruh positif namun tidak signifikan terhadap loyalitas pelanggan secara langsung, sementara *customer relationship management* berpengaruh positif dan signifikan terhadap loyalitas pelanggan secara langsung; kepuasan pelanggan berpengaruh positif dan signifikan terhadap loyalitas pelanggan; suasana toko, budaya pelayanan, dan *customer relationship management* berpengaruh positif dan signifikan terhadap loyalitas pelanggan melalui kepuasan pelanggan.

Kata Kunci: Budaya pelayanan, *customer relationship management*, kepuasan pelanggan, loyalitas pelanggan, suasana toko