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Influence Customer Relationship Management and Store Atmosphere on Customer Loyalty at Baradjawa in Surabaya

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Abstract: This study aims to determine and analyze the influence of customer service, customer interaction, store layout, and store appearance on customer loyalty in Baradjawa, Surabaya. In the increasingly tight business competition, maintaining good relationships with customers and creating a comfortable store atmosphere are important strategies to build customer loyalty. This study uses quantitative and survey methods. Data were obtained by distributing questionnaires to 126 active Baradjawa customers. The analysis technique used is multiple linear regression. The results of this study indicate that customer service, customer interaction, store layout, and store appearance together have a significant influence on customer loyalty. Customer service does not have a significant influence on customer loyalty. Customer involvement has a significant influence on customer loyalty. Then the store layout has a significant influence on customer loyalty. Finally, store appearance has a significant influence on customer loyalty.

Keywords: Customer Service, Customer Interaction, Store Layout, Store Exterior, Customer Loyalty.

INTRODUCTION

In recent times, many businesses have grown or developed very rapidly and are interconnected with each other. Each category and line of business must continue to follow progress and continue to strive to satisfy customers, Cindy and Atmojo (2022) quoted Kotler. The Food and Beverage (F&B) industry includes the manufacture, distribution, and serving of food and beverages to customers. According to Mahesa (2019) In the commercial sector, businesses must serve customer behavior and provide goods at affordable costs and with a positive brand image to attract consumer interest in the goods. In addition, this industry is influenced by various elements including consumer tastes, production and distribution technology, and economic and regulatory considerations that affect food safety and quality standards.

The food and beverage industry is growing rapidly, especially in Indonesia. Increasing demand, consumer interest, and the ability to meet client desires are the reasons behind this development. In order to survive, business actors in the food and beverage industry must be able to compete with competitors. According to Hermanto (2018) in Saputro (2023) Which companies will dominate the market and which will only be followers will be seen if the number of competitors is the same but the resources are different. This also happens in the F&B industry which starts from a simple scale, such as the coffee shop industry. Indonesia has coffee shops that have a major impact on employment absorption and economic growth. The development of this industry is in line with the increasing trend of coffee consumption in all age groups.

Because coffee is one of the most popular commodities in Indonesia,coffee shopcontribute to the growth of domestic consumption. Currently, many people rely on coffee shops to help them with their daily activities, such as working, studying, socializing, meeting friends, and relaxing (Diatmono et al., 2020; Rumaidlany et al., 2022; Selvi & Ningrum et al., 2020; Radiansyah, 2024). In addition, manycoffee shopwho grind their own coffee beans, which benefits the agricultural industry as a whole and coffee farmers in particular in various coffee-producing regions in Indonesia.

Loyal customers are essential to maintain a steady cash flow as they are more likely to purchase from a company repeatedly. The importance of customer loyalty has been highlighted in the works of Ariningtyas and Rachawati (2020) and Kotler et al. (2012). This is due to the fact that retaining customers means increasing revenue and ensuring the long-term survival of the company. In the highly competitive restaurant sector, loyal customers not only help spread the word about a business but also act as strong advocates for the brand by recommending it to others. Therefore, cultivating customer loyalty is essential for organizations to achieve long-term success. This helps them stay in the market and drives them towards sustainable growth. Customer loyalty is defined as “the degree to which an individual consistently shows very favorable sentiments toward a brand as demonstrated through highly positive reviews and frequent purchases” (Tjiptono and Chandra, 2012, cited in Lusiah, 2019). In addition, maintaining the satisfaction of existing customers will reduce the cost of attracting new customers.

Companies can gain a deeper understanding of customer needs, preferences, and behavior through effective CRM data collection and analysis capabilities. According to Agung and Ardhoyo (2021) as cited in Soraya and Sazali (2023) Customer relationship management, or CRM, is the practice of building, maintaining, and enhancing profitable relationships with customers to maximize company revenues related to competitive advantage while paying attention to product quality so that consumers achieve ultimate satisfaction. In addition, the store atmosphere greatly influences how customers feel, their comfort, and how they enjoy the shopping experience. To make a good first impression, factors such as layout are very important. According to Kholifah and Suhartini (2021), careful planning of the layout of the space is the key to creating a productive workplace. Widayat and Suhermin (2015:2) quoted in Sari (2021) that a pleasant shopping environment is a determinant in the final purchase of customers.

METHOD

This study uses an associative research type with a quantitative approach and involves 126 respondents who have visited Baradjawa. In collecting data, this study uses a questionnaire distributed via Google Form. While the data analysis technique is carried out with validity and reliability tests, classical assumption tests, multiple linear regression analysis tests, coefficient of determination tests, and hypothesis tests.

RESULT AND DISCUSSION

Validity Test

Validity testing is used to determine whether a research instrument is valid or not by comparing the r value.$_{count}$ with $r_{table.}$Of the 126 respondents used as a sample with a significance level of 5%, the r value was determined.$_{table}$ i.e. df = n-2, then df= 126-2 = 124. Knowing the value of $r_{table}$from df= 124 with a= 5% is 0.1750. The variable is valid if r_{count}each statement item more than $r_{table.}$The following are the results of the validity test of each variable using SPSS.

Table 1. Validity Test Results

Variables	Item	r_{count}	r_{table}	Information
Customer Service (X1)	X1.1	0,674	0,1750	Valid
	X1.2	0,624	0,1750	Valid
	X1.3	0,651	0,1750	Valid
	X1.4	0,666	0,1750	Valid
	X1.5	0,647	0,1750	Valid
	X1.6	0,590	0,1750	Valid
	X1.7	0,491	0,1750	Valid
	X1.8	0,619	0,1750	Valid
Customer Interaction (X2)	X2.1	0,682	0,1750	Valid
	X2.2	0,658	0,1750	Valid
	X2.3	0,685	0,1750	Valid
	X2.4	0,685	0,1750	Valid
	X2.5	0,718	0,1750	Valid
	X2.6	0,701	0,1750	Valid
	X2.7	0,652	0,1750	Valid
	X2.8	0,690	0,1750	Valid
Store Layout (X3)	X3.1	0,696	0,1750	Valid
	X3.2	0,643	0,1750	Valid
	X3.3	0,657	0,1750	Valid
	X3.4	0.708	0,1750	Valid
	X3.5	0,573	0,1750	Valid
	X3.6	0,609	0,1750	Valid
	X3.7	0,661	0,1750	Valid
	X3.8	0,621	0,1750	Valid
Shop Exterior (X4)	X4.1	0,697	0,1750	Valid
	X4.2	0,616	0,1750	Valid
	X4.3	0,607	0,1750	Valid
	X4.4	0,701	0,1750	Valid
	X4.5	0,638	0,1750	Valid
	X4.6	0,649	0,1750	Valid
	X4.7	0,578	0,1750	Valid

	X4.8	0,705	0,1750	Valid
Customer Loyalty (AND)	Y.1	0,619	0,1750	Valid
	Y.2	0,543	0,1750	Valid
	Y.3	0,654	0,1750	Valid
	Y.4	0,730	0,1750	Valid
	Y.5	0,647	0,1750	Valid
	Y.6	0,691	0,1750	Valid
	Y.7	0,647	0,1750	Valid
	Y.8	0,733	0,1750	Valid

Based on the table above, it shows that the results of each variable item have a calculated value of $r._{count} > r_{table}$. Then the statement instrument of all variables is declared valid and can truly measure the variables studied.

Reliability Test

Reliability testing aims to determine the consistency of responses and questionnaires used. This test is carried out using the method*Cronbach Alpha.* A variable is declared reliable if the value*Cronbach Alpha* > 0.60. The following is a table of reliability test results for each variable:

Table 2. Reliability Test Results

Variables	Cronbach Alpha	Alpha	Information
Customer Service (X1)	0,769	0,60	Reliable
Customer Interaction (X2)	0,837	0,60	Very Reliable
Store Layout (X3)	0,801	0,60	Very Reliable
Exterior Toko (X4)	0,803	0,60	Very Reliable
Customer Loyalty (Y)	0,814	0,60	Very Reliable

The results of the reliability test above show that each variable obtained a Cronbach's Alpha result exceeding 0.60. From these results, the questionnaire used was declared reliable and can be used for further analysis.

Normality Test

The normality test is used to determine whether the data in this study is distributed or not. Good research is one in which the data distribution in the study is normal. Normality testing is carried out using the method*Kolmogrov Smirnov.* Data is normally distributed if the significance value is more than 0.60. The following are the test results using the method*Kolmogrov Smirnov.*

Table 3. Normality Test Results

One-Sample Kolmogrov-Smirnov Test		
		Unstandarized Residual
N		126
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.95325985
Most Extreme Differences	Absolute	.071

	Positive	.033
	Negative	-.071
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200[c]
a. Test distribution is Normal		
b. Calculated from data		
c. Lilliefors Significance Correction		
d. This is a lower bound of the true significance		

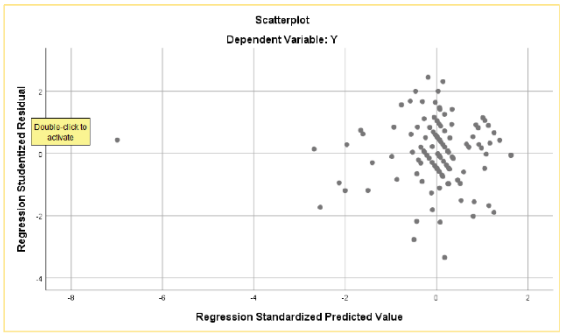
Based on the table, the significance figure exceeds the limit, which is 0.200 > 0.05. From these results, it is known that the regression model of this study is normally distributed.

Uji Heteroscedastics

Finding out whether the residual values in the regression model tend to change from one observation period to another is the core of the heteroscedasticity test. In this study, the distribution of points on the scatter diagram is used to conduct the heteroscedasticity test. The absence of a clear pattern and the distribution of points that are evenly distributed above and below the Y value of 0 indicate that heteroscedasticity does not occur. Furthermore, the Glesjer approach is used in this study to ensure that there is no heteroscedasticity. We can say that heteroscedasticity does not exist if the significance value is more than 0.05.

The points are randomly distributed above and below the Y-axis value of 0 as seen in Figure 4.2. As a result, the regression model of this study does not show heteroscedasticity.

Figure 4.3 Results of the Glesjer Method Heteroscedasticity Test



Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.795	1.113		1.613	.109
	X1	.020	.058	.059	.351	.726
	X2	.059	.050	.190	1.164	.247
	X3	-.023	.064	-.074	-.365	.716
	X4	-.066	.058	-.207	-1.149	.253

a. Dependent Variable: ABS_RES

Based on the results of the heteroscedasticity test using the method*glaciers*, each variable has Sig. > 0.05. So it can be said that the assumption of homoscedasticity is met or there is no heteroscedasticity.

Multicollinearity Test

One of the objectives of the multicollinearity test is to determine whether the independent variables of the regression model are correlated or not. Independent variables in a good regression model should not be perfectly or nearly perfectly correlated. The absence of multicollinearity is indicated by a tolerance value of more than 0.10 and a VIF value of less than 10. The multicollinearity test yielded the following findings.

Table 4. Multicollinearity Test Results

Coefficients			
Model		Collinearity Statistic	
		Tolerance	VIF
1	(Constant)		
	Customer Service	.290	3.452
	Customer Interaction	.304	3.291
	Store Layout	.196	5.092
	Shop Exterior	.249	4.020
a.	Dependent Variable: Customer Loyalty		

The tolerance result of each independent variable is greater than 0.10 and VIF is less than 10, as can be observed from the table. We can conclude that the independent variables do not show multicollinearity based on these results.

Simultaneous Test (F Test)

The purpose of the simultaneous test, also known as the F-test, is to find out how the independent and dependent variables are influenced by each other. Here are the results of the test run simultaneously:

Table 5. Simultaneous Test Results (F Test)

ANOVA[a]						
Model		Sum of Squars	df	Mean Square	F	Say.
1	Regression	18804.303	4	451.076	114.447	.000[b]
	Residual	476.903	121	3.941		
	Total	2281.206	125			
a. Dependent Variable: customer loyalty						
b. Predictors (Constant), customer loyalty, customer interaction, store layout, store exterior						

The F value set at 114.447 with a significance level of 0.000 is shown in the table. The Ftable value can be calculated using the following formula:

F_{table} = Df ; (n - k - 1)
= 4 ; (126 – 4 - 1)
= 4 ; 121

Based on the results shown above, Ftable is 2.45. This shows that the significance value is 0.000, which means it is smaller than 0.005, so Fcount > Ftable (114.447 > 2.45). We can

accept H1 and conclude that there is a substantial relationship between the independent and dependent variables.

Partial Test (T-Test)

To determine how each independent variable in a model affects the dependent variable, statisticians use the t-test. The goal here is to extract as much information as possible about the relationship between the dependent and independent variables.

The test criteria, namely tcount > ttable or significance value < 0.05, can be used to determine whether a hypothesis is accepted or rejected in this test. If you know the sample size (n), the number of independent variables (k), and the level of confidence (a), you can apply the formula (a / 2; n - k - 1) = (0.025; 121), to obtain the t-table. This calculation produces a t-table value of 1.979. The following is an explanation of the T-test findings for each independent variable:

Table 6. Partial Test Results (T-Test)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	-.829	1.711		-.484	.629
	Customer Service	.151	.090	.130	1.683	.095
	Customer Interaction	.325	.077	.316	4.195	.000
	Store Layout	.237	.098	.226	2.412	.017
	Shop Exterior	.311	.089	.292	3.507	.001
a. Dependent Variable: Customer Loyalty						

1. Customer Service (X1) to Customer Loyalty (Y)
   The T-test results in the table show a significance level of 0.095 and a calculated T value of 1.683. The significance value is more than 0.05 (0.95> 0.05), and it is known that tcount < ttable (1.683 < 1.979). Customers are not much more loyal to businesses that provide incomplete customer service.
2. Customer Interaction (X2) to Customer Loyalty
   The calculated T-value is 4.195 and the significance value is 0.000, according to the T-test findings in the table. The predicted t-value is greater than the critical table t-value (4.195 > 1.979) and the significance level is less than 0.05 (0.00 < 0.05), as evidenced. Multiple customer contacts significantly affect consumer loyalty.
3. Store Layout (X3) on Customer Loyalty (Y)
   The table shows that the T-test yields a T value of 2412 and a significance level of 0.017. The estimated t-value is not only greater than the table t-value (2.412 > 1.979), but its significance value is also less than 0.05 (0.017 < 0.05). Customers are more likely to return if they like the store layout.
4. Store Exterior (X4) to Customer Loyalty (Y)
   The calculated T value is 3.507 and its significance value is 0.001, according to the T-test findings in the table. The calculated t value is greater than the t table value (3.507>1.979),

while the significance value is less than 0.05 (0.001<0.05). Thus, store aesthetics has a significant effect on customer loyalty.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	-.829	1.711		-.484	.629
	Customer Service	.151	.090	.130	1.683	.095
	Customer Interaction	.325	.077	.316	4.195	.000
	Store Layout	.237	.098	.226	2.412	.017
	Shop Exterior	.311	.089	.292	3.507	.001
a.	Dependent Variable: Customer Loyalty					

Based on the results of the multiple linear regression test in the table, the following regression equation is obtained:

$AND = a + b_1X_1+b_2X_2+b_3X_3+b_4X_4+$and

$Y = -0,829 + 0,151X_1 + 0.325X_2 + 0.237X_3 + 0,311X_4 +$ and

The interpretation of the regression equation is as follows:

1. The constant value (a) is -0.829, meaning that if the value of Customer Service (X1), Customer Interaction (X2), Store Layout (X3), and Store Exterior (X4) does not increase or is equal to 0, then Customer Loyalty (Y) will have a value of -0.829.
2. The regression coefficient value of the Customer Service variable (X1) is positive, namely 0.151. This can be interpreted that if there is an increase of one unit in the Customer Service variable (X1), then the Customer Loyalty variable (Y) will also increase by 0.151 units assuming that other independent variables have a fixed value.
3. The regression coefficient value of the Customer Interaction variable (X2) is positive, namely 0.325. This can be interpreted that if there is an increase of one unit in the Customer Interaction variable (X2), then the Customer Loyalty variable (Y) will also increase by 0.325 units assuming that other independent variables have a fixed value.
4. The regression coefficient value of the Store Layout variable (X3) is positive, namely 0.237. This can be interpreted that if there is an increase of one unit in the Store Layout variable (X3), then the Customer Loyalty variable (Y) will also increase by 0.237 units assuming that other independent variables have a fixed value.
5. The regression coefficient value of the Store Exterior variable (X4) is positive, namely 0.311. This can be interpreted that if there is an increase of one unit in the Store Exterior variable (X4), then the Customer Loyalty variable (Y) will also increase by 0.311 units assuming that other independent variables have a fixed value.

Test of Determination Coefficient (R^2)

The coefficient of determination is a tool to measure the magnitude of the influence of independent variables on dependent variables. The results of the coefficient of determination can be seen in the following table:

Table 4.18 Results of the Determination Coefficient Test (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889[a]	.791	.784	1.98528

a. Predictors: (Constant), customer service, customer interaction, store layout, store exterior

The table above shows that customer loyalty is influenced by the variables of customer service, customer interaction, store layout, and store exterior by 78.4%, while the remaining 21.6% is influenced by other factors not included in this study.

Discussion

Partial Influence of Customer Service (X1) on Customer Loyalty (Y)

The results of this study indicate that the Customer Service variable (X1) does not have a significant influence on Customer Loyalty (Y) at Baradjawa. The results of the study obtained a T count value of 1.683 with a significance value of 0.629. It is known that $t_{count} < t_{table}$(1.683 < 1.979) with a significance value greater than 0.05 (0.95 > 0.05). So Ha is rejected, which states that the customer service created by Baradjawa has not been able to influence customer loyalty.

Based on the results, this study shows that in Baradjawa, customer service variables are not the main factor in influencing customer loyalty. This indicates that there are still other factors that can influence customer loyalty. For example, customers will remain loyal even though there are some shortcomings in the service aspect. Thus, this finding indicates that in Baradjawa customers consider customer interaction more in determining customer loyalty.

The results of this study are supported by research conducted by Bahtiar & Ulya (2023) entitled "The effect of service quality, brand trust and satisfaction on customer loyalty of XL prepaid internet data card packages". The results of this study state that service on customer loyalty shows insignificant results. Although service is an important factor in building loyalty, statistical analysis shows that the t-value for service is 0.781, which is smaller than the t table of 1.98373, and the significance value is 0.437, which is greater than 0.05. This indicates that there is no strong relationship between the service perceived by customers and their level of loyalty to the products or services offered by XL Prepaid.

This hypothesis test has theoretical implications like SERVQUAL, emphasizing that if one of the service quality dimensions is not met, customers may not be satisfied, which can reduce loyalty. This study also has practical implications in that companies need to develop effective marketing strategies to build customer trust and satisfaction. Clear and transparent communication about the services offered, as well as prompt and effective handling of customer complaints, can help improve customer perceptions of service quality and, in turn, increase loyalty.

Partial Influence of Customer Interaction (X2) on Customer Loyalty (Y)

The test results in this study indicate that the customer interaction variable has a significant effect on customer loyalty at Baradjawa. The results of the test obtained a T count

value of 4.195 with a significance value of 0.000. It is known that $t_{count} > t_{table}$(4.195 > 1.979) with a significance value of less than 0.05 (0.00 < 0.05).

Customer interaction is one strategy in increasing customer comfort which will later affect their loyalty. The interaction provided by Baradjawa has proven to be able to influence someone to maintain customer loyalty because consumers feel that the clarity of the information obtained is very good and helpful during the product purchasing process.

The results of this hypothesis test are in line with the theory stated by Beatty and Morgan, which states that high customer engagement through meaningful interactions can increase customer loyalty. When customers feel involved and have a strong relationship with a brand, they tend to remain loyal and make repeat purchases. Positive interactions, such as responsive communication and personalization, can strengthen this engagement. Positive customer interactions can create a strong relationship between customers and brands, increase satisfaction, and ultimately drive customer loyalty.

Theoretically, customer engagement theory emphasizes that responsive interactions can increase engagement, making customers feel more connected to the brand. Customer relationship theory also suggests that long-term relationships built through consistent interactions can create trust and satisfaction, which are key to maintaining loyalty. Practically, companies that actively engage with customers can create positive experiences that increase customer satisfaction. When customers feel valued and cared for, they are more likely to stay loyal and recommend the brand to others, creating a positive cycle that supports business growth.

Partial Influence of Store Layout (X3) on Customer Loyalty (Y)

Based on the test results, it is known that there is an influence between the independent variable of store layout (X3) on the customer loyalty variable (Y). The test results obtained a T count value of 2,412 with a significance value of 0.017. It is known that $t_{count} > t_{table}$(2.412 > 1.979) with a significance value of less than 0.05 (0.017 < 0.05). It can be concluded that partially the store layout has a significant effect on customer loyalty. So Ha is accepted which states that the store layout variable (X3) has a significant effect on the customer loyalty variable (Y) on Baradjawa customers.

A well-designed store layout can create a consistent positive experience, which is key to building loyalty. Customers. This loyalty is not only about price or product, but also how customers feel the experience while in Baradjawa.

The results of the research test are in line with the theory expressed by Varhoef et al. (2020) which states that it is important to create a good shopping experience between digital and physical channels. A store layout that supports interaction between online and offline experiences can increase customer loyalty, because customers feel more connected to the brand.

Theoretically, customer experience theory emphasizes that a layout that stimulates multiple senses such as attractive lighting, easy-to-access product layout can increase customer emotional engagement. Practically, a well-designed store can facilitate customers in creating a pleasant atmosphere, thus encouraging them to linger and make more purchases. When customers feel comfortable and connected with the store environment, they are more likely to return and recommend the store to others, which contributes to increased overall customer loyalty.

Partial Influence of Store Exterior (X4) on Customer Loyalty (Y)

Based on the test results, it is known that there is an influence between the independent variable of the store exterior (X4) on the customer loyalty variable (Y). The test results obtained a T count value of 3,507 with a significance value of 0.001. It is known that $t_{count} > t_{table}$(3.507

> 1.979) with a significance value of less than 0.05 (0.001 < 0.05). It can be concluded that partially the store exterior has a significant effect on customer loyalty.

Then Ha is accepted which states that the store layout variable (X3) has a significant effect on the customer loyalty variable (Y) on Baradjawa customers. The exterior of the store is able to create a first impression that determines whether someone is interested in entering and buying a product. An attractive, clean, and brand identity-reflecting exterior appearance can build positive perceptions and customer trust in the quality of the products or services inside. A consistent and professional exterior also strengthens brand image, creates a sense of familiarity, and encourages customers to return.

These results are in line with research conducted by Christian and Syahputra (2020) entitled "Comparative analysis of the influence of store atmosphere on customer loyalty in coffee shops in Bandung", which states that each dimension of store atmosphere (exterior, general interior, store layout, and interior) has a significant and positive influence on customer loyalty.

Theoretically, the store exterior on customer loyalty shows that the visual elements and exterior design of a coffee shop play an important role in creating a first impression that can influence customers' decisions to visit and return to a place. While practically, this implies that coffee shop owners need to invest in an attractive and functional exterior design, such as good lighting and aesthetic elements that reflect brand identity. By creating an attractive exterior, coffee shops can not only attract more new customers but also increase the likelihood of existing customers returning, thereby strengthening their loyalty to the brand.

Partial Influence of Customer Service (X1), Customer Interaction (X2), Store Layout (X3), and Store Exterior (X4) on Customer Loyalty (Y)

Based on the results of the simultaneous test (f test) conducted by researchers using SPSS Statistics 25, it can be seen that the variables Customer Service (X1), Customer Interaction (X2), Store Layout (X3), and Store Exterior (X4) have a significant effect on Customer Loyalty (Y). The criteria for the f test are the value $f_{count} > f_{table}$ and significance < 0.05. This is proven by obtaining the F value$_{count}$ > F$_{table}$ (114.447 > 2.45) with a significance value of 0.000 < 0.005. It can be concluded that H1 is accepted that the variables Customer Service (X1), Customer Interaction (X2), Store Layout (X3), and Store Exterior (X4) have a significant effect on the Customer Loyalty variable (Y) at Baradjawa.

Customer service, customer interactions, store layout, and store exterior have a significant impact on customer loyalty because they shape the overall experience customers experience while shopping. Friendly and responsive customer service creates a sense of appreciation, while positive customer interactions build emotional connections and trust. A convenient and easy-to-navigate store layout makes the shopping process efficient and enjoyable, while an attractive store exterior creates a good first impression and strengthens the brand image. When these elements are managed well, customers are satisfied and have a strong reason to keep coming back, increasing their loyalty to the store.

These results are consistent with those stated by Homburg et al. (2019), who stated that the emotional value perceived by customers during in-store interactions, including experiences gained from layout and interactions with staff, can influence purchasing decisions and loyalty. Theoretically, good interactions increase satisfaction and trust, while attractive layouts facilitate a pleasant shopping experience, thus encouraging customers to come back. In practice, store managers need to design layouts that support good interactions, such as easily accessible customer service areas, to increase customer loyalty.

CONCLUSION

This study aims to determine the effect of customer service, customer interaction, store layout, and store exterior on customer loyalty of Baradjawa visitors. Based on the results of the study, it can be concluded that all X variables, namely customer service (X1), customer interaction (X2), store layout (X3), and store exterior (X4) together have a significant effect on customer loyalty in Baradjawa. Customer interaction is the main factor that influences customer loyalty, then followed by store exterior, store layout, and the last is customer service.

This study aims to determine the effect of customer service, customer interaction, store layout, and store exterior on customer loyalty of Baradjawa visitors. Based on the results of the study, it can be concluded that all X variables, namely customer service (X1), customer interaction (X2), store layout (X3), and store exterior (X4) together have a significant effect on customer loyalty in Baradjawa. Customer interaction is the main factor that influences customer loyalty, then followed by store exterior, store layout, and the last is customer service.

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