

Research Articles

The Influence of Customer Relationship Management (CRM) and Service Quality on Customer Loyalty Mediated by Customer Satisfaction at Bening's Clinic Padang Beauty Clinic

Niken Resnu Aprilia ¹ Fitria Ridhaningsih ²

¹ Faculty of Economics and Business, Universitas Negeri Padang, Indonesia: nikenresnuaprilia16@gmail.com

² Faculty of Economics and Business, Universitas Negeri Padang, Indonesia: fitria90@fe.unp.ac.id

* Author Correspondence : Fitria Ridhaningsih

Abstract: Bening's Clinic is a company in the field of beauty and health services that has experienced rapid growth since its establishment in Jambi in 2017, including opening a branch in Padang. This study aims to analyze the influence of Customer Relationship Management (CRM) and Service Quality on Customer Loyalty, as well as the role of Customer Satisfaction as a mediating variable at Bening's Clinic Padang. The method used is a quantitative approach with survey techniques on customers who have used clinic services. The results of the study show that CRM and Service Quality do not have a significant direct effect on Customer Loyalty. However, both have a positive and significant influence on Customer Satisfaction. Furthermore, Customer Satisfaction has been proven to have a significant effect on Customer Loyalty and is able to mediate the influence of CRM and Service Quality on Customer Loyalty. These findings affirm the importance of the role of customer satisfaction as a bridge to increase customer loyalty through relationship management and service quality. In conclusion, the strategy to increase customer loyalty at Bening's Clinic Padang will be more effective if it is focused on increasing customer satisfaction first through strengthening CRM and improving service quality.

Keywords: Customer Relationship Management; Service Quality; Customer Loyalty; Customer Satisfaction

1. Introduction

In today's era of globalization, companies must be able to respond quickly and appropriately to remain competitive in a changing economic environment. This has led to a new problem, namely increased competition in certain sectors of the economy, such as the cosmetics and beauty industries, facing stiff competition. The goal is to attract and maintain customer loyalty to the services offered. Loyalty itself reflects a customer's desire to continue to purchase or use services from a particular company, both now and in the future, despite contextual factors and marketing efforts that can influence those changes (Habibillah et al., 2018). In Indonesia, the cosmetics industry is a promising market. The national beauty industry has great opportunities in the ASEAN market. This phenomenon is supported by the number of beauty clinics in Indonesia that offer products or services to meet people's needs for beauty treatment.

According to the Ministry of Industry of the Republic of Indonesia, over the past few years, it has been proven that various types of local cosmetics are increasingly placing an important position in the country's beauty industry. The export performance of Indonesian cosmetic products shows an encouraging increase. Based on data from BPOM and Perkosmi, the number of cosmetic companies in Indonesia in 2023 is estimated at 1,039 business actors, with 89.2% of them being small and medium industries. The phenomenal growth of the cosmetics and beauty industry in Indonesia is marked by the growth of the number of cosmetics industries in Indonesia which reached 21.9%, from 913 companies in 2022 to 1,010 companies in mid-2023. Referring to Statista.com data, the growth rate of the cosmetics market in Indonesia is predicted to reach 48.6% per year in the period 2024-2029. This growing market is a potential that must be taken advantage of by cosmetics business actors in Indonesia. Data from the FMCG (fast moving consumer goods) market research platform

Received: March 20th 2025

Revised: April 04th 2025

Accepted: April 23th 2025

Published: April 25th 2025

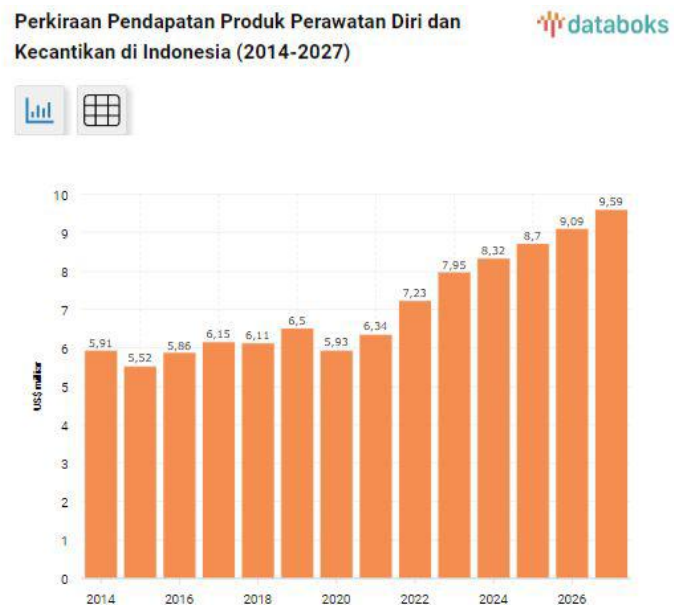
Current ver: April 25th 2025



Copyright: © 2025 by the author. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

Compas.co.id shows that the potential for the development of the local cosmetics industry is quite promising. The prediction of the total revenue of the Indonesian cosmetics industry sector in 2024 of Rp 30 trillion (Statista.com data) shows the great interest of the public in using local cosmetic brands.

Along with the increasing population of young Indonesians and public awareness of the importance of maintaining appearance and skin health, the beauty industry is also growing with the birth of many local cosmetic brands. Of the various products produced by cosmetics and beauty companies in Indonesia, the largest market segment is dominated by the personal care segment with a market volume of USD3.18 billion in 2022, followed by skincare of USD2.05 billion, cosmetics of USD1.61 billion.



Picture 1. Estimated Revenue Data for Personal Care and Beauty Products in Indonesia (2014-2027)

The beauty industry in West Sumatra, especially in Padang City, is also experiencing rapid development along with increasing public awareness of the importance of appearance and self-care. Beauty clinics are one of the options for individuals who want to maintain and improve the health of the skin of the face and body. Attractive appearance is considered one of the factors that can increase confidence and support social life. In this context, women are the most dominant group in utilizing beauty clinic services, considering that beauty is often associated with skin care and the use of cosmetic products. Therefore, various beauty clinics in Padang City offer a variety of services, ranging from basic treatments such as facials and peeling to more complex procedures such as laser treatments and high-tech beauty therapy.

Along with the existence of beauty services, this industry is experiencing increasingly fierce competition in West Sumatra. Beauty clinics compete to attract customers' attention by offering quality services, the latest technology, and competitive prices. Some clinics even collaborate with medical professionals, such as dermatologists and dermatologists, to provide a guarantee of safety and effectiveness in every procedure offered.

The establishment of Bening's Clinic in Padang City is also a new innovation for the beauty industry in the region. Bening's Clinic was first established in Jambi in 2017 and has managed to develop 100 branches spread throughout Indonesia by 2023. Bening's Clinic is a company that provides a wide range of beauty and health care services, equipped with modern medical equipment and advanced technology to improve certain beauty problems. Based on data obtained from Google Trends, it was found that the number of visitors to Bening's Clinic website has a slight difference from several other beauty clinics, showing that there is a fairly high level of competition in attracting the attention of customers online.



Picture 2. Data Google Trends

The results of a voting survey conducted on Instagram show a difference with those on Google Trends. On Instagram, Bening's Clinic Padang is among the most in-demand beauty clinics compared to some other beauty clinics, while Google Trends data may show different search patterns. These differences in results suggest that different platforms can provide a diverse picture of a beauty clinic's information.

This makes beauty clinic companies have to maintain their reputation to be able to retain loyal customers. Customer loyalty has an important influence on business continuity, as loyal customers tend to make repeat purchases, provide positive reviews, and become brand ambassadors indirectly (Nyadzayo & Khajehzadeh, 2016). Customer loyalty plays an important role in a company, retaining customers means improving business performance, this is the main reason for an organization to attract and retain its customers. Customer loyalty according to (T'jiptono 2012:387) states that "Customer Loyalty is a customer's commitment to a brand, store, or supplier based on a positive attitude reflected in a consumer's repurchase. Companies will prefer to retain customers rather than seek new customers. Compared to looking for new customers, retaining existing customers is more profitable because doing so will be able to contribute to increased revenue and profits. Loyalty describes the customer's desire to continue to buy goods or use services offered by a particular company, both now and in the future, even in the presence of contextual factors and marketing efforts that may influence change (Habibillah et al., 2018).

Based on previous research conducted by Khan et al. (2022) titled "The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction," they investigated how Customer Relationship Management and customer reputation affect customer loyalty, with customer satisfaction as a mediating variable. Customer Relationship Management aims to build and maintain good relationships with customers through various methods, such as responsive service, service personalization, and effective communication. In this study, Customer Relationship Management was shown to have a significant impact on customer loyalty, showing that a good strategy in managing customer relationships can increase their loyalty to the company.

In addition, in this study, it was also found that customer satisfaction which acts as a mediating variable can partially affect the relationship between Customer Relationship Management, company reputation, and customer loyalty. In contrast to the research conducted by Putri and Trenggana (2020) in their study entitled "The Influence of Customer Relationship Management (CRM) on Customer Loyalty Through Customer Satisfaction Watson in Bandung" found slightly different results in relation to the relationship between Customer Relationship Management, customer satisfaction, and customer loyalty. The results of the study show that Customer Relationship Management has a positive effect on customer satisfaction, which means that the better the Customer Relationship Management implemented, the higher the level of customer satisfaction with the services provided. This shows that good communication, responsive service, and attractive loyalty programs can improve overall customer satisfaction.

However, the results of this study also show that although Customer Relationship Management can improve customer satisfaction, it does not necessarily have a significant effect on customer loyalty. In other words, even if customers are satisfied with the services provided, it does not necessarily make them loyal customers or constantly subscribe to Watson. Instead, the study found that customer satisfaction has a significant influence on

customer loyalty, meaning that customers who are satisfied with a given product or service are more likely to remain loyal to the brand.

This shows that using Customer Relationship Management helps businesses to better understand customer needs and expectations, so that they can have an emotional connection with customers and can achieve common goals. Customer Relationship Management aims to improve customer satisfaction by understanding their needs, providing a personalized experience and fostering long-term loyalty. The company must be able to provide the best service to each of its customers. This can prevent customers from switching elsewhere, especially with competitors. Customer Relationship Management has an equal impact on customer loyalty levels. One approach to customers that companies can take is to use Customer Relationship Management.

2. Literatur Review

Customer Relationship Management (CRM)

Customer Relationship Management (CRM) is an approach used by companies to understand, manage, and improve relationships with customers. CRM aims to build long-term relationships with customers, which will ultimately increase their loyalty. According to Kotler and Keller (2007:35), CRM includes the management of more detailed customer information to know how the company is engaging customers and maximizing customer loyalty. CRM focuses not only on technology but also on the strategic aspects of customer relationships. CRM has several important components, such as:

- Customer Identification (Identify): The process of recognizing and understanding customers and their preferences.
- Customer Acquisition (Acquire): The process of acquiring new customers through good service and effective communication.
- Customer Retain: An effort to retain customers through continuous relationship management.
- Customer Development (Develop): Provide additional facilities and services that can better meet customer needs.

Effective CRM implementation can help companies understand customer needs more deeply and provide more personalized service, which in turn can increase customer loyalty (Herman et al., 2020).

Service Quality

Service quality is the extent to which the services provided by a company can meet or exceed customer expectations. Fandy Tjiptono (2015) defining service quality as the fulfillment of customer needs and desires and the accuracy of delivery that balances customer expectations. In this case, the quality of service is very important in service industries such as beauty clinics, where satisfactory service can increase customer satisfaction and, ultimately, customer loyalty. The quality of service can be measured by the following indicators (Sulaeman, 2021):

- Tangible Evidence: The physical quality of the facility, equipment, and environment that can be seen by the cu.
- Reliability: The ability to provide reliable and consistent service
- Responsiveness: The willingness and ability to provide services quickly and efficiently.
- Assurance: The ability of staff to provide a sense of security to customers, including in terms of skills and knowledge.
- Empathy: The ability to understand the needs and wants of customers and give them their full attention.

According to Wyckof dalam Arief (2017), good service quality can increase customer trust in the company, which in turn will strengthen customer loyalty.

Customer Loyalty

Customer loyalty is a customer's commitment to continue purchasing products or services from the same company despite external factors that may influence their purchasing decisions. Tjiptono (2012:387) posits that customer loyalty is reflected in consistent repurchases and shows a positive attitude towards a brand, store, or supplier. Customer loyalty has several types, namely:

- Cognitive Loyalty: Loyalty that is based on available information and rational judgment of a product or brand.
- Emotional Loyalty: Loyalty that arises due to an emotional attachment or admiration for a particular brand.
- Transactional Loyalty: Loyalty that is reflected in consistent behavior in purchasing a product or service.

Menurut Griffin (2003), loyal customers are more likely to make repeat purchases, recommend products to others, and switch less often to competitors' products. Customer loyalty has a huge impact on a company's long-term profits due to lower costs to attract new customers and more sales from existing customers.

Customer Satisfaction

Customer satisfaction is the feeling of customers that results from a comparison between their expectations and the experience received after purchasing or using a product or service. According to Kotler (2016), customer satisfaction is an evaluation made by customers regarding whether the product or service received meets their expectations. If the customer's expectations are met or exceeded, then the customer will feel satisfied, which has the potential to increase their loyalty. Factors that affect customer satisfaction include:

- Quality of the product or service: Whether the product or service received is in accordance with the customer's expectations.
- Price: Is the price paid proportional to the quality received.
- Service experience: Customer experience of the interaction process with staff or service system.

Menurut Handoko (2017), customer satisfaction can be the foundation for stronger loyalty, as satisfied customers are more likely to remain loyal and make repeat purchases..

3. Method

This study uses a quantitative approach with a survey method. According to Sugiyono (2014:81), the survey research method is a quantitative method used to obtain data that occurred in the past or present, regarding beliefs, opinions, characteristics, behaviors, variable relationships, and to test several hypotheses about sociological and psychological variables from a sample taken from a particular population. The study was conducted at Bening's Clinic Padang, located in West Sumatra, with the research time starting in January 2025 and expected to be completed in April 2025.

The population in this study is Bening's Clinic Padang customers, whose exact number is not yet known. The samples in this study were taken using a non-probability sampling technique with a purposive sampling type, namely customers who have used services at Bening's Clinic Padang. Based on recommendations from Hair et al. (2014), the number of samples used in this study was 190 respondents. The data used in this study consisted of primary data obtained through filling out questionnaires by respondents and secondary data obtained from relevant literature, articles, and reports.

The variables studied in this study consist of independent variables, namely Customer Relationship Management (CRM) and Service Quality, dependent variables, namely Customer Loyalty, and mediation variables, namely Customer Satisfaction. The operational definition of each variable was measured using relevant indicators based on the existing literature, and to measure the collected data, a Likert scale with five alternative answers was used.

Data collection was carried out by survey method through questionnaires distributed to Bening's Clinic Padang customers. The collected data was then analyzed using descriptive analysis and inferential analysis. Inferential analysis was carried out using PLS-SEM (Partial Least Squares Structural Equation Modeling) to test the direct and indirect influence between the variables studied.

4. Results and discussion

Overview of the research object

Bening's Clinic is a beauty clinic that was first established in Jambi in 2017. In a relatively short period of time, this clinic has managed to open up to 100 branches spread across various cities and towns throughout Indonesia until 2023. Bening's Clinic highlights the use of the latest medical technology and state-of-the-art equipment in providing beauty and wellness care. The clinic offers a wide range of facial treatments, body skin care, anti-aging therapies, as well as aesthetic medical procedures handled by professionals in their fields.

Bening's Clinic has proven itself as one of the most in-demand beauty clinics in Indonesia, with a focus on service quality and customer satisfaction. In Padang City, Bening's Clinic has seen a significant increase in the number of customers, despite the fierce competition in the industry.

Description of Respondent Characteristics

This study involved **190 respondents** who were customers of Bening's Clinic Padang. Based on **gender**, the majority of respondents were women, which was **82.1%** (156 people), while men were only **17.9%** (34 people). According to **age**, respondents were divided into three groups, with the age group of 18-22 years dominating as much as **46.3%** (88 people), followed by the age group of 23-28 years as much as **43.2%** (82 people), and the age group over 28 years old as much as **10.5%** (20 people). Based on **occupation**, most of the respondents were **students/college students** as much as **47%** (91 people), followed by a group of workers with different characteristics.

Table 1. Characteristics of Respondents by Gender

NO	Gender	Frequency (people)	Percentage %
1	Men	34	17,9%
2	Women	156	82,1%
	TOTAL	190	100%

Table 2. Characteristics of Respondents by Age

NO	Age	Frequency (people)	Percentage %
1	18-22 years	88	46,3%
2	23-28 years	82	43,2%
3	>28 years	20	10,5%
	TOTAL	190	100%

Description of Research Variable Frequency

The results of the measurement of the research variables showed that the majority of respondents gave high scores to the indicators of Customer Relationship Management (CRM), Service Quality, Customer Satisfaction, and Customer Loyalty. The average score for each variable indicates a positive tendency towards a good relationship between customers and Bening's Clinic.

Table 3. Customer Relationship Management Variable Frequency Distribution

NO	Question	Mean	TCR	Category
1	Ease in the registration process as a member.	4,153	83%	Very Strong
2	I felt the friendliness and courtesy of the staff while serving.	4,179	84%	Very Strong
3	I receive rewards or discounts as a Bening's Clinic customer.	4,100	82%	Very Strong
4	Online services (such as websites or customer cara) make it easier to get information about treatments at the clinic.	4,058	81%	Very Strong
	Average	4,123	83%	Very Strong

Table 3. shows the frequency distribution for the **Customer Relationship Management (CRM)** variable, which measures how effective Bening's Clinic is in building relationships with its customers. Based on the results of the study, all indicators related to CRM showed a high **mean** value, with an average value of **4.123** or **83%**, which was in the **Very Strong** category. This shows that the majority of customers are very satisfied with the CRM services provided, such as the ease of registration, staff friendliness, rewarding, and ease of obtaining information through online services. The staff friendliness and politeness indicator obtained the highest score with a **TCR of 84%**, which indicates that the clinic staff are very effective in interacting with customers.

However, although most indicators obtained a **Very Strong** value, there was a small difference in **TCR** values between indicators, with the online service indicator obtaining a **TCR value of 81%**, which is slightly lower compared to other indicators. While this is still in the **Very Strong** category, it shows that there are some areas in the service process that need further attention, especially in improving customer convenience when searching for information online.

Table 4. Service Quality Variable Frequency Distribution

NO	Question	Mean	TCR	Category
1	The waiting room facilities provided are comfortable and the beauty equipment used looks sterile and well maintained.	4,053	81%	Very Strong
2	On-time service hours provided by the clinic.	4,068	81%	Very Strong
3	The clinic staff responded quickly to any questions or complaints.	4,058	81%	Very Strong
4	Saya merasa aman dan percaya dengan Care provided by doctors and clinic staff	4,111	83%	Very Strong
5	Doctor or staff explain the treatment procedure clearly and easily understandable	4,153	83%	Very Strong
Average		4,089	100%	Very Strong

Table 4. shows the frequency distribution for the Service Quality variable, which includes five indicators related to the quality of service provided by Bening's Clinic. The results showed that the mean for the overall variable was 4.089 or 100%, which was in the Very Strong category, indicating that the quality of service received by customers was very satisfactory. Overall, the service at Bening's Clinic was rated very well by customers, with the indicator "I feel safe and confident in the care provided by the doctors and clinic staff" obtaining a TCR value of 83%, which indicates the customer's trust in the medical personnel and procedures provided.

However, despite the very positive results, there are some indicators that have slightly lower TCR values, such as comfortable waiting room facilities and punctual service times, each of which obtained a TCR value of 81%. Although this remains in the Very Strong category, this figure shows that there is an opportunity to improve customer experience, especially related to the aspects of convenience and speed of service.

Table 5. Customer Loyalty Variable Frequency Distribution

NO	Question	Mean	TCR	Category
1	I often do treatments or buy products at Bening's Clinic Padang.	4,174	83%	Very Strong
2	I prefer treatment products from Bening's Clinic over other brands.	4,163	83%	Very Strong
3	I really like the products/treatments provided by Bening's Clinic.	4,074	81%	Very Strong
4	I prefer to wait for services at Bening's Clinic rather than move to another clinic that serves faster.	4,163	83%	Very Strong

5	I feel confident that Bening's Clinic is the best beauty clinic compared to others.	4,105	82%	Very Strong
6	I often recommend Bening's Clinic to friends or family.	4,184	84%	Very Strong
Average		4,144	100%	Very Strong

On the **Customer Loyalty**, table 5. shows that Bening's Clinic customers are very loyal to the services provided. The **mean** value for this variable is **4.144** or **100%**, which falls into the **Very Strong** category. This indicates that the majority of Bening's Clinic customers are very satisfied and loyal to the clinic, with the in-dictator **"I often recommend Bening's Clinic to friends or family"** obtaining a **TCR value of 84%**, which indicates that customers are happy to recommend this clinic to others.

However, despite the overall high level of customer loyalty, the indicator **"I really like the product/treatment provided by Bening's Clinic"** obtained a **TCR value of 81%**, which is slightly lower compared to other indicators. This suggests that while customers are generally loyal to the clinic, some customers may feel that there are certain aspects that need to be improved or better tailored to their preferences.

Table 6. Customer Satisfaction Variable Frequency Distribution

NO	Question	Mean	TCR	Category
1	I am satisfied with the hospitality and professionalism of the staff at Bening's Clinic.	4,042	81%	Very Strong
2	I often use the service or buy products from Bening's Clinic.	4,105	82%	Very Strong
3	I have recommended Bening's Clinic to others	4,047	81%	Very Strong
4	The service or product from Bening's Clinic has met my needs and expectations	4,147	83%	Very Strong
Average		4,085	100%	Very Strong

Table 6. shows frequency distribution for Customer Satisfaction, which measures the level of customer satisfaction with the services received at Bening's Clinic. The results showed that the overall mean value was 4.085 or 100%, which indicates a very high level of satisfaction, with a TCR of 81%-83% on all indicators, suggesting that customers are very satisfied with the friendliness of the staff, product quality, and service received. Overall, the level of customer satisfaction at Bening's Clinic is in the Very Strong category.

Although most indicators show a high level of satisfaction, the indicators "I am satisfied with the friendliness and professionalism of the staff of Bening's Clinic" and "I have ever recommended Bening's Clinic to others" obtained a TCR value of 81%, which is slightly lower compared to other indicators. This suggests that while the majority of customers are satisfied with the service, there are segments of customers who may feel that certain aspects of the service, such as the friendliness of the staff or recommendations to others, can still be improved.

The Influence of Customer Relationship Management (CRM) on Customer Loyalty

Based on the results of the research, the Customer Relationship Management (CRM) variable did not show a positive and significant influence on Customer Loyalty at Bening's Clinic Padang. This can be seen in the T-statistical value of 0.534 and the P-Value greater than 0.05, which is 0.594, and the Original Sample value of -0.059. These results show that although Bening's Clinic has implemented various CRM strategies, such as improving customer interaction and providing after-sales service, it has not been effective enough in increasing customer loyalty directly. These results reinforce the findings of the research conducted by Putri and Trenggana (2020), which states that CRM has no significant influence on customer loyalty, despite efforts to build relationships with customers.

This research is also in line with the results obtained by Sumarauw et al. (2015), which examines the influence of CRM on customer loyalty at Bank BCA Manado. Their findings suggest that CRM hasn't been effective enough in shaping customer loyalty. This indicates that while many companies rely on CRM to retain customers, the success of CRM

implementation is highly dependent on other factors, such as the quality of service, customer trust, and the customer's personal experience of the brand.

The effect of Service Quality on Customer Loyalty

This study also shows that Service Quality does not have a positive and significant effect on Customer Loyalty at Bening's Clinic Padang. Although there is a positive relationship between the variables of service quality and customer loyalty with a T-statistic value of 1.849 and a P-Value greater than 0.05, which is 0.064, the Original Sample value only reaches 0.174. This shows that the quality of service received by customers does have a positive impact on loyalty, but the effect is not strong or significant enough. Customers who are satisfied with the services provided do not always build high loyalty, as there are other factors that also influence, such as emotional experience and trust in the brand.

These findings support research by Sirait (2018) which states that although the quality of service has a positive effect on customer satisfaction, it does not always have a significant impact on customer loyalty. This can be due to external factors that influence customer loyalty decisions, such as the existence of other alternatives in the market that provide similar services. Research by Thungasal and Siagian (2019) it also shows that while customers rate the quality of service provided, it doesn't necessarily increase their loyalty, which is more influenced by the emotional hubs with the brand and the overall experience.

The Role of Customer Satisfaction as a Mediator

The results of this study show that Customer Satisfaction plays an important role in mediating the relationship between Customer Relationship Management and Customer Loyalty, as well as between Service Quality and Customer Loyalty. The T-statistic value for the Customer Satisfaction variable that has a positive and significant effect on Customer Loyalty is 10.521, with a P-Value of 0.000, and an Original Sample of 0.764. This shows that customer satisfaction has a very strong influence on customer loyalty at Bening's Clinic. If customers are satisfied, they will be more likely to remain loyal to use the services of Bening's Clinic Padang, as well as recommend the service to others.

This research also supports the findings of Putri and Trenggana (2020), which states that a high level of customer satisfaction has a significant effect on customer loyalty. They found that customer satisfaction has a very strong role in maintaining loyalty to a brand or service. Customer satisfaction can serve as a mediator that strengthens the relationship between service quality and customer loyalty.

Practical Implications for Bening's Clinic

Based on the results of this study, Bening's Clinic Padang needs to evaluate and improve the Customer Relationship Management (CRM) strategy that is currently implemented. Even if CRM has a positive impact on customer satisfaction, it does not directly have a significant effect on customer loyalty. The clinic needs to improve the implementation of CRM by focusing more on a more personalized and responsive approach to the individual needs of customers.

In addition, although the quality of service provided is quite good, as shown by the high TCR value, the effect on customer loyalty is still low. Therefore, Bening's Clinic needs to improve the aspect of service quality that pays more attention to the customer's emotional experience and provides more satisfactory service. This will ensure that customers are not only satisfied with the services provided, but also feel emotionally attached to the brand.

5. Comparison

Comparison with previous studies is a very important part in showing the contribution of this research to the development of science, especially in the areas of customer relationship management, service quality, and customer loyalty in the beauty industry. Based on the results of this study, several key findings related to the influence of Customer Relationship Management (CRM), Service Quality, and Customer Satisfaction on Customer Loyalty have similarities and differences with previous studies conducted by other researchers.

One of the relevant comparisons is with the research by Putri & Trenggana (2020), which investigates the influence of CRM on customer loyalty through customer satisfaction in the service sector. Their results show that CRM has a positive effect on customer satisfaction, but does not significantly affect customer loyalty, which is in line with the findings in this study. Although the CRM at Bening's Clinic Padang can improve customer satisfaction, the

relationship is not strong enough to drive higher loyalty. This indicates that other factors, such as the quality of service and the emotional connection with customers, may play a greater role in building customer loyalty.

Furthermore, the findings regarding Service Quality that do not have a significant effect on customer loyalty in this study are also in line with the study by Sirait (2018) which examines the influence of service quality on customer loyalty at Bank BCA. Their research shows that although the quality of services provided by banks is quite good, customer loyalty is not directly affected by the quality of the service. This is also reflected in the findings of this study, where although the quality of service at Bening's Clinic Padang is considered very good, the effect on customer loyalty is still relatively low.

However, one of the unique contributions of this study is the finding that Customer Satisfaction plays an important role as a mediator between CRM and Service Quality on Customer Loyalty. This study shows that customer satisfaction has a very strong influence on customer loyalty, with a very high TCR value on the satisfaction indicators. This reinforces the theory put forward by Oliver (1999), which states that customer satisfaction acts as a very strong link between the customer experience and their decision to stay loyal to the brand or company.

Another relevant study is research by Khan et al. (2022), which examines the influence of CRM and Corporate Reputation on customer loyalty, with customer satisfaction as a mediating variable. The results of their study show that CRM and company reputation have a significant influence on customer loyalty, which is in line with the findings of this study. However, the main difference lies in the influence of service quality, which in this study was not found to have a significant effect on customer loyalty. This suggests that other factors, such as customers' level of trust in staff or their emotional experience with the brand, can play a greater role in shaping loyalty.

Thus, although the results of this study are in line with some of the findings of previous research, this study makes a new contribution in clarifying the important role of Customer Satisfaction as a mediator that strengthens the relationship between CRM, Quality Service, and Customer Loyalty. This underlines the importance of evaluating additional factors that can affect customer loyalty in the context of beauty clinics such as Bening's Clinic, as well as providing practical insights for management in designing more effective strategies for retaining customers.

6. Conclusion

Based on the results of the analysis on the hypothesis test regarding the influence of Customer Relationship Management (CRM) and Service Quality on Customer Loyalty mediated by Customer Satisfaction at Bening's Clinic Padang, it can be concluded that not all hypotheses proposed in this study are accepted. Customer Relationship Management (CRM) does not have a positive and significant effect on Customer Loyalty. This shows that although the CRM implemented at Bening's Clinic Padang is good, the efforts are not strong enough to increase customer loyalty. Similarly, Service Quality also does not have a significant effect on Customer Loyalty. The quality of service provided by Bening's Clinic Padang, although it is very good, has not been able to increase customer loyalty directly. On the other hand, Customer Satisfaction has a positive and significant effect on Customer Loyalty, which shows that a high level of customer satisfaction will encourage them to remain loyal to use Bening's Clinic Padang services.

In addition, this study also found that Customer Relationship Management has a positive and significant effect on Customer Satisfaction, which means that good customer relationship management can increase customer satisfaction with the services provided. Likewise, Service Quality, which has been proven to have a positive and significant effect on Customer Satisfaction, shows that high service quality will increase customer satisfaction. The importance of Customer Satisfaction as a mediator is also seen in the findings that both Customer Relationship Management and Service Quality have a positive and significant effect on Customer Loyalty when measured by Customer Satisfaction. This indicates that efforts to increase customer loyalty through CRM and service quality will be more effective if accompanied by efforts to increase customer satisfaction first.

Referensi

- [1] F. Tjiptono, *Strategi Pemasaran*. Yogyakarta: Andi, 2012.
- [2] P. Kotler and K. L. Keller, *Marketing Management*, 15th ed. Upper Saddle River, NJ: Pearson, 2016.

- [3] R. L. Oliver, *Satisfaction: A Behavioral Perspective on the Consumer*. New York: McGraw-Hill, 1999.
- [4] E. Sumarauw, D. S. Sirait, and N. P. Batubara, "Pengaruh Customer Relationship Management terhadap Loyalitas Nasabah di Bank BCA Manado," *Jurnal Manajemen dan Bisnis*, vol. 8, no. 1, pp. 45-58, 2015.
- [5] A. Putri and T. Trenggana, "Pengaruh Customer Relationship Management terhadap Loyalitas Pelanggan Melalui Kepuasan Pelanggan pada Watson di Bandung," *Jurnal Manajemen Pemasaran*, vol. 11, no. 2, pp. 150-162, 2020.
- [6] M. Khan, S. S. Amin, and H. S. Hussain, "The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction," *International Journal of Marketing Studies*, vol. 14, no. 3, pp. 99-110, 2022.
- [7] S. S. Sirait, "Pengaruh Kualitas Pelayanan terhadap Loyalitas Nasabah pada Bank BCA," *Jurnal Ekonomi dan Bisnis*, vol. 12, no. 2, pp. 112-126, 2018.
- [8] D. R. Thungasal and R. Siagian, "Pengaruh Kualitas Pelayanan terhadap Loyalitas Pelanggan di Industri Hotel," *Jurnal Ekonomi dan Manajemen*, vol. 15, no. 3, pp. 220-234, 2019.
- [9] A. Zeithaml, V. A. Parasuraman, and L. Berry, *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: Free Press, 1985.
- [10] S. W. Nyadzayo and F. Khajehzadeh, "The Influence of Customer Relationship Management and Service Quality on Customer Loyalty: Evidence from the Service Industry," *International Journal of Business and Social Science*, vol. 7, no. 6, pp. 42-57, 2016.
- [11] S. M. Griffin, *Customer Loyalty: The Keys to Customer Retention*. New York: Wiley, 2003.