

BAB V

PENUTUP

Bagian penutup dari penelitian ini membahas hasil dari uji hipotesis yang dilakukan pada bab sebelumnya. Bagian ini juga membahas keterbatasan penelitian dan saran yang dapat digunakan untuk penelitian lain atau penelitian selanjutnya.

5.1 Simpulan

Berdasarkan hasil analisis dan hasil uji hipotesis pada bab sebelumnya, maka dapat disimpulkan sebagai berikut:

1. Kualitas layanan memiliki pengaruh secara signifikan terhadap kepuasan pelanggan kedai kopi Starbucks. Ini berarti, semakin baik kualitas layanan yang diberikan oleh Starbucks Coffee kepada pelanggan, akan meningkatkan kepuasan pelanggan pada Starbucks Coffee.
2. Suasana kedai kopi memiliki pengaruh secara signifikan terhadap kepuasan pelanggan. Selain itu, suasana kedai kopi juga memperoleh nilai deskripsi jawaban responden tertinggi dengan rata-rata hitung total yaitu 4,252. Ini berarti, semakin baik kemampuan Starbucks Coffee untuk membuat suasana kedai kopi yang nyaman dan rileks atau santai bagi pelanggan maka semakin tinggi tingkat kepuasan pelanggan Starbucks Coffee.
3. Kewajaran harga memiliki pengaruh secara signifikan terhadap kepuasan pelanggan. Ini berarti, harga memiliki peran penting dalam penentuan

pelanggan dalam memilih kedai kopi. Ketika harga dianggap sesuai tentu akan mempengaruhi tingkat kepuasan pelanggan. Kepuasan pelanggan dapat dicapai salah satunya dengan memberikan harga yang sesuai dan adil.

4. Kepuasan pelanggan memiliki pengaruh secara signifikan terhadap loyalitas pelanggan. Ini berarti, semakin baik kemampuan Starbucks Coffee untuk membuat pelanggan merasa puas akan menjadikan pelanggan semakin loyal pada Starbucks Coffee.

5.2 Implikasi Manajerial

Dari temuan pada penelitian ini dapat digunakan untuk memahami faktor yang mempengaruhi loyalitas pelanggan di Starbucks Coffee. Hasil temuan ini dapat dijadikan saran untuk meningkatkan kepuasan pelanggan dan menghasilkan loyalitas pelanggan.

Untuk menciptakan loyalitas pelanggan, terlebih dahulu dapat membuat pelanggan merasa puas. Starbucks Coffee dapat mempertahankan kualitas layanan yang baik kepada pelanggan, baik dari segi kecepatan, ketepatan, kesopanan, dan penampilan para personel atau karyawan Starbucks Coffee. Selain itu juga perlu menjadi perhatian bagi Starbucks Coffee untuk dapat meningkatkan kualitas layanan dari segi empati para karyawan kepada pelanggan, baik dalam hal memberikan perhatian kepada pelanggan dengan sepenuh hati, dan mengetahui kebutuhan pelanggan. Suasana kedai kopi juga menjadi faktor kepuasan

pelanggan. Starbucks Coffee dapat mempertahankan suasana kedai kopi yang nyaman dan santai atau rileks bagi pelanggannya. Contohnya, penggunaan meja dan kursi yang nyaman bagi pelanggan, pemilihan lagu yang membuat pelanggan merasa rileks, dll. Suasana yang nyaman dan rileks dapat membuat pelanggan betah menghabiskan waktu di Starbucks Coffee. Selain itu, Starbucks Coffee perlu memperhatikan dan memperbaiki beberapa indikator harga dengan baik seperti memberikan paket harga terbaik yang memenuhi kebutuhan pelanggan, dan memberikan harga yang masuk akal dan sesuai untuk setiap minuman dan makanannya, serta memberikan pilihan harga yang lebih unggul dibanding pesaing. Pandangan pelanggan terhadap kualitas makanan dan minuman Starbucks Coffee akan tergambarkan dengan harga yang masuk akal dan sesuai yang ditawarkan oleh Starbucks Coffee.

Pada akhirnya, kualitas layanan, suasana kedai kopi, dan kewajaran harga menjadi faktor yang berkontribusi dalam meningkatkan kepuasan pelanggan. Starbucks Coffee diharapkan dapat mempertahankan kepuasan pelanggan dengan memberikan pengalaman pelanggan yang baik, membuat pelanggan merasa senang berada di Starbucks Coffee, serta memenuhi harapan pelanggan akan kualitas makanan & layanan. Ini menjadi bahan pertimbangan bagi perusahaan untuk meningkatkan kepuasan pelanggan. Ketika pelanggan merasa puas dengan Starbucks Coffee, maka dapat memunculkan niat pelanggan untuk mengunjungi Starbucks Coffee dan membeli kembali dari Starbucks Coffee, dan juga

mengatakan hal-hal positif tentang Starbucks Coffee, serta pelanggan dapat merekomendasikan Starbucks Coffee kepada orang lain dari penilaian positif mereka.

Starbucks Coffee merupakan salah satu pemain besar dalam industri kedai kopi. Ini merupakan kesempatan besar bagi Starbucks Coffee untuk dapat terus mengembangkan bisnis kedai kopinya. Manajer Starbucks Coffee perlu meningkatkan strategi-strategi dengan pertimbangan faktor-faktor tersebut untuk meningkatkan loyalitas pelanggan.

5.3 Keterbatasan Penelitian

Peneliti menyadari bahwa ada kekurangan dalam penelitian ini yang dapat dipertimbangkan oleh peneliti selanjutnya dan pihak lain.

Pertama, penelitian ini tidak meneliti mediasi kepuasan pelanggan sebagai variabel mediasi yang secara teori mempengaruhi atau memperkuat hubungan antara variabel eksogen dengan variabel endogen.

Kedua, ukuran sampel yang digunakan pada penelitian ini adalah minimal sampel sebanyak lima kali dari jumlah indikator-indikator variabel menurut Hair *et al.*, (2014).

Ketiga, penelitian ini terdapat modifikasi pernyataan pada kuesioner penelitian dari kuesioner penelitian terdahulu.

5.4 Saran Penelitian

Berdasarkan kesimpulan dan kekurangan penelitian di atas, peneliti memberikan saran atau rekomendasi berikut untuk penelitian selanjutnya dan pihak lain:

1. Pada penelitian selanjutnya disarankan dapat meneliti variabel kepuasan pelanggan sebagai variabel mediasi antara variabel eksogen dengan variabel endogen.
2. Pada penelitian selanjutnya, disarankan untuk menggunakan ukuran sampel maksimal sebanyak sepuluh kali dari jumlah indikator-indikator variabel menurut Hair *et al.*, (2013).
3. Pada penelitian selanjutnya, disarankan untuk menggunakan terjemahan asli dari kuesioner terdahulu.

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LAMPIRAN

Lampiran I Kuesioner

5/31/23, 10:02 AM

PENGARUH KUALITAS LAYANAN, SUASANA KEDAI KOPI, DAN KEWAJARAN HARGA TERHADAP LOYALITAS PELAN...

PENGARUH KUALITAS LAYANAN, SUASANA KEDAI KOPI, DAN KEWAJARAN HARGA TERHADAP LOYALITAS PELANGGAN STARBUCKS COFFEE

Responden yang terhormat,

Perkenalkan saya Astia Aurelia Dorothy, mahasiswa Universitas Atma Jaya Yogyakarta sedang melakukan penelitian untuk keperluan penyusunan skripsi dengan judul "Pengaruh Kualitas Layanan, Suasana Kedai Kopi, dan Kewajaran Harga Terhadap Loyalitas Pelanggan Starbucks Coffee". Untuk tercapainya sasaran penelitian ini, saya membutuhkan kesediaan anda untuk memberikan informasi sesuai dengan yang anda rasakan dan dengan sejujur-jujurnya. Adapun kriteria responden dalam penelitian ini sebagai berikut:

1. Responden pernah mengunjungi Starbucks Coffee Indonesia lebih dari satu kali dalam enam bulan terakhir.
2. Responden pernah melakukan pembelian Starbucks Coffee Indonesia lebih dari satu kali dalam enam bulan terakhir.

Jawaban yang anda berikan akan dirahasiakan dan hanya akan digunakan untuk penelitian ini. Terima kasih untuk waktu dan kerja samanya. Partisipasi anda sangat saya hargai.

Hormat saya,
Astia Aurelia Dorothy

* Menunjukkan pertanyaan yang wajib diisi

1. Jenis Kelamin *

Tandai satu oval saja.

- Perempuan
 Laki-Laki

2. Usia *

Tandai satu oval saja.

- <18 tahun
 18-24 tahun
 25-34 tahun
 35-44 tahun
 45-54 tahun

3. Pengeluaran bulanan untuk makanan dan *
minuman

Tandai satu oval saja.

- < Rp 500.000
- Rp 500.000 - Rp 999.000
- Rp 1.000.000 - Rp 1.999.000
- Rp 2.000.000 - Rp 2.999.000
- Rp 3.000.000 - Rp 3.999.000
- Rp 4.000.000 - 4.999.000
- > Rp 5.000.000

4. Pekerjaan *

Tandai satu oval saja.

- Karyawan
- Wiraswasta
- Pengangguran dan tidak sedang mencari kerja
- Sekolah/Kuliah
- Pensiun
- Ibu rumah tangga

5. Tingkat pendidikan *

Tandai satu oval saja.

- SMA/SMK atau kurang
- D1-D3
- S1
- S2
- S3

6. Frekuensi kunjungan bulanan ke Starbucks Coffee *

Tandai satu oval saja.

- 1-2 kali
- 3-4 kali
- 5-6 kali
- >6 kali

Kualitas Layanan

Responden dimohon untuk menjawab pertanyaan di bawah ini dengan memilih satu jawaban yang dianggap paling sesuai dengan opini responden.

Jawaban responden dikategorikan menjadi beberapa pilihan berikut:

1 = STS (Sangat Tidak Setuju)

2 = TS (Tidak Setuju)

3 = N (Netral)

4 = S (Setuju)

5 = SS (Sangat Setuju)

7. Ruang Starbucks Coffee nyaman *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

8. Peralatan Starbucks Coffee modern dan terbaru *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

9. Perlengkapan Starbucks Coffee sesuai dan nyaman dengan kedai kopi *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

10. Kapasitas Starbucks Coffee cukup *

Tandai satu oval saja.

STS

1

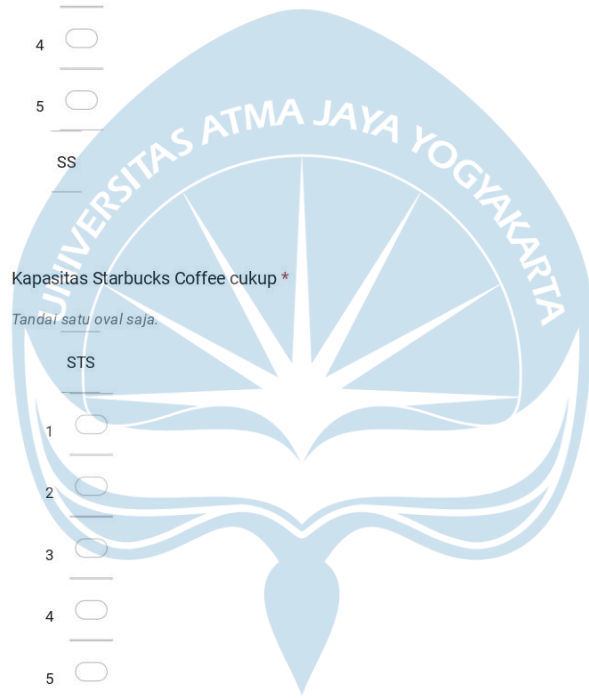
2

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4

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SS



11. Pelayanan Starbucks Coffee nyaman dan sesuai *

Tandai satu oval saja.

STS
1
2
3
4
5

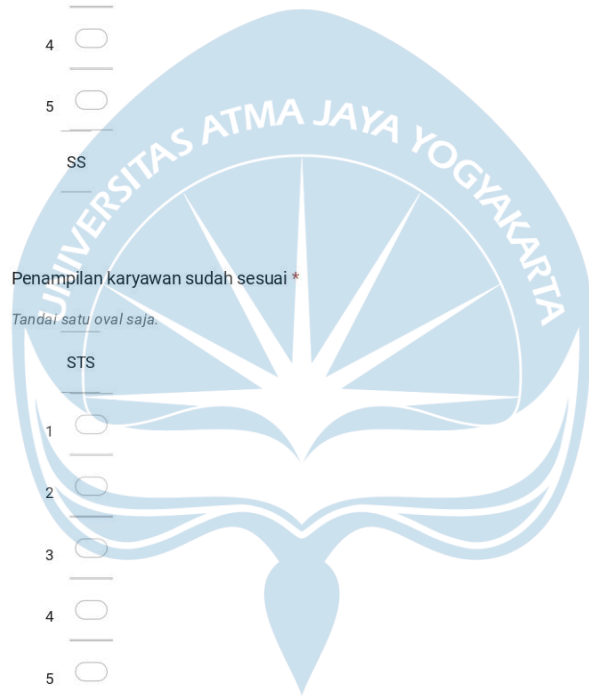
SS

12. Penampilan karyawan sudah sesuai *

Tandai satu oval saja.

STS
1
2
3
4
5

SS



13. Ketika Starbucks Coffee ini berjanji untuk melakukan sesuatu pada waktu tertentu, mereka harus melakukannya *

Tandai satu oval saja.

STS
1
2
3
4
5
SS

14. Ketika pelanggan memiliki masalah, Starbucks Coffee bersimpati *

Tandai satu oval saja.

STS
1
2
3
4
5
SS



15. Semua bagian dari Starbucks Coffee meyakinkan *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

16. Mereka menyediakan layanan mereka pada saat mereka berjanji untuk melakukannya *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

17. Starbucks Coffee memberi tahu pelanggan kapan tepatnya layanan akan dilakukan *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

18. Anda menerima layanan cepat dari karyawan Starbucks Coffee *

Tandai satu oval saja.

STS

1

2

3

4

5

SS



19. Karyawan Starbucks Coffee selalu bersedia membantu pelanggan *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

20. Karyawan Starbucks Coffee tidak terlalu sibuk untuk segera menanggapi permintaan pelanggan *

Tandai satu oval saja.

STS

1

2

3

4

5

SS



21. Anda dapat mempercayai karyawan kedai kopi *

Tandai satu oval saja.

STS
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1
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SS
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22. Anda merasa aman dalam bertransaksi dengan karyawan Starbucks Coffee *

Tandai satu oval saja.

STS
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1
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2
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3
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4
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5

SS
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23. Para karyawan Starbucks Coffee bersikap sopan *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

24. Karyawan Starbucks Coffee memberikan perhatian pribadi kepada pelanggan *

Tandai satu oval saja.

STS

1

2

3

4

5

SS



25. Karyawan dari berbagai bagian Starbucks Coffee menyukai pelanggan dengan sepenuh hati *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

26. Karyawan Starbucks Coffee tahu apa kebutuhan pelanggan *

Tandai satu oval saja.

STS

1

2

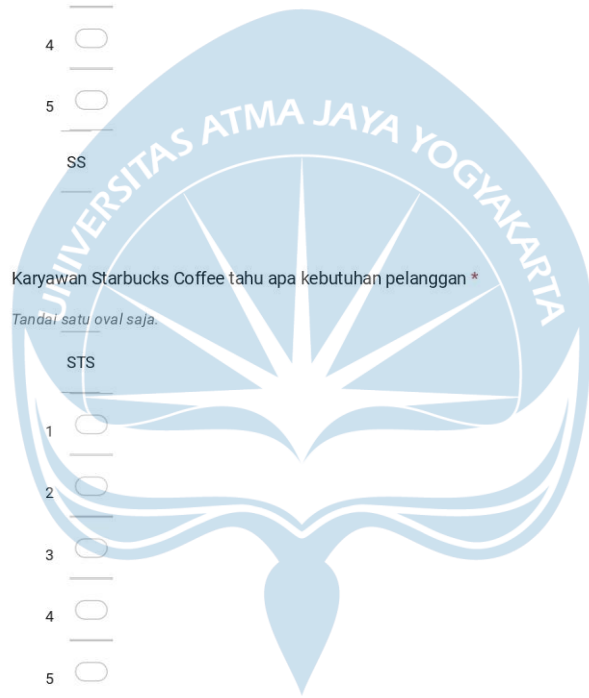
3

4

5

SS

Suasana



27. Starbucks Coffee ini memiliki suasana yang nyaman *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

28. Suasana di Starbucks Coffee ini memiliki ciri khas tersendiri bagi saya *

Tandai satu oval saja.

STS

1

2

3

4

5

SS



29. Nyaman menghabiskan waktu saya di Starbucks Coffee ini *

Tandai satu oval saja.

STS
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1
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2
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3
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4
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5

SS
—

30. Starbucks Coffee ini membuatku rileks/santai *

Tandai satu oval saja.

STS
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1
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2
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3
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4
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5

SS
—

Kewajaran Harga

31. Starbucks Coffee ini menawarkan paket harga terbaik yang memenuhi kebutuhan saya *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

32. Harga makanan dan minuman yang dikenakan oleh Starbucks Coffee ini masuk akal *

Tandai satu oval saja.

STS

1

2

3

4

5

SS



33. Harga di Starbucks Coffee ini sepertinya sesuai dengan apa yang saya dapatkan *

Tandai satu oval saja.

STS

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1

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2

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3

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4

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5

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SS

34. Secara keseluruhan Starbucks Coffee ini memberikan pilihan harga yang lebih unggul dibandingkan penyedia jasa lainnya *

Tandai satu oval saja.

STS

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1

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2

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3

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5

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SS

Kepuasan Pelanggan

35. Saya puas dengan Starbucks Coffee ini *

Tandai satu oval saja.

STS

1

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5

36. Saya sangat senang berada di Starbucks Coffee ini *

Tandai satu oval saja.

STS

1

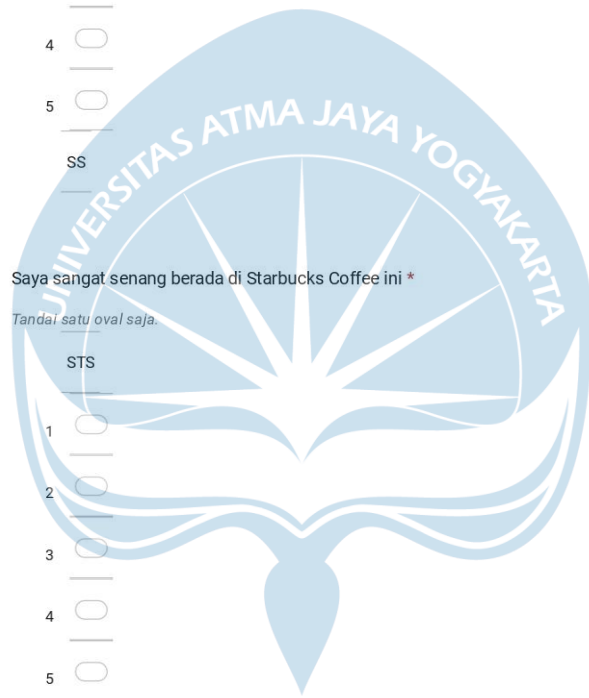
2

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4

5

SS



37. Mempertimbangkan semua pengalaman saya dengan Starbucks Coffee ini, keputusan saya untuk mengunjunginya adalah keputusan yang bijaksana *

Tandai satu oval saja.

STS

1

2

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4

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SS

38. Kualitas makanan dan layanan Starbucks Coffee ini memenuhi harapan saya *

Tandai satu oval saja.

STS

1

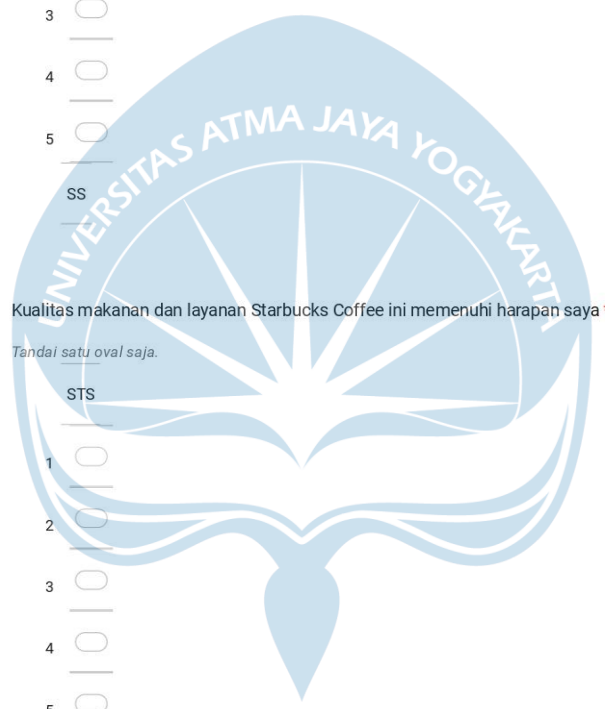
2

3

4

5

SS



39. Secara keseluruhan, saya puas dengan Starbucks Coffee ini *

Tandai satu oval saja.

STS

1

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5

SS

Loyalitas Pelanggan

40. Saya akan mengatakan hal-hal positif tentang Starbucks Coffee ini kepada orang lain *

Tandai satu oval saja.

STS

1

2

3

4

5

SS



41. Saya akan merekomendasikan kedai kopi kepada siapa saja yang meminta saran saya *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

42. Saya akan mendorong teman dan kerabat untuk membeli dan mengunjungi Starbucks Coffee *

Tandai satu oval saja.

STS

1

2

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5

SS



43. Saya lebih cenderung berlangganan Starbucks Coffee ini di masa depan *

Tandai satu oval saja.

STS

1

2

3

4

5

SS

44. Saya akan membeli dari Starbucks Coffee ini walaupun itu menaikkan harga layanan *

Tandai satu oval saja.

STS

1

2

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SS



Lampiran III Hasil Analisis Deskriptif

Name	No.	Missings	Mean	Median	Min	Max	Standard deviation	Excess kurtosis	Skewness
X1.1	0	0	4.295	4.000	1.000	5.000	0.709	2.462	-1.121
X1.2	1	0	4.247	4.000	1.000	5.000	0.738	1.337	-0.907
X1.3	2	0	4.316	4.000	2.000	5.000	0.653	1.024	-0.776
X1.4	3	0	4.026	4.000	2.000	5.000	0.757	0.200	-0.558
X1.5	4	0	4.274	4.000	2.000	5.000	0.695	-0.021	-0.620
X1.6	5	0	4.289	4.000	2.000	5.000	0.685	0.099	-0.644
X1.7	6	0	4.068	4.000	2.000	5.000	0.788	-0.242	-0.512
X1.8	7	0	3.947	4.000	2.000	5.000	0.806	-0.225	-0.450
X1.9	8	0	4.026	4.000	2.000	5.000	0.750	0.073	-0.496
X1.10	9	0	4.111	4.000	2.000	5.000	0.691	-0.207	-0.343
X1.11	10	0	4.011	4.000	1.000	5.000	0.808	0.852	-0.804
X1.12	11	0	4.189	4.000	2.000	5.000	0.700	0.169	-0.560
X1.13	12	0	4.158	4.000	1.000	5.000	0.751	1.624	-0.945
X1.14	13	0	3.858	4.000	1.000	5.000	0.892	0.677	-0.793
X1.15	14	0	3.937	4.000	1.000	5.000	0.844	0.338	-0.674
X1.16	15	0	4.226	4.000	2.000	5.000	0.621	0.060	-0.331
X1.17	16	0	4.263	4.000	3.000	5.000	0.611	-0.578	-0.219
X1.18	17	0	3.774	4.000	1.000	5.000	0.886	-0.222	-0.453
X1.19	18	0	3.947	4.000	2.000	5.000	0.786	0.136	-0.561
X1.20	19	0	3.916	4.000	2.000	5.000	0.836	-0.232	-0.494
X2.1	20	0	4.405	4.000	2.000	5.000	0.632	0.881	-0.838
X2.2	21	0	4.258	4.000	1.000	5.000	0.755	2.001	-1.134
X2.3	22	0	4.195	4.000	1.000	5.000	0.814	0.951	-0.964
X2.4	23	0	4.153	4.000	1.000	5.000	0.770	1.026	-0.828
X3.1	24	0	3.500	4.000	1.000	5.000	0.983	0.103	-0.604
X3.2	25	0	3.437	4.000	1.000	5.000	0.942	-0.193	-0.406
X3.3	26	0	3.700	4.000	1.000	5.000	0.900	0.220	-0.592
X3.4	27	0	3.547	4.000	1.000	5.000	1.029	-0.237	-0.523
Y1.1	28	0	4.132	4.000	1.000	5.000	0.724	1.177	-0.709
Y1.2	29	0	4.111	4.000	1.000	5.000	0.749	0.967	-0.714
Y1.3	30	0	3.863	4.000	2.000	5.000	0.748	0.011	-0.377
Y1.4	31	0	3.963	4.000	1.000	5.000	0.836	1.561	-0.966
Y1.5	32	0	4.095	4.000	1.000	5.000	0.741	1.567	-0.858

Y2.1	33	0	3.921	4.000	1.000	5.000	0.787	0.999	-0.641
Y2.2	34	0	3.900	4.000	1.000	5.000	0.856	1.673	-1.025
Y2.3	35	0	3.679	4.000	1.000	5.000	0.893	0.152	-0.484
Y2.4	36	0	3.547	4.000	1.000	5.000	0.987	0.034	-0.547
Y2.5	37	0	3.158	3.000	1.000	5.000	1.145	-0.881	-0.165

Lampiran IV Hasil *Structural Equation Modelling*

Outer Loadings

	<i>Outer loadings</i>
X1.1 <- Tangible	0.810
X1.10 <- Reliability	0.850
X1.11 <- Responsiveness	0.807
X1.12 <- Responsiveness	0.836
X1.13 <- Responsiveness	0.850
X1.14 <- Responsiveness	0.742
X1.15 <- Assurance	0.817
X1.16 <- Assurance	0.892
X1.17 <- Assurance	0.870
X1.18 <- Empathy	0.882
X1.19 <- Empathy	0.898
X1.2 <- Tangible	0.869
X1.20 <- Empathy	0.863
X1.3 <- Tangible	0.832
X1.5 <- Tangible	0.826
X1.6 <- Tangible	0.838
X1.7 <- Reliability	0.765
X1.8 <- Reliability	0.828
X1.9 <- Reliability	0.801
X2.1 <- Suasana Kedai Kopi	0.827
X2.2 <- Suasana Kedai Kopi	0.833
X2.3 <- Suasana Kedai Kopi	0.855
X2.4 <- Suasana Kedai Kopi	0.856
X3.1 <- Kewajaran Harga	0.856
X3.2 <- Kewajaran Harga	0.896
X3.3 <- Kewajaran Harga	0.895

X3.4 <- Kewajaran Harga	0.806
Y1.1 <- Kepuasan Pelanggan	0.837
Y1.2 <- Kepuasan Pelanggan	0.812
Y1.3 <- Kepuasan Pelanggan	0.843
Y1.4 <- Kepuasan Pelanggan	0.800
Y1.5 <- Kepuasan Pelanggan	0.865
Y2.1 <- Loyalitas Pelanggan	0.853
Y2.2 <- Loyalitas Pelanggan	0.821
Y2.3 <- Loyalitas Pelanggan	0.892
Y2.4 <- Loyalitas Pelanggan	0.876
Y2.5 <- Loyalitas Pelanggan	0.847

Construct Reliability dan Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Assurance	0.824	0.825	0.895	0.740
Empathy	0.856	0.859	0.912	0.776
Kepuasan Pelanggan	0.888	0.889	0.918	0.692
Kewajaran Harga	0.886	0.890	0.922	0.746
Kualitas Layanan	0.946	0.948	0.952	0.511
Loyalitas Pelanggan	0.911	0.915	0.933	0.736
Reliability	0.827	0.830	0.885	0.659
Responsiveness	0.825	0.834	0.884	0.656
Suasana Kedai Kopi	0.864	0.865	0.907	0.710
Tangible	0.892	0.895	0.920	0.698

Fornell-Larcker Criterion

	Assurance	Empathy	Kepuasan Pelanggan	Kewajaran Harga	Loyalitas Pelanggan	Reliability	Responsiveness	Suasana Kedai Kopi	Tangible
Assurance	0.860								
Empathy	0.553	0.881							
Kepuasan Pelanggan	0.552	0.561	0.832						
Kewajaran Harga	0.373	0.514	0.709	0.864					
Kualitas Layanan	0.797	0.801	0.668	0.500					
Loyalitas Pelanggan	0.470	0.546	0.790	0.755	0.858				
Reliability	0.643	0.692	0.581	0.454	0.470	0.812			
Responsiveness	0.738	0.710	0.603	0.469	0.563	0.798	0.810		
Suasana Kedai Kopi	0.553	0.519	0.639	0.363	0.459	0.558	0.627	0.843	
Tangible	0.560	0.540	0.555	0.351	0.419	0.710	0.661	0.682	0.835

Cross Loadings

	Tangible	Reliability	Responsiveness	Assurance	Empathy	Suasana Kedai Kopi	Kewajaran Harga	Kepuasan Pelanggan	Loyalitas Pelanggan
X1.1	0.810	0.466	0.478	0.371	0.331	0.621	0.278	0.430	0.332
X1.2	0.869	0.617	0.568	0.464	0.500	0.604	0.287	0.441	0.330
X1.3	0.832	0.580	0.530	0.404	0.444	0.574	0.245	0.440	0.328
X1.5	0.826	0.677	0.615	0.561	0.484	0.547	0.338	0.521	0.384
X1.6	0.838	0.600	0.555	0.515	0.476	0.514	0.311	0.480	0.374
X1.7	0.558	0.765	0.581	0.381	0.531	0.436	0.381	0.493	0.378
X1.8	0.545	0.828	0.660	0.534	0.637	0.383	0.414	0.438	0.402
X1.9	0.608	0.801	0.634	0.621	0.539	0.512	0.346	0.492	0.367
X1.10	0.594	0.850	0.708	0.539	0.540	0.481	0.336	0.466	0.381
X1.11	0.448	0.657	0.807	0.571	0.623	0.529	0.430	0.504	0.468
X1.12	0.598	0.669	0.836	0.654	0.500	0.632	0.390	0.556	0.482
X1.13	0.637	0.733	0.850	0.644	0.653	0.510	0.347	0.481	0.397
X1.14	0.435	0.502	0.742	0.509	0.521	0.336	0.357	0.407	0.495
X1.15	0.417	0.543	0.647	0.817	0.500	0.406	0.385	0.500	0.508
X1.16	0.487	0.555	0.645	0.892	0.492	0.535	0.315	0.511	0.371
X1.17	0.538	0.562	0.613	0.870	0.437	0.483	0.264	0.415	0.340
X1.18	0.426	0.553	0.569	0.461	0.882	0.430	0.405	0.472	0.474
X1.19	0.512	0.641	0.670	0.515	0.898	0.507	0.480	0.525	0.508
X1.20	0.484	0.630	0.632	0.482	0.863	0.429	0.469	0.482	0.460
X2.1	0.690	0.562	0.587	0.530	0.474	0.827	0.290	0.521	0.325
X2.2	0.533	0.463	0.514	0.455	0.461	0.833	0.335	0.533	0.425
X2.3	0.550	0.398	0.500	0.438	0.344	0.855	0.262	0.534	0.403
X2.4	0.533	0.463	0.514	0.445	0.469	0.856	0.336	0.564	0.393
X3.1	0.307	0.358	0.408	0.260	0.419	0.322	0.856	0.567	0.651
X3.2	0.315	0.417	0.384	0.337	0.466	0.298	0.896	0.654	0.692
X3.3	0.307	0.402	0.416	0.351	0.384	0.320	0.895	0.634	0.632
X3.4	0.283	0.388	0.415	0.334	0.509	0.318	0.806	0.590	0.632
Y1.1	0.548	0.592	0.534	0.530	0.481	0.542	0.599	0.837	0.624
Y1.2	0.504	0.485	0.487	0.453	0.428	0.655	0.497	0.812	0.587
Y1.3	0.418	0.465	0.493	0.471	0.493	0.490	0.605	0.843	0.688
Y1.4	0.425	0.440	0.537	0.442	0.503	0.447	0.651	0.800	0.721
Y1.5	0.419	0.436	0.455	0.398	0.420	0.532	0.588	0.865	0.655
Y2.1	0.474	0.470	0.541	0.455	0.495	0.434	0.681	0.746	0.853
Y2.2	0.301	0.325	0.431	0.303	0.410	0.356	0.612	0.581	0.821
Y2.3	0.366	0.393	0.469	0.387	0.463	0.415	0.647	0.672	0.892
Y2.4	0.358	0.430	0.529	0.472	0.488	0.415	0.636	0.715	0.876
Y2.5	0.280	0.381	0.431	0.379	0.479	0.340	0.657	0.655	0.847

R-Square

	<i>R-square</i>	<i>R-square adjusted</i>
Kepuasan Pelanggan	0.687	0.682
Kualitas Layanan	1.000	1.000
Loyalitas Pelanggan	0.624	0.622

Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Keterangan
Assurance -> Kualitas Layanan	0.184	0.184	0.010	19.025	0.000	Signifikan
Empathy -> Kualitas Layanan	0.194	0.194	0.012	16.156	0.000	Signifikan
Kepuasan Pelanggan -> Loyalitas Pelanggan	0.790	0.793	0.031	25.577	0.000	Signifikan
Kewajaran Harga -> Kepuasan Pelanggan	0.494	0.492	0.067	7.388	0.000	Signifikan
Kualitas Layanan -> Kepuasan Pelanggan	0.196	0.204	0.076	2.584	0.010	Signifikan
Reliability -> Kualitas Layanan	0.243	0.243	0.011	22.368	0.000	Signifikan
Responsiveness -> Kualitas Layanan	0.247	0.247	0.011	21.682	0.000	Signifikan
Suasana Kedai Kopi -> Kepuasan Pelanggan	0.323	0.320	0.078	4.139	0.000	Signifikan
Tangible -> Kualitas Layanan	0.300	0.299	0.016	19.041	0.000	Signifikan



Lampiran V Pra Riset

Nama/Usia	Apakah Anda pernah merasa tidak puas dengan Starbucks Coffee?	Jika Ya, apa yang menyebabkan anda tidak puas?	Jika tidak, apa yang membuat anda selalu puas?
Lydia Sania Dewinta, S. Akt (24 tahun)	Tidak	-	Pelayanan baik, dan rasa minuman / makanannya sama di semua outletnya.
Ratya Khelin Tabitha (22 tahun)	Tidak	-	Service yang diberikan oleh baristanya selalu memuaskan, responden pernah memesan menu khusus dan dibuatkan sama persis seperti yang pernah responden pesan secara online. Stafnya juga ramah, secara keseluruhan tidak mengecewakan.
Melanesia Wamafma (18 tahun)	Tidak	-	Suasana yang nyaman, tidak terganggu oleh orang-orang sekitar karena rata-rata pengunjung yang datang ke Starbucks punya pekerjaan masing-masing. Jadi, rasa untuk takut/tidak percaya diri ke Starbucks sangat minim. Suasana sangat tenang karena para pengunjung sangat fokus ke pekerjaan masing-masing.

Meilyaditama Josevaningsih (20 tahun)	Tidak	-	Pelayanan yang ramah, cepat tanggap, informatif (selalu memberi rekomendasi menu dan promo yang tersedia hari itu), tempatnya enak untuk menghabiskan waktu atau mengerjakan tugas.
Theresia Verlita Evelyn Wilby (21 tahun)	Tidak	-	Pelayanan di Starbucks sangat ramah karena komunikasi yang dilakukan dengan <i>customer</i> sangat baik dan selalu memberikan pesanan yang sesuai dengan apa yang diinginkan oleh <i>customer</i> .
Atiya Nahda Fadilla (23 tahun)	Ya	Responden pernah memesan kopi di salah satu cabang Starbucks, kebetulan pada saat <i>rush hour</i> sehingga sangat ramai. Namun, hanya ada dua barista yang bekerja, sehingga minuman yang dipesan sangat lama.	-

<p>Frederika Vegita Dwi Tara (21 tahun)</p>	<p>Tidak</p>	<p>-</p>	<p>Layanan mereka sangat ramah, selalu melakukan segala sesuatu dengan detail, konsistensi dalam konerja mereka selama bekerja sangat baik, kerjanya sangat cepat sehingga tidak membuat <i>customer</i> menunggu lama, kemampuan barista dalam berkomunikasi dengan <i>customer</i> juga bagus, baik dalam Bahasa Indonesia dan Bahasa Inggris, suasana, tempat, dan keamanannya sangat terjaga dan bersih, kemampuan barista dalam menyajikan menu dan pengetahuan tentang kopi juga baik, beristanya selalu senang hati ketika <i>customer</i> meminta <i>request</i> atau <i>custom</i>.</p>
<p>Reisda Eka Cahya (31 tahun)</p>	<p>Ya</p>	<p>Untuk pembelian pertama kali, <i>up selling</i> yang dilakukan lebih membuat responden bingung, daripada me-ngenalkan produknya, mereka lebih menawar-kan pembeli agar membeli banyak. Pernah juga responden sudah</p>	<p>-</p>

		<p>me-mesan tetapi karyawan Starbucks lupa untuk membuat pesanan-nya, padahal sudah keluar nota pembayaran, karena mungkin rata-rata pengunjung yang datang merupakan pelanggan tetap yang sudah tahu apa yang ingin dibeli. Jadi pelayanan yang diberikan Starbucks kepada pembeli yang masih bingung masih kurang memuaskan.</p>	
Jossepine Daniella Iki (21 tahun)	98% puas	Pernah tidak puas karena pernah mati listrik sehingga <i>Wi-Fi</i> mati. Selain itu juga pernah dipandang sebelah mata oleh pegawai Starbucks karena tidak memakai alas kaki karena sandal putus.	Tempatnya hening dibanding-kan kedai kopi lainnya. Pelayanannya juga baik.
Putu Meira Jayanti Putri (21 tahun)	Tidak	-	Krena Starbucks memiliki pelayanan yang baik dan membantu, suasana tempat yang nyaman, rekomendasi minuman yang enak.

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Understanding customer loyalty in the coffee shop industry (A survey in Jakarta, Indonesia)

Customer
loyalty in
coffee shop
industry

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2253

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Abstract

Purpose – The purpose of this study is to identify the drivers of loyalty model in the coffee shop industry in Indonesia based on service quality, store atmosphere and price fairness mediated by customer satisfaction.

Design/methodology/approach – The sample size used for this study was 384 customers from 16 most comfortable coffee shops in Jakarta based on Nibble's survey. Confirmatory factor analysis was employed to confirm the attributes of each factor and to assess the validity and reliability, average variance extracted and composite reliability was applied. Further hypothesis testing was performed using structural equation modeling.

Findings – The result shows that customer loyalty is affected by service quality – comprising 5 subdimensions: tangible, reliability, responsiveness, assurance and empathy – and price fairness mediated by customer satisfaction. It was found that service quality plays a significant role in the coffee shop industry in Indonesia. However, the store atmosphere was found rejected.

Originality/value – This is the first study integrating service quality, store atmosphere, price fairness and customer satisfaction to study the customer loyalty model in the coffee shop industry in Jakarta.

Keywords Service quality, Store atmosphere, Price fairness, Customer satisfaction, Customer loyalty, Coffee shop

Paper type Research paper

1. Introduction

Nowadays, a coffee shop is not only a place for drinking coffee but also a place for hanging-out, working or even holding a meeting (Musika, 2019). It becomes a place not only for adults but also for the millennial (Hidayah, 2018). Drinking coffee has become a trend that occurs in all circles of society in Indonesia (Litya, 2018), especially in Jakarta (the capital city of Indonesia), the home of 1,500 coffee shop outlets (Setyaningsih, 2018). However, Ujang Sumarwan, a consumer behavior expert from Indonesia, claims that the culture of drinking coffee has existed since long time ago and not something that surfaces recently in Indonesia. Coffee is seen not only to eliminate fatigue but also has become a culture for various generations (Cahya, 2018). It has also become the part of the daily life which attracts many entrepreneurs to open their own coffee shop business, since it has a good prospect and the average profit margin of a coffee shop can reach 35–40 percent from total sales (Gumiwang, 2018). It is also shown that the coffee retail market in Indonesia has increased to 268,000 tons per year and is predicted to have the growth rate of 11.4% between 2017 and 2021 (Normala, 2018).

However, looking at the coffee consumption trends, many new coffee shops open and the emergence becomes a threat in the coffee industry according to Ron Prasetyo, a coffee shop business consultant (Mutiah, 2018). For instance, one of the local coffee shop chains in Jakarta, Sagalah coffee shop, is experiencing a 50% decline in sales, when usually, they could sell 500 to 600 cups per day, but due to the competitors, they can only sell between 200 to 300 cups per day (Wulandari, 2018). Another threat looking at the industry is how Starbucks coffee, an American coffee company and coffeehouse chain, plans to open 60 new stores in Indonesia (Laucereno, 2018), adding the current 240 stores in 22 cities in Indonesia (Normala, 2018).



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Sulibhavi and Shivashankar (2017) state that to stay competitive among the stores, loyal customers are needed since they tend to do repeat purchase that can generate continuous sales, therefore they are considered as good assets for the sustainability of the stores (Jin *et al.*, 2016). In addition, to win the competition by getting loyal customers, a store manager needs to improve either the premium experience or the service since good service quality may affect customer satisfaction and customer loyalty toward the store (Keshavarz *et al.*, 2016; Pratminingsih *et al.*, 2018), as well as the influence of store atmosphere on customer satisfaction (Miswanto and Angelia, 2017; Lee *et al.*, 2018). Price fairness also tends to become customer's consideration since the prices of product or service can affect satisfaction among customer (Githiri, 2018; Hanaysha, 2016).

Loyalty model in the coffee shop industry has been studied through various factors such as satisfaction (Githiri, 2018; Keshavarz *et al.*, 2016; Saulina and Syah, 2018), service quality (Abdullah *et al.*, 2018; Miswanto and Angelia, 2017; Keshavarz *et al.*, 2016; Lee *et al.*, 2018; Mensah and Mensah, 2018; Saulina and Syah, 2018), store atmosphere (Miswanto and Angelia, 2017; Lee *et al.*, 2018) and price fairness (Abdullah *et al.*, 2018; Jin *et al.*, 2016; Githiri, 2018; Hanaysha, 2016).

Service quality has become the major driving factor for loyalty model found in Indonesia (Albari and Kartikasari, 2019; Furoida and Maftukhah, 2018; Palit *et al.*, 2016), Malaysia (Majid *et al.*, 2018), Myanmar (Myo *et al.*, 2019), Thailand (Dhasan and Aryupong, 2019) and Australia (Poniriri *et al.*, 2011). However some studies found store atmosphere has the major rule in loyalty model such as in several cities in Indonesia which are Bandung (Alfin and Nurdin, 2017), Surabaya (Listiono and Sugiarto, 2015), Malang (Samboro *et al.*, 2019) and Turkey (Emir, 2016). In addition, price also found in some studies as the major role in loyalty model such as in Indonesia (Budiastari, 2016), Iran (Haghighi, 2012), Kenya (Githiri, 2018) and Turkey (Çakici *et al.*, 2019). Hence, this study is interested in combining only the major drivers from studies mentioned above in determining the coffee shop loyalty model in Jakarta, Indonesia.

Further, to the best of researcher's knowledge, this is the first study to determine the coffee shop loyalty model based on service quality, store atmosphere, price fairness and satisfaction especially in Indonesia.

Therefore, the objective of this study is to identify the relationship among service quality, store atmosphere, price fairness, satisfaction and loyalty. This study is expected to enrich the body of knowledge regarding loyalty model in coffee shop based on service quality, store atmosphere, price fairness and customer satisfaction.

This paper is organized with theoretical background, the hypotheses, research framework, the description of research method, followed by the finding and analysis, discussion, limitation and finally the recommendation for future research.

2. Literature review

2.1 Service quality

Service quality is stated as the difference between customer expectation and what they received regarding the service from an organization (Setiawan and Sayuti, 2017). It is also interpreted as customer's feeling when they are evaluating their experiences in an organization (Banahene *et al.*, 2017). Measuring service quality is not easy since not only the outcome of service is needed but also the delivery service process (Nguyen *et al.*, 2018). Organization should be aware that good service quality can become the success factor that affect the growth and development of the business while it also gives a sustainable and competitive advantage (Pakurár *et al.*, 2019). Jain and Aggarwal (2018) argue that there are two schools of thought to analyze the service quality based on several researchers point of view; Nordic by Grönroos and American by Parasuraman. Grönroos introduced The Nordic model in 1984, explaining that service quality works in technical and functional quality. The

technical quality bears with the outcome while functional quality bears with the relationship between organization and their customer (1984, as cited in Jain and Aggarwal, 2018). Parasuraman *et al.*, 1985 developed a conceptual framework named the gap model that shows the cause of shortfalls in service quality based on the results of the service performance compared to the customer expectation (1985, as cited in Nguyen *et al.*, 2018). Previously, there were 10 dimensions being used in service quality which are communication, courtesy, access, tangibility, credibility, competence, responsiveness, reliability, understanding and security. However, they reduced the previous 10 dimensions to 5 dimensions named SERVQUAL (Parasuraman *et al.*, 1988). However, as opposed to Parasuraman's concept, Cronin and Taylor (1992) introduced SERVPERF scale as the alternative method to measure the service quality since SERVQUAL could not define the customer satisfaction accurately. Based on previous studies regarding service quality, many more models have come out as an adjusted model to suit different industries such as DINESERV model to evaluate the service quality in quick service, casual and fine-dining restaurant (Stevens *et al.*, 1995), Retail Service Quality Scale (RSQS) was developed by Dabholkar to evaluate the service quality in the retail sector (1996, as cited in Jain and Aggarwal, 2018).

Although criticisms exist for Parasuraman's SERVQUAL, many authors still adopt and adjust the model to suit different service industry, such as Keshavarz *et al.* (2016) and Nguyen *et al.* (2018) in the restaurant industry and Miswanto and Angelia (2017) in souvenir stores. Hence, this study adopts Parasuraman's SERVQUAL with some adjustments to suit the coffee shop industry. The dimensions adopted are

- (1) Tangible

Since customer will assess the quality from service provided by the organization, tangible becomes the physical image of it (Pakurár *et al.*, 2019). Nguyen *et al.* (2018) and Al-Ababneh *et al.* (2018) mentioned tangibles as the feeling of pleasure that can be felt from the store physical equipment and facilities provided, including the appearance of the personnel.

- (2) Reliability

Reliability means the ability to perform the service accurately (Nguyen *et al.*, 2018). Organization should be able to perform the service correctly right in the beginning (Pakurár *et al.*, 2019). Reliability is also considered as the product or service provider's ability to perform in accordance with what was promised before (Al-Ababneh *et al.*, 2018).

- (3) Responsiveness

Responsiveness is when the firm is willing to help their customer accurately (Nguyen *et al.*, 2018) and give them prompt services (Al-Ababneh *et al.*, 2018). Informing customer the time of service will be provided, giving personal attention and response customer's request appropriately (Pakurár *et al.*, 2019).

- (4) Assurance

Assurance is the personnel's politeness, competence and capability to increase customer's confidence (Nguyen *et al.*, 2018). In addition, Al-Ababneh *et al.* (2018) state that assurance is the condition when the employees have the ability to gain customer's trust either by making them feel safe when doing transaction or inquiring something. Furthermore, all employees also should act politely to the customers.

- (5) Empathy

Empathy means customizing help that the firm passes on to its customer (Nguyen *et al.*, 2018). Empathy from the personnel of the store can deliver the feeling of being special and unique to

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122,7

the customer (Pakurár *et al.*, 2019). It is important to the personnel to understand customers' problem and treat accordingly as if they were being treated personally (Al-Ababneh *et al.*, 2018).

2256

2.2 Store atmosphere

Atmosphere can be described as the quality of the peripheral space (Kotler, 1973). Store atmosphere that could create a chance to affect customer behavior should be planned and controlled carefully (Ayadi and Cao, 2016). Miswanto and Angelia (2017) examine the store atmosphere as tools to add the store's value, create customer's positive impression and additional value, since it can be a factor affecting customer's consideration before going to the shop. The pleasant atmosphere also will affect the level of customer's satisfaction. According to Lee *et al.* (2018), the effect of atmosphere in tourism service can generate the feeling of comfort. In addition, Vety *et al.* (2016) state that store atmosphere can create additional value and give a positive impression in the mind of customers. Therefore, store atmosphere is expected to make customers feel familiar to the store, spend more time at the coffee shop and feel relaxed. These become the indicators to measure the store atmosphere.

2.3 Price fairness

Price fairness can be described as a customer evaluation whether the price given to a product is appropriate or not (Jin *et al.*, 2016). Price has been accepted as one of the factors of marketing which can influence the behavior of the customer. It is also described as the assessment from the customer whether the product's price is reasonable and can be accepted or not (Hanaysha, 2016). Abdullah *et al.* (2018) define fair price as the price of a product that customer finds suitable and reasonable. They also mention that unfair price can inflict customer negative emotion such as anger. Moreover, the customer can rely on price fairness for the difference of price between the seller and its competitors. Hanaysha (2016) also states that price fairness can give a significant effect on customer's reaction in their decision related to the price. In addition, Githiri (2018) states that brands tend to endeavor in utilizing their profits based on their product or services' price since consumers are more likely to have the products that can give them maximum value with the lowest price. Further, she argues that measuring price fairness is based on the worth portion size of food and beverages and better price compared to competitor's.

2.4 Customer satisfaction

Customer satisfaction is defined as positive assessment from the customer obtained from the product and service provided (Carranza *et al.*, 2018). Saulina and Syah (2018) define satisfaction as the pleasure or dissatisfaction feeling generated from the comparison of product that customer receives and their expectation. Meanwhile, Keshavarz *et al.* (2016) determine satisfaction as the fulfillment response of the customer. Furthermore, according to Mensah and Mensah (2018), customer satisfaction can be defined as product or service assessment from the customer in providing the pleasure in the consumption level. It can be measured by the gap between the customer expectation and performance they have received and also can be determined by product and services that successfully boost customer satisfaction and avoid customer dissatisfaction (Hanaysha, 2016). It is also an important element in service business that can give the positive impact for business (Lee *et al.*, 2018).

2.5 Customer loyalty

Loyalty can be defined as a customer's psychological commitment toward a business shown through their repeat purchase (Jin *et al.*, 2016). Saulina and Syah (2018) define customer

loyalty as a customer's commitment to come back to the store to repurchase consistently in any situation. This definition is also acknowledged by [Githiri \(2018\)](#) who states customer loyalty is associated with the behavior of repetitive purchase or recommends the product or service to others. Further, she states that it is when the customer has come to buy a product or service from a firm (restaurant) repurchase, recommend to others and refuse services of a competitor. Price sensitivity of a loyal customer is also low ([Moretta Tartaglione et al., 2019](#)). [Keshavarz et al. \(2016\)](#) argue that the fundamental of success of a restaurant is by having loyal customers through satisfaction. They state that it can be measured by the willingness of customer to say positive things and recommend the business to other, encourage the relatives to do business together, patronize the business and keep coming back to the store even when the price of products or services provided increases.

Based on these conditions, there are four questions discussed as follows:

- RQ1. Does service quality influence customer satisfaction?
- RQ2. Does store atmosphere influence customer satisfaction?
- RQ3. Does price fairness influence customer satisfaction?
- RQ4. Does customer satisfaction influence customer loyalty?

2.6 Hypotheses and conceptual framework

It is believed that higher quality can create higher satisfied customer ([Pakurár et al., 2019](#)). It is proven by [Keshavarz et al. \(2016\)](#) that higher service quality given in the restaurant industry in Shiraz, Iran, creates higher satisfied customers. In addition, [Myo et al. \(2019\)](#) found that the main reason for customers to choose the hotel is because higher service quality being served. Furthermore, it is also revealed in the restaurant industry by [Mensah and Mensah \(2018\)](#) that satisfied customer is achieved when service quality being perceived is higher than they have expected. Cases in Indonesia ([Albari and Kartikasari, 2019](#); [Furoida and Maftukhah, 2018](#); [Palit et al., 2016](#)) found that not only service quality has the most significant causes of satisfaction but also it affects positively which means higher service quality provided, the more customers feel satisfied. Therefore, this study argues that:

H1. Service quality significantly influences customer satisfaction.

[Lee et al. \(2018\)](#) found that store atmosphere positively influence customer satisfaction as higher customers satisfaction can be achieved with better store atmosphere in the coffee shop in the US. Furthermore, in Indonesia, [Miswanto and Angelia \(2017\)](#) in the study of souvenir store in Yogyakarta and [Listiono and Sugiarto \(2015\)](#) in the study of café in Surabaya also reveals that customer satisfaction significantly affected by store atmosphere since pleasurable store atmosphere could encourage satisfaction of their customer. Therefore

H2. Store atmosphere positively influences customer satisfaction.

[Githiri \(2018\)](#) in the study of Kenyan star-rated restaurant in Nairobi reveals price fairness is one of the factors that significantly affect customer satisfaction since from the price they pay they can evaluate the value of service they receive. It is also revealed in the study of fast food restaurant in Malaysia that product or service's price can give significant positive impact toward customer's degree of satisfaction ([Hanaysha, 2016](#)), which is also acknowledged by ([Budiastari, 2016](#)) in the study of customer loyalty on Holcim concrete readymix in Jakarta, Indonesia.

H3. Price fairness positively influences customer satisfaction.

In the study of travel agencies customer in South Sumatra, Indonesia, customer satisfaction is known to give a significant impact on the loyalty of the customer ([Setiawan and Sayuti, 2017](#))

and this statement also proven by Saulina and Syah (2018) and Listiono and Sugiarto (2015). In addition, in the fast food restaurant industry in Spain (Carranza *et al.*, 2018) revealed that there is a positive significant impact from the satisfied customer in building loyalty. Another proven study from the banking sector in Botswana (Chiguvu and Gurowo, 2017), it is impossible to get customer loyalty without customer being satisfied. Hence, the higher the satisfaction, the more loyal customer will become. Therefore, this study proposes to find this relationship (see Figure 1)

H4. Customer satisfaction significantly influences customer loyalty.

3. Method

3.1 Data collection, research instrument

The questionnaire used in this study was adapted from the previous studies with some adjustments. To collect the data, the instrument used in this study as the primary data was a survey divided into three sections: the introduction of research, respondent demographic (including gender, age, education, occupation and monthly expenditure) and the item statements to measure five constructs (service quality, store atmosphere, price fairness, satisfaction and loyalty) with 37 item statements. A 7-point Likert scale (1–strongly disagree to 7–strongly agree) was used to measure the constructs (Wu, 2017). Item statements for service quality were adjusted from Keshavarz *et al.* (2016) and Alhkami and Alarussi (2016), divided into 5 dimensions which are tangible with 5 item statements, reliability with 4 item statements, responsiveness with 3 item statements and both assurance and empathy with 3 item statements each. For store atmosphere, it was adjusted from Lee *et al.* (2018) and Hanaysha (2016), while price fairness, it was adjusted from Hanaysha (2016) and Jin *et al.* (2016) both consist of 4 item statements each. Furthermore, for satisfaction, item statements were adjusted from Lee *et al.* (2018) and Hanaysha (2016), and loyalty was adjusted from the questionnaire of Keshavarz *et al.* (2016) and Lee *et al.* (2018).

Before the questionnaire was distributed, the questionnaire had been assessed by five academic experts in retail and culinary business. Adjustment was made based on the recommendation of those experts. The adjusted questionnaire from the experts was then given to 10 final year students who have been to the coffee shop before. They were asked to read the questionnaire to find out whether the questionnaire was easy to read and understandable. Some wordings were edited based on their recommendation. The questionnaire was then translated into Indonesian with the help from Indonesian language expert. Finally, the questionnaire was sent to 600 customers of the most comfortable coffee shop in Jakarta in 2018 based on the list published by Nibble, a food discovery startup based in Jakarta, such as Kopi Biru, Giyanti, Ottoman’s Coffee Brewers, On Three, Hello Sunday, Pison Coffee, Kopi Kalyan, Kopi Nalar, 1/15 Coffee, Caribou Coffee, Ardent Coffee and Kitchen, Djournal Coffee, First Crack Coffee, Turning Point Coffee, Six Ounces Coffee and

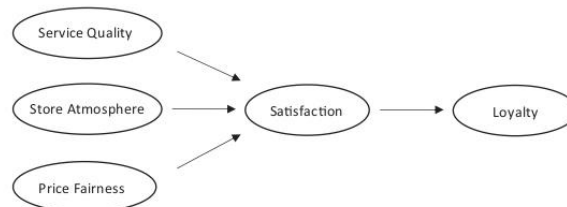


Figure 1.
Conceptual framework

Anomali Coffee. The random sampling method was chosen for the study with the procedure every fourth customer leaving the shop was asked to fill up the questionnaire which took about 10 min. The time chosen for conducting the survey was from 4.00 p.m. until 6.00 p.m. for three months (May to July 2019) which was the peak hour of the coffee shops with the help from five research assistants.

Out of 600 distributed questionnaires, 400 filled questionnaires were returned (66.7%), 384 were eligible and the other 16 incomplete ones were discarded. According to Hair *et al.* (2014), sample size can be determined by using a ratio of 5:1 or 10:1 cases in each variable. Since the questionnaire used 37 item statements, then the minimum sample size required was 185 (37×5) until 370 (37×10) respondents (Saulina and Syah, 2018), while the total eligible questionnaire acquired was 384. Therefore, the sample size was adequate.

4. Results

4.1 Research sample description

The information of the demographic groups based on the gender, age and the frequency of visits to the local coffee shop in Jakarta. Table 1 is the summary of sample descriptive statistics. Most of the respondents were female (58.6%) and aged between 18 and 24 years (65.6%). In terms of respondent's monthly expenditure for food and beverage, most of them spent IDR 1,000,000 to IDR 1,999,000 a month (25%). Furthermore, in terms of occupation, 227 respondents were students (59.1%) and most of them were undergraduate students (71.1%) and monthly visits to the coffee shop 1–2 times (64.8%)

4.2 Normality

AMOS 23 was used to test the statistical value of skewness and kurtosis in order to provide the significant deviations from the normality (Hair *et al.*, 2014). The values of skewness and kurtosis were in the normal level as the skewness value was not more than its threshold value of 3 and the kurtosis value was below 8 as its threshold value (Alalwan *et al.*, 2017) (see Table 2).

4.3 Measurement model test results

Service quality is a multidimensional construct that consists of subdimensions that create better results when tested using the common underlying higher-order model rather than the first-order service quality factor model (Nunkoo *et al.*, 2017). The second-order model was used to test the model measurement. When it was tested using confirmatory factor analysis (CFA) in AMOS, the results of model measurement were not adequate (Table 3), since several indices did not exceed the recommended threshold value of 0.90 (Hair *et al.*, 2014).

Reassessment was done to increase the fitness of the model. Based on the modification indices, it was observed that several items had a higher unacceptable value. Those items were SQRL4 from reliability, SQRS3 from responsiveness, SA4 from store atmosphere, S2 and S5 from satisfaction and L3 and L5 from loyalty. The decision to remove those seven items was taken.

After deletion, the CFA was tested again where the value of the minimum discrepancy divided by its degrees of freedom (CMIN/DF), root mean square error of approximation (RMSEA), comparative fit index (CFI), Tucker-Lewis index (TLI), incremental fit index (IFI) and goodness-of-fit index (GFI) were 2.390, 0.060, 0.916, 0.905, 0.917 and 0.871, respectively. The adjusted goodness-of-fit index (AGFI) value was also greater than the recommended threshold value of 0.80 (Wu, 2017), which was 0.843. Although the value of GFI did not exceed the threshold value of 0.9, the measurement model can still be said as fit since it already included the multiple fit indices that should be used as the goodness-of-fit model assessment

Demographic characteristics	Options	Frequency	(%)
Gender	Male	159	41.4
	Female	225	58.6
Age	Less than 18 years	18	4.7
	18-24	252	65.6
	25-34	50	13.0
	35-44	18	4.7
	45-54	42	10.9
Monthly expenditure for food and beverage	More than 55 years	4	1.0
	Less than IDR 500,000	17	4.4
	IDR 500,000-IDR 999,000	45	11.7
	IDR 1,000,000-IDR 1,999,000	96	25.0
	IDR 2,000,000-IDR 2,999,000	89	23.2
	IDR 3,000,000-IDR 3,999,000	37	9.6
	IDR 4,000,000-IDR 4,999,000	37	9.6
Occupation	More than IDR 5,000,000	63	16.4
	Employed for wage	93	24.2
	Self-employed	47	12.2
	Unemployed and currently looking for work	6	1.6
	Unemployed and not currently looking for work	3	0.8
	Student	227	59.1
Education level	Retired	0	0.0
	Homemaker	8	2.1
	Senior high school and less	46	12.0
	Associate degree (undergraduate)/D1- D3	22	5.7
Frequency of monthly visits to the coffee shop	Bachelor's degree (undergraduate)/S1	273	71.1
	Master's degree/S2	43	11.2
	Doctoral degree/S3	0	0.0
Frequency of monthly visits to the coffee shop	1-2 times	249	64.8
	3-4 times	86	22.4
	5-6 times	26	6.8
	More than 6 times	23	6.0

Table 1.
Demographic profile

such as the χ^2 value and the associated df, one absolute fit index, one IFI, one GFI and one badness-of-fit index (Hair *et al.*, 2014). Furthermore, the value of average variance extracted (AVE) and composite reliability (CR) was tested (Table 4). The result of AVE value for service quality (0.6), store atmosphere (0.7), price fairness (0.7) exceeded the threshold value of 0.5 (Hair *et al.*, 2014) except for satisfaction (0.5) and loyalty (0.5) were close to the threshold value. The result of CR for service quality, store atmosphere and price fairness were 0.9 while the satisfaction and loyalty were 0.8, respectively, hence all the constructs were reliable.

4.4 Measurement assessment

There are several types of diagnostic measurements to test the reliability of variables (Hair *et al.*, 2014). The reliability coefficient is used as diagnostic measurement to assess the degree of consistency of a variable in this study. Cronbach's α has been the most generally utilized measurement, since the threshold value generally agreed for Cronbach's α is 0.70 (Hair *et al.*, 2014). However, in an exploratory research the lower limit of Cronbach's α can be decreased to 0.60 (Hair *et al.*, 2014). In this study, Cronbach's α for service quality was 0.909, store atmosphere was 0.783, price fairness was 0.883, satisfaction was 0.770 and loyalty was 0.722. All the variables exceeded the standard minimum of Cronbach's α . Therefore, for the reliability analysis, all the variables have already fulfilled the requirements.

Construct		Items	Skewness	Kurtosis
Service quality	Tangible	SQT1	-0.237	-0.426
		SQT2	-0.096	-0.476
		SQT3	-0.324	-0.637
		SQT4	-0.402	-0.226
		SQT5	-0.247	-0.176
	Reliability	SQRL1	-0.257	0.503
		SQRL2	-0.415	0.507
		SQRL3	-0.034	-0.249
		SQRL4	0.001	-0.404
	Responsiveness	SQRS1	-0.469	0.125
		SQRS2	-0.607	0.751
		SQRS3	0.55	-0.553
		SQRS4	-0.798	0.486
	Empathy	SQE1	-0.377	0.16
		SQE2	-0.473	-0.108
Assurance	SQE3	0.43	-0.044	
	SQA1	-0.706	0.918	
	SQA2	-0.902	1.06	
Store atmosphere	SQA3	-0.784	0.984	
	SA1	-0.482	-0.174	
	SA2	-0.439	0.228	
	SA3	-0.855	1.069	
Price fairness	SA4	-0.532	0.265	
	PF1	-0.291	-0.273	
	PF2	-0.457	0.213	
	PF3	-0.231	-0.417	
Satisfaction	PF4	-0.516	0.384	
	S1	-0.242	-0.146	
	S2	-0.456	0.098	
	S3	-0.267	-0.455	
Loyalty	S4	-0.953	2.517	
	S5	-0.775	1.407	
	L1	-0.263	-0.41	
	L2	-0.078	-0.767	
	L3	-0.616	0.525	
		L4	-0.1	-0.155
		L5	-0.288	0.582

Table 2.
Normality test

Criteria	Cut-off value	First order	First order with modification	Second order	Second order with modification
Chi square		1468.438	1147.289	1692.050	853.264
DF		593	514	618	357
P		0.000	0.000	0.000	0.000
CMIN/DF	<5	2.476	2.232	2.738	2.390
GFI	>0.9	0.826	0.856	0.801	0.871
AGFI	>0.8	0.793	0.824	0.774	0.843
IFI	>0.9	0.886	0.916	0.860	0.917
TLI	>0.9	0.871	0.901	0.848	0.905
CFI	>0.9	0.885	0.915	0.859	0.916
RMSEA	<0.08	0.062	0.057	0.067	0.060

Table 3.
Model fit

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2262

4.5 Discriminant validity

The discriminant validity test is to validate that each relationship among the construct are different and not related (Hamid *et al.*, 1981). Discriminant validity valuation degree shows the items from one construct should be different from another item of different constructs (Abdullah *et al.*, 2018). Fornell and Larcker (1981) state that discriminant validity can be established when the correlation is lower than the square root of AVE. The result of discriminant validity was tested (Table 5) and the latent constructs among exogenous variables had the square root of AVE (the diagonal value) higher than the value of intercorrelation with both service quality and price fairness had the highest value of 0.82.

4.6 Common method bias

The test was conducted to make sure the results are free from common method bias (Alalwan *et al.*, 2017) since it is one of the main causes in measurement error (Podsakoff *et al.*, 2003). The common causes of common method bias are the use of the same respondent in gaining information for the independent and dependent variables, the way item statements being presented to the respondents, the context of the item statements and the contextual impact such as time, location and media being used (Tehseen *et al.*, 2017). The result of common method bias test shows the value of 33.99%, lower than the threshold value of 50% (Podsakoff *et al.*, 2003), hence it can be concluded that there is no common method bias problem in the study.

4.7 Hypothesis testing

Hypothesis testing is commonly used in modern statistical applications (Shi and Yin, 2018). They also examine the *p*-value as the critical component in the procedure of hypothesis testing. If *p*-value is lower than 5%, the null hypothesis is rejected. Moreover, there are also common methods in the statistical approach which is linear multiple regression analysis to analyze whether the R^2 (squared multiple correlation) coefficient is significant. The purpose of the test is to ensure R^2 is significantly different from zero. The null hypothesis can be stated as $H_0: \rho^2 = 0$, while ρ^2 indicates the value of population (parameter) for the coefficient of squared multiple correlation (Hittner, 2016).

Table 4.
Validity and reliability test

Latent construct	Cronbach's alpha	Composite reliability (CR)	Average variance extracted (AVE)
Service quality	0.909	0.9	0.7
Store atmosphere	0.783	0.7	0.5
Price fairness	0.883	0.9	0.7
Satisfaction	0.770	0.8	0.5
Loyalty	0.722	0.8	0.5

Table 5.
Discriminant test

Latent variable	Service quality	Store atmosphere	Price fairness	Satisfaction	Loyalty
Service quality	0.82				
Store atmosphere	0.66	0.70			
Price fairness	0.61	0.33	0.82		
Satisfaction	0.72	0.49	0.68	0.73	
Loyalty	0.63	0.43	0.59	0.82	0.68

The hypothesis testing suggests that the data were deemed fit with CMIN/DF = 2.373, RMSEA = 0.060, IFI = 0.917, TLI = 0.906, CFI = 0.917, GFI = 0.871 and AGFI = 0.844. The GFI result was mediocre as it was lower than the threshold value of 0.9. The coefficient of determination (*R* squared) value of satisfaction when counted only with service quality was 52.6 and 68.9% in loyalty. Meanwhile, by adding store atmosphere and price fairness variables, the predictability of the model increased to 63.4% in satisfaction and 69.3% in loyalty (see Table 6).

The purpose of first hypothesis is to find the correlation between service quality and customer satisfaction. Service quality consisting of 5 subdimensions positively affects customer satisfaction where this hypothesis is supported by the result of CR 4.927 that exceeds the threshold value greater than 1.96 and *p* is equal to 0.001.

The second hypothesis aims to check whether store atmosphere influences customer satisfaction or not. The results show that CR value is 0.854 and *p* is equal to 0.393 which indicates that store atmosphere has no influence in customer satisfaction.

The third hypothesis that tests the influence of price fairness on customer satisfaction shows the correlation between them as it fully supports the test result. CR values are 6.207 and *p* is equal to 0.001.

The result of the fourth hypothesis provides highest CR value of 11.357 and a significant correlation (*p* = 0.001) with customer loyalty.

5. Discussion, implications and research limitation

This study reveals, as expected, the service quality has a positive significant effect on customer satisfaction in the coffee shop industry in Jakarta which is in line with previous studies (Albari and Kartikasari, 2019; Furoida and Maftukhah, 2018; Palit *et al.*, 2016). However, this study also found that service quality is the major driver of customer satisfaction contrary to other findings which stated service quality is only one of the contributing factors in satisfaction (Alfin and Nurdin, 2017; Budiastari, 2016; Githiri, 2018; Hanaysha, 2016; Listiono and Sugiarto, 2015).

The importance of price fairness has been highlighted by previous studies (Abdullah *et al.*, 2018; Jin *et al.*, 2016) in building customer satisfaction. Contrary to the previous findings (Budiastari, 2016; Cakici *et al.*, 2019; Githiri, 2018) that price fairness is the major contributing factors toward customer satisfaction, this study reveals that price fairness is only position as the second highest contributing factor in creating customer satisfaction. Hence, this implies that customers do not suddenly choose a coffee shop just because of the quality of the services being offered, but price fairness is also being considered instead.

Unexpectedly, store atmosphere, which is found to be positively significant on customer satisfaction from major findings (Miswanto and Angelia, 2017; Lee *et al.*, 2018; Listiono and Sugiarto, 2015) proven to be insignificant in this study. It implies that coffee shop customers from this study's respondents do not consider comfortable atmosphere as the major cause of satisfaction feeling. This study also implies that a comfortable or relax place does not guarantee customer satisfaction.

Latent construct	<i>p</i> -value	CR	Estimate
Service quality → satisfaction	***	4.927	0.465
Store atmosphere → satisfaction	0.393	0.854	0.063
Price fairness → satisfaction	***	6.207	0.277
Satisfaction → loyalty	***	11.357	0.802

Table 6.
Hypothesis testing

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The mediator variable which is satisfaction was found to significantly influence customer loyalty. This finding is in line with previous study that states customer loyalty can be increased by increasing their satisfaction (Carranza *et al.*, 2018), and business should satisfy customer first before they can get customer loyalty (Chiguvu and Gurowo, 2017).

2264

5.1 Theoretical implication

This study reveals the relationship among service quality, price fairness, store atmosphere and loyalty. Store atmosphere has high correlation toward satisfaction, but only service quality and price fairness significantly influence satisfaction and in return satisfaction influences loyalty. This study also reveals that the loyalty model used in the coffee shop industry, especially in Indonesia, is based on service quality mediated by satisfaction has better coefficient of determination by adding price fairness and store atmosphere. However, service quality still shows the highest predictor compared to price fairness and store atmosphere. Therefore, this study contributes to the body of knowledge regarding loyalty model based on service quality mediated by customer satisfaction with extended variables of price fairness and store atmosphere empirically.

5.2 Managerial implication

The findings of this study can be used to understand the factor that influences customer loyalty in the coffee shop industry in Jakarta. Since the number of coffee shop increases, the competition among each coffee shop will also increase as well. There are many ways for the coffee shop manager to create competitive advantages. The finding from this study can be used as a suggestion to increase customer satisfaction and generate loyal customer.

To satisfy all customers, the coffee shops can standardize their service level to make customer feel comfortable. For instance, all employees should serve customers with the same standard especially on the hospitality attitude. Regarding the place, any equipment should look clean, neat and having modern look and consider the availability of the parking space. Although customers at coffee shop are there to hangout, they still demand all their orders being served in a short time. Furthermore, some sort of guarantees need to be provided by coffee shops in term of securing transaction, noticing that nowadays varying methods of payment are available in the market. As part of the services, pricing strategy must also be taken into concern. "Higher price, higher quality" tag line is no longer acceptable in the coffee shop industry in Indonesia. Therefore, coffee shop owners need to think of offering high quality product and at the same time with a reasonable and competitive price. Even though store atmosphere has not enough evidence to support customer satisfaction, coffee shops might need to provide an environment comfortable for their customers to take pictures, complimented with free Wi-Fi and other facilities in order to maintain the millennial in the present and future.

Jakarta, as the capital city of Indonesia which has a population up to 9.7m at night and becomes around 11.5m in the working hours (Nastitie, 2015) becomes the attractive market, not only for local coffee shop but also for foreign branded coffee shop. Some big players like Starbucks, Coffee Bean and Tea Leaf, Hard Rock Café, etc. keep on opening new branches year by year which imply that there is still a huge opportunity to enter the market. Though store atmosphere is found insignificant in this study, however, having unique store atmosphere would trigger customers to at least try to choose and come to the coffee shop. At the end, service quality and price fairness are the major contributing factors in developing customer satisfaction. Apart from Jakarta, other big cities in Indonesia that can be considered to open branches are Bali (the Paradise Island), Yogyakarta (the Heritage City), Surabaya and Medan (the New Metropolitan City), East Penajem Paser (the candidate of New Capital City of Indonesia) and many more tourism sites.

5.3 Limitation of the study

Firstly, this study was only conducted at 16 coffee shops out of 1,500 existing coffee shops in Jakarta area. Therefore, it is difficult to generalize the study in predicting customer loyalty to all types of coffee shop in Jakarta. Further research could expand by including customers from other coffee shops or expanding based on geographic area since Jakarta consists of five municipalities.

Secondly, looking at the number of customers coming to a coffee shop is not only to drink coffee but also to have some snacks and desserts. Hence, further research is suggested to add food quality in the model of this study.

Thirdly, this study only used adjusted SERVQUAL, hence, future study is suggested to compare RSQS by Dabholkar and DINESERV for restaurant service quality developed by Stevens *et al.* (1995), since the coffee shop is a retail industry itself and part of the restaurant industry.

Last but not least, Indonesia consists of 714 ethnic groups and Jakarta, as the capital city of Indonesia, attracts many people from other 500 other cities to come and live there. Hence, further study is suggested to add cultural differences on loyalty model as well.

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Customer
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Appendix

2270

Variable	Construct/Items	1	2	3	4	5	6	7
Service quality	<i>Tangible</i>							
	The space of the coffee shop is comfortable							
	The equipment of the coffee shop is modern and update							
	The equipment if the coffee shop is suitable and comfortable							
	The capacity of the coffee shop is enough							
	The service of the coffee shop is comfortable and suitable							
	Appearances of the employees are suitable							
	<i>Reliability</i>							
	When these coffee shop promise to do something by a certain time, they should do so							
	When customers have problems, this coffee shop is sympathetic							
	All parts of the coffee shop are reassuring							
	They provide their services at the time they promise to do so							
	<i>Responsiveness</i>							
	The coffee shop tells customers exactly when services will be performed							
	You receive prompt service from the coffee shop's employees							
	Employees of the coffee shop are not always willing to help customers							
	Employees of the coffee shop are not too busy to respond to the customers' requests promptly							
	<i>Assurance</i>							
	You can trust employees of the coffee shop							
	You feel safe in your transactions with the coffee shop's employees							
Employees of the coffee shop are polite								
<i>Empathy</i>								
Employees of the coffee shop give customers personal attention								
Employees from different parts of the coffee shop like the customers wholeheartedly								
Employees of the coffee shop know what the customers' needs are								
Store atmosphere	This coffee shop has comfortable atmosphere							
	The atmosphere in this coffee shop is familiar to me							
	It is comfortable to spend my time at this coffee shop							
Price Fairness	This coffee shop makes me relax							
	This coffee shop offers the best possible price plan that meets my needs							
	The foods price charged by this coffee shop is reasonable							
	The cost in this coffee shop seem appropriate for what I get							
	Overall this coffee shop provides superior pricing options compared to other service providers							

Table A1.
Table of Questionnaire

(continued)

Variable	Construct/Items	1	2	3	4	5	6	7	Customer loyalty in coffee shop industry
Satisfaction	I am satisfied with this coffee shop I really enjoyed myself at this coffee shop Considering all my experiences with this coffee shop, my decision to visit it was wise one The food quality and services of this coffee shop fulfill my expectations Overall, I am satisfied about this coffee shop								2271
Loyalty	I will say positive things about the coffee shop to other people I will recommend the coffee shop to anyone who seeks your advice I will encourage friends and relatives to do business with the coffee shop I am more likely to patronize this coffee shop in the future I will purchase from this coffee shop even if it increases the price of the services								Table A1.

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