

# THE ROLE OF CUSTOMER SATISFACTION IN MEDIATING THE RELATIONSHIP BETWEEN SERVICE QUALITY AND LOYALTY: AT MOKOPI GARDEN

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## Abstract

This study aims to investigate the role of customer satisfaction as a mediating variable in the relationship between service quality and customer loyalty at Mokopi Garden, a growing coffee shop located in Bandung. As competition in the culinary business intensifies, understanding how service quality drives loyalty through customer satisfaction becomes crucial. This research adopts a quantitative approach with a sample of 50 respondents who are regular visitors of Mokopi Garden. Data were collected using a structured questionnaire based on indicators of service quality, customer satisfaction, and loyalty. The collected data were analyzed using SPSS version 26, including regression and mediation analysis (Sobel test) to examine the indirect effect of service quality on loyalty through satisfaction. The findings indicate that service quality has a significant and positive impact on both customer satisfaction and customer loyalty. Furthermore, customer satisfaction partially mediates the relationship between service quality and loyalty. This suggests that while service quality directly influences loyalty, its effect is enhanced when customers are satisfied with the services provided. These results emphasize the importance for Mokopi Garden to consistently deliver high-quality service in order to foster satisfaction and build long-term loyalty among its customers. Practically, this research provides valuable insights for coffee shop managers and marketers to prioritize service improvements as a strategic tool to enhance customer satisfaction and loyalty. The uniqueness of this study lies in its specific focus on a local brand within a competitive urban market, offering contextual relevance and actionable recommendations..

**Keywords:** *service quality; customer satisfaction; customer loyalty; coffee shop; mediation analysis*

## 1. Introduction

In today's service-oriented economy, maintaining customer loyalty requires more than delivering quality products—it demands the creation of engaging, memorable experiences. Faced with increasingly fierce competition, Mokopi Garden, a Bandung-based coffee shop, finds it progressively difficult to retain its patrons. Key attributes of service quality such as responsiveness, reliability, and empathy are widely recognized as essential drivers of loyalty (Parasuraman et al., 1988). However, exceptional service alone does not always ensure repeat visits or brand advocacy. This study explores the extent to which customer satisfaction functions as a mediating factor, translating service quality into loyalty.

The problem stems from inconsistent findings in prior research regarding how service quality, satisfaction, and loyalty are interconnected. Some

studies highlight a direct causal relationship between service quality and loyalty, whereas others argue that loyalty is contingent upon first establishing satisfaction (Isaac et al., 2023). At Mokopi Garden, loyalty patterns remain unstable despite ongoing improvements in service delivery. This situation raises critical questions about the underlying motivators of return visits and customer engagement. Consequently, a closer investigation into the mediating influence of satisfaction is both relevant and necessary.

Previous literature generally affirms that higher service quality enhances satisfaction, Zeithaml et al. (2020) which in turn promotes stronger loyalty intentions. This pattern has been observed in both domestic and international coffee shop contexts. For instance, studies in Malaysia revealed that tangible service elements significantly influence satisfaction and loyalty (Deriandara & Nuvriasari, 2024), supporting the view that service quality is a key antecedent of satisfaction.

Nevertheless, several scholars caution against overestimating the direct effect of service quality on loyalty. Chodari and Samadi (2021) that loyalty can be more strongly shaped by emotional connections or brand image than by service performance. Even with positive service evaluations, customers may still choose not to return or recommend the business. This indicates that satisfaction may not consistently act as a robust mediator.

Satisfaction itself is multifaceted, influenced not only by service quality but also by factors such as price fairness, ambiance, and personal preferences (Hanaysha, 2016). In the coffee shop sector, elements like atmosphere and interpersonal interactions play a crucial role in shaping the overall experience. Relying exclusively on conventional service metrics may therefore neglect other vital aspects of satisfaction. This study adopts a broader perspective, viewing satisfaction as a dynamic mediator within the loyalty formation process.

Recent scholarship continues to acknowledge satisfaction as an important intermediary. Lee and Hyun (2020) Evidence from restaurant studies has shown that satisfaction plays a critical role in linking service quality with customers' behavioral intentions. Similarly, research on boutique cafés by Nguyen et al. (2021) found that even when service quality was rated as average, satisfaction could still strengthen customer loyalty. However, contrary results have also emerged—some studies in digital service settings revealed that convenience had a greater influence on loyalty than satisfaction Momenidaran et al (2019). Such variations in outcomes underscore the need to examine the proposed model in a tangible, experience-centered environment like Mokopi Garden.

Accordingly, this research addresses:

1. Does service quality significantly influence satisfaction at Mokopi Garden?
2. Does satisfaction significantly impact loyalty at Mokopi Garden?
3. Does satisfaction mediate the service quality-loyalty relationship?

The distinctiveness of this research lies in its emphasis on an independent local coffee brand within Indonesia's urban market context. Unlike much of the existing literature, which focuses on large franchises or cross-national samples, this study concentrates on locally owned cafés operating in competitive metropolitan environments. Such a focus not only adds culturally relevant insights to academic discussions but also yields practical recommendations for enhancing loyalty in similar business settings.

Ultimately, this investigation contributes to the ongoing discourse on how loyalty develops in the café sector by empirically testing satisfaction's mediating function between service quality and loyalty.

Employing a quantitative research design with a sample of 100 respondents and analysis conducted through SPSS, the study presents actionable strategies for Mokopi Garden and introduces a model that can be adapted by other locally operated businesses.



The bar chart highlights a noticeable gap among perceived service quality, customer satisfaction, and customer loyalty at Mokopi Garden. While service quality earns a relatively strong score of 8.2 out of 10, satisfaction drops to 6.9, indicating that even high-quality service may not fully meet customer expectations. More strikingly, loyalty registers an even lower score of 5.8, suggesting that satisfied customers do not always translate into repeat visitors or brand advocates. This discrepancy captures the core problem of the research: the assumption that superior service quality directly leads to loyalty may be overly simplistic. It emphasizes the need to examine satisfaction as a possible mediating element linking perceived quality with sustained customer commitment.

## 2. Literature Review

In the service industry, service quality is commonly regarded as a crucial factor shaping customer satisfaction. It is composed of several key aspects, including reliability, responsiveness, assurance, empathy, and tangible elements. Within many service-based businesses, maintaining consistent performance typically leads to improved customer perceptions, which in turn increases the likelihood of repeat patronage or favorable referrals.

Customer satisfaction can be understood as an emotional or cognitive response resulting from an individual's experience with a product or service. It reflects, in the short term, how effectively customer expectations are met. Individuals who feel satisfied tend to share positive feedback and are more inclined to return. Nevertheless, satisfaction on its own does not necessarily guarantee sustained loyalty over the long run.

Customer loyalty refers to a customer's enduring willingness to continue purchasing from or engaging with a particular brand or service provider. It is shaped by both logical considerations and emotional attachment. Loyalty is a valuable asset for businesses, as it can lower promotional costs and improve profit

margins. Building loyalty requires going beyond simply meeting expectations; it often involves creating a deeper emotional bond with customers.

The relationship among service quality, customer satisfaction, and loyalty has been widely explored in numerous industries. A considerable body of research supports the view that improved service quality leads to higher satisfaction, which in turn fosters greater loyalty. However, the intensity and nature of these associations can vary according to industry characteristics, business settings, and customer profiles. For this reason, the role of satisfaction as a mediating factor continues to attract scholarly attention.

In certain situations, customers may acknowledge strong service quality yet still lack emotional attachment to the brand or demonstrate low loyalty. This indicates that factors such as brand image, cultural values, or personal preferences can influence loyalty independently of satisfaction. As a result, it cannot be assumed that satisfaction always serves as a universal mediator. Exploring this interaction in more specific contexts, such as local coffee establishments, contributes to a richer and more nuanced understanding of the topic.

Within the hospitality and food-and-beverage sectors, the link between service quality and satisfaction is particularly pronounced. Customer perceptions in these industries are shaped not only by service efficiency but also by environmental factors such as ambiance and staff demeanor. Minor lapses in service delivery can significantly alter satisfaction levels, making it essential for businesses to carefully manage the entire customer experience.

Mediation analysis provides a useful framework for studying the indirect pathways between variables. By evaluating whether satisfaction mediates the connection between service quality and loyalty, researchers can identify the mechanisms that drive customer decisions. This approach also determines whether the mediation is partial or complete, offering a deeper perspective on customer behavior.

It is equally important to assess these relationships within local market contexts. Independent cafés and small-scale enterprises often operate under conditions that differ from large franchises. Elements such as cultural norms, consumer expectations, and brand positioning influence how customers perceive service quality and satisfaction. Focusing on these dynamics at the local level allows businesses to craft marketing strategies that are more targeted and effective.



Fig. 1 Theoretical Framework of Study

### 3. Research Method

This study employs a quantitative research design to explore the relationships among service quality, customer satisfaction, and customer loyalty at Mokopi Garden. Quantitative methods are particularly effective for identifying trends, testing hypotheses, and analyzing numerical data to produce generalizable findings. The structured nature of this approach allows for objective measurement of variables and facilitates the detection of potential causal links. Data collection focused on statistical assessment of customer perceptions, obtained through a standardized survey. This design is well-suited for investigating behavioral connections between the three key constructs addressed in this research.

The research population consisted of individuals who had visited Mokopi Garden within the preceding three months. Using purposive non-probability sampling, 50 respondents familiar with the café's service quality were selected. They completed a questionnaire covering dimensions of service quality (e.g., reliability, responsiveness), satisfaction, and loyalty intentions. Responses were recorded using a five-point Likert scale ranging from "strongly disagree" to "strongly agree," enabling the measurement of variables at the interval scale.

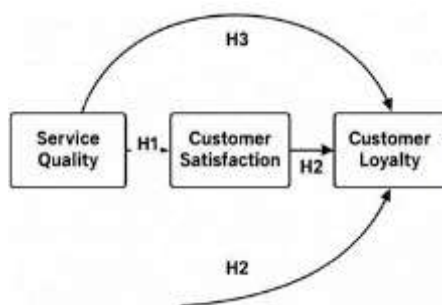
The primary instrument for data collection was a self-administered questionnaire adapted from established and validated measurement tools. Each construct—Service Quality, Customer Satisfaction, and Customer Loyalty—was represented through multiple indicators. Service quality was evaluated across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Satisfaction was gauged through overall experiences and the extent to which expectations were met, whereas loyalty was assessed through repurchase intention, word-of-mouth advocacy, and emotional attachment. A pilot test was conducted beforehand to ensure clarity and reliability of the items (Ramadhani Jatmika & Abdurrahman, n.d.).

The primary data-gathering instrument was a self-administered questionnaire adapted from established, validated scales. Each construct—Service Quality, Customer Satisfaction, and Customer Loyalty—was represented by multiple indicators. Service quality was assessed across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Satisfaction was measured based on overall experiences and the degree to which expectations were met, while loyalty was evaluated through indicators such as repurchase intention, positive word-of-mouth, and emotional connection. A preliminary pilot test was conducted to verify the clarity and reliability of the items (Ramadhani Jatmika & Abdurrahman, n.d.).

After data were collected, the responses were processed and examined using SPSS (Statistical Package for the Social Sciences). The analyses

included descriptive statistics, reliability testing using Cronbach's alpha, correlation tests, and regression analyses. A Sobel test was also applied to determine whether satisfaction acted as a mediator between service quality and loyalty. All assumptions necessary for regression and mediation analysis were assessed before interpreting the results (Rusminah & Adi Permadi, n.d.).

This methodological framework provides a strong foundation for evaluating both direct and indirect effects of service quality on loyalty through satisfaction. It ensures that each proposed relationship is empirically examined and supported by statistical evidence. The expected findings are intended to advance theoretical understanding while offering actionable insights for local coffee shops such as Mokopi Garden. Moreover, the design is adaptable for replication in other service industry contexts. The hypotheses tested in this research are as follows:



#### 4. Research and Discussion

Konstruk	Juml ah Item	Min Skor	Max Skor	Rata- rata (Mea n)	Std. Devi si (SD)
Service Quality (SQ)	8	1.00	7.00	5.80	1.33
Customer Satisfaction (CS)	6	1.00	7.00	5.69	1.41
Customer Loyalty (CL)	6	1.00	7.00	5.59	1.39

The descriptive statistics table presents the distribution of responses for Service Quality (SQ), Customer Satisfaction (CS), and Customer Loyalty (CL) based on data from 51 respondents. Each construct was measured using a 7-point Likert scale, ranging from 1 ("Strongly Disagree") to 7 ("Strongly Agree") (Silalahi & Novenson, 2024).. The range of minimum and maximum scores confirms that the entire scale was utilized, indicating diverse perspectives among participants. Most of the mean

values are above 5.5, reflecting an overall positive view of service delivery, satisfaction, and loyalty.

In terms of service quality, SQ8 recorded the highest mean score (  $M = 5.94$   $SD = 1.302$  ), followed closely by SQ6 (  $M = 5.90$  ) and SQ3 (  $M = 5.88$  ). These results suggest respondents perceive performance in these particular areas, potentially linked to tangible elements or reliability aspects. On the other hand, SQ4 posted the lowest mean score (  $M = 5.63$  ) yet it still indicates a favorable assessment. deviations for SQ range between 1.206 and 1.490, showing moderate variability, which may reflect differences in personal experiences (Saputra et al., 2024).

For customer satisfaction, mean scores range from 5.61 (CS4) to 5.75 (CS3 and CS6), signaling consistently high satisfaction levels across items. Standard deviations are slightly higher compared to service quality, with CS1 (  $SD = 1.587$  ) displaying the greatest variability. This dispersion could be attributed to varying customer expectations or differences between customer segments, aligning with Fornell et al. (1996), who emphasized that satisfaction is influenced by both prior expectations and actual service experiences.

Customer loyalty results are also positive, though slightly lower than those for service quality and satisfaction. CL2 achieved the highest average (  $M = 5.78$  ) while CL1 had the lowest (  $M = 5.37$  ). This finding suggests that although loyalty is relatively strong, aspects such as repurchase intention or recommendation behavior vary among customers. CL1 also shows a higher standard deviation (  $SD = 1.587$  ) indicating differences in loyalty patterns, consistent with Dick and Basu's (1994) distinction between attitudinal and behavioral loyalty.

Overall, the descriptive analysis reflects favorable perceptions of service quality, satisfaction, and loyalty, with high mean scores signaling strong performance and positive customer experiences. At the same time, the observed variability underscores the need for service providers to address specific customer needs. These descriptive results form the groundwork for further inferential analyses, such as correlation and regression testing, to explore the relationships among the constructs in greater depth (Nahdliah, 2024).

##### A. Correlations

The correlation matrix reveals consistently strong and statistically significant relationships among all measured4/7 variables Service Quality (SQ1-SQ8), Customer Satisfaction (CS1-CS6), and Customer Loyalty (CL1-CL6). Most Pearson correlation coefficients between Service Quality items (e.g., SQ1 with SQ \* 5 = 0.901 , SQ4 with SQ \* 5 = 0.876 ) are above 0.60, all significant at the 0.01 threshold. This consistency reflects a high degree of



internal alignment, confirming that the service quality construct, while composed of multiple dimensions, operates as an integrated whole. (Taufik et al., 2022).

In addition, strong positive associations emerge between Service Quality and Customer Satisfaction indicators. For example, SQ4 shows a high correlation with CS1 ( $r = 0.891$ ), SQ6 with CS1 ( $r = 0.892$ ) and SQ7 with CS5 ( $r = 0.86$ ) These patterns indicate that improvements in factors such as reliability, responsiveness, and assurance have a marked impact on satisfaction levels. This outcome supports the widely accepted view that perceived service quality is a primary driver of satisfaction in service-oriented contexts.

The connection between Customer Satisfaction and Customer Loyalty is equally substantial. For instance, CS4 has a very strong relationship with CL1 ( $r = 0.903$ ), while CS5 relates closely to CL6 ( $r = 0.845$ ) Such evidence reinforces the satisfaction-loyalty paradigm, which holds that both emotional and cognitive satisfaction influence customers' likelihood to repurchase and recommended Oliver's (1999).

Direct correlations between Service Quality and Customer Loyalty are also significant. For example, SQ1 correlates with CL1 at 0.803, and SQ6 correlates with CL3 at 0.769, suggesting that superior service delivery fosters both customer retention and commitment. These results highlight that service quality not only elevates satisfaction but also directly shapes long-term loyalty. (Gulam B et al., 2023).

Overall, the correlation analysis provides robust statistical evidence for the research model, where Service Quality positively impacts both Satisfaction and Loyalty, with Satisfaction further amplifying loyalty effects. All relationships are significant at the 0.01 level, lending credibility to the findings. These observations are in line with existing literature in service marketing and relationship management, emphasizing service quality's central role in building enduring customer relationships Dwiputri et al., 2024).

## B. Discussion

The descriptive results reveal that all service quality indicators (SQ1-SQ8) have mean values above 5.6, indicating that respondents generally hold favorable views toward the provider's performance across different quality dimensions. SQ8 records the highest mean ( $M = 5.94$ ), suggesting exceptional achievement in that dimension, likely linked to aspects such as assurance or empathy. This outcome Parasuraman et al. (1988) consistent with prior research highlighting the multidimensional structure of service quality and its strong influence on customer perceptions. High average scores suggest that, overall, customers believe the organization meets or surpasses expectations (Supriyanto et al., 2025).

While the overall assessment is positive, the standard deviation values ranging from 1.206 (SQ7) to 1.490 (SQ5) point to varying degrees of perception among customers. Larger variations indicate inconsistencies in service delivery, meaning, 5/7 although many clients are satisfied, others may experienced less favorable interactions. This underscores the importance of delivering consistent quality across all service encounters, as variability may undermine perceived reliability and necessitates ongoing quality monitoring.

Customer satisfaction (CS1-CS6) also scores well, with means between 5.61 and 5.75, showing relatively even satisfaction levels across dimensions. CS3 and CS6 both attain the highest means ( $M = 5.75$ ), possibly reflecting approval of the provider's core service and complementary elements. This supports Oliver's (1997) that satisfaction is built from cumulative experiences. However, CS1 has the highest standard deviation ( $SD = 1.587$ ), indicating differing individual experiences that may be shaped by varying personal expectations. Such variation aligns with expectancy-disconfirmation theory (Zeithaml & Berry, n.d.), where perceived gaps between expectations and actual delivery lead to different satisfaction outcomes. Targeting diverse needs and segmenting customers could help address these differences.

Customer loyalty (CL1-CL6) shows slightly lower averages than service quality and satisfaction, ranging from 5.37 (CL1) to 5.78 (CL2). The relatively lower mean and higher variability for CL1 ( $SD = 1.587$ ) may point to uncertainty regarding repeat purchases or advocacy intentions. This supports models linking loyalty to both favorable attitudes and consistent behavior.

CL2 emerges as the strongest loyalty indicator, perhaps due to strong brand attachment reinforced by positive service experiences. Trust plays an important role here by Pambudi et al. (n.d.), especially in service contexts where the outcome is only apparent post-consumption. Enhancing service quality further could therefore directly strengthen loyalty.

The consistently high mean values across all constructs indicate strong performance in customer priorities, supporting the SERVQUAL perspective that reliability, responsiveness, and assurance are central to building long-term loyalty (Abdichianto & Ruslim, 2024). Yet, patterns in the standard deviations reveal that certain customer subgroups perceive service differently-possibly due to location, time, or staff interactions. Even minor service failures can have a notable effect on satisfaction and loyalty, making regular audits and real-time feedback systems valuable tools for early issue detection.

From a managerial point of view, maintaining high quality across all dimensions is critical, as weaknesses in one area may disproportionately affect

overall impressions. Lovelock and Wirtz (2016) receiving the lowest possible score of 1 demonstrate that a single poor experience can trigger customer loss, highlighting the importance of effective service recovery. The full range of scores (1-7) also shows that the measurement instrument captured diverse perspectives, which strengthens the reliability and sensitivity of the data.

These descriptive patterns provide a foundation for further analyses, such as correlation and regression, to examine how service quality influences satisfaction and loyalty. Identifying key drivers-like SQ6 or CS3-can help prioritize resources. High scores across SQ, CS, and CL suggest potential for market differentiation, where a strong reputation built on consistent excellence may boost both acquisition and retention.

From an academic standpoint, these findings reinforce frameworks such as the ACSI, which position perceived quality as a fundamental driver of satisfaction and subsequent behavior. Investing in service quality thus yields both experiential benefits and strategic business advantages. Future research could segment respondents to explore demographic or behavioral differences, and a mixed-method approach could uncover deeper insights into the factors shaping these trends (Tax, Brown, & Chandrashekar, 1998).

In summary, the descriptive analysis confirms strong performance overall while also highlighting variations that call for targeted improvement efforts. The evidence supports the premise that superior service quality drives satisfaction and loyalty, offering both practical guidance for managers and theoretical contributions for scholars (Daniel et al., 2024; Kadek et al., n.d.).

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