



The Influence of Service Quality, Price Congruence, and Product Innovation on Customer Satisfaction at WCB Coffee Shop

Nony Kezia Marchyta^{1*}, Joshua Ryan Suhianto², Clarissa Listya Susilo³

^{1,2}School of Business and Management, Universitas Kristen Petra, Surabaya, Indonesia

³Hotel and Tourism Business, Universitas Ciputra, Surabaya, Indonesia

*) nonykezia@petra.ac.id

Article History

Received:
7 May 2026

Revised:
4 June 2026

Accepted:
6 June 2026

Keywords:

Customer Satisfaction;
Product Innovation;
Service Quality;
Value for Money

Abstract

Purpose – This study aims to examine how service quality, price congruence, and product innovation contribute to customer satisfaction at WCB Coffee Shop in Central Java, particularly in the context of declining weekend sales, escalating competition, and inconsistent empirical evidence regarding the role of product innovation.

Design/methodology/approach – This research employs a quantitative framework. Data were collected from 100 respondents selected through purposive sampling, and the empirical analysis was conducted using multiple linear regression.

Finding/Results – Service quality and price congruence exert a significant and positive influence on customer satisfaction, confirming them as the principal drivers of consumer satisfaction. In contrast, product innovation does not show a statistically significant effect, suggesting that patrons prioritize the authenticity of coffee taste over novelty. Together, these three predictors account for 32.6% of the variance in customer satisfaction ($R^2 = 0.326$), indicating that other external determinants also play a meaningful role.

Originality/Value – This study highlights that in a small-city coffee shop setting, consistent service delivery and fair pricing are more decisive levers of customer satisfaction than product innovation. The findings offer practical guidance for comparable businesses to optimize resource allocation and strategic focus.



INTRODUCTION

Competition in Indonesia's coffee shop industry has intensified significantly in recent years. This phenomenon is influenced by several factors, including the increasing number of competitors, industry growth rates, price fluctuations, product similarity across competitors, and the emergence of numerous digital marketplaces (Fithriana, 2026). Data from the Ministry of Agriculture indicate that Indonesia's coffee production reached 789,609 tons in 2023, with a positive growth trend of 1.62% during the 2018–2023 period (Alyanti et al., 2025). Domestic coffee consumption is also projected to grow by 4.45 million bags in 2024/2025 over the preceding period, translating into a market value of around USD 2.1 billion, or roughly IDR 34 trillion (Alyanti et al., 2025).

This market expansion is also driven by post-pandemic lifestyle changes, particularly the emergence of trends such as work-from-anywhere and work-from-café (Salsabillah et al., 2024). Consequently, coffee shops have proliferated not only in major cities but also across various regions in Indonesia. Coffee shops are no longer merely places to enjoy coffee; they have evolved into multifunctional spaces for socializing, working, relaxing, and hosting meetings (Salsabillah et al., 2024).

WCB Coffee Shop, located in Central Java, is one of the businesses facing challenges in enhancing customer satisfaction amid intensifying competition. Based on interviews with the owner, the business has experienced a decline in revenue on weekends, with sales dropping to 40–50 cups per day compared to 70–80 on regular days. While this decline has prompted the assumption that customers may be dissatisfied, it could equally reflect other factors such as weekend traffic patterns, changes in customer composition, or broader operational conditions; customer satisfaction is therefore treated here as one plausible explanation that this study is specifically equipped to examine, rather than as a foregone conclusion. Establishing whether satisfaction is implicated requires evidence beyond sales figures alone, including indicators such as customer reviews, complaint records, and repeat-purchase behaviour. This issue has led to several speculations regarding its causes, one of which is the assumption that customers may be dissatisfied. Therefore, it is crucial to understand the factors influencing customer satisfaction (Salsabillah et al., 2024). Hamzah & Ariesta (2022) argue that one effective strategy for food and beverage businesses to remain competitive is by improving customer satisfaction.

According to Kotler & Armstrong (2021), customer satisfaction depends on a product's perceived performance relative to customer expectations. When product performance falls below expectations, customers are likely to feel dissatisfied or disappointed. Customer satisfaction is essential for long-term business sustainability as it fosters customer loyalty. Kotler & Armstrong (2021) further emphasize that companies can achieve customer satisfaction by enhancing service quality.

Service quality, as articulated by Tjiptono & Chandra (2019), encompasses both the efforts made to address customer needs and desires and the precision of delivery in fulfilling customer expectations. In addition, Parasuraman et al. (1988) describe it as the gap

between expected and actual service performance. Building strong service quality begins with understanding how customers perceive the services offered, aligning those perceptions with their underlying needs, and adjusting delivery accordingly (Putro et al., 2014). When perceived service meets or exceeds expectations, service quality is considered high, which in turn leads to increased customer satisfaction. Moreover, improved service quality not only strengthens competitive advantage but also contributes to business sustainability (Setyawati, 2022).

This condition occurs because satisfied customers tend to repurchase products and reuse services when similar needs arise in the future. This argument is supported by Augustine (2024), who found that service quality significantly affects customer satisfaction. Similar findings were reported by Nurcahyo et al. (2018) and Andre et al. (2020). Nurcahyo et al. (2018) concluded that service quality has a positive and significant impact on customer satisfaction at Hotel Borobudur Jakarta, while Andre et al. (2020) also confirmed a significant relationship between service quality and customer satisfaction. Nonetheless, a research gap persists, as Mahsyar & Surapati (2020) found service quality to be statistically insignificant in shaping customer satisfaction.

Customer satisfaction can be conceptualized as the emotional state experienced by an individual after evaluating perceived product performance against prior expectations (Ge et al., 2021). Customer expectations are shaped by past experiences, word of mouth, and information provided by marketers. In line with this definition, Ali et al. (2016) and Tjiptono & Chandra (2019) describe customer satisfaction as a post-purchase evaluation in which a product or service meets or exceeds pre-purchase expectations. Ge et al. (2021) elaborate further by describing it as a psychological state of contentment arising from the actual consumption experience, with their study showing that perceived service quality enhances perceived value, which subsequently strengthens satisfaction. Customers who are satisfied tend to display positive behavioral outcomes such as repurchase intentions and favorable word-of-mouth (Ali et al., 2016) — a conclusion echoed in Augustine (2024) findings on the significant role of perceived service quality.

While service quality focuses on non-monetary aspects of customer experience, customers also evaluate the fairness of the price they pay, making price congruence another important determinant of customer satisfaction. Hanaysha (2016) defines price congruence as the alignment between a company's price and customer expectations. Empirical work by Pinaraswati et al. (2024) and Shaliza et al. (2024) confirms its meaningful effect on satisfaction. Three principal factors underpin this relationship: affordability, suitability with customer requirements, and competitive positioning relative to other firms. In a saturated market, customers naturally gravitate toward prices that correspond to their purchasing capacity.

Price congruence serves as an important determinant of customer satisfaction, as it functions as a benchmark for consumers when comparing products Hanaysha (2016). Perceived price unfairness increases dissatisfaction, which may lead to negative word of mouth and customer complaints (Rothenberger, 2015). Therefore, price is not merely a monetary value but also reflects customers' perceptions of fairness and the balance

between financial sacrifice and perceived benefits. Findings by Shaliza et al. (2024) and Pinaraswati et al. (2024) demonstrate that price congruence positively shapes customer satisfaction, while Hanaysha (2016) similarly verified this significant linkage. Konuk (2019) adds another layer by noting that what customers most value is not simply the lowest price, but rather the alignment between price and the perceived quality of what they receive.

Beyond price considerations, customers also seek novelty and uniqueness in products, making product innovation a critical factor in enhancing customer satisfaction in competitive markets. Product innovation is perceived by consumers as either entirely new products or improvements to existing ones, including variations in menu, taste, presentation, and concept (Kim et al., 2018). Product innovation enables organizations to enhance performance and achieve competitive advantage (Kim et al., 2018). Handayani & Tanjung (2017) define product innovation as the ability to apply creativity to solve problems and exploit opportunities to improve and enrich business offerings.

In increasingly competitive markets, product innovation serves as a key differentiation strategy. Radziszewski (2020) defines innovation as the introduction of new practices or processes in products or services, including the adoption of new patterns from other organizations. Product or service development involves determining the benefits customers receive to satisfy their needs (Lesmana et al., 2025). These benefits are communicated through product attributes such as utility, features, and design. Higher levels of satisfaction contribute to a stronger competitive advantage (Lesmana et al., 2025). This perspective is supported by Fillayata & Mukaram (2020), who found that product innovation has a positive and significant effect on customer satisfaction. Similarly, Manhas et al. (2024) identified a strong association between the two, while Latola et al. (2025) concluded that ongoing product innovation meaningfully boosts satisfaction. Ge et al. (2021) also found that product innovation has a positive and significant effect on customer satisfaction at Lain Hati Coffee Shop in Ternate.

The disparity is conceptually significant rather than just the product of contradicting findings, although the actual evidence regarding this relationship is far from conclusive. While the aforementioned studies were mostly carried out in high-end or metropolitan hospitality settings, such as large-city coffee shops (Ge et al., 2021), branded chains Latola et al. (2025), and quick-service restaurants (Manhas et al., 2024), where novelty-seeking customers might reward menu experimentation, other studies show no discernible impact. Product innovation has no discernible impact on customer satisfaction, according to Oktaviani & Rojuaniah (2025) and Sukri et al. (2022). (Lesmana et al., 2025) also noted a non-significant association, which they attributed to consumers' inclination for well-known and previously used products.

This paradox implies that the impact of product innovation is probably dependent on context: in environments where the main product is the driving force behind a purchase—as is conceivably the case for a coffee shop where customers come primarily to drink coffee—innovation in ancillary features may not add much perceived value or may even go against expectations of authenticity and consistency. Testing the impact of product

innovation on customer satisfaction in this context is both necessary and theoretically instructive because the literature currently in publication offers conflicting predictions rather than a consensus, and because no previous study has looked at this relationship for the particular market of WCB Coffee Shop. Accordingly, this study formulates the following hypotheses:

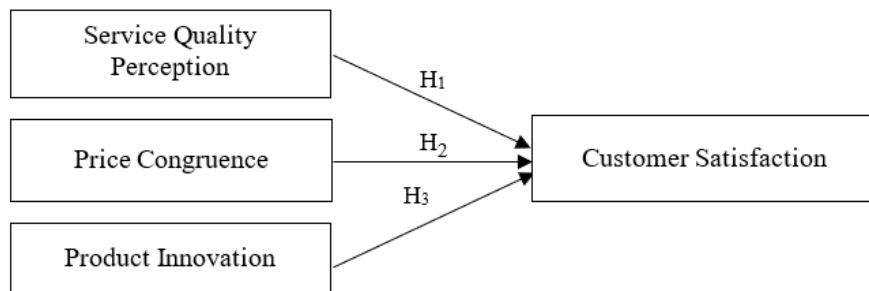
H₁: Service quality has a positive and significant effect on customer satisfaction.

H₂: Price congruence has a positive and significant effect on customer satisfaction.

H₃: Product innovation has a positive and significant effect on customer satisfaction.

However, conflicting findings remain, as concluded that product innovation does not significantly affect customer satisfaction.

Figure 1. Research framework



Source: Data Processed by the Author

METHODOLOGY

A quantitative research design was employed in this study, with the population defined as all customers of WCB Coffee Shop. The selection of respondents relied on a non-probability sampling technique, specifically purposive sampling. Eligibility criteria required participants to be at least 17 years of age, to have visited WCB Coffee Shop on a minimum of two occasions, and to have made dine-in purchases on-site. These criteria were applied deliberately rather than administratively: they target information-rich respondents whose direct and repeated on-site experience makes their evaluations of service, price, and product meaningful, which is the defining logic of purposive sampling.

Because the total population of WCB Coffee Shop customers is unknown, the sample size was determined using the Lwanga & Lemeshow (1991) formula for an unknown population, $n = Z^2 \times p(1 - p) / d^2$, where Z is the value of the standard normal distribution at the 95% confidence level (1.96), p is the maximum estimated proportion (0.50), and d is the margin of error (0.10). Substituting these values yields $n = (1.96)^2 \times 0.50 \times 0.50 / (0.10)^2 \approx 96.04$ respondents. The figure was rounded up to 100 respondents to provide a modest margin above the minimum requirement.

The data collected for this study were quantitative in nature and gathered through an online questionnaire. Distribution was carried out digitally to participants who satisfied the eligibility criteria, after which the responses were compiled and prepared for analysis. The instrument captured demographic details alongside items representing each research variable namely service quality, price congruence, product innovation, and customer satisfaction. All statements were framed positively and presented in a closed-ended format. Each item was

scored using a five-point Likert scale, with response options spanning from strongly disagree to strongly agree.

Indicators for customer satisfaction drew on Ali et al. (2016) and consisted of perceived quality, perceived value, and the congruence between expectations and outcomes. Service quality items adopted the framework of Tjiptono & Chandra (2019), encompassing five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. The indicators of price congruence were adapted from Hanaysha (2016), including affordability, alignment between price and product quality, price competitiveness, and the suitability of price with customer needs. Product innovation indicators were based on Kim et al. (2018), including product quality, alignment with trends, uniqueness in taste and variety, customization options, innovative presentation, and distinctive product characteristics.

Prior to hypothesis testing, the measurement instrument was evaluated for internal-consistency reliability using Cronbach's Alpha, in line with Ghozali (2018). The instrument yielded a coefficient of 0.851 across the 33 items (listwise $N = 100$), which exceeds the conventional 0.70 threshold and indicating strong internal consistency. All items were drawn from previously validated measurement frameworks service quality from Tjiptono & Chandra (2019), following the SERVQUAL tradition of Parasuraman et al. (1988); price congruence from Hanaysha (2016); product innovation from Kim et al. (2018); and customer satisfaction from Ali et al. (2016) which supports the content validity of the indicators adopted.

Data analysis in this study was performed through multiple linear regression using SPSS version 25 for Windows. Prior to hypothesis testing, classical assumption tests were administered to verify that the data fulfilled the conditions required for subsequent analysis (Ghozali, 2018). These procedures were carried out to confirm that the regression estimates produced would remain unbiased, consistent, and efficient. Normality of the residuals was assessed through the Kolmogorov-Smirnov test, given the ordinal Likert-scale nature of the measurements (Ghozali, 2018). A p-value above 0.05 confirms that residuals follow a normal distribution, whereas values below this threshold indicate non-normality.

The multicollinearity test is conducted to determine whether there is a significant correlation among independent variables (Ghozali, 2018). The presence of multicollinearity indicates redundancy among variables and may distort the estimation of regression coefficients. This test is assessed using the Variance Inflation Factor (VIF) and tolerance values, with the following criteria: (1) $VIF < 10$ indicates no multicollinearity issue, and (2) tolerance > 0.10 indicates no multicollinearity issue (Ghozali, 2018). The heteroscedasticity test examines whether the residuals have unequal variance across observations. The Glejser test was employed to detect heteroscedasticity (Ghozali, 2018). A significance value exceeding 0.05 confirms homoscedasticity; otherwise, heteroscedasticity is present.

The hypothesis testing procedure combined both the F-test and the t-test (Ghozali, 2018). For the F-test, a p-value greater than 0.05 leads to rejection of the hypothesis, indicating that the predictors do not jointly affect the dependent variable. Conversely, a significance value below 0.05 supports the hypothesis, confirming a significant simultaneous influence. For the t-test, the rejection criterion mirrors this logic: significance above 0.05 rejects the proposed effect, while a value under 0.05 accepts the hypothesis and confirms a significant partial influence of

the predictor on the dependent variable.

RESULTS AND DISCUSSION

Result

This study involved 100 participants, comprising 57 male and 43 female respondents. The age distribution shows that 41% of respondents fell between 20 and 30 years of age, 35% were in the 17–20 age bracket, and the remaining 24% were aged 31 years or older. In terms of occupation, 45% of the participants were working professionals, while the larger share 55% consisted primarily of students. The instrument demonstrated strong internal consistency: Cronbach's Alpha for the full set of 33 items was 0.851 (listwise $N = 100$), comfortably exceeding the conventional 0.70 threshold and confirming that the items measured their constructs consistently (Ghozali, 2018). The instrument was therefore considered reliable for subsequent analysis. Before proceeding to hypothesis testing, classical assumption tests were performed. The Kolmogorov–Smirnov normality test produced a significance value of 0.138, which exceeds the 0.05 threshold, thereby confirming the normality of the data distribution.

Findings from the multicollinearity test reveal that tolerance values for every independent variable surpass 0.10 while VIF values remain below 10. These results confirm that multicollinearity does not affect the predictors used in this study. The Glejser heteroscedasticity test similarly demonstrates that no independent variable produces a significance value under 0.05, which means heteroscedasticity is not a concern. The dataset, therefore, fulfills the assumptions required for multiple linear regression analysis.

Table 1. Classical assumption test results

Normality Test Results			
Attribute	Unstandardized Residual		Remarks
<i>N</i>	100		Normally distributed
<i>Kolmogorov-Smirnov-Z</i>	0.078		
<i>Asymp.Sig.</i>	0.138		
Multicollinearity Test Results			
Variable	Tolerance	VIF	Remarks
Service Quality (X_1)	0.518	1.931	No multicollinearity
Price Congruence (X_2)	0.702	1.424	No multicollinearity
Product Innovation (X_3)	0.590	1.696	No multicollinearity
Heteroscedasticity Test Results			
Variable	Significance		Remarks
Service Quality (X_1)	0.194		No heteroscedasticity
Price Congruence (X_2)	0.340		No heteroscedasticity
Product Innovation (X_3)	0.154		No heteroscedasticity

Source: Processed Data

Multiple linear regression analysis was conducted using SPSS version 25. Based on Table 2, the regression equation can be formulated as follows:

$$\text{Customer Satisfaction} = 0.109 + 0.088X_1 + 0.202X_2 + 0.075X_3$$

1. If there is no influence from service quality, price congruence, and product innovation, the baseline value of customer satisfaction is 0.109.
2. An increase of one unit in service quality (X_1), while holding other variables constant, will increase customer satisfaction by 0.088.
3. An increase of one unit in price congruence (X_2), *ceteris paribus*, will increase customer satisfaction by 0.202.
4. An increase of one unit in product innovation (X_3), while other variables remain constant, will increase customer satisfaction by 0.075.

Table 2. Multiple linear regression results

Model	Unstandardized Coefficient (Beta)	t-value	Significance
Constant (intercept)	0.109	-	-
Service Quality (X_1)	0.088	3.023	0.003
Price Congruence (X_2)	0.202	2.184	0.031
Product Innovation (X_3)	0.075	0.911	0.265

Source: Processed Data

The coefficient of determination (R^2) measures the goodness-of-fit of the model by indicating how effectively the predictors account for the variance in the dependent variable. Its value ranges between 0 and 1, with figures approaching 1 reflecting greater explanatory strength. According to Table 3, the R^2 value reaches 0.326, meaning that service quality, price congruence, and product innovation together explain 32.6% of the variation in customer satisfaction. The remaining 67.4% can be attributed to additional factors that fall outside the scope of this study.

This unexplained share is substantively informative rather than a defect of the model. In a coffee shop setting, satisfaction is shaped heavily by experiential and atmospheric elements that the present specification does not capture – store ambience and physical environment, the social “third place” function of the cafe, the emotional and sensory dimensions of consumption, and the influence of digital engagement and word of mouth. The model, therefore, identifies important but partial drivers of satisfaction: service quality and price fairness emerge as necessary, though not sufficient, conditions, and a fuller account would require a broader set of experiential variables. Practically, this implies that managers should treat service quality and price fairness as foundational levers while recognising that experiential factors warrant dedicated attention.

Table 3. Coefficient of determination

R	R Square	Adjusted R Square	Std. Error of The Estimate
0.571	0.326	0.305	2.093

Source: Processed Data

To examine whether the independent variables jointly affect the dependent variable, an F-test (ANOVA) was conducted. As displayed in Table 4, the computed F-value of 15.483 exceeds the critical F-table value of 2.70, and the corresponding significance level of 0.000

falls well below 0.05. These outcomes confirm that the three predictors, when considered simultaneously, exert a significant and positive influence on customer satisfaction.

Table 4. F-test results

Model	F_{value}	F_{table}	Significance
Regression	15.483	2.70	0,000

Source: Processed Data

The t-test was applied to evaluate the individual contribution of each independent variable to customer satisfaction. As shown in Table 5, both service quality and price congruence yielded t-values above the critical t-table value with significance levels below 0.05, establishing that each exerts a significant and positive partial effect. Product innovation, in contrast, registered a t-value below the critical value alongside a significance level greater than 0.05, indicating that it does not significantly contribute to customer satisfaction.

Table 5. t-test results

Variable	Beta	t_{value}	t_{table}	Significance
Service Quality (X_1)	0.088	3.023	1.984	0.003
Price Congruence (X_2)	0.202	2.184	1.984	0.031
Product Innovation (X_3)	0.075	0.911	1.984	0.265

Source: Processed Data

Discussion

The results of this study echo the conclusions drawn by Nurcahyo et al. (2018), Andre et al. (2020), and Agustine (2024), who all established a significant relationship between service quality and customer satisfaction. The better the service provided, the higher the level of customer satisfaction, which, in turn, increases the likelihood of repeat purchases (Gani et al., 2022). Based on descriptive statistics, this study also reveals that customers of WCB Coffee Shop place particular emphasis on the importance of tangible and empathy dimensions in shaping customer satisfaction.

Price congruence likewise emerges as a significant and positive determinant of customer satisfaction at WCB Coffee Shop. This outcome corresponds with earlier work by Shaliza et al. (2024), Pinaraswati et al. (2024), and Dwijayanti et al. (2025), all of whom verified the significant influence of price congruence on satisfaction. When the price aligns with the quality received, rather than merely being low, customers are more likely to feel satisfied and engage in repeat purchases (Pinaraswati et al., 2024; Shaliza et al., 2024).

In contrast, product innovation produced a t-value below the critical t-table value with significance exceeding 0.05, suggesting no statistically meaningful effect on customer satisfaction. This result is in line with the findings of Sukri et al. (2022), Lesmana et al. (2025), and Oktaviani & Rojuaniah (2025), all of which report no significant relationship between product innovation and customer satisfaction. According to Lesmana et al. (2025), this may occur because consumers tend to prefer products that are familiar or previously consumed. This suggests that the innovations introduced may not align with customer needs and, therefore, do not create additional value for WCB Coffee Shop.

These findings indicate that customers primarily visit coffee shops to enjoy authentic coffee flavors rather than to seek product innovations. In this context, product innovation is perceived as less relevant to customer needs. Once the coffee meets expected quality standards, service quality and price congruence become more critical determinants of customer satisfaction. Furthermore, WCB Coffee Shop's location in a smaller city rather than a metropolitan area may lead to higher price sensitivity among customers.

Another important point to consider is that the model does not explain much of the variation in customer satisfaction. The R^2 value is 0.326 (adjusted $R^2 = 0.305$), which means the three predictors together explain only 32.6% of the variance. About two-thirds of the variation remains unexplained. There are several factors that can help make sense of this result. First, customer satisfaction is influenced by many factors that were not included in this model, such as store atmosphere, physical environment, customer experience, emotional engagement, brand image, location convenience, and digital marketing. Because only three factors were considered, it is expected that there will be a significant amount of unexplained variance. Second, the results are similar to other cross-sectional studies in the food and beverage sector, where R^2 values between 0.30 and 0.50 are typical. This range reflects the unpredictable and personal nature of consumer opinions, not a problem with the analysis.

Third, reliance on a single point-in-time, self-reported questionnaire may introduce measurement error and common-method variance, thereby attenuating the explained variance. A modest R^2 does not weaken the validity of the individual coefficient estimates. The significant F-statistic indicates that the model as a whole is meaningful, and the significant effects of service quality and price congruence remain real associations. However, the model's limited explanatory power means that any managerial conclusions drawn from it should be considered partial. This also highlights the importance of adding more well-founded predictors in future models.

CONCLUSION AND SUGGESTION

The findings of this study confirm that service quality, price congruence, and product innovation, when assessed simultaneously, exert a positive and significant influence on customer satisfaction at WCB Coffee Shop. When examined individually, however, only service quality and price congruence display a significant partial effect. The results highlight that physical elements, the empathetic conduct of employees, and the perceived fairness of prices relative to product quality function as the most influential drivers of customer satisfaction. Contrary to much of the existing literature, product innovation in this case does not significantly affect satisfaction — a result suggesting that introducing excessive variations in coffee products does not automatically translate into greater customer satisfaction. Customers, instead, appear to prefer consistent and authentic coffee flavors over offerings shaped primarily by trends.

Therefore, WCB Coffee Shop should focus on maintaining consistency in its core product offerings, optimizing tangible elements such as table cleanliness, seating comfort, lighting, and other physical attributes important to customers, and providing employee training to enhance

empathy and responsiveness to customer needs. It is also essential for WCB Coffee Shop to develop strong customer intimacy, encouraging repeat purchases driven by customer satisfaction. Price congruence and product quality alignment are also critical factors; thus, WCB Coffee Shop may consider implementing pricing strategies such as bundled offerings to enhance customer loyalty. Additionally, innovation can be applied incrementally, for example, through packaging improvements, to increase product attractiveness without compromising core product expectations.

This study adds context-specific evidence that, in a small-city coffee shop, authenticity and consistent experiences can be more important than product innovation for customer satisfaction. This extends previous research, which has mostly focused on big cities and franchises, and highlights the unique contribution of this work. However, the study only looks at service quality, price congruence, and product innovation, which together explain just 32.6% of the variation in customer satisfaction. The other 67.4% comes from factors not covered here. There are also some limitations: the validity of the survey instrument was not fully tested, the sample was chosen on purpose and collected online rather than randomly, which limits how widely the results can be applied, and the cross-sectional design only shows satisfaction at one point in time.

Future research is therefore encouraged to broaden the inquiry along two complementary lines. First, in terms of variables, subsequent studies should incorporate additional determinants such as psychological factors, store atmosphere, customer experience, and the role of digital marketing in order to improve the model's explanatory power. Second, in terms of method, future research would benefit from moving beyond a purely quantitative, single-survey design. A mixed-methods approach—for instance, complementing regression analysis with in-depth interviews or focus group discussions—would be particularly valuable for probing why customers in this setting appear resistant to product innovation, a question that the present quantitative findings can identify but not fully explain. In addition, longitudinal or repeated cross-sectional designs are recommended to better capture the dynamic nature of consumer behaviour in response to the rapidly evolving trends of the coffee market.

REFERENCES

- Agustine, G. T. (2024). Pengaruh kualitas pelayanan terhadap kepuasan pelanggan. *Jurnal Intelektualita: Keislaman, Sosial, dan Sains*, 13(2), 421–426. doi:10.19109/intelektualita.v30i2.25998
- Ali, F., Amin, M., & Ryu, K. (2016). The role of physical environment, price perceptions, and consumption emotions in developing customer satisfaction in Chinese resort hotels. *Journal of Quality Assurance in Hospitality & Tourism*, 17(1), 45–70. doi:10.1080/1528008X.2015.1016595
- Alyanti, F., Khusaini, & Jamalus. (2025). Fasilitas usaha dan harga berperan penting untuk meningkatkan kepuasan dan loyalitas pelanggan kopi di Kota Tangerang. *Jurnal Nusantara Aplikasi Manajemen Bisnis*, 10(2), 580–595.
- Andre, J., Karo-Karo, A. P., Citra, S., & Wijaya, S. (2020). Analysis service quality towards customer satisfaction. *International Journal of Social and Management Studies (IJOSMAS)*, 1(1), 105–116. doi:10.5555/ijosmas.v1i1.65
- Dwijayanti, T., Iskandar, R., & Tesmanto, J. (2025). Pengaruh kualitas layanan dan harga

- terhadap kepuasan pelanggan di Coffee Shop Uptoyou. *BIMA: Journal of Business and Innovation Management*, 8(1), 132–139.
- Fillayata, V. E., & Mukaram. (2020). Pengaruh inovasi produk terhadap kepuasan konsumen (Studi pada Road Café Steak & Pasta Bandung). *Prosiding The 11th Industrial Research Workshop and National Seminar*, 969–976.
- Fithriana, N. (2026). Jumlah coffee shop Indonesia terbanyak di dunia. Retrieved from <https://rri.co.id/cirebon/berita-lain/2102152/jumlah-coffee-shop-indonesia-terbanyak-di-dunia>
- Gani, N., Hidayanti, I., & Damayanti, R. (2022). The effect of product innovation and servicescape on customer loyalty through customer satisfaction at Lain Hati coffee shop in Ternate. *Journal of Management and Islamic Finance*, 2(1), 89–104. doi:10.22515/jmif.v2i1.5242
- Ge, Y., Yuan, Q., Wang, Y., & Park, K. (2021). The structural relationship among perceived service quality, perceived value, and customer satisfaction-focused on Starbucks Reserve coffee shops in Shanghai, China. *Sustainability*, 13(8633), 1–19. doi:10.3390/su13158633
- Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25*. Semarang: Universitas Diponegoro.
- Hamzah, F., & Ariesta, F. (2022). Pengaruh kualitas dan inovasi produk terhadap kepuasan konsumen di Kuswini Catering Bandung. *Jurnal Sains Manajemen*, 4(1), 26–35. Retrieved from <https://ejournal.ars.ac.id/index.php/jsm/article/view/694/481>
- Hanaysha, J. (2016). Testing the effects of food quality, price fairness, and physical environment on customer satisfaction in fast food restaurant industry. *Journal of Asian Business Strategy*, 6(2), 31–40. doi:10.18488/journal.1006/2016.6.2/1006.2.31.40
- Handayani, T., & Tanjung, Y. (2017). Pengaruh sikap kewirausahaan dan proses inovasi terhadap keberhasilan usaha pada Rumah Batik Komar di Kota Bandung. *JURISMA: Jurnal Riset Bisnis & Manajemen*, 7(1), 33–60. doi:10.34010/jurisma.v7i1.470
- Kim, E., Rebecca, L., & Bosselman, R. (2018). Measuring customer perceptions of restaurant innovativeness: Developing and validating a scale. *International Journal of Hospitality Management*, 74, 85–98. doi:10.1016/j.ijhm.2018.02.018
- Konuk, F. A. (2019). The influence of perceived food quality, price fairness, perceived value and satisfaction on customers' revisit and word-of-mouth intentions towards organic food restaurants. *Journal of Retailing and Consumer Services*, 50, 103–110. doi:10.1016/j.jretconser.2019.05.005
- Kotler, P., & Armstrong, G. (2021). *Principles of marketing* (18th ed.). Harlow, UK: Pearson Education Limited.
- Latola, F. Z., Mandey, S. L., & Lintong, D. C. A. (2025). Pengaruh digital marketing, inovasi produk dan brand equity terhadap kepuasan konsumen Kopi Kenangan di kawasan Megamas Manado. *Jurnal EMBA*, 13(1), 67–78. Retrieved from <https://ejournal.unsrat.ac.id/v3/index.php/emba/article/view/60136>
- Lesmana, F., Rini, E. S., & Fadli. (2025). The influence of product innovation, product quality, and price on repurchase decision at Elegant Guitar with customer satisfaction as an intervening variable. *Journal of Business Management*, 3(2), 148–156. doi:10.47134/jobm.v3i2.165
- Mahsyar, S., & Surapati, U. (2020). Effect of service quality and product quality on customer satisfaction and loyalty. *International Journal of Economics, Business and Accounting Research*, 4(1), 204–211. Retrieved from <https://jurnal.stie-aas.ac.id/index.php/IJEBAR/article/view/950/474>

- Manhas, P. S., Sharma, P., & Quintela, J. A. (2024). Product innovation and customer experience: Catalysts for enhancing satisfaction in quick service restaurants. *Tourism and Hospitality*, 5(3), 559–576. doi:10.3390/tourhosp5030034
- Nurchahyo, R., Fitriyani, A., & Hudda, I. N. (2018). The influence of facility and service quality towards customer satisfaction and its impact on customer loyalty in Borobudur Hotel in Jakarta. *Binus Business Review*, 8(1), 23–29. doi:10.21512/bbr.v8i1.1790
- Oktaviani, S. A., & Rojuaniah. (2025). Pengaruh inovasi produk, persepsi harga dan kualitas layanan terhadap kepuasan pelanggan kopi Caffe on Wheels di Jakarta. *JUMMA'45: Jurnal Mahasiswa Manajemen Dan Akuntansi*, 4(2), 1272–1285. doi:10.30640/jumma45.v4i2.5156
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- Pinaraswati, S., Farida, I., Susilowati, S., & Suprihati. (2024). The influence of service convenience and price fairness on customer loyalty: Mediating effect of customer satisfaction. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 8(2), 537–550. doi:10.29040/ijebar.v8i2.14097
- Putro, S. W., Samuel, H., & Brahmana, R. K. M. R. (2014). Pengaruh kualitas layanan dan kualitas produk terhadap kepuasan pelanggan dan loyalitas konsumen Restoran Happy Garden Surabaya. *Jurnal Manajemen Pemasaran*, 2(1), 1–9.
- Radziszewski, P. (2020). Exploring the development of an innovation metric – from hypothesis to initial use. *Journal of Innovation and Entrepreneurship*, 4. doi:10.1186/s13731-020-00118-4
- Rothenberger, S. (2015). Fairness through transparency: The influence of price transparency on consumer perceptions of price fairness. *Working Papers CEB*, 15, 1–37.
- Salsabillah, A. R., Bahari, H., & Mustikasari, F. (2024). Product quality, service quality, price, and location influence towards coffee shop customer's satisfaction. *Management Studies and Entrepreneurship Journal*, 5(1), 1408–1423.
- Setyawati, I. (2022). Achieving the company's competitive advantage by improving service quality. *ENDLESS: International Journal of Future Studies*, 5(2), 87–94.
- Shaliza, Z., Salma, M., & Sihombing, S. (2024). Analisis pengaruh price fairness, service quality dan trust terhadap customer satisfaction. *Mutiara: Jurnal Ilmiah Multidisiplin Indonesia*, 2(3), 171–184. Retrieved from <https://jurnal.tiga-mutiara.com/index.php/jimi/index%0AAalisis>
- Sukri, S. A., Miran, I., Cakranegara, P. A., & Prihastuti, A. H. (2022). Customer satisfaction mediates the effect of product innovation and service quality on customer loyalty. *INOVASI: Jurnal Ekonomi, Keuangan Dan Manajemen*, 18(1), 30–38. doi:10.29264/jinv.v18i1.10505
- Tjiptono, F., & Chandra, G. (2019). *Service, quality & customer satisfaction* (5th ed.). Yogyakarta: Andi.