

Examining Factors Influencing Customer Satisfaction in Modern Food and Beverage Business Environment

¹Catherine Aurelia Suyanto, ²Ariel Jonathan Heuw, ³Evangeline Alissya Giovanni, ⁴Giselle Alinsky Prasetyo, ⁵Joshua Albert Tan, ⁶Ryan Dustine Gunawan, ⁷Steven Kent Kristanto, ⁸Nurhayati

^{1,2,3,4,5,6,7,8}School of Business Economics, Universitas Prasetiya Mulya, Indonesia
Email Corresponding: nurhayati@prasetiyamulya.ac.id

ABSTRACT

Keywords:

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Customer satisfaction is a crucial factor in keeping customers coming back and recommending a cafe to others. According to Seasia Stats (2026), Indonesia currently has an estimated 461,991 cafes across the country. With the highly competitive cafe industry, cafe owners must provide added value to attract customers. There are four main factors that affect customer satisfaction, such product quality, service quality, physical environment, and staff competency. This research aims to examine the correlation between product quality, service quality, physical environment, and staff competency towards customer satisfaction. A total of 150 surveys were gathered to assess the proposed model and test hypotheses using multiple linear regression. The findings revealed that product quality ($\beta=0.3229$, $t=4.2106$, $p<0.05$), service quality ($\beta=0.2324$, $t=2.9419$, $p<0.05$), and physical environment ($\beta=0.2876$, $t=4.2309$, $p<0.05$) significantly affected customer satisfaction. On the other hand, staff competencies ($\beta =0.1451$, $t=1.8304$, $p>0.07$) did not significantly affect customer satisfaction. These findings provide practical implications for café owners to increase customer satisfaction by improving the understanding of product quality, service quality, physical environment, and staff competency.

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I. INTRODUCTION

The café industry is part of the food and beverage (F&B) industry, which has experienced rapid growth in recent years. This industry not only focuses on providing food and beverages but also offers a consumption experience related to atmosphere, service, and social interaction for consumers. According to service marketing theory proposed by Philip Kotler and Kevin Lane Keller, businesses in the service sector such as restaurants and cafés do not only sell products but also sell experiences and the value perceived by consumers during the consumption process.

In Indonesia, the growth of the food and beverage industry has shown significant development. Data from Statistics Indonesia (Badan Pusat Statistik) indicate that the sales value of food and beverage service businesses in 2023 reached approximately IDR 998.37 trillion, an increase of around 48.04% compared to 2016, which amounted to IDR 674.38 trillion. In addition, this sector employs approximately 9.8 million workers, demonstrating that the food and beverage industry makes a substantial contribution to the national economy.

The growth of the café industry is also driven by the increasing coffee consumption in Indonesia. Indonesia stands among the world's leading coffee-producing nations, supported by an extensive cultivation base that covers approximately 1.3 million hectares. This high level of coffee production has also encouraged the development of downstream industries such as coffee shops and cafés. This phenomenon can be seen in the increasing number of coffee shops in Indonesia. Based on global Point of Interest (POI) mapping data, Indonesia has more than 461,991 coffee shops, making it the country with the largest number of coffee-drinking places in the world. This indicates that cafés and coffee shops have become an important part of the social life of Indonesian society.

In service industries such as cafés, customer satisfaction becomes one of the most important indicators of business success. Hence, Manani Café aims to improve their customer satisfaction to increase customer loyalty. Furthermore, there are many cafés around Manani Café which makes this industry become highly competitive.

By having a good customer satisfaction, it could help Manani Café to differentiate them from competitors. Moreover, higher customer satisfaction also leads to increased sales and strong brand reputation.

Several previous studies show that customer satisfaction in café businesses is influenced by various factors such as service quality, product quality, price, and café atmosphere. In Indonesia, evolving consumer behavior in coffee shops reflects a broader lifestyle transformation, where coffee has become both a social necessity and cultural trend, with patrons selecting venues primarily for their accessibility and the quality of facilities offered.

II. PROBLEM

Manani Café is a small-scale café business located within the environment of Prasetiya Mulya University. The café was established in 2019 and serves students as well as members of the academic community on campus. Manani Café provides various coffee-based beverage menus such as Kabuto Nero (Ice Espresso with Water), Fuji Miruku Kohi (Ice Espresso, Milk, Coconut Sugar), Kako Latte (Ice Espresso and Milk), Kapuchino (Ice Double Ristretto and Milk), Mocha Neko (Ice Espresso, Chocolate, and Milk), and Wain Nero (Ice Espresso and Mix Berry), with prices ranging from IDR 15,000 to IDR 18,000. These menu offerings indicate that Manani Café adopts a modern coffee drink concept with flavor variations that appeal to young consumers.

As a café located within a university environment, Manani Café has significant market potential because most of its consumers are students who often gather, study, or relax in cafés. However, recently, Manani Café has experienced a decrease in visitor numbers due to the growing number of cafés emerging around BSD City. This decline has negatively impacted Manani Café, particularly in terms of profitability and its brand positioning among students. Since early 2026, the café has experienced a sales decline of up to 25%, despite Manani Café previously projecting a 10% growth compared to the previous year.

If this condition is not addressed immediately, it may affect the sustainability and competitiveness of Manani Café amid the increasing competition within the café industry. Therefore, research is needed to evaluate the level of customer satisfaction at Manani Café. This research is expected to provide an overview of the factors that influence customer satisfaction and serve as a basis for café management to improve service quality and attract more visitors in the future.

III. METHOD

This study employs a quantitative research approach using a survey method to evaluate customer perceptions of café's operational performance. The questionnaire was distributed both offline and online to customers of Kafe Manani over a period of four weeks in February 2026 via Google Forms and on-site assistance. The target population of this study consists of Universitas Prasetiya Mulya students from the 2024 cohort who have previously purchased and consumed beverages at Kafe Manani. To meet the eligibility criteria, respondents must have direct experience purchasing products at the cafes and voluntarily agree to participate in the survey.

The questionnaire uses a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The instrument was developed by adapting indicators from the Servicescape framework (Bitner, 1992) and relevant service quality dimensions. In addition to closed-ended questions, the survey also includes open-ended questions allowing respondents to share their experiences related to operational problems and suggestions for improvement. The questionnaire also collects socio-demographic information such as age, gender, and visit frequency.

The initial phase involved a preliminary audit of Kafe Manani's operations and a focus group discussion (FGD) with the management team. This stage aimed to identify the specific problems leading to the decline in visitor traffic at their location within the Universitas Prasetiya Mulya environment. Based on these field observations, a measurement instrument was developed, focusing on four key operational pillars: Product Quality, Service Quality, Physical Environment, and Staff Competency.

The implementation phase focused on a large-scale operational assessment through a survey method. The target population consisted of the 2024 student cohort at Universitas Prasetiya Mulya who are active consumers of Kafe Manani. The data collection process utilized both offline and online questionnaires, successfully gathering 150 valid responses. The instrument utilized a five-point Likert scale to measure perceptions, ranging from (1) strongly disagree to (5) strongly agree. The collected data were then analyzed using Multiple Linear

Regression as a diagnostic tool to determine which factors significantly impact the partner's customer satisfaction.

In the final phase, the results of the statistical analysis were evaluated and translated into a strategic recommendation report for the partner. This evaluation stage is crucial for ensuring the reproducibility of the solutions provided. The team presented the findings to Kafe Manani, highlighting the high influence of Product Quality and Physical Environment, while providing a framework to maintain these standards as a "third place" hub for students. This stage concluded with the delivery of a practical roadmap to improve service consistency and environmental comfort to boost future visitor retention.

IV. RESULTS AND DISCUSSION

A total of 150 respondents participated in this study and after data cleaning, all responses were verified as valid for further analysis. The respondents represent customers who have previously purchased beverages from Kafe Manani ensuring that they have direct experience with the café's products and operational services. The demographic information collected in this study includes age, gender, and frequency of visits to the café, which provides an overview of the respondent profile.

Table 1. Demographic Table

Description	N
Gender	
Male	80
Female	70
Age	
17	4
18	12
19	55
20	56
21	20
22	3
Visit Frequency per Week	
1-2 per week	71
3-4 per week	62
5-6 per week	17

Based on the survey results shown in Table 1, the respondents consist of both male and female customers with a relatively balanced distribution. In terms of age, the majority of respondents fall within the 19–20 years old, which confirms the primary customer segment consists of university students.

Regarding visit frequency, many respondents reported visiting the café regularly each week. This indicates that the respondents are familiar with the café's products, services, and overall operational environment. Therefore, their responses are considered relevant for evaluating the operational performance of Kafe Manani.

Overall, the demographic profile of respondents provides useful background information for understanding customer perceptions of the café's operational performance.

Table 2. Descriptive Results

Variables	Description	Mean	SD	Factor Mean	Factor SD
Service Quality	Orders are processed quickly	4.300	0.702	4.296	0.687
	Waiting time meets expectation	4.247	0.695		
	Ordering flow is clear and efficient	4.340	0.664		
Product Quality	Drink taste is consistent with every purchase	4.313	0.687	4.338	0.693
	Drink presentation meets standard	4.333	0.692		
	Orders received are as requested	4.367	0.699		
Physical Environment	The café is clean and well-maintained	4.380	0.672	4.294	0.685
	The café has a comfortable layout	4.207	0.698		

Staff Competency	Café staff work promptly and are well-coordinated	4.287	0.689	4.316	0.686
	Staff have a good understanding of the menu	4.320	0.726		
	Staff are able to handle complaints	4.340	0.643		
Customer's Satisfaction	I am satisfied with this café	4.353	0.636	4.347	0.684
	I am willing to visit again	4.340	0.731		

Table 2 shows that all variables have a mean value above 4.00, which indicates that respondents' perceptions fall into the very good category. Among the variables, customer satisfaction has the highest factor mean (4.347), followed by product quality (4.338). This overall positive perception of high operational values is a critical baseline for service improvement and is supported by Purwahita et al. (2025), who emphasized that consistent product and service delivery in food and beverage services directly strengthens consumer retention and limits operational friction.

In addition, the standard deviation values are relatively low across all variables (around 0.68–0.69). This indicates that respondents' answers are relatively homogeneous and there is no large variation in perception among them. Overall, the descriptive results suggest that the café performs well in delivering its products, services, and customer experience.

Table 3. Regression Statistics

Multiple R	0.800251608
R Square	0.640402636
Adjusted R Square	0.630482709
Standard Error	0.360739397
Observations	150

Table 4. ANOVA

Model	df	SS	MS	F	Significance F
Regression	4	33.60406099	8.401015247	64.55719057	0
Residual	145	18.86927235	0.130132913		
Model	149	52.47333333			

Table 5. Regression Coefficients

Variables	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	0.09046725	0.26743241	0.33839299	0.73555655	-0.4380721	0.61906660
Product Quality	0.32296405	0.07670187	4.21064127	0.00004449	0.17136591	0.47456219
Service Quality	0.23236290	0.07898245	2.94195590	0.00379825	0.07625727	0.38846852
Physical Environment	0.28756151	0.06796724	4.23088431	0.00004107	0.15322702	0.42189600
Staff Competency	0.14513157	0.07929178	1.83034816	0.06925127	-0.0115854	0.30184857

The statistical method used in this study is multiple linear regression with a sample size of 150 respondents. Multiple linear regression is used because the model includes one dependent variable, namely customer satisfaction, and four independent variables, which are service quality, product quality, physical environment, and staff competence. The estimation method applied is Ordinary Least Squares (OLS), which estimates the regression coefficients by minimizing the sum of squared residuals between the observed and predicted values.

The regression model used in this study can be expressed as follows:

$$\text{Customer Satisfaction} = \beta_0 + \beta_1 (\text{Product Quality}) + \beta_2 (\text{Service Quality}) + \beta_3 (\text{Physical Environment}) + \beta_4 (\text{Staff Competence}) + \varepsilon$$

In this model, β_0 represents the intercept, β_1 – β_4 represents the coefficients of each independent variable, and ε represents the error term. The level of significance used in this study is 5 percent ($\alpha = 0.05$). Therefore, a variable is considered statistically significant if the p-value is less than 0.05.

H1 : Product Quality -> Customer Satisfaction

The regression analysis reveals that Product Quality has the most significant positive impact on customer satisfaction ($\beta = 0.3229$, $t = 4.2106$, $p < 0.05$). This confirms that for Kafe Manani, maintaining the consistency of beverage taste and presentation is the most effective way to stabilize their customer base. This impact is consistent with the findings of Prandita and Iriani (2013), who observed that in micro-café settings, product quality is the dominant variable influencing loyalty. For the partner, this means that the decline in visitors is likely not due to the menu itself, but perhaps a lack of consistency that needs to be addressed through stricter beverage preparation SOPs.

H2 : Service quality -> Customer Satisfaction

The research findings show service quality also has a significant positive relationship with customer satisfaction. Variables ($\beta = 0.2324$, $t = 2.9419$, $p < 0.05$) indicates that better service quality leads to higher levels of customer satisfaction. The p-value (0.0038) is below 0.05, confirming its statistical significance. The confidence interval (0.0763 to 0.3885) does not include zero, which strengthens the reliability of this relationship. These results highlight the importance of responsive, reliable, and customer-oriented service in shaping a positive customer experience. This positive correlation is strongly validated by Ok et al. (2018), who noted that structured service quality attributes directly influence customer satisfaction in modern marketing practices. In addition, Chen and Hu (2010) established that service quality attributes, such as ordering clarity and process efficiency, strongly define the level of customer-perceived value in hospitality. When these aspects are delivered smoothly, they enhance the customer journey and promote high levels of retention, as argued by Loyyl and Kumar (2018).

H3 : Physical Environment -> Customer Satisfaction

The Physical Environment also showed a strong significant impact ($\beta = 0.2876$, $t = 4.2309$, $p < 0.05$). This is a critical finding for the partner because the environment was the lowest-rated factor in the descriptive analysis (4.294). This "gap" identifies a clear opportunity for intervention: by improving the café's layout, cleanliness, and seating comfort, the partner can directly influence satisfaction and encourage longer visits. This finding aligns with the research by Ngah et al. (2022), which emphasizes that for university-based restaurants, the atmosphere and layout are as important as the food itself in shaping the "third place" experience. The success of this study's methodology lies in identifying this specific area as the most cost-effective way for the partner to regain visitors.

H4 : Staff Competency -> Customer Satisfaction

Staff competency is shown to have a positive coefficient ($\beta = 0.1451$, $t = 1.8304$, $p > 0.07$) but is not statistically significant at the 5% level. In the specific context of Kafe Manani, this lack of significance might occur because the customers (students) prioritize the tangible aspects of the café, such as the product and atmosphere, over the technical skills of the staff. This non-significant result can be explained using Popa's (2014) framework on Quality in the Service Industry, which argues that while employee execution is crucial, tangible core offerings like product taste and environment physical comfort heavily dominate consumer perceptions in casual dining settings. Moreover, in the context of strategic coffee shop operations analyzed by Sumara (2024), staff skills primarily operate as internal operational drivers that support backend business processes, rather than directly influencing immediate external customer satisfaction compared to tangible assets like product quality and layout comfort.

Theoretical Implication

This study contributes to the literature on customer satisfaction in the cafe and hospitality industry by reinforcing several established theoretical perspectives related to service performance and consumer evaluation. The findings support the concept of customer satisfaction proposed by Kotler and Keller (2016), which states that customer satisfaction is formed through the comparison between perceived performance and customers' prior expectations. The results of this study indicate that product quality, service quality, and physical environment significantly influence customer satisfaction, suggesting that customers evaluate their experiences based on multiple aspects of the service encounter rather than focusing solely on one service attribute.

The findings also support the Expectation–Disconfirmation Theory developed by Oliver (1980), which explains that satisfaction occurs when the perceived performance of a product or service meets or exceeds customer expectations. In this research, product quality appears as the most influential factor affecting customer satisfaction, highlighting the importance of consistent taste, presentation, and beverage quality in confirming customer expectations within café businesses.

Furthermore, the significant influence of service quality on customer satisfaction is consistent with the SERVQUAL model proposed by Parasuraman et al. (1988). This model emphasizes that service quality is reflected through dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. The findings suggest that efficient service processes, accurate order handling, and responsive staff interactions contribute to positive customer experiences and enhance satisfaction in café environments.

In addition, the results confirm the relevance of the servicescape concept introduced by Bitner (1992), which highlights the importance of the physical environment where services are delivered. The significant effect of the physical environment found in this study indicates that elements such as cleanliness, layout, and seating comfort can influence customers' emotional responses and overall perception of the service experience.

The importance of product quality in influencing customer satisfaction is also consistent with the product quality framework proposed by Garvin (1987), which explains that product performance and consistency are essential dimensions that shape customer perceptions of quality and value. In the context of café businesses, beverage taste, presentation, and consistency represent key attributes that strongly affect customer evaluations of their consumption experience.

However, the findings show that staff competency does not have a statistically significant effect on customer satisfaction. This result can be interpreted using the competency perspective proposed by Boyatzis (2008), which suggests that employee competencies contribute to effective job performance but may not always directly influence customer evaluations when other service attributes such as product quality and physical environment play a more dominant role.

Overall, this study enriches the theoretical understanding of customer satisfaction in café businesses by demonstrating that product quality, service quality, and physical environment act as key determinants that shape customer perceptions and service experiences. These findings highlight the importance of viewing customer satisfaction as the result of an integrated service system that combines product attributes, service processes, and the physical environment within the hospitality industry.

Practical Implications

In terms of practical implications, the results of this study provide input for the managers of Manami Cafe in improving operational performance to enhance customer satisfaction. The research findings indicate that customer experience is not only determined by product quality but also by the smoothness and consistency of the overall operational process. Practical implications on the aspects of speed and efficiency of service indicate that café managers need to pay attention to the ordering, payment, and order pickup processes to keep them clear and efficient. A quick and structured process can reduce customer wait times, especially during peak hours, thereby enhancing transaction comfort for students who have time constraints.

In terms of product consistency and operational quality, research findings indicate the importance of implementing consistent standard operating procedures (SOPs) in the presentation and preparation of beverages. Consistency in taste, presentation, and minimal order errors can enhance customer trust and encourage positive evaluations of the café. Meanwhile, in terms of cleanliness and operational management, the cleanliness of the café area and comfortable space arrangement play a role in shaping the perception of business professionalism. Therefore, the management needs to ensure that the cleanliness of the service area and seating area is maintained regularly as part of the quality of the customer experience. In terms of staff performance and coordination, the research findings conclude that the staff's ability to work promptly, understand the menu, and handle customer complaints professionally are important factors in creating a positive service experience. Ongoing staff training can help maintain consistent service standards.

Overall, the findings of this research can serve as a basis for the management of Manani Café to evaluate and improve the existing operational systems. Well-organized operations not only enhance internal efficiency but also directly contribute to customer satisfaction and the intention to revisit.

V. CONCLUSIONS

The findings of this study indicate that product quality, service quality, and the physical environment play significant roles in influencing customer satisfaction at Manani Café. Among the variables analyzed, product quality emerged as the most dominant factor, highlighting that the core value perceived by students is heavily dictated by the consistency of taste and presentation of the beverages offered. This emphasizes that for a café to maintain its competitive edge, rigorous standards in product development and quality control are non-negotiable.

Furthermore, the physical environment and service quality were proven to be essential contributors to the overall customer experience. The significance of the physical environment suggests that the "third place" concept—where the café serves as a comfortable hub for study and social interaction beyond the home and classroom—is a vital expectation for the student demographic at Universitas Prasetiya Mulya. Efficient service processes and a well-maintained atmosphere further reinforce positive emotional responses, which in turn drive customer satisfaction and revisit intentions.

On the other hand, staff competency was found to have a positive but statistically insignificant effect on customer satisfaction within this specific model. This suggests that while staff professionalism is necessary for operational stability, it does not act as a primary differentiator for customers compared to the tangible attributes of the product and environment. Therefore, the management of Kafe Manani should prioritize resource allocation toward enhancing product innovation and spatial comfort, while maintaining staff training as a supporting operational standard rather than a primary marketing focus.

In conclusion, this research successfully addresses the problem statement by identifying the key drivers of the decline in visitor satisfaction. The results provide a valid and evidence-based framework for café owners to improve their business performance through a customer-centric approach that balances product excellence and an attractive physical servicescape.

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