

The Impact of Price, Service Quality, and Store Atmosphere on Customer Loyalty: A Starbucks Reserve Study

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ABSTRACT: This study analyzes the influence of Price Perception, Service Quality, and Store Atmosphere on Customer Satisfaction and Customer Loyalty at Starbucks Reserve Plaza Senayan Jakarta. This study applied a quantitative research design, and the data were collected through structured questionnaires to 290 respondents. This study employed Structural Equation Modeling- Partial Least Squares (SEM-PLS) to test hypotheses empirically. Empirical findings confirm that Service Quality and Price Perception positively and significantly affect Customer Satisfaction, a key driver of Customer Loyalty. Store Atmosphere directly improves customer satisfaction, though with an uncertain statistical correlation with Customer Loyalty. These results emphasize pricing and service differentiation as the most critical factors in keeping a customer, particularly for the rival coffee shop market. This study contributes to the literature by offering implications of consumer behavior in the luxury coffee shop market and supplying managerial recommendations for Starbucks and other luxury coffee brands. The results suggest that firms should focus on value-based pricing and services to promote customer loyalty. The study also indicates the need to conduct further research on the indirect effect of store atmosphere on customer engagement in the long term.

Keywords: Price Perception, Service Quality, Store Atmosphere, Customer Loyalty.



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INTRODUCTION

The coffee market has consistently increased, and urban coffee houses are being redefined as central social centers and beacons of contemporary lifestyles in the last decade. As a global coffee chain company, Starbucks has consistently had a robust market position on the pillars of superior products, best service, and an unmatched store experience (Freitas et al., 2024). However, in Jakarta, Indonesia, locals such as Kopi Kenangan and Kopi Janji Jiwa have gained customers' hearts with competitively priced products and by keeping pace with the changing tastes of Indonesian consumers (Jullien et al., 2021). Despite its strong brand, Starbucks is not retaining its

customers, particularly by price consciousness, quality of services, and rising competition from affordable local coffeehouses with quality products. One of its upscale outlets, Starbucks Reserve Plaza Senayan, presents a premium coffee experience with an upscale ambiance. Nevertheless, in Jakarta, Indonesia, the competition has been fierce, with native rivals such as Kopi Kenangan and Kopi Janji Jiwa winning the hearts of consumers through reasonably priced products and keeping up with the changing tastes of Indonesian consumers (Jullien et al., 2021). However, shifting consumer patterns indicate the need for additional insight into drivers of customer behavior and loyalty.

Existing research has extensively examined price perception, service quality, store environment, and customer satisfaction across various industries, particularly retail and hospitality (Jullien et al., 2021). However, few studies directly touched on these aspects in the Indonesian high-end coffee shop industry. Most of the research was done on low-end coffee chains, whereas there is still a need to explore customer behavior in high-end stores such as Starbucks Reserve. While it is very clear that service quality and perceived price are robust drivers of customer satisfaction, the contribution of store atmosphere to building long-term loyalty is poorly understood. Some research shows that a good store atmosphere enhances customers' satisfaction, but its contribution to loyalty is poorly understood (Ndengane et al., 2021). Given such gaps, this research aims to delve into how price perception, service quality, and store atmosphere contribute to customer satisfaction and eventually influence customer loyalty in Starbucks Reserve Plaza Senayan.

This study aims to address some of the most significant aims. First, it examines the impact of price perception on customer satisfaction and loyalty and determines if customers find high-price Starbucks Reserve to be worth it based on its value proposition (Hride et al., 2022). Second, it examines the impact of service quality on customer satisfaction and loyalty and identifies the most significant factors of service delivery (Balinado et al., 2021). Third, it investigates the influence of store atmosphere on customer satisfaction and loyalty, particularly in a high-end environment where ambiance is an essential element of defining consumer experiences (Francioni et al., 2018). Furthermore, this study examines the mediating role of customer satisfaction between the variables and customer loyalty.

The contribution of this study will be beneficial to theoretical and practical strategies. Academically, the study continues existing literature in customer satisfaction and loyalty in high-end coffee shops and provides insights valuable to global coffee chains expanding into emerging markets such as Indonesia. Managerially, the study offers strategic advice to Starbucks and other premium coffee brands regarding value-based pricing focus, enhancement of quality of services, and maximizing store ambiance to enhance customer loyalty. The insights into the idiosyncratic tastes of the Indonesian consumer will enable Starbucks to tailor its products and advertising campaigns more effectively (Almanwari et al., 2024).

This study adopts a systematic method to study research questions comprehensively. The study begins with a review of the literature on price perception, service quality, store atmosphere, customer satisfaction, and loyalty. The methodology section describes research design, data collection, and analytical strategy, employing Structural Equation Modeling- Partial Least Squares

(SEM-PLS) for hypothesis testing (Sarstedt et al., 2021). The results and discussion sections present empirical evidence, interpret the interdependence of the key variables, and highlight theoretical and practical implications. Managerial implications and future research directions conclude the study, bridging the gap between academic research and real business practices.

With a clear vision of customer satisfaction and loyalty trends within a luxury coffee shop setting, the research aims to help Starbucks and similar brands maximize customer involvement and long-term retention efforts. The coffee market has witnessed significant growth, with upscale brands competing against local ones. As a high-end coffee player, Starbucks Reserve Plaza Senayan is increasingly vulnerable to new local chains with aggressive pricing and differentiated offerings that appeal to evolving Indonesian consumer preferences. While Starbucks takes a gamble on the strength of its brand abroad, customer retention remains an uphill struggle, particularly with consumers seeking value for money.

Previous studies have extensively researched price perception, service quality, and store atmosphere in various industries, e.g., hospitality and retail. Little is known about how these variables interact within the high-end coffee shop industry, particularly in Indonesia. Because of the unique dynamics of this market, this study seeks to examine their combined impact on customer loyalty, with customer satisfaction as a mediator. In fulfilling this research gap, the findings of this study provide relevant insight into the behavior of customers within upmarket coffee houses and contribute to the broader literature in customer retention policy in competitive market environments.

The literature review offers a theoretical foundation for this study by analyzing the key variables, including Price Perception, Service Quality, Store Atmosphere, Customer Satisfaction, and Customer Loyalty. Past research has established how these variables are interrelated and influence consumer behavior in various industries, particularly retail and hospitality. This section reviews existing literature on these variables in a bid to place their influence on customer satisfaction and loyalty in the luxury coffee shop industry.

Price Perception and Customer Loyalty

Price perception is how customers assess a product's value against its perceived price (Beaumais & Crastes dit Sourd, 2024). Customers judge whether a price is fair based on their expectations, past, and competitive references. The literature explains that price perception strongly influences customer satisfaction, and the latter also influences loyalty. When the customers perceive they are obtaining value for money, they remain loyal to a brand (Wu & Huang, 2023).

Previous literature has demonstrated that price perception is a strong motivator for purchasing decisions. If the product is perceived as overpriced for the value it offers, consumers shift and become less loyal and dissatisfied. Yet, when consumers believe that price is a determinant of quality and value, they will make repeat buys and recommend others to the brand (Beaumais & Crastes dit Sourd, 2024).

Service Quality and Customer Loyalty

Service quality is one of the strongest drivers of customer satisfaction and long-term loyalty (Chao et al., 2023). It has five major dimensions: tangibility, reliability, responsiveness, assurance, and empathy according to the SERVQUAL model. In Starbucks, service quality encompasses workers' professionalism, order-processing speed, and customers' overall experience. Quality services promote positive attitudes among consumers and construct brand commitment (Chen et al., 2023).

Different research works have proven the positive correlation between service quality and customer loyalty. Quality service generates emotional connections with customers, thus leading to greater satisfaction and return business. Quality service negatively impacts customer attitudes and causes higher switch rates to competitors (Fida et al., 2020). Personalized interactions, effective service, and quality consistency are significant factors in customer retention in the coffee shop industry (Balinado et al., 2021).

Store Atmosphere and Customer Loyalty

Store atmosphere refers to a retail store's physical and sensory environment, such as lighting, music, seating comfort, scent, and store design. A well-designed store atmosphere enhances customer experiences, influences mood, and affects purchasing behaviors (Joy et al., 2023). Research indicates that a welcoming store ambiance increases customer satisfaction by making the visit more enjoyable, resulting in longer durations.

While store ambiance is an excellent driver of customer experiences, its impact on loyalty is not as straightforward. While it was found that a pleasant atmosphere of a store encouraged repeat shopping and word-of-mouth messages, some consider that while ambiance may enhance satisfaction, it may not be necessarily linked to long-term loyalty unless supported by other drivers such as price fairness and service quality (Bruckberger et al., 2023).

Customer Satisfaction as a Mediator

Customer satisfaction is the central variable that ties price perception, service quality, and store atmosphere to customer loyalty. Customer satisfaction is a consumer's overall evaluation of their experience with a brand (Bankuoru Egala et al., 2021). The satisfied customers are bound to form positive attitudes towards a brand, leading to repeat business as well as brand advocacy (Mittal et al., 2023).

Past research has proven that satisfaction mediates between external variables and loyalty. When customers are given fair prices, quality services, and a good shopping experience, they become satisfied, and therefore, their loyalty towards the brand increases (Slack et al., 2020). Dissatisfaction may lead to negative word of mouth, reduced repeat business, and customer turnover.

Customer Loyalty and Retention Strategies

Customer loyalty is the customer's desire to buy again from a brand despite extrinsic motives that may encourage switching (Cui et al., 2023). Loyalty has two types:

- Attitudinal Loyalty – A customer's affective and cognitive attachment to a brand.
- Behavioral Loyalty – A customer's frequent repeat purchase pattern over time.

Studies have indicated that both these aspects must be a priority for the companies to secure loyal customers. All these factors, like quality of service, competitive pricing, customized experience, and atmosphere of the store, are accountable for loyalty (Cankül et al., 2024). Starbucks and similar luxury coffee houses must balance all these factors to maintain their customer base in a highly competitive environment.

Hypothesis

Hypothesis formulation starts with determining the relationship between variables to create a clear conceptual framework for empirical testing. In this process, independent and dependent variables are identified and determined to interact with each other based on existing research. Awareness of these relationships allows researchers to decide on suitable methods of gathering applicable data to test ensuing hypotheses.

A business aims to achieve customer satisfaction to obtain competitive power. Price perception serves a compulsive role in achieving customer satisfaction and involves customers' recognition of price justice following value. Hride et al. (2022) confirmed that price perception directly influenced customer loyalty. This was done through customer satisfaction and verified using multiple regression analysis. Parallely, Beaumais and Crastes dit Sourd (2024) and Jullien et al. (2021) also confirmed the positive relationship between customer satisfaction and price perception in various businesses.

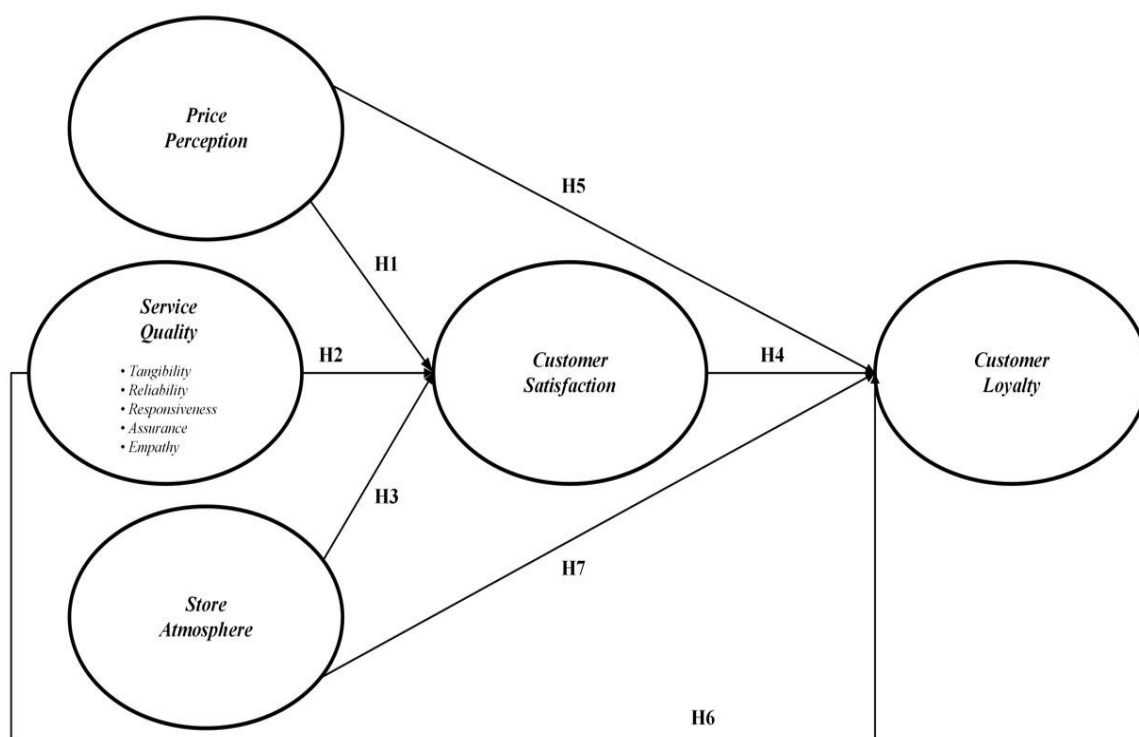
Service quality plays a key role in satisfaction and loyalty. Balinado et al. (2021) argue that superior service quality enforces satisfaction, leading to loyalty. The same connection has been established in the hospitality sector by (Jeaheng et al., 2020). Poor service lowers satisfaction, which reduces customer retention. Thus, service quality positively impacts customer satisfaction and loyalty.

Store ambiance is fundamental in shaping customer perceptions. Research by Francioni et al. (2018) and Ndengane et al. (2021) indicates that ambiance enhances the mood of customers and increases stay, leading to satisfaction. While it is not a direct stimulant of loyalty, store atmosphere generates satisfaction that equates to repeat patronage (Vilnai-Yavetz et al., 2021). Store ambiance thus has a positive effect on satisfaction and indirectly on loyalty.

Customer satisfaction is the mediating construct in these relationships. Slack et al. (2020) and Supriyanto et al. (2021) highlight the mediating power of satisfaction to link price perception, service quality, and store atmosphere to loyalty (Slack et al., 2020; Supriyanto et al., 2021). Satisfied customers possess higher brand commitment, reinforcing loyalty. Customer satisfaction is, therefore, hypothesized to positively influence customer loyalty, affirming its mediating function in this study.

The following is a research concept model suggested by the author based on the hypothesis employed.

Figure 1. Conceptual Research Model



Integrating the Conceptual Model into Research Hypotheses

Based on the literature review, this study formulates the following hypotheses:

- H1: Price Perception positively influences Customer Satisfaction.
- H2: Service Quality positively influences Customer Satisfaction.
- H3: Store Atmosphere positively influences Customer Satisfaction.
- H4: Customer Satisfaction positively influences Customer Loyalty.
- H5: Price Perception positively influences Customer Loyalty.
- H6: Service Quality positively influences Customer Loyalty.
- H7: Store Atmosphere positively influences Customer Loyalty.

METHOD

The quantitative research approach emphasizes data collection and analysis by numerical data using statistical methods to achieve objective and generalizable findings (Cheung, 2021). In this study, the application of a standard questionnaire is the primary data-gathering tool. Cheung (2021) explains the questionnaire approach as obtaining responses from respondents using a systematically developed set of questions. The approach ensures standardization and the possibility of quantification of data, thus enabling strict statistical analysis. A minimum of 100 respondents is set for this study to determine the validity and reliability of results.

This study employed an online questionnaire distributed to Starbucks Reserve customers in Jakarta. The sample size consisted of 290 respondents, applying a purposive sampling approach.

The five-point Likert scale was employed to measure customer perceptions. Data analysis was conducted using SEM-PLS by means of SmartPLS software, ensuring the reliability and validity of constructs before testing the hypotheses.

The application of PLS-SEM was preferred because it is suitable for dealing with small sample sizes and is effective in handling complex causal relationships without making rigid statistical assumptions, such as multivariate normality. It is ideally used in predictive modeling and theory building, which is the objective of this study.

There are two fundamental elements of PLS-SEM: the measurement model and the structural model. The measurement model establishes the validity and reliability of the latent constructs to identify that the indicators are measuring theoretical constructs being researched. The structural model estimates the presumed relationships between constructs and explains the causal paths leading to customer satisfaction and loyalty. With the exploratory research character and relatively small sample size of the present study, PLS-SEM is the most suitable statistical technique to provide reasonable and valid inferences about the study hypotheses.

The equation for the formula of this research, based on interdependence variables, can be stated as follows

Structural Model Equations:

Customer Satisfaction Model:

$$CS = \beta_1 PP + \beta_2 SQ + \beta_3 SA + \epsilon_1 \quad (1)$$

Where CS - Customer Satisfaction; PP - Price Perception; SQ - Service Quality; SA - Store Atmosphere; $\beta_1, \beta_2, \beta_3$ - Regression coefficients; ϵ_1 - Error term.

Customer Loyalty Model:

$$CL = \beta_4 PP + \beta_5 SQ + \beta_6 SA + \beta_7 CS + \epsilon_2 \quad (2)$$

Where CL - Customer Loyalty; CS - Customer Satisfaction (mediating variable); PP - Price Perception; SQ - Service Quality; SA - Store Atmosphere; $\beta_4, \beta_5, \beta_6, \beta_7$ - Regression coefficients; ϵ_2 - Error term.

RESULT AND DISCUSSION

Respondent Characteristics

Primary data were collected from Google Form surveys with 290 respondents who are customers of Starbucks Reserve Plaza Senayan Jakarta. Descriptive analysis explains the characteristics of the respondents in terms of gender, age, education, and occupation, as shown in Table 1.

Table 1. Respondent Profile

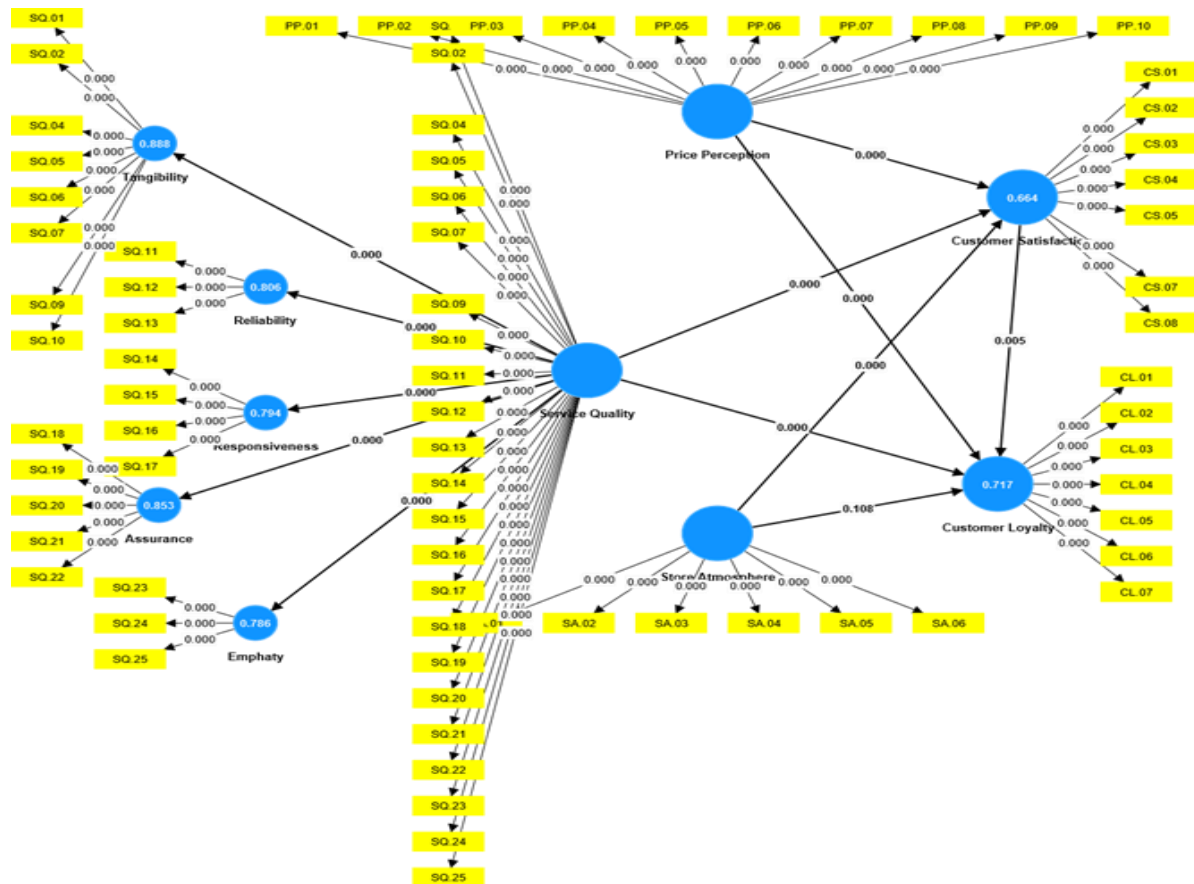
	Criteria	Amount	Percentage
Gender	Male	94	32.4%
	Female	196	67.6%
Age	Under 21 Years	59	20.3%
	21-25 Years	82	28.3%
	26-30 Years	66	22.8%
	31-35 Years	39	13.4%
	Over 40 Years	22	7.6%
Education	High school/equivalent	117	40.3%
	Diploma (D1-D3)	42	14.5%
	Bachelor degree)	96	33.1%
	Postgraduate (S2-S3)	31	10.7%
Occupation	Private Employee	74	25.5%
	Self-employed/own a business	23	7.9%
	Teacher/Lecturer	19	6.6%
	Professional (Doctor, Lawyer, etc.)	15	5.2%
	Government employees	10	3.4%
	Housewife	12	4.1%
	Student/College Student	45	15.5%
	Part Time/Influencer/Honorary	22	7.6%
	Other	70	24.1%

Source: Research Results (2024)

Outer Model

The first stage in PLS-SEM analysis is outer model testing, which aims to determine the validity and reliability of the connection between the parameters and the latent construct. The use of data analysis methods with SmartPLS 4.0 to assess the outer model can be seen from the Average Variance Extracted (AVE) value, composite reliability, discriminant validity, and convergent validity.

Figure 2. Outer Model Test Results



Source: PLS-SEM Result (2024)

Convergent validity assesses a tool's ability to measure its target variable with SmartPLS 4.0. It tests outer loading values and requires a value of at least 0.5 for validation. Values under this are filtered out, and the test is repeated. Quality of service is measured on five scales—tangibility, reliability, responsiveness, assurance, and empathy—and higher and Lower Order Construct measurements are used in testing validity.

Table 2. Convergent Validity Analysis Results

Variable	code	Indicator	Outer Loading	AVE	Description
Customer Loyalty	CL.01	I will recommend inviting others to consume Starbucks Reserve Plaza Senayan products.	0.777	0.582	Valid
	CL.02	I will make repeat purchases of products offered by Starbucks Reserve Plaza Senayan.	0.756		Valid
	CL.03	I will make repeat purchases because I am happy with the brand image of Starbucks Reserve Plaza Senayan products.	0.739		Valid
	CL.04	The quality of the products provided by Starbucks Reserve Plaza Senayan is the first reason I will shop again at Starbucks Reserve Plaza Senayan.	0.824		Valid

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	CL.05	The suitability of the taste provided by Starbucks Reserve Plaza Senayan is the first reason I shop again at Starbucks Reserve Plaza Senayan.	0.816		Valid
	CL.06	I will spread good information about Starbucks Reserve Plaza Senayan products.	0.716		Valid
	CL.07	I will give good recommendations about Starbucks Reserve Plaza Senayan.	0.705		Valid
Customer Satisfaction	CS.01	I am satisfied with shopping at Starbucks Reserve Plaza Senayan.	0.739	0.504	Valid
	CS.02	I am satisfied with shopping at Starbucks Reserve Plaza Senayan compared to other coffee shops.	0.709		Valid
	CS.03	Customers are satisfied with choosing Starbucks Reserve Plaza Senayan as a place to shop.	0.704		Valid
	CS.04	Customers are satisfied with the price of products at Starbucks Reserve Plaza Senayan.	0.661		Valid
	CS.05	Customers are satisfied with the quality of products at Starbucks Reserve Plaza Senayan.	0.690		Valid
	CS.06	Overall, I am satisfied with the service of Starbucks Reserve Plaza Senayan.	-		Issued
	CS.07	I feel that the choice of purchase I made at Starbucks Reserve Plaza Senayan was right.	0.725		Valid
	CS.08	Starbucks Reserve Plaza Senayan has met my expectations.	0.739		Valid
Price Perception	PP.01	The price of products at Starbucks Reserve Plaza Senayan is affordable for all groups.	0.771	0.531	Valid
	PP.02	The products at Starbucks Reserve Plaza Senayan are cheaper than those of competitors.	0.798		Valid
	PP.03	The price of products at Starbucks Reserve Plaza Senayan is based on quality.	0.832		Valid
	PP.04	The price of products at Starbucks Reserve Plaza Senayan follows the consumer's ability.	0.634		Valid
	PP.05	The price of products at Starbucks Reserve Plaza Senayan is following expectations.	0.642		Valid
	PP.06	The price of products at Starbucks Reserve Plaza Senayan is competitive.	0.714		Valid
	PP.07	The price of products at Starbucks Reserve Plaza Senayan is economical.	0.774		Valid
	PP.08	The price of products at Starbucks Reserve Plaza Senayan varies.	0.737		Valid
	PP.09	The price of products at Starbucks Reserve Plaza Senayan follows the consumers' benefits.	0.663		Valid
	PP.10	As a consumer, I am satisfied with the price of products at Starbucks Reserve Plaza Senayan	0.691		Valid
Store Atmosphere	SA.01	The cool room temperature inside the Starbucks Reserve Plaza Senayan store makes customers feel at home shopping.	0.742	0.555	Valid

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	SA.02	The clean atmosphere of the Starbucks Reserve Plaza Senayan store makes customers feel comfortable.	0.748		Valid
	SA.03	The lighting inside the Starbucks Reserve Plaza Senayan store provides a comfortable atmosphere.	0.741		Valid
	SA.04	The product layout at the Starbucks Reserve Plaza Senayan store is neat.	0.783		Valid
	SA.05	The products are neatly arranged so that they are easy for customers to reach.	0.746		Valid
	SA.06	The aroma at the Starbucks Reserve Plaza Senayan store makes me want to visit again.	0.706		Valid
Service Quality	SQ.01	Starbucks Reserve Plaza Senayan has a visually appealing building exterior.	0.742	0.505	Valid
	SQ.02	Starbucks Reserve Plaza Senayan has a visually appealing drinking area.	0.638		Valid
	SQ.03	Starbucks Reserve Plaza Senayan employees are always neatly dressed.	-		Issued
	SQ.04	The decoration of Starbucks Reserve Plaza Senayan reflects the image of a superior coffee shop.	0.713		Valid
	SQ.05	The appearance of the Starbucks Reserve Plaza Senayan menu reflects the image of a superior coffee shop.	0.719		Valid
	SQ.06	Starbucks Reserve Plaza Senayan has an easy-to-read menu.	0.729		Valid
	SQ.07	Starbucks Reserve Plaza Senayan has a comfortable dining area.	0.756		Valid
	SQ.09	Starbucks Reserve Plaza Senayan has clean toilets.	0.658		Valid
	SQ.10	Starbucks Reserve Plaza Senayan provides a really clean place to drink.	0.615		Valid
	SQ.11	Starbucks Reserve Plaza Senayan has comfortable seating.	0.661		Valid
	SQ.12	Starbucks Reserve Plaza Senayan employees serve you according to the promised time.	0.782		Valid
	SQ.13	Starbucks Reserve Plaza Senayan employees immediately fix anything that does not meet customer expectations.	0.742		Valid
	SQ.14	Starbucks Reserve Plaza Senayan employees serve exactly what the customer ordered.	0.666		Valid
	SQ.15	Starbucks Reserve Plaza Senayan employees provide timely service.	0.698		Valid
	SQ.16	During peak hours, Starbucks Reserve Plaza Senayan employees help each other to maintain the timeliness of service.	0.686		Valid
	SQ.17	During peak hours, Starbucks Reserve Plaza Senayan employees help each other to maintain the quality of service.	0.681		Valid
	SQ.18	Starbucks Reserve Plaza Senayan employees go the extra mile to handle special customer requests.	0.690		Valid
	SQ.19	Starbucks Reserve Plaza Senayan employees are always able to answer customer questions completely.	0.788		Valid

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SQ.20	Starbucks Reserve Plaza Senayan employees are able to make customers feel comfortable when relating to them.	0.771	Valid
SQ.21	Starbucks Reserve Plaza Senayan is able to make customers feel safe consuming the products they sell.	0.689	Valid
SQ.22	Starbucks Reserve Plaza Senayan employees are able to show themselves as competent Baristas.	0.668	Valid
SQ.23	Starbucks Reserve Plaza Senayan shows support for employees to do their jobs well.	0.694	Valid
SQ.24	Starbucks Reserve Plaza Senayan employees always show sensitivity to customer needs.	0.785	Valid
SQ.25	Starbucks Reserve Plaza Senayan employees prioritize personalized service to enhance customer experience.	0.737	Valid

Source: PLS-SEM Result (2024)

Sarstedt et al. (2021) state that indicators with outer loadings of 0.400 to 0.700 are still acceptable if the AVE is more than 0.500. All indicators in this study are valid based on criteria. Convergent validity is tested at the dimension level, which is called the Lower Order Construct (LOC) test.

Table 3. Results of Convergent Validity Analysis of Lower Order Construct

Variable	Dimensions	code	Indicator	Outer Loading	AVE	Description
Service Quality	Tangibility	SQ.01	Starbucks Reserve Plaza Senayan has a visually appealing building exterior.	0.811	0.549	Valid
		SQ.02	Starbucks Reserve Plaza Senayan features an aesthetically pleasing dining area.	0.693		Valid
		SQ.03	Starbucks Reserve Plaza Senayan employees are always neatly dressed	-		Issued
		SQ.04	The decoration of Starbucks Reserve Plaza Senayan reflects the image of a superior coffee shop.	0.777		Valid
		SQ.05	The appearance of the Starbucks Reserve Plaza Senayan menu reflects the image of a superior coffee shop.	0.781		Valid
		SQ.06	Starbucks Reserve Plaza Senayan has an easy-to-read menu.	0.793		Valid
		SQ.07	Starbucks Reserve Plaza Senayan has a comfortable dining area.	0.751		Valid
		SQ.09	Starbucks Reserve Plaza Senayan has clean toilets.	0.673		Valid
		SQ.10	Starbucks Reserve Plaza Senayan offers a highly clean environment for dining.	0.628		Valid
		SQ.11	Starbucks Reserve Plaza Senayan has comfortable seating.	0.746		Valid
	Reliability	SQ.12	Starbucks Reserve Plaza Senayan employees deliver service on time as promised.	0.847	0.661	Valid
		SQ.13	Starbucks Reserve Plaza Senayan employees immediately fix anything	0.843		Valid

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		that does not meet customer expectations.			
	SQ.14	Starbucks Reserve Plaza Senayan employees serve exactly what the customer ordered.	0.739		Valid
	SQ.15	Starbucks Reserve Plaza Senayan employees provide timely service.	0.815		Valid
<i>Responsiveness</i>	SQ.16	During peak hours, Starbucks Reserve Plaza Senayan employees help each other to maintain the timeliness of service.	0.790	0.588	Valid
	SQ.17	During peak hours, Starbucks Reserve Plaza Senayan employees help each other to maintain the quality of service.	0.719		Valid
	SQ.18	Starbucks Reserve Plaza Senayan employees go the extra mile to handle special customer requests.	0.794		Valid
	SQ.19	Starbucks Reserve Plaza Senayan employees are always able to answer customer questions completely.	0.812		Valid
<i>Assurance</i>	SQ.20	Starbucks Reserve Plaza Senayan employees are able to make customers feel comfortable when relating to them.	0.835	0.613	Valid
	SQ.21	Starbucks Reserve Plaza Senayan is able to make customers feel safe consuming the products they sell.	0.757		Valid
	SQ.22	Starbucks Reserve Plaza Senayan employees are able to show themselves as competent Baristas.	0.712		Valid
	SQ.23	Starbucks Reserve Plaza Senayan shows support for employees to do their jobs well.	0.786		Valid
<i>Emphaty</i>	SQ.24	Starbucks Reserve Plaza Senayan employees always show sensitivity to customer needs.	0.864	0.696	Valid
	SQ.25	Starbucks Reserve Plaza Senayan employees prioritize personalized service to enhance customer experience.	0.852		Valid

Source: PLS-SEM Result (2024)

Table 3 confirms that all the indicators possess outer loading values between 0.400 and greater than 0.700, and AVE values greater than 0.500 to ensure convergent validity at the LOC level. Then, discriminant validity is established by checking the square root of AVE with other constructs. This test ensures that every latent variable is distinct from others. Discriminant validity is evaluated by the Heterotrait-Monotrait (HTMT) ratio, which must be below 0.9 for it to be considered valid. Statistical results of the assessment are as follows:

After the convergent validity test, the extracted average variance root will be compared with the discriminant validity for further assessment (AVE). Discriminant validity testing aims to ensure that each concept of a latent variable or construct differs from other variables. Discriminant validity is tested by looking at the Heterotrait-Monotrait (HTMT) value. Discriminant validity is met if the HTMT value is less than 0.9. The statistical results of the discriminant validity test of the measurement model can be seen in the following table:

Table 4. Results of HTMT Discriminant Validity Test

Variables	Ass	CL	CS	Emp	PP	Rel	Res	SQ	SA	Tan
Assurance										
Customer Loyalty	0.791									
Customer Satisfaction	0.816	0.871								
Emphaty	**	0.792	0.763							
Price Perception	0.696	0.853	0.856	0.718						
Reliability	**	0.845	0.821	**	0.806					
Responsiveness	**	0.875	0.816	**	0.834	**				
Service Quality	**	0.849	0.827	**	0.769	**	**			
Store Atmosphere	0.750	0.728	0.754	0.778	0.641	0.773	0.782	0.782		
Tangibility	**	0.870	0.792	**	0.764	**	**	**	0.782	

Source: PLS-SEM Result (2024)

Description:

** = Cannot test discriminant validity between LOC and HOC variables

Table 4 confirms that all variables have HTMT values below 0.900, which satisfies the requirements for discriminant validity. Testing for discriminant validity between LOC and HOC variables is not feasible. In addition, Fornell-Larcker criterion was utilized for further verification, and results are presented below.

Table 5. Results of Fornell's Discriminant Validity Test

Variables	Ass	CL	CS	Emp	PP	Rel	Res	SQ	SA	Tan
Assurance	0.783									
Customer Loyalty	0.683	0.763								
Customer Satisfaction	0.684	0.751	0.710							
Emphaty	0.815	0.660	0.619	0.834						
Price Perception	0.607	0.763	0.749	0.604	0.729					
Reliability	0.784	0.685	0.647	0.752	0.658	0.813				
Responsiveness	0.777	0.721	0.735	0.791	0.694	0.762	0.767			
Service Quality	0.924	0.779	0.740	0.887	0.713	0.898	0.891	0.711		
Store Atmosphere	0.631	0.629	0.635	0.628	0.554	0.608	0.627	0.700	0.745	
Tangibility	0.816	0.765	0.680	0.759	0.680	0.832	0.778	0.942	0.673	0.741

Source: PLS-SEM Processed Results (2024)

Table 5 demonstrates that all the variables possess higher AVE root values (bold) than their correlations with other variables, confirming that the constructs in this study satisfy the discriminant validity criteria.

Reliability Test

A questionnaire is consistent and reliable if the Cronbach's Alpha and Composite Reliability values are above 0.70. The statistical results are as follows:

Table 6. Results of Higher Order Construct Reliability Test

Variables	Cronbach's alpha	Composite reliability (rho_c)
Customer Loyalty	0.880	0.907
Customer Satisfaction	0.836	0.877
Price Perception	0.900	0.918
Store Atmosphere	0.839	0.882
Service Quality	0.955	0.959

Source: PLS-SEM Result (2024)

Table 6 indicates that all the variables have Composite Reliability and Cronbach's Alpha values greater than 0.7, confirming that all the constructs have achieved the specified reliability criterion.

Table 7. Results of Lower Order Construct Reliability Test

Variable	Dimensions	Cronbach's alpha	Composite reliability (rho_c)
Service Quality	Assurance	0.841	0.888
	Tangibility	0.881	0.906
	Responsiveness	0.765	0.851
	Reliability	0.742	0.854
	Emphaty	0.781	0.873

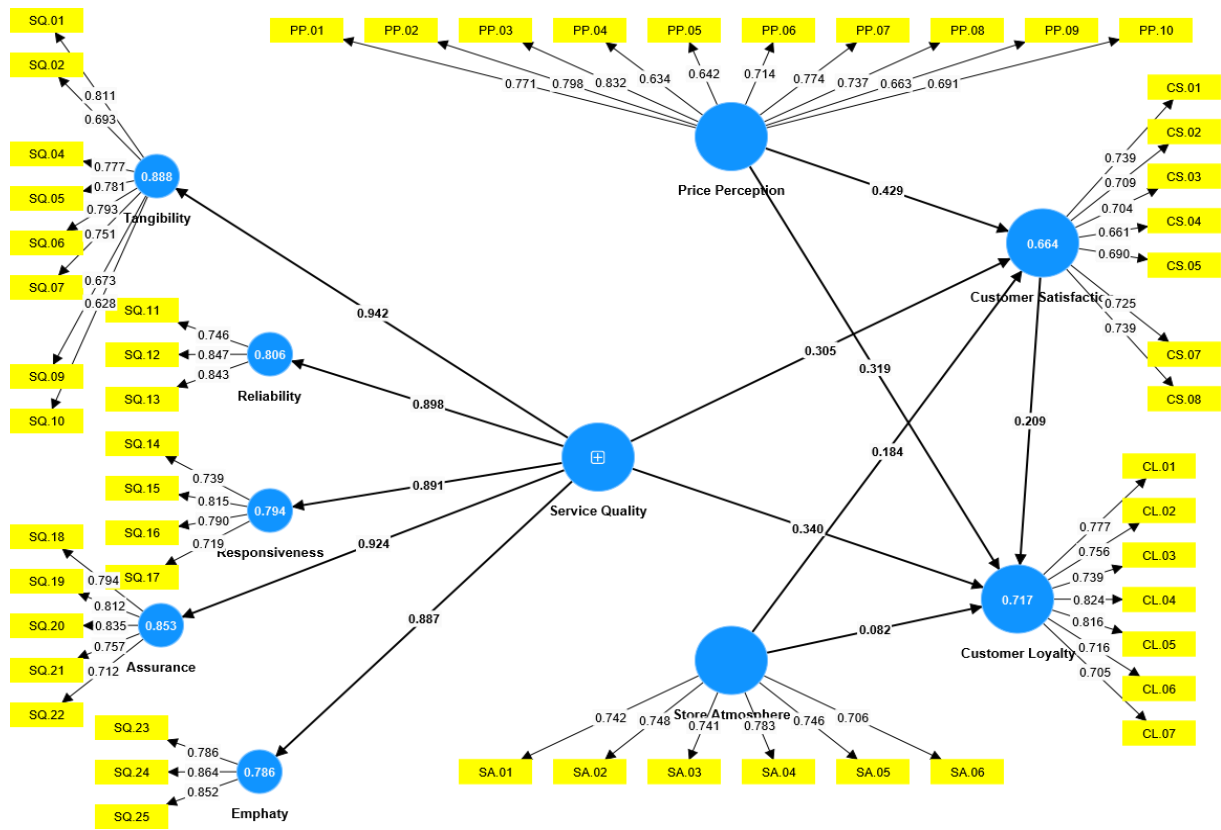
Source: PLS-SEM Processed Results (2024)

Table 7 indicates lower-order construct reliability test results, which says that all dimensions have Composite Reliability and Cronbach's Alpha greater than 0.7. Hence, all Service Quality construct dimensions are reliable based on the specified reliability standards.

Structural Model or Inner Model

The second stage of PLS-SEM analysis, inner model evaluation, examines the structural model for validity and robustness. This entails model fit tests using the Variance Inflation Factor (VIF), determination coefficient (R^2), predictive relevance of Q-Square (Q^2), and effect size (F^2). Path coefficient significance is also examined to validate hypotheses and predict relationships among latent variables. These tests ensure the validity and predictability of the model. The following section presents the inner model test results of this study.

Figure 3. Inner Model Test Results



Source: PLS-SEM Result (2024)

Multicollinearity

The multicollinearity test aims to determine whether the variables in the study have a correlation and a free or interrelated relationship; if the variance inflation factor (VIF) value is more than 5, then there is a multicollinearity issue in the research model, which will affect the path coefficient value (Sarstedt et al., 2021).

Table 8. Multicollinearity Test Results

Variables	Customer Loyalty	Customer Satisfaction
Assurance		
Customer Loyalty		
Customer Satisfaction	2.976	
Emphaty		
Price Perception	2.608	2.059
Reliability		
Responsiveness		
Service Quality	3.073	2.795
Store Atmosphere	2.084	1.984

Source: PLS-SEM Result (2024)

Table 8 indicates that all variables have VIF values below five, confirming the absence of multicollinearity issues and ensuring the research model's robustness.

F Square

F-Square (F^2) tests the variance of the difference in the R^2 value if certain exogenous variables are eliminated and evaluates the endogenous variable's substantive contribution. Values for F^2 are categorized into >0.02 (negligible effect), >0.15 (moderate effect), and >0.35 (significant effect). If an $F^2 \leq 0.02$, then independent variables do not affect the model or their impact is insignificant (Sarstedt et al., 2021). The following table presents the effect size measures, which indicate each independent variable's relative contribution to the research model's total explanatory power.

Table 9. F Square Test Results

Path of Influence	F-square	Remarks
Customer Satisfaction -> Customer Loyalty	0.052	Small Effect
Price Perception -> Customer Loyalty	0.137	Small Effect
Price Perception -> Customer Satisfaction	0.267	Medium Effect
Service Quality -> Customer Loyalty	0.133	Small Effect
Service Quality -> Customer Satisfaction	0.099	Small Effect
Store Atmosphere -> Customer Loyalty	0.011	No Effect
Store Atmosphere -> Customer Satisfaction	0.051	Small Effect

Source: PLS-SEM Result (2024)

Table 9 indicates that the Customer Satisfaction variable gives $F^2 = 0.053$, which is greater than the 0.02 threshold. This means that if Customer Satisfaction is dropped from the research model, it will slightly reduce the R^2 value of the Customer Loyalty variable.

Hypothesis Test Results

The hypothesis test results in this study can be determined by reviewing the p-value of the SmartPLS test output. At the 5% alpha level, the p-value is compared against 0.05, while the t-statistic is contrasted with the critical t-value of 1.65. The hypothesis test results are below.

Table 10. Hypothesis Test Results

	Hypothesis	Original sample	T statistics	P values	Remarks
H1	Price perception -> Customer satisfaction	0.429	7.479	0.000	Supported
H2	Service quality -> Customer satisfaction	0.305	4.335	0.000	Supported
H3	Store atmosphere -> Customer satisfaction	0.184	3.484	0.000	Supported
H4	Customer satisfaction -> Customer loyalty	0.209	2.585	0.005	Supported
H5	Price perception -> Customer loyalty	0.319	3.867	0.000	Supported
H6	Service quality -> Customer loyalty	0.340	3.961	0.000	Supported
H7	Store atmosphere -> Customer loyalty	0.082	1.238	0.108	Not Supported

Source: PLS-SEM Result (2024)

From Table 10, the hypothesis test results are as follows:

1. Price Perception has a p-value of 0.000, which is lower than 0.05, indicating that it significantly impacts Customer Satisfaction.
2. Service Quality has a p-value of 0.000, which indicates that it significantly impacts Customer Satisfaction.
3. The Store Atmosphere, with a p-value of 0.000, indicates a statistically significant impact on Customer Satisfaction.
4. Customer Satisfaction, with a p-value of 0.005, significantly impacts Customer Loyalty.
5. Price Perception's p-value is 0.000, which decides its significant impact on Customer Loyalty.
6. Service Quality's p-value is 0.000, and it has a significant impact on Customer Loyalty.
7. Store Atmosphere's p-value is 0.108 (greater than 0.05), and it doesn't have a statistically significant impact on Customer Loyalty.

The study's findings reveal that Price Perception significantly influences Customer Satisfaction as its p-value of 0.000 and t-statistic of 7.479 are greater than the critical value of 1.65. The positive initial sample value of 0.429 again confirms a strong relationship, which validates that the greater the Price Perception, the greater the Customer Satisfaction. These results coincide with the literature of Beaumais and Crastes dit Sourd (2024), (Beaumais & Sourd, 2024; Jullien et al., 2021; Zhong & Moon, 2020) That proved that having a positive perception of price fairness increases customer satisfaction. Customers who have the sense that the prices charged at Starbucks Reserve are fair in relation to quality and value have a greater likelihood of exhibiting satisfaction, which supports the hypothesis that value-based and fair prices sustain loyal customers. Service Quality is also a significant driver of Customer Satisfaction, with a p-value of 0.000 and a t-statistic of 4.335, confirming a strong positive relationship. The initial sample value of 0.305 indicates that higher Service Quality results in greater Customer Satisfaction. These findings are consistent with the findings of (Balinado et al., 2021; Borishade et al., 2021; Zygiaris et al., 2022), emphasizing the importance of service excellence in shaping customer attitudes. Customers who perceive high, consistent levels of service—such as friendly staff, timely service delivery, and competent baristas—are more likely to be satisfied overall, and return visits and positive word-of-mouth recommendations become more probable.

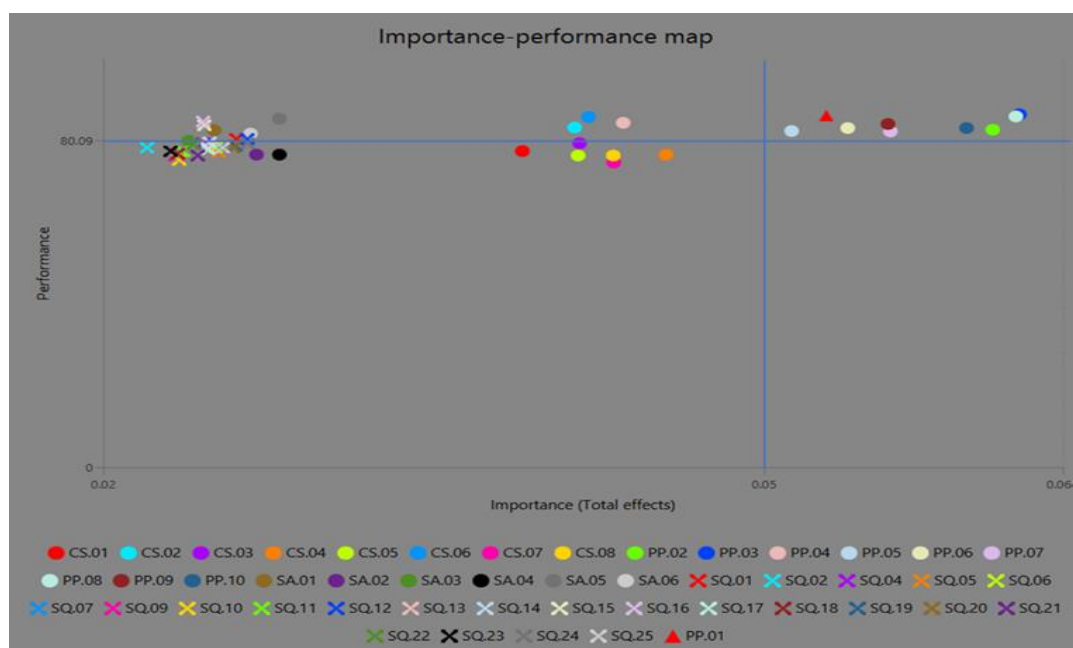
Store Atmosphere significantly impacts Customer Satisfaction with a p-value of 0.000 and a t-statistic value of 3.484. The positive sign of the correlation is captured through the original sample estimate of 0.184 as proof of an excellent store atmosphere raising the extent of customer satisfaction. This finding aligns with the previous research of Ndengane et al. (2021), highlighting the importance of the physical environment in creating an adequate consumer experience. An adequately created store atmosphere, including lighting, music, seat comfort, and cleanliness, defines an enjoyable and engaging coffee shop experience, leading to higher customer satisfaction. However, while Store Atmosphere positively influences satisfaction, store ambiance is not a very important contributor to Customer Loyalty. A t-statistic of 1.238 and a p-value of 0.108, below the threshold, indicate that store ambiance alone is not a sure determinant of ultimate loyalty. The first sample value of 0.082 reflects the existence of a weak positive effect, that is, while an enjoyable and visually attractive store environment is included in the consumer's shopping experience, it fails to result in repeat purchasing behavior or loyalty towards the brand. The result contradicts empirical facts inferred by Liu-Thompkins et al. (2022) and Vilnai-Yavetz et al. (2021) that the

store environment directly affects customer loyalty (Liu-Thompkins et al., 2022). A plausible reason for this gap is that although ambiance increases satisfaction in the short run, other attributes such as the price, consistency of service, and brand experience contribute much more toward loyalty in the long run.

Customer Satisfaction leads to Customer Loyalty with a p-value of 0.005 and a t-statistic of 2.585. The sample value of 0.213 supports the theory that higher satisfaction levels are strongly associated with higher customer loyalty. This finding is consistent with the findings of Slack et al. (2020), Dam and Dam (2021), and Supriyanto et al. (2021), which established that satisfied customers have a higher likelihood of repeat purchase behavior, emotional brand attachment, and recommendation of the brand to others (Dam & Dam, 2021). Price Perception also directly and significantly influences Customer Loyalty, with a p-value of 0.000 and a t-statistic of 3.867. The first sample value of 0.319 corroborates a strong positive correlation, confirming that customers who perceive fair prices from Starbucks Reserve will be loyal to the firm. The finding coincides with the previous study of Hride et al. (2022), Beaumais and Crastes dit Sourd (2024), and Shen and Yahya (2021) which established that price fairness enhances trust and customer loyalty over the long term (Shen & Yahya, 2021).

Similarly, Service Quality significantly influences Customer Loyalty, with a p-value of 0.000 and a t-statistic of 3.961. The starting sample value of 0.340 is positive, which means that higher service experience corresponds to higher levels of loyalty. This supports Fida et al. (2020) and Supriyanto et al. (2021) studies on how consistent service quality leads to customer trust and long-term loyalty to the brand. Customers treated to quality employee services, prompt service delivery, and personalized services will surely return to Starbucks Reserve and become brand ambassadors by recommending the brand. Overall, the study confirms Price Perception, Service Quality, and Store Atmosphere as determinants of Customer Satisfaction, which, in turn, reinforces Customer Loyalty.

Figure 4. IPMA Indicator Test Results



Source: PLS-SEM Result

However, according to the results, it is indicated that Store Atmosphere does not directly influence Customer Loyalty as noted in a T-statistic of 1.238 and a P-value of 0.108 higher than the 0.05 significance level. This suggests that even though a better store atmosphere results in high customer satisfaction, it does not necessarily become loyalty unless complemented by other key drivers of customer loyalty like price and service quality. Instead, Store Atmosphere indirectly influences Customer Loyalty via Customer Satisfaction as an intervening variable. Moreover, the Importance-Performance Map Analysis (IPMA) findings support this discovery by showing that while Store Atmosphere affects satisfaction moderately, its general importance in influencing loyalty is lesser than Service Quality and Price Perception. These findings underpin luxury coffee shops to emphasize service excellence and value-oriented pricing schemes combined with in-store ambiance enhancements to effectively drive customer loyalty.

The findings emphasize the need for service quality and price positioning in customer retention. The premium pricing of Starbucks Reserve necessitates clear value rationalization to maintain customer trust. In addition, although store atmosphere enhances satisfaction, its effect on long-term loyalty is uncertain, and therefore, further studies on potential moderating variables such as brand commitment and perceived exclusivity are suggested. This study contributes to consumer behavior literature by placing customer retention within luxury coffee brands.

CONCLUSION

The outcome of this present study supports that price perception is one of the significant contributors to customer satisfaction at Starbucks Reserve Plaza Senayan. The customers with the perception that the price is acceptable according to the perceived value they have are better in the State of satisfaction, supporting the previous studies of Beaumais and Crastes dit Sourd (2024) and Jullien et al. (2021), in which perceived price fairness is accorded more weight. Service Quality is also the key driver of Customer Satisfaction because staff friendliness, responsiveness, and expertise play an important role in the customer experience. This corresponds with previous work by Balinado et al. (2021) and Jeaheng et al. (2020), which cites the positive impact of service excellence on consumer attitude.

Store Atmosphere is also a positive push factor for customer satisfaction, evidenced by its amiable atmosphere, well-organized layout, and welcoming outlook. This finding supports Francioni et al. (2018) and Ndengane et al. (2021), whose research revealed ambiance as the major driver of customer interest. However, Store Atmosphere positively pushes customer satisfaction compared to customer loyalty directly. This result differs from studies such as Vilnai-Yavetz et al. (2021) and Liu-Thompkins et al. (2022), which showed a direct correlation between atmosphere and loyalty and suggested that consumer preference or situational factors can be moderators of this correlation.

Customer Satisfaction is a significant mediator in forming Customer Loyalty, as shown by Slack et al. (2020) and Supriyanto et al. (2021). Although a more pleasant store setting determines satisfaction, Service Quality and Price Perception more closely influence loyalty. These results

indicate that Service Quality and Price Perception directly impact Customer Satisfaction, subsequently driving Customer Loyalty.

These findings are highly relevant for Starbucks Reserve Plaza Senayan. Starbucks can emphasize ethical and transparent pricing policies and Service Quality improvement with continuous employee training and process simplification to boost Customer Loyalty. Store Atmosphere optimization is also essential to its premium positioning but must be complemented by mechanisms directly affecting loyalty, i.e., providing personalized offers and customer interaction opportunities. By synthesizing these discoveries, Starbucks can create an integrated strategy for sustaining long-term customer relationships in a competitive environment.

Despite its contribution, there are some limitations within this study. Firstly, the population is limited to Starbucks Reserve Plaza Senayan Jakarta and is not representative of customers in other areas or markets. In addition, the research relies on self-report data from the questionnaire surveys, potentially subject to response bias. Lastly, the present study does not consider customer retention over the long term, which will be addressed through future studies. Further studies should consider more extensive geographical coverage, longitudinal data, and additional moderating variables to promote knowledge on customer loyalty in the high-end coffee industry.

Implications and Recommendations

The findings of this study highlight the necessity for Starbucks Reserve Plaza Senayan to enhance the comfort and hygiene of seating, particularly during busy hours. Although the brand is positioned as premium, certain customers perceive the seating layout and general cleanliness as potential areas for enhancement. This aggravates during peak hours and can affect Customer Satisfaction and Loyalty.

To address this, Starbucks Reserve should have some employees who will be tasked with maintaining the cleanliness and the seating at busy times, i.e., 11:00 - 13:00 and 18:00 - 21:00. Having a regularly cleaned and comfortable setting will improve the overall customer experience, which will strengthen loyalty and positive brand image.

In addition, the study further indicates that Price Perception is of little concern for consumers. However, to remain competitive with low-price local coffee brands but with the comfort of seats, Starbucks Reserve should focus on making the product appear more precious to consumers. This can be achieved through differentiated products, bespoke promotions, or longer customer outreach programs that deserve premium prices.

For future studies, a yet more specific comparison between generations, such as the one between Millennials and Generation Z, would prove valuable in providing information on customers' tendencies and behavior. Business firms could develop more specialized marketing strategies that allow Starbucks Reserve to keep responding to evolving customer' demands and preferences among the diversified customer base.

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