

## **ENHANCING CUSTOMER SATISFACTION AND LOYALTY AT THE WALKING DRUMS ANCOL: A STRATEGIC APPROACH**

**Yusalia Indah Nabila**

Institut teknologi bandung

Email : yusalia\_indah@sbm-itb.ac.id

---

### **Abstract**

*This study aims to analyze customer satisfaction and loyalty at Walking Drums Ancol through a strategic marketing approach. The increasing number of cafes in Jakarta has led to intense competition, making customer satisfaction and loyalty essential for business sustainability. This research employs a quantitative approach using survey methods and statistical analysis with SmartPLS software. The study focuses on the influence of the 7P marketing mix—Product, Price, Promotion, Place, People, Process, and Physical Evidence—on customer satisfaction and loyalty. The results indicate that Physical Evidence, Process, and Promotion significantly impact customer satisfaction, while People, Price, and Place show no significant effect. Similarly, Physical Evidence and Process significantly influence customer loyalty, whereas People, Price, Place, and Promotion do not show a strong relationship. The findings highlight the importance of service quality, a seamless customer experience, and strategic promotional efforts in enhancing customer satisfaction and loyalty. This research provides valuable insights for café businesses in Jakarta to refine their marketing strategies and improve long-term customer retention.*

**Keywords:** customer satisfaction, customer loyalty, marketing mix, walking drums, café industry, jakarta

---

### **INTRODUCTION**

In today's era, there are so many cafes in Jakarta. Almost every street corner in Jakarta has a cafe, both simple and large, the continued growth of the cafe industry in Jakarta is not only driven by the economic development of its people, but also triggered by the development of its people's lifestyles and newcomers, both tourists and students. A cafe is a place that serves various types of coffee prepared by a barista or someone who is in charge of making coffee (Effendi & Chandra, 2020). As a metropolitan city, Jakarta currently has more than 100 modern coffee shops or Coffee Shops (Amelia & Jatiningrum, 2020). The accuracy of the strategy used is a determining factor for the success of the cafe in marketing its products. When determining a marketing strategy, marketers need to examine each characteristic of consumer behavior by knowing what the basic reasons are for consumers to make repeat purchases of the products being marketed, then the right strategy to use can be determined. One of the most famous cafes in Jakarta is Walking Drums Café.

Walking Drums is one of the businesses owned by PT Seribu Satu Rasa with a café concept. Café is a place to eat and drink fast food and provide a relaxed or non-formal atmosphere, besides that it is also a type of restaurant that provides seating inside and outside the restaurant. Walking drums has been established for more than 10 years in culinary business. Their leadership team continually strives to create culture that shows every team member has personal ownership In quality and most importantly is customer satisfaction. Walking drums has stylish culinary experienced, up to date and commercially connected with the right targeted market. In Indonesia, especially in Jakarta, Cafes are very competitive. Cafes are part of the millennial generation's lifestyle that cannot be missed in everyday life. Previously, cafes only sold fresh drinks, heavy meals and snacks, plus coffee as a mainstay product, but now some cafes use innovative strategies such as serving menus to attract customer interest. Many millennial generations are now starting to be open to a

lifestyle that cares more about the environment. This is also a consideration for the cafe founder at this time, with the aim of increasing customer satisfaction and loyalty.

In achieving customer satisfaction and customer loyalty, companies must improve and control marketing strategies well. So in marketing products or services in a company, an easy and flexible approach is needed which is called a marketing mix strategy (Ismawati et al., 2025). According to (Fandy, 2020) the marketing mix is a set of tools used by marketers to shape the characteristics of the services offered to customers. Marketing mix strategies can achieve organizational and customer goals. One of the service marketing strategies is the 7p marketing mix strategy consisting of Product, Price, Promotion, Place, People, Process, Physical Evidence. The 7p marketing mix strategy is used to generate the desired response in the target market.

Products greatly influence customer satisfaction, when the product obtained by the customer is good with a price worth it, the customer will be satisfied. Research on the influence of products on customer satisfaction has been conducted by (Wijaya, 2017) and (People, 2016) concluded that products have a significant influence on customer satisfaction, but research conducted (Setio & Wahjudono, 2020) concluded that products do not have a significant effect on customer satisfaction. Product quality is a factor that influences customer loyalty. If the company offers a product with good quality that can satisfy its customers, it will affect the possibility of repurchasing the product so that customer loyalty occurs to the product. The results of research by Sulityawati et al., (2018) (KM & Panam, n.d.) concluded that products have a significant effect on customer loyalty, while the results of research by Ningsih et al., (2019) stated that products do not have a significant effect on loyalty.

The prices available on products marketed to consumers can affect customer satisfaction because prices are often used as a reference by consumers. However, customer satisfaction is achieved when the price of the product desired by the customer matches the quality obtained. Research conducted by (Dhita et al., 2022) and Setio and Wahjudono (2020) concluded that price has a significant effect on customer satisfaction, but in contrast to research by (Larasati & Aji, 2019) which concluded that price does not have a significant effect on customer satisfaction. Price greatly determines customer loyalty. Price can make customers loyal when the quality products offered have a reasonable price. Based on research by Dhita et al., (2022) and (Hamdali & Melinda, 2021), it was concluded that price has a significant effect on customer loyalty, while research by (Oktarini & Wardana, 2018) concluded that price does not have an effect on customer loyalty.

Promotion is one of the important aspects of marketing activities, because promotion can influence consumer behavior towards consumer products. With the many promotions held by the company, many customers are curious and try to buy products or services and in that process customer satisfaction occurs. The results of research by (Maisa & Widodo, 2020) and (Sentiana, 2018) stated that promotion has a significant effect on customer satisfaction, but in contrast to research by Hamdali & Melinda (2021) which stated that promotion does not have a significant effect on customer satisfaction. Promotion is very important to create customer loyalty, by doing promotions creating opportunities for the product to spread by word of mouth. The results of research by (Tjahjaningsih, 2016) and Sulityawati et al., (2018) concluded that promotion has a significant effect on customer loyalty, while the results of research by Hamdali & Melinda (2021) and (Akbar, 2016) concluded that promotion does not have a significant effect on customer loyalty.

Places that influence customer satisfaction are places of business that have strategic locations and are easy to reach. Based on research by Farida et al., (2016) and Setio and Wahjudono (2020), it was concluded that the results of the study explained that place had a significant effect on customer satisfaction, while research by Agribisnis et al. (2020) explained that place did not have a significant effect on customer satisfaction. A strategic place, having a large parking lot, and lots of transportation facilities to get to the company are some of the things that make customers loyal. Customer loyalty is created when the

customer feels comfortable and is beneficial for the customer. The results of research by Muhammad (Samuel & Ramadhan, 2022) and (Hadinnisa, 2018) concluded that place had a significant effect on customer loyalty, while research by Selang (2013) concluded that place did not have a significant effect on customer loyalty.

In achieving customer satisfaction, training is needed for employees on duty to be able to provide the best service to consumers. The results of research by Farida et al., (2016) and (Gemina & Rosadi, 2018) explain that people have a significant influence on customer satisfaction, while the results of research by Larasati & Aji (2019) explain that people do not have a significant influence on customer satisfaction. People will influence customer loyalty if employees or staff in the company are friendly, professional, and have an attractive appearance. Based on the results of research by (Haryono, 2017) and (Andi et al., 2023), it was concluded that people have a significant influence on customer loyalty, but in contrast to the results of research by Kusumo (2016) who concluded that people do not have a significant influence on customer loyalty.

The process includes how the company serves each customer's request, starting from when the customer orders until the customer finally gets what they want to achieve customer satisfaction. The results of research by Dhita et al., (2022) and Farida et al., (2016) concluded that the process has a significant effect on customer satisfaction, but the results of research by Setio and Wahjudono (2020) concluded that the process does not have a significant effect on satisfaction. The process in the company will affect customer loyalty if the process implemented by the company is easy, fast, and more efficient which makes customers more comfortable and loyal, based on research by Kusumo (2016) explaining that the process has a significant effect on customer loyalty, while research by (Karianto et al., 2021) shows that the process variable does not have a significant effect on customer loyalty.

Physical evidence is something that is clearly involved and also influences the decision-making process carried out by customers in using goods or services or making purchases of goods offered by manufacturers. The results of research by Larasati & Aji (2019) and Farida et al., (2016) prove that physical evidence has a significant influence on customer satisfaction, but in contrast to the results of research by Setio and Wahjudono (2020) which prove that physical evidence does not have a significant influence on customer satisfaction. Physical evidence on customer loyalty can choose a significant or insignificant influence, because the influence of physical evidence in some companies greatly influences loyalty. Based on the results of research by Isnanda (2017) and Hadinnisa (2018), it was concluded that physical evidence has a significant influence on customer loyalty, while research by (Saputri, 2018) and Haryono (2017) concluded that physical evidence does not have a significant influence on customer loyalty.

The organization should make sure that they are providing full service, equivalent to their monetary value. This will increase the number of customers and holds the long-term relationship between the customer and the organization. And the existing customer will help to attract the new customers by providing or sharing the information about the products and services of the companies. Satisfaction means to feel content after what the person desired or wanted. It is difficult to know whether the customers are satisfied with the availability of the product or services. So, giving satisfaction to the customers is not an easy task, for this different factor is needed to be taken into consideration. Nowadays, competition can be noticed between the business organizations and marketplaces everywhere and has been one of the challenging tasks for the competitors. Though it seems to be tough in the growing market, competitors are developing their marketing channels effectively.

One of the important aspects to ensure the attention of the customers is to provide the best and the most favorable products at this competing market. If a customer's satisfaction is earned, then it is sure that customer loyalty will also come along with it. Moreover, in the absence of the customer, a business organization would not exist. In order

to increase the number of the customers, development of customer's satisfaction is very important. In terms of achieving business goals, these two terms are very important. Hence, the relation of customers and the business organization or market is, therefore, the most important one.

### **Research Questions and Research Objectives**

#### **Research Questions**

Based on the background of the problem above, the questions in this study are as follows:

1. How are the internal and external conditions of Walking Drums Restaurant and Café Ancol?
2. What are the factors that influence marketing strategies customer satisfaction and loyalty at the Walking Drums Restaurant and Cafe Ancol?
3. What marketing strategy is suitable to apply to walking drums?

#### **Research Objectives**

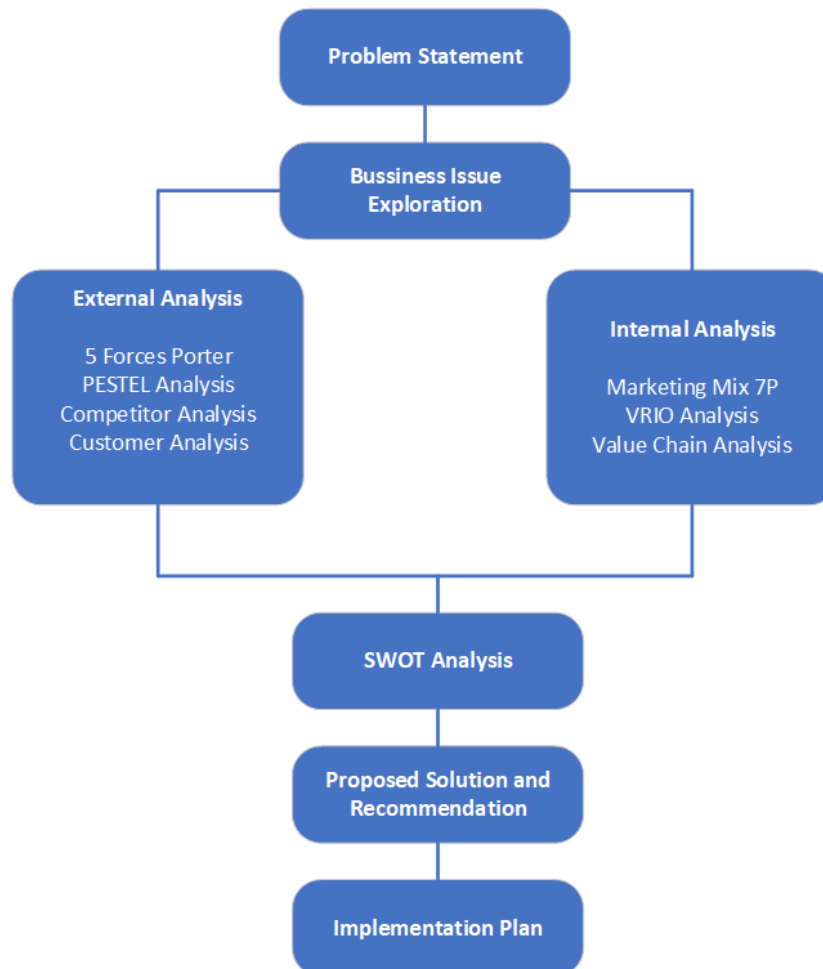
Based on the research questions above, the objectives of this research are as follows:

1. To find out and assess the current internal and external conditions of Walking Drums Restaurant and Cafe Ancol.
2. To find out and analyze the factors that influence marketing strategies towards customer satisfaction and loyalty at the Walking Drums Restaurant and Cafe Ancol.
3. To find out what marketing strategy is suitable to apply to walking drums.

### **RESEARCH METHODS**

#### **Research Design**

This study uses a quantitative approach. A quantitative approach is a research approach that allows for the recording and analysis of research data results with certainty using statistical calculations (Patimah & Nurfauzan, 2022). While this type of research uses quantitative descriptive, quantitative descriptive research analysis is used to analyze data by describing or depicting the collected data as it is without intending to make conclusions that apply to the public or generalization (Sugiyono, 2018). Below is the research design for this research.

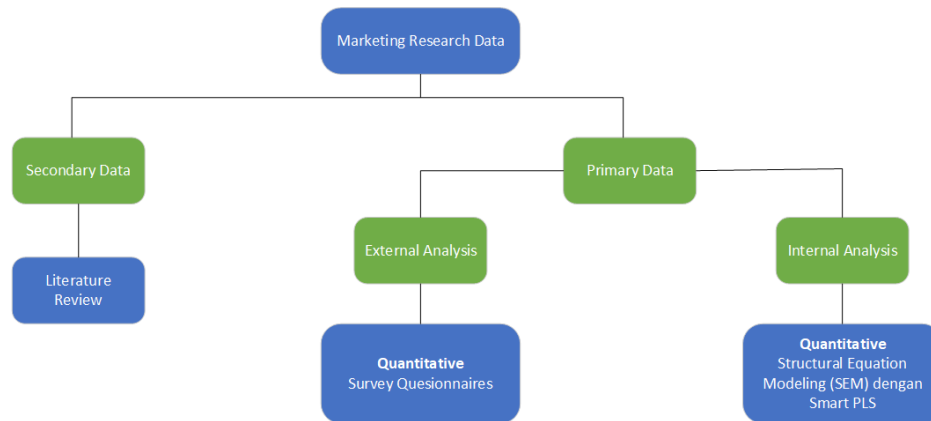


**Figure 1.** Research Design

This research design is quantitative research with a survey or descriptive method research design. Research design is a design used to provide information related to the prevalence, distribution, and relationship between variables in a population, no intervention (Sugiyono, 2018). Survey research design is a quantitative research procedure carried out to obtain descriptions of attitudes, behaviors, and characteristics of the population obtained through samples in the population.

#### **Data Collection Methods**

This study uses quantitative data collection techniques (questionnaires) to obtain the data needed in the study. The purpose of the study is to obtain data, so the data collection method is one of the most important steps in a study. Researchers who conduct research will not get the desired data if they do not know the method of data collection. (Sugiyono, 2018) Data collection can be done in various settings, various sources, and various ways. This chapter will explain the study's methodology, please see Figure 3.2 below.



**Figure 2. Classification of Marketing Research Data**

Data collection method using questionnaires, questionnaires are a method of collecting data by creating or compiling a list of questions in detail and completely. The questionnaire is submitted to respondents to be answered freely without any influence from the researcher. According to (Sugiyono, 2019) a questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer. A questionnaire is an efficient data collection technique if the researcher knows for sure the variables to be measured and knows what can be expected from the respondents. In this study, the measurement scale used is the Likert scale. The measured variables are broken down into variable indicators. The answers to each item of the Likert scale instrument have different score weights. In the Likert scale, the highest score is given to the answer alternative that the researcher highly expects according to the research objectives, and the lowest score is given to the answer alternative that is highly undesirable (Silaen, 2018).

**Table 1. Likert Scale Scores**

Answer Criteria	Information	Score
SA	Strongly Agree	5
A	Agree	4
N	Neutral	3
DA	Don't Agree	2
SD	Strongly Disagree	1

### Data Analysis Method

Data analysis in this study used structural equation modeling (SEM) with Smart PLS (Partial Least Squares) software. PLS (Partial Least Squares) is a variance-based structural equation analysis that can test measurement models as well as test structural models. Some reasons for using PLS-SEM are high concordance, the larger the sample, the higher the concordance, statistical power of the data, can be used to test predictive effects between latent variables, including mediation or moderation effects, can be used for reflective and formative models that do not require normally distributed data and can be run on small samples (Hair et al., 2017). Based on Rambut et al., (2017) PLS path model consists of two elements. First, the structural model (also called the internal model in the context of PLS-SEM), which shows the relationship (path) between constructs or between variables. Second, the measurement model that is built (also called the external model in PLS-SEM), which shows the relationship between constructs and indicator variables.

### Outer Model

The external model, often referred to as the relational model or external measurement, is a model that defines how each indicator block is related to its latent variables. The measurement model is used to test the construct validity and reliability of the instrument. Validity testing is used to determine the ability of a research instrument to measure what it should measure, while reliability testing is used to measure the consistency of a measuring instrument in measuring a concept, and can also be used to measure the consistency of respondents in answering a questionnaire question or problem research instrument.

#### **a. Convergent Validity**

Convergent validity is related to the principle that structural indicators must be highly correlated, and the convergent validity test with reflective indicators in PLS is based on the load factor indicator (correlation between item scores/component scores and structure scores) that measures the structure of the indicator to be evaluated. The higher the factor loading value, the more important the role of the loading in explaining the factor matrix. To evaluate the effectiveness of convergence, the loading factor value must be greater than 0.7 and the average variance extraction value must be greater than 0.5.

#### **b. Discriminant Validity**

Discriminant validity is related to the principle that different structural measures should not be highly correlated. Discriminant validity tests are assessed based on the size of the cross-loading with this construct. Another method used to assess discriminant validity is to compare the root of the AVE for each construct with the correlation between that construct and the other constructs in the model. A model has sufficient discriminant validity if the root of the AVE for each construct is greater than the correlation between the other constructs in the model.

#### **c. Composite Reliability**

PLS also uses reliability tests to measure the internal consistency of measurement instruments. Reliability shows the accuracy, consistency, and precision of a measuring instrument in making measurements. Reliability tests in PLS can use two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of the construct reliability value, while composite reliability measures the actual construct reliability value. However, when estimating the internal consistency of a structure, composite reliability is considered better. The rule of thumb for alpha and Composite reliability values must be greater than 0.7, although a value of 0.6 is still acceptable (Hair et al. 2017). However, in reality, if construct validity is met, then the internal consistency test is not absolute, because a valid construct is a reliable construct, and vice versa a reliable construct is not necessarily valid.

#### **Inner Model**

The structural model in PLS tests the significance between constructs in the structural model by using  $R^2$  to evaluate the dependent construct, path coefficient value, or t value for each path. The  $R^2$  value is used to measure the degree of change in the independent variable to the dependent variable, the higher the  $R^2$  value.

#### **a. R-Square**

The  $R^2$  value is used to measure the degree of change from the independent variable to the dependent variable. The higher the  $R^2$  value, the better the prediction model of the proposed research model. For example, if the  $R^2$  value is 0.7, it means that 70% of the change in the dependent variable can be explained by the independent variable, while the rest is explained by other variables outside the model. However,  $R^2$  is not an absolute parameter to measure the accuracy of a prediction model, because the basis of the theoretical relationship is the most important parameter to explain causality.

#### **b. Path Coefficients**

The path coefficient indicates the relationship or level of influence of the underlying construct on the guidance process. Hypothesis testing is related to testing the relationship between variables, and hypothesis testing is done by looking at the partial test

results for each variable. To see whether the exogenous variable has an influence on the endogenous variable, it can be seen from the comparison of the t-statistic value and the t-table value. Significant if the t-statistic value is greater than the t-table value, conversely it is not significant if the t-statistic value is smaller than the t-table value. Therefore, the path coefficient value indicates the level of significance in hypothesis testing. The path coefficient score or internal model indicated by the T statistic must be higher than 1.96 for a two-way hypothesis and 1.64 for a one-way hypothesis when tested at 5% alpha and 80% power (Hair et al. 2017).

### c. Q-Square Test

The procedure is used to calculate the Q2 score, and the QSquare test in PLS is used to establish predictive correlation in the model. Q-square measures how well the observations and parameter estimates produced by the model match. A Q2 value above zero provides evidence that the model has predictive correlation, and if Q2 is below zero, the model does not have predictive correlation.

**Table 2.** Q-Square Test Measurement Scale

Criteria	Observation Results
$Q_{\text{Square}} > 0$	Good
$Q_{\text{Square}} \leq 0$	Not good

## RESULTS AND DISCUSSION

### Descriptive Analysis

The research was conducted by distributing questionnaires directly to each research respondent who was an employee of the company. The questionnaires distributed to the respondents were filled out completely and were successfully received back by the researcher. The distributed research questionnaires have respondent characteristics which will help researchers in seeing the profile or identity of the research object that is linked to the research results.

### Respondent Profile Based on Gender

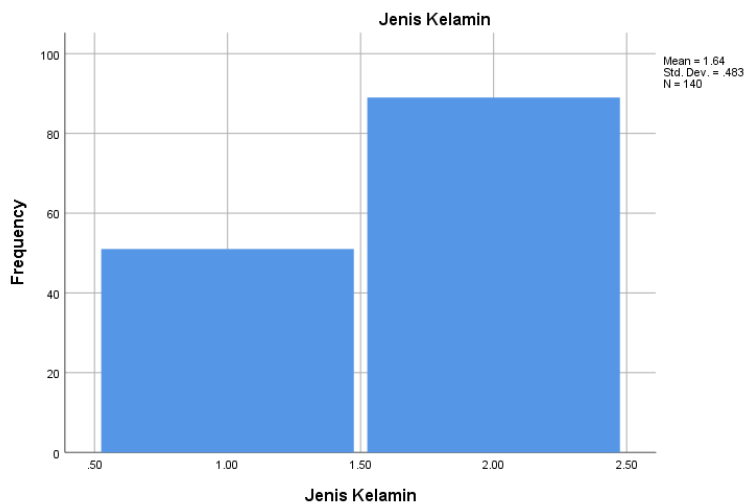
The results of the respondent analysis based on the gender distribution of the 140 respondents studied can be seen in table 3 below:

**Table 3.** Respondents by Gender

Gender	Frequency	Percent (%)
Man	51	36.4
Woman	89	63.6
Total	140	100.0

Based on the table above, it is also explained in the graph below:





**Figure 3. Respondents by Gender**

Based on Table 3, it is known that from 140 respondents, there is a percentage of 36.4% for male gender, while for female it is 63.6%. Thus, it can be concluded that the majority of respondents in this study are female with a percentage of 63.6%.

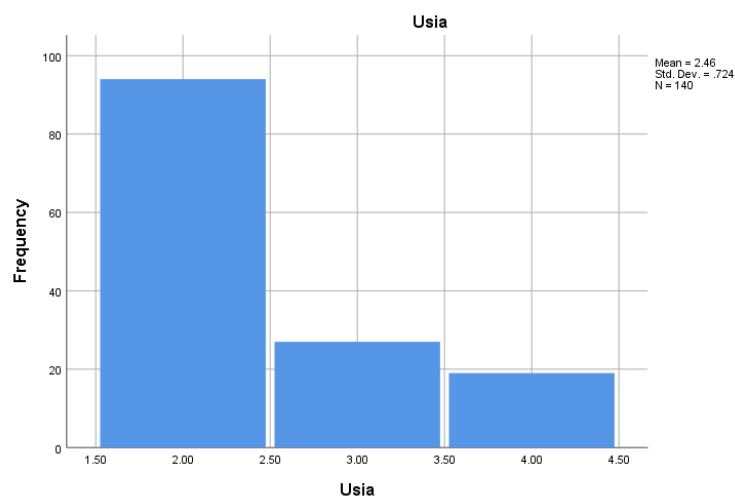
#### **Respondent Profile Based on Age**

The results of the respondent analysis based on the age distribution of the 140 respondents studied can be seen in table 4 below:

**Table 4. Respondents by Age**

Age	Frequency	Percent (%)
19-25 Years	94	67.1
26-35 Years	27	19.3
>36 Years	19	13.6
Total	140	100.0

Based on the table above, it is also explained in the graph below:



**Figure 4. Respondents by Age**

Based on Table 4.2, it is known that from 140 respondents, there is a percentage of 67.1% for the age of 19-25 years, there is a percentage of 19.3% for the age of 26-35 years, while for the age > 36 years it is 13.6%. Thus, it can be concluded that the majority of respondents in this study are aged 19-25 years with a percentage of 67.1%.

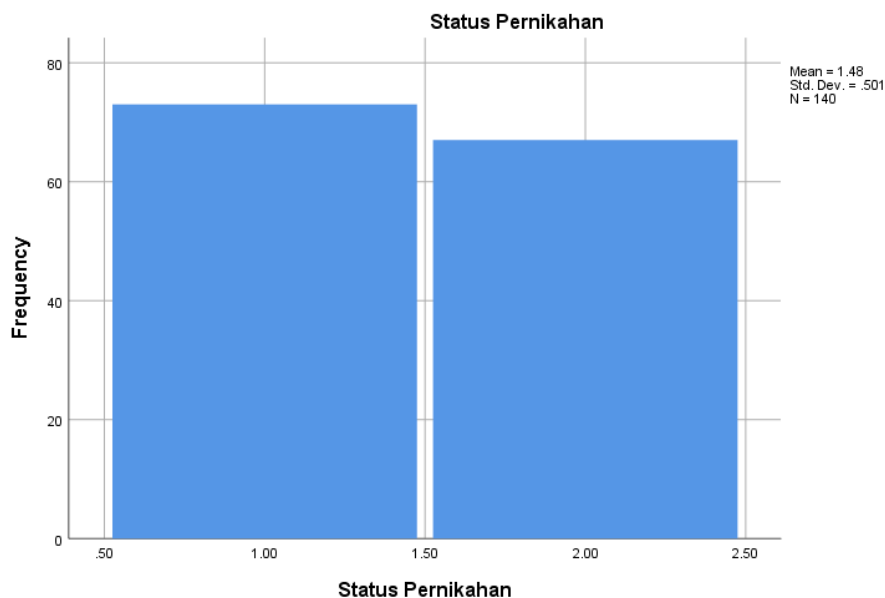
#### **Respondent Profile Based on Marital Status**

The results of the respondent analysis based on the distribution of Marital Status of the 140 respondents studied can be seen in table 5 below:

**Table 5.** Respondents Marital Status

Marital status	Frequency	Percent (%)
Married	73	52.1
Not married yet	67	47.9
Total	140	100.0

Based on the table above, it is also explained in the graph below:



**Figure 5.** Respondents Marital Status

Based on Table 5, it is known that from 140 respondents, there is a percentage of 52.1% for married status, while for unmarried status it is 47.9%. Thus, it can be concluded that the majority of respondents in this study are married with a percentage of 52.1%.

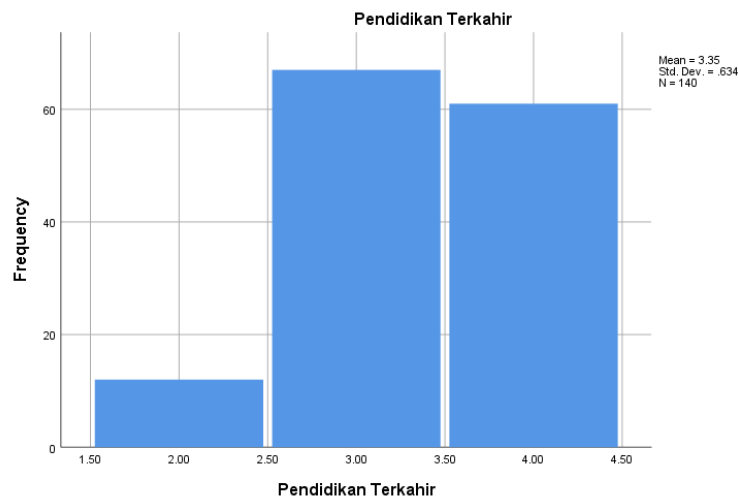
#### **Respondent Profile Based on Last Education**

The results of the respondent analysis based on the distribution of the Last Education of the 140 respondents studied can be seen in table 4.4 below:

**Table 6.** Respondents' Last Education

Last education	Frequency	Percent (%)
SMA	12	8.6
Diploma (D1/D2/D3)	67	47.9
Sarjana (S1/S2/S3)	61	43.6
Total	140	100.0

Based on the table above, it is also explained in the graph below:



**Figure 6. Respondents' Last Education**

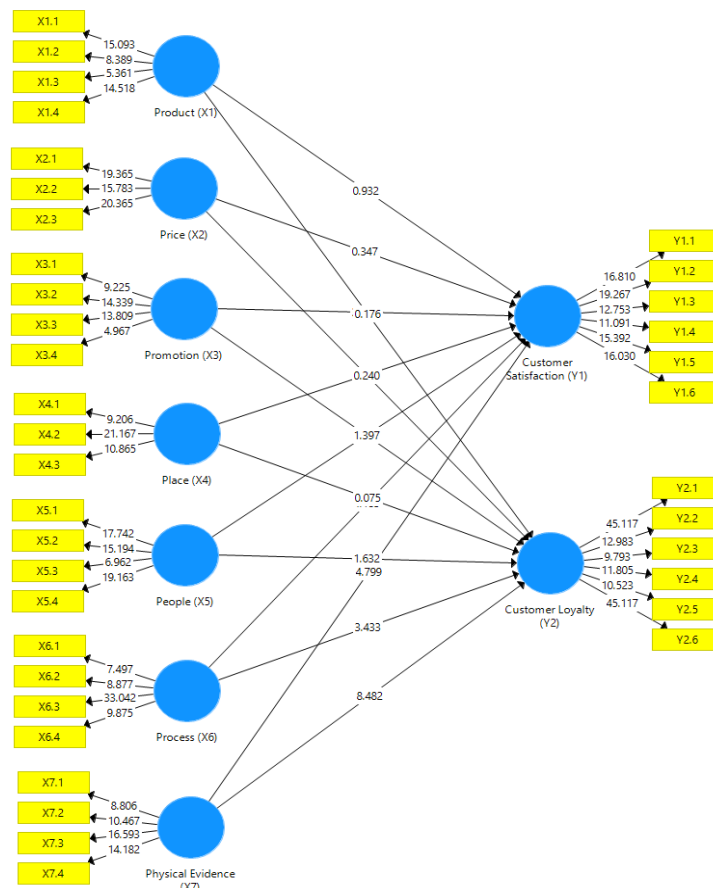
Based on Table 6, it is known that from 140 respondents, there is a percentage of 8.6% for High School Education, while for Diploma Education (D1/D2/D3) it is 47.9% and for Bachelor Education (S1/S2/S3) it is 43.6%. Thus, it can be concluded that the majority of respondents in this study have Diploma education (D1/D2/D3) with a percentage of 47.9%.

#### **Outer Model Testing**

Outer Model or Measurement Model testing is used to test the validity and reliability of the instrument. The Outer Model test aims to specify the relationship between latent variables and their indicators. Validity testing is carried out to determine the ability of the research instrument to measure what should be measured or the accuracy of the research instrument, carried out by calculating the correlation value of each indicator item value to the total value of all indicators in a variable. While the reliability test is used to measure the consistency of the measuring instrument in measuring a concept. There are three criteria in the use of Data Analysis Techniques with SmartPLS to assess the Outer Model, namely Convergent Validity, Discriminant Validity and Composite Reliability.

#### **Convergent Validity**

Validity is assessed by looking at the convergent validity or the size of the original sample estimate or loading factor for each construct based on the correlation between the indicator and its construct estimated using PLS software. Indicators with low loading values indicate that the indicator does not work on its measurement model. So the expected loading factor value is above 0.70 which means it is said to be high, and the Average Variance Extracted value must be greater than 0.5. The output results from Smart PLS for Outer Loading are as shown in the following image:



**Figure 7. Outer Loading**

Based on Figure 7 above, the output results above, it has been found that all indicators have an Outer Loading of more than 0.70 so that all indicators are declared valid.

**Discriminant Validity**

Discriminant Validity Testing is used to test the validity of the construct and its indicators. Assessed based on the cross loading value which shows the magnitude of the correlation between each construct and its indicators and indicators from other block constructs. A model can be said to have good discriminant validity measurements if the correlation between the construct and its indicators is higher than the correlation with indicators from other block constructs.

**Table 7. Discriminant Validity**

	Customer Satisfaction	People	Physical Evidence	Place	Price	Process	Product	Promotion
Customer Satisfaction	0.678							
Customer Loyalty	0.661							
People	0.630	0.694						
Physical Evidence	0.836	0.618	0.677					
Place	0.606	0.745	0.578	0.715				
Price	0.664	0.613	0.635	0.582	0.764			
Process	0.835	0.695	0.807	0.690	0.691	0.712		
Product	0.667	0.643	0.680	0.608	0.766	0.679	0.677	
Promotion	0.746	0.698	0.681	0.632	0.734	0.692	0.777	0.645

Based on table 7 above, the cross loading results show that the correlation value of the construct with its indicators gives a greater value than the correlation value with other constructs. Thus, this study already has good discriminant validity for all constructs or variables, where each indicator in the construct has a better value than the indicators in other blocks.

#### **Composite Reliability**

Outer Model or Measurement Model testing in addition to being measured by convergent validity and discriminant validity can also be done by looking at the reliability of the construct or latent variable measured using the composite reliability value. The construct is declared reliable if the composite reliability has a value  $> 0.7$  then the construct will be declared reliable. From the SmartPLS output results in Table 4.3, the Cronbach's Alpha and Composite Reliability values are above 0.7. With the resulting values, all constructs have good reliability according to the minimum value limits that have been required, as follows:

**Table 8. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Customer Satisfaction	0.762	0.762	0.835	0.524
Customer Loyalty				
People	0.636	0.667	0.784	0.567
Physical Evidence	0.608	0.612	0.772	0.591
Place	0.516	0.506	0.756	0.511
Price	0.643	0.645	0.808	0.584
Process	0.680	0.737	0.802	0.508
Product	0.602	0.668	0.766	0.521
Promotion	0.523	0.548	0.735	0.564

Based on Table 4.6 above, the results of the AVE value evaluation by comparing the AVE root value with the correlation between constructs. The recommended result is when the AVE root value must be higher than the correlation value between constructs. So that the AVE value is above 0.5 and the AVE value is greater than the correlation value between constructs, so that it can be stated that the evaluation in this research analysis meets discriminant validity.

#### **Inner Model Testing**

Inner Model or Structural Model testing can be evaluated by testing the R-square value (indicator reliability) for the dependent construct and the t-statistic value of the path coefficient test. The higher the R<sup>2</sup> value indicates the better the prediction model of the research model being studied and the path coefficient value will indicate the level of significance in hypothesis testing.

#### **R-Square**

R<sup>2</sup> analysis is to determine how much influence the independent variable has on the dependent variable being studied. The following table shows the R<sup>2</sup> value:

**Table 9. R-Square**

	R Square	R Square Adjusted
Customer Satisfaction	0.801	0.790
Customer Loyalty	0.852	0.741

Based on the R2 value in Table 4.7, the R2 value obtained is Customer Satisfaction (Y1) of 0.801, which means that the independent variable has an effect of 80.1%, while the R2 value obtained by Customer Loyalty (Y2) of 0.852 shows that the independent variable has an effect of 85.2%. According to Hair (2017), it is in the range of values from 0 to 1, with higher levels indicating more predictive accuracy.

#### **Path Coefficients**

The Path Coefficient value is to indicate the direction of the hypothesis variable which shows a positive or negative direction. These values can be seen from the bootstrapping results in the SmartPLS software. To see whether a hypothesis can be accepted or rejected, among others, by considering the significance value between constructs, t-statistics, and p-values. The path coefficient score or inner model indicated by the Rules of thumb with a t-statistics value  $> 1.96$  with a significance level of p-value  $< 0.05$  (5%) and a positive beta coefficient. This study has nine hypotheses, the results of which are obtained with six hypotheses that have significant results with a t-statistic value greater than 1.96 and P Values below 0.05 while one other hypothesis does not produce a significant value because it has a t-statistic value less than 1.96. The value of submitting this research hypothesis can be seen in Table 4.8.

**Table 10. Path Coefficients**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
People -> Customer Loyalty	0.095	0.097	0.058	1.632	0.103
People -> Customer Satisfaction	-0.046	-0.040	0.073	0.628	0.531
<b>Physical Evidence -&gt; Customer Loyalty</b>	0.539	0.530	0.064	8.482	<b>0.000</b>
<b>Physical Evidence -&gt; Customer Satisfaction</b>	0.398	0.376	0.083	4.799	<b>0.000</b>
Place -> Customer Loyalty	-0.005	-0.001	0.063	0.075	0.940
Place -> Customer Satisfaction	-0.008	-0.001	0.064	0.119	0.905
Price -> Customer Loyalty	0.014	0.012	0.057	0.240	0.810
Price -> Customer Satisfaction	0.024	0.026	0.068	0.347	0.728
<b>Process -&gt; Customer Loyalty</b>	0.259	0.255	0.075	3.433	<b>0.001</b>
<b>Process -&gt; Customer Satisfaction</b>	0.385	0.391	0.092	4.183	<b>0.000</b>
Product -> Customer Loyalty	-0.013	-0.003	0.074	0.176	0.861
Product-> Customer Satisfaction	-0.065	-0.067	0.069	0.932	0.352
Promotion -> Customer Loyalty	0.104	0.103	0.075	1.397	0.163
<b>Promotion -&gt; Customer Satisfaction</b>	0.278	0.282	0.072	3.874	<b>0.000</b>

Based on Table 10 the results show that:

**The Influence of People on Customer Loyalty**

Based on the research results, it shows that the relationship between People does not have a positive and significant effect on Customer Loyalty of 0.103 or  $0.103 > 0.05$ .

**a. The Influence of People on Customer Satisfaction**

Based on the research results, it shows that the relationship between People does not have a positive and significant effect on Customer Satisfaction of 0.531 or  $0.531 > 0.05$ .

**b. The Influence of Physical Evidence on Customer Loyalty**

Based on the research results, it shows that the relationship between Physical Evidence has a positive and significant effect on Customer Loyalty of 0.000 or  $0.000 < 0.05$ .

**c. The Influence of Physical Evidence on Customer Satisfaction**

Based on the research results, it shows that the relationship between Physical Evidence has a positive and significant effect on Customer Satisfaction of 0.000 or  $0.000 < 0.05$ .

**d. The Influence of Place on Customer Loyalty**

Based on the research results, it shows that the relationship between Place does not have a positive and significant effect on Customer Loyalty of 0.940 or  $0.940 > 0.05$ .

**e. The Influence of Place on Customer Satisfaction**

Based on the research results, it shows that the relationship between Place does not have a positive and significant effect on Customer Satisfaction of 0.905 or  $0.905 > 0.05$ .

**f. The Influence of Price on Customer Loyalty**

Based on the research results, it shows that the relationship between Price does not have a positive and significant effect on Customer Loyalty of 0.810 or  $0.810 > 0.05$ .

**g. The Influence of Price on Customer Satisfaction**

Based on the research results, it shows that the relationship between Price does not have a positive and significant effect on Customer Satisfaction of 0.728 or  $0.728 > 0.05$ .

**h. The Influence of Process on Customer Loyalty**

Based on the research results, it shows that the relationship between Process has a positive and significant effect on Customer Loyalty of 0.001 or  $0.001 < 0.05$ .

**i. The Influence of Process on Customer Satisfaction**

Based on the research results, it shows that the relationship between Process has a positive and significant effect on Customer Satisfaction of 0.000 or  $0.000 < 0.05$ .

**j. Product Influence on Customer Loyalty**

Based on the research results, it shows that the relationship between Product does not have a positive and significant effect on Customer Loyalty of 0.861 or  $0.861 > 0.05$ .

**k. Product Influence on Customer Satisfaction**

Based on the research results, it shows that the relationship between Product does not have a positive and significant effect on Customer Satisfaction of 0.352 or  $0.352 > 0.05$ .

**l. The Influence of Promotion on Customer Loyalty**

Based on the research results, it shows that the relationship between Promotion does not have a positive and significant effect on Customer Loyalty of 0.163 or  $0.163 > 0.05$ .

**m. The Influence of Promotion on Customer Satisfaction**

Based on the research results, it shows that the relationship between Promotion has a positive and significant effect on Customer Satisfaction of 0.000 or  $0.000 < 0.05$ .

**Product Influence on Customer Satisfaction**

Based on the results of the study, it shows that the relationship between Product does not have a positive and significant effect on Customer Satisfaction of 0.352 or  $0.352 > 0.05$ . This study is in line with research conducted by Setio and Wahjudono (2020) which concluded that the product does not have a significant effect on customer satisfaction.

**The Influence of Price on Customer Satisfaction**

Based on the results of the study, it shows that the relationship between Price does not have a positive and significant effect on Customer Satisfaction of 0.728 or  $0.728 > 0.05$ .

This study is in line with research conducted by Larasati & Aji (2019) which concluded that price does not have a significant effect on customer satisfaction.

#### **The Influence of Promotion on Customer Satisfaction**

Based on the results of the study, it shows that the relationship between Promotion has a positive and significant effect on Customer Satisfaction of 0.000 or  $0.000 < 0.05$ . This study is in line with research conducted by (Maisa & Widodo, 2020) and (Sentiana, 2018) which states that promotion has a significant effect on customer satisfaction.

#### **The Influence of Place on Customer Satisfaction**

Based on the results of the study, it shows that the relationship between Place does not have a positive and significant effect on Customer Satisfaction of 0.905 or  $0.905 > 0.05$ . This study is in line with research conducted by Agribisnis et al. (2020) explaining that place does not have a significant effect on customer satisfaction.

#### **The Influence of People on Customer Satisfaction**

Based on the results of the study, it shows that the relationship between People does not have a positive and significant effect on Customer Satisfaction of 0.531 or  $0.531 > 0.05$ . This study is in line with research conducted by Larasati & Aji (2019) explaining that people do not have a significant effect on customer satisfaction.

#### **Influence of Process on Customer Satisfaction**

Based on the results of the study, it shows that the relationship between Process has a positive and significant effect on Customer Satisfaction of 0.000 or  $0.000 < 0.05$ . This study is in line with research conducted by Dhita et al., (2022) and Farida et al., (2016) which concluded that the process has a significant effect on customer satisfaction.

#### **The Influence of Physical Evidence on Customer Satisfaction**

Based on the results of the study, it shows that the relationship between Physical Evidence has a positive and significant effect on Customer Satisfaction of 0.000 or  $0.000 < 0.05$ . This study is in line with research conducted by Larasati & Aji (2019) and Farida et al., (2016) proving that physical evidence has a significant effect on customer satisfaction.

#### **Product Influence on Customer Loyalty**

Based on the results of the study, it shows that the relationship between Product does not have a positive and significant effect on Customer Loyalty of 0.861 or  $0.861 > 0.05$ . This study is in line with research conducted by Ningsih et al., (2019) which states that the product does not have a significant effect on loyalty.

#### **The Influence of Price on Customer Loyalty**

Based on the results of the study, it shows that the relationship between Price does not have a positive and significant effect on Customer Loyalty of 0.810 or  $0.810 > 0.05$ . This study is in line with research conducted by (Oktarini & Wardana, 2018) which concluded that price does not affect customer loyalty.

#### **The Influence of Promotion on Customer Loyalty**

Based on the results of the study, it shows that the relationship between Promotion does not have a positive and significant effect on Customer Loyalty of 0.163 or  $0.163 > 0.05$ . This study is in line with research conducted by Hamdali & Melinda (2021) and Akbar (2016) which concluded that promotion does not have a significant effect on customer loyalty.

#### **The Influence of Place on Customer Loyalty**

Based on the results of the study, it shows that the relationship between Place does not have a positive and significant effect on Customer Loyalty of 0.940 or  $0.940 > 0.05$ . This study is in line with research conducted by Selang (2013) which concluded that place does not have a significant effect on customer loyalty.

#### **The Influence of People on Customer Loyalty**

Based on the results of the study, it shows that the relationship between People does not have a positive and significant effect on Customer Loyalty of 0.103 or  $0.103 > 0.05$ . This study is in line with research conducted by Kusumo (2016) which concluded that people do not have a significant effect on customer loyalty.



### **The Influence of Process on Customer Loyalty**

Based on the results of the study, it shows that the relationship between Process has a positive and significant effect on Customer Loyalty of 0.001 or  $0.001 < 0.05$ . This study is in line with research conducted by Kusumo (2016) explaining that the process has a significant effect on customer loyalty.

### **The Influence of Physical Evidence on Customer Loyalty**

Based on the results of the study, it shows that the relationship between Physical Evidence has a positive and significant effect on Customer Loyalty of 0.000 or  $0.000 < 0.05$ . This study is in line with research conducted by Isnanda (2017) and Hadinnisa (2018) which concluded that physical evidence has a significant effect on customer loyalty.

## **REFERENCES**

- Akbar, D. A. (2016). Bauran Pemasaran Jasa Terhadap Loyalitas Nasabah (Studi Kasus di PT. Bank BNI Syariah Cabang Palembang). *I-ECONOMICS: A Research Journal on Islamic Economics*, 2(1), 1–18.
- Amelia, D. A., & Jatiningrum, W. S. (2020). Evaluasi kualitas layanan kedai kopi melalui model ipa-kano. *Jurnal Penelitian Dan Aplikasi Sistem & Teknik Industri (PASTI)*, 14(1), 75–85.
- Andi, A., Suyono, S., Sudarno, S., Panjaitan, H. P., & Syahriza, D. (2023). PENGARUH BAURAN PEMASARAN 7P TERHADAP KEPUASAN PELANGGAN DAN LOYALITAS PELANGGAN SALON ORCHID CABANG SUKAJADI PEKANBARU. *Procuratio: Jurnal Ilmiah Manajemen*, 11(3), 344–360.
- Dhita, S. G., Mukson, M., & Setiadi, A. (2022). Pengaruh Marketing Mix 7P terhadap Kepuasan dan Loyalitas Konsumen Produk Olahan Kopi Espresso di Kota Semarang. *Jurnal Ekonomi Pertanian Dan Agribisnis*, 6(1), 175–188.
- Effendi, A. Z., & Chandra, R. (2020). Pengaruh Promosi Dan Kualitas Pelayanan Terhadap Kepuasan Konsumen Melalui Keputusan Pembelian Pada Travel Umroh Dan Haji Plus PT. Inyong Travel Barokah/The Effect Of Promotion And Quality Of Service On Consumer Satisfaction Through Purchasing Decisions O. Pengaruh Promosi Dan Kualitas Pelayanan Terhadap Kepuasan Konsumen Melalui Keputusan Pembelian Pada Travel Umroh Dan Haji Plus PT. Inyong Travel Barokah.
- Fandy, T. (2020). Strategi Pemasaran prinsip dan penerapan. Penerbit Andi. Yogyakarta.
- Gemina, D., & Rosadi, A. (2018). Pengaruh Bauran Pemasaran Jasa Terhadap Strategi Kepuasan Pelanggan Pada Niki Sae Building Bogor. *Jurnal Visionida*, 4(1), 1–12.
- Hadinnisa, I. I. (2018). Pengaruh Bauran Pemasaran Jasa Terhadap Loyalitas Nasabah Tabungan Simpedes Bank BRI Kantor Unit Simpang Haru Padang. *Jurnal Marketing*, 1(1), 16–27.
- Hamdali, R. N., & Melinda, T. (2021). Analisis Pengaruh Service Marketing Mix 7p Terhadap Loyalitas Pelanggan Melalui Kepuasan Pelanggan Di Kozko Digital Printing Surabaya. *Media Mahardhika*, 20(1), 37–49.
- Haryono, G. (2017). Analisa Bauran Pemasaran Terhadap Loyalitas Pelanggan di PT. Jambi Permata Tour dan Travel. *Jurnal Ekonomi KIAT*, 28(2), 1–16.
- Ismawati, P., Darmayanti, H. P., Sulastri, Y., Prasetyo, D. B., & Wulandari, A. (2025). Pengaruh Bauran Pemasaran Terhadap Loyalitas Konsumen yang Dimediasi oleh Kepuasan Konsumen Les Privat Be Smart Student (Studi Kasus: Yayasan Pendidikan Ruang Ilmu Cikarang). *Jurnal Kajian Ilmiah*, 25(1), 1–8.
- Kariantio, S. S., Arifin, M. Z., & Fadhli, K. (2021). Pengaruh People, Process, dan Physical evidence Terhadap Kepuasan Konsumen di Masa Pandemi (Studi Kasus di Cafe Jangkar Mojoagung). *JoEMS (Journal of Education and Management Studies)*, 4(5), 7–14.
- KM, J. H. R. S., & Panam, P. (n.d.). PENGARUH BAURAN PEMASARAN (MARKETING MIX) TERHADAP LOYALITAS KONSUMEN PADA

RESTORAN CEPAT SAJI O'CHICKEN DI PEKANBARU.

- Larasati, D. A., & Aji, T. S. (2019). Pengaruh Marketing Mix-7P Terhadap Kepuasan Nasabah BRI Syariah Kantor Cabang Malang. *Jurnal Ekonomika Dan Bisnis Islam*, 2(3), 42–53.
- Maissa, A. H., & Widodo, A. (2020). Pengaruh kualitas pelayanan dan kepercayaan terhadap loyalitas konsumen Tokopedia (Survey pada konsumen Tokopedia di kota Bandung). *EProceedings of Management*, 7(3).
- Oktarini, M. A. S., & Wardana, I. M. (2018). Pengaruh Perceived Ease of Use dan Perceived Enjoyment terhadap Customer Satisfaction dan Repurchase Intention. *INOBI: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 1(2), 227–237.
- Patimah, E., & Nurfauzan, M. I. (2022). Pengaruh bauran pemasaran terhadap loyalitas konsumen pada alfamart Banjarnegara Kabupaten Majalengka. *Humantech: Jurnal Ilmiah Multidisiplin Indonesia*, 2(3), 528–539.
- People, P. E. (2016). Analisis pengaruh bauran pemasaran 7p terhadap kepuasan pelanggan pengguna gojek online. *Jurnal Riset Manajemen Dan Bisnis Vol*, 1(1), 31–40.
- Samuel, R., & Ramadhan, T. (2022). Pengaruh Inovasi Produk dan Price Discount Terhadap Kepuasan Konsumen Starbucks Coffee (Studi Kasus Starbucks Coffee Green Pramuka). *KALBISIANA Jurnal Sains, Bisnis Dan Teknologi*, 8(4), 5041–5048.
- Saputri, M. (2018). Pengaruh Marketing Mix Terhadap Loyalitas Nasabah Tabungan Bank Syariah Mandiri Cabang Selat Panjang. *Jurnal Daya Saing*, 4(1), 61–64.
- Sentiana, S. S. (2018). Pengaruh Harga dan Promosi Terhadap Kepuasan Pelanggan Serta Dampaknya Terhadap Loyalitas Pelanggan. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 2(2), 247–254.
- Setio, S., & Wahjudono, D. B. K. (2020). Pengaruh Marketing Mix Terhadap Kepuasan dan Loyalitas Customer Hotel Amaris Darmo Surabaya. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 4(3), 396–420.
- Silaen, S. (2018). Metodologi penelitian sosial untuk penulisan skripsi dan tesis. Bogor: In Media, 23.
- Sugiyono. (2018). Sugiyono Metode Penelitian Kuantitatif Kualitatif. Metode Penelitian Kuantitatif Kualitatif.
- Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif dan R&D (Sutopo (ed.)). Alfabeta.
- Tjahjaningsih, E. (2016). Pengaruh Citra Dan Promosi Terhadap Kepuasan Pelanggan Serta Dampaknya Terhadap Loyalitas Pelanggan (Studi Pada Pelanggan Supermarket Carrefour Di Semarang). *Media Ekonomi Dan Manajemen*, 28(2).
- Wijaya, C. V. (2017). Pengaruh Harga, Kualitas Pelayanan Dan Kualitas Produk Terhadap Kepuasan Konsumen Depot Madiun Masakan Khas Bu Rudy. *Agora*, 5(1).