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The Influence of Facilities and Customer Engagement on Customer Loyalty through Customer Satisfaction at Kopi Kudu in Medan City

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ABSTRACT

This study aims to analyze the effect of facilities and customer engagement on customer loyalty, with customer satisfaction as a mediating variable at KopiKudu. A quantitative approach was employed using PLS-SEM analysis with 150 active customers selected through purposive sampling. The results indicate that facilities have a significant but negative effect on customer loyalty and do not significantly influence customer satisfaction, indicating that facilities are not a primary determinant of loyalty. Conversely, customer engagement has a positive and significant effect on both customer satisfaction and customer loyalty. Customer satisfaction also demonstrates a positive and significant impact on loyalty and is proven to mediate the relationship between customer engagement and loyalty. However, customer satisfaction does not mediate the relationship between facilities and loyalty due to the absence of a direct effect. These findings demonstrate that emotional experience, active interaction, and social connection play a more dominant role in shaping loyalty than physical facilities.

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1. Introduction

The cafe industry in Indonesia has seen significant growth over the past decade, marked by increased public interest in the culture of drinking coffee outside the home. Cafes have become centers of social activity, involving interpersonal interaction, work spaces, informal discussions, and even creative spaces for communities.(Hikmah, 2019)These lifestyle changes have created a new phenomenon that has made cafes more than just places to enjoy drinks, but also part of the social identity of modern society. The rapid growth in the number of cafes demonstrates a growing market demand for experience-based services. This phenomenon presents a significant opportunity for businesses to develop marketing strategies that focus on customer emotional connections. The annual increase in national coffee consumption has also strengthened the market share of cafe businesses in various major cities.(Rahayu, 2023)This condition confirms that the success of the cafe industry depends on the business's ability to create a value experience that differentiates it from its competitors.

The increasingly intense growth rate of cafes has given rise to challenges in the form of competitive rivalry between business actors.(Mahaditha et al., 2025)Every cafe strives to present a unique concept to attract the attention of increasingly selective consumers. Innovation in physical facilities, quality service, app-based loyalty programs, and the use of digital marketing are key elements used to win customers' hearts. Experience-based service strategies are considered capable of forming emotional bonds that impact repeat purchase decisions. According to Kotler and Keller(2019)Service differentiation has become a crucial indicator of success in modern marketing. Customers no longer solely assess product quality but also prioritize comfort, aesthetics, and the interaction experience. Fierce competition demands that businesses prioritize total service quality through facility management and customer engagement.

The failure of cafe businesses that are unable to retain customers demonstrates that customer loyalty is key to the sustainability of culinary businesses. Findings from an interview with Mr. Reza Mhd, the former owner of MXT Coffee on March 22, 2025, indicate that a decline in customer numbers can lead to cafes ceasing operations due to the inability to maintain relationships with consumers. MXT Coffee, which operated from 2020–2022, experienced a decline in customers due to a lack of brand identity, a lack of strategies to attract visitors back, and the absence of programs that create customer engagement.(Nur et al., 2024)Customer loyalty has a significant impact on business sustainability because loyal customers can generate long-term profits through repeat visits. Loyal customers also have the potential to provide positive recommendations through word of mouth, strengthening the cafe's image. The contribution of loyal customers directly influences revenue stability and business growth.(Pramita, 2020). Achieving loyalty requires service that not only satisfies but also creates a lasting emotional connection.

The graphical visual data shows fluctuations in the number of Kopi Kudu customers, with a peak of 7,800 and a low of 5,300 visitors per specific period. This dynamic demonstrates that service and facilities play a significant role in determining customer interest. (Kotler and Keller)(2019)Kristanti explained that changes in the number of customers reflect the effectiveness of the marketing strategy being implemented.(2022)added that customer perceptions of facilities significantly contribute to customer satisfaction. Improving adequate physical facilities not only fulfills basic needs but also adds value by creating a comfortable service experience. Satisfaction levels influenced by facilities can be an indicator of customer loyalty to the brand. Fluctuations in customer visits signal the need to evaluate and strengthen Kopi Kudu's service aspects.One operational issue apparent at Kopi Kudu is the limited and inadequate parking facilities. The parking area for two-wheeled vehicles is limited to 25 units, while four-wheeled vehicles have no designated parking space and must use the shoulder of the road. This creates inconvenience and potentially discourages potential customers from visiting. Customers who have difficulty finding parking will have a negative experience, which impacts their assessment of service quality. Parking facilities are a crucial aspect because they directly relate to accessibility and customer comfort, according to Wintari.(2025)Adequate physical facilities are a key element contributing to customer satisfaction in the service industry. Parking issues indicate a need for improved supporting infrastructure at Kopi Kudu.

Besides parking, customer complaints also arose regarding the indoor temperature at Kopi Kudu, which they deemed uncomfortable. Several customer reviews on Google Maps noted that the air conditioning was not working optimally, reducing physical comfort during the visit. The physical environment of a business plays a significant role in shaping perceptions of service quality and customer experience. Arisani Research(2025)Siska's findings confirm that facilities are one of the dominant factors influencing customer satisfaction, along with service quality and business location.(2023)Research shows that complete facilities can increase customer perceived value and foster a pleasant consumption experience. An uncomfortable space can decrease satisfaction, even if the product is of good quality. This perception leads to decreased loyalty and repeat visits. The issue of physical facilities at Kopi Kudu is relevant for further in-depth study because most previous research tends to focus on facility variables such as interior design, chair ergonomics, lighting, and room layout. Technical factors such as air conditioning effectiveness and parking availability have rarely been specifically studied as variables influencing customer satisfaction. Indonesia's tropical environment demands thermal comfort as a crucial factor, especially for customers who use cafes for long-term work. The research gap regarding the influence of external physical facilities on customer loyalty presents an opportunity worth developing. Pramono(2021)found that high customer engagement creates loyalty through strong emotional closeness. Putri(2024)He added that two-way

communication strengthens loyalty by increasing commitment and a sense of belonging to the brand. Customer amenities and engagement are complementary variables in building customer loyalty.

The decline in customer numbers at several cafes demonstrates the importance of customer engagement as a key element in maintaining business sustainability. A statement by Ricky, a former Trixy barista, on March 22, 2025, illustrates the change in customer behavior when engagement declines. During the Awaiian era, customers actively shared their experiences through social media, creating a beneficial viral effect. When Trixy lost customer engagement, visits dropped significantly, leading to closure. Customer communication through digital media has been shown to have a significant impact on attracting new customers. The close relationship between customer experience and brand image is a factor influencing loyalty. This provides a lesson in the role of customer engagement in the sustainability of culinary businesses. Observations on the Kopi Kudu Instagram account show a total of 2,273 followers, but relatively low engagement rates. The last two posts received only 7 and 13 likes, respectively, indicating a weak engagement rate. The sharp disparity between follower count and engagement suggests that the content hasn't been able to build an emotional connection with the audience. Customer engagement isn't solely measured by the number of followers but also by active participation through likes, comments, and sharing of content. Research by Safitri & Lestari(2023)stated that engagement directly influences loyalty, with the interaction dimension being the most dominant factor. Low digital engagement can lead to a decline in offline visits. This situation suggests that Kopi Kudu's social media strategy needs improvement.

A pre-survey of 30 Instagram users showed low engagement rates. Only 43.3% of respondents liked content, while 56.7% stated they were inactive. Comment frequency was even lower, with only 30% frequently commenting on Kopi Kudu content. Only 26.7% of respondents shared content through reposts. Instagram Stories also showed moderate interest, with 40% of users showing interest. Only 36.7% of respondents expressed interest in interactive programs like promotions or giveaways. Astuti(2021)stated that emotional attachment has a role in increasing satisfaction and ultimately influencing loyalty. The differences in research findings on the relationship between customer engagement and customer loyalty indicate that the influence of these variables can vary depending on industry characteristics. Saraswati's research(2025)This study shows that customer engagement does not always significantly influence loyalty to Gojek transportation services. Highly engaged customers still have the potential to switch services due to other, more dominant factors such as price, accessibility, or competitor service quality. This demonstrates the need for further research that considers the mediating variable of customer satisfaction. Customer engagement may require a combination of service experience strategies and physical facilities to create strong loyalty. The use of facilities and customer satisfaction as intervening variables is important to test. This concept is relevant to the experience- and convenience-based cafe industry.

The phenomenon of declining customers in several cafes indicates the need for integrated facility and customer engagement strategies to increase customer loyalty. Strengthening physical facilities and customer engagement programs has the potential to increase satisfaction, which ultimately strengthens loyalty. Customer satisfaction acts as a bridge connecting the two variables because satisfied customers have a tendency to maintain long-term relationships with the brand. This study seeks to examine the influence of facilities and customer engagement on customer loyalty through customer satisfaction at Kopi Kudu in Medan City. The research findings are expected to provide theoretical contributions to the review of service marketing literature and practical contributions to the development of experience-based marketing strategies. The results of the analysis are expected to be a reference for culinary business owners to strengthen competitiveness. The title of this study is formulated as: The Effect of Facilities and Customer Engagement on Customer Loyalty through Customer Satisfaction at Kopi Kudu in Medan City.

2. Literature Review

2.1. Facility

Facilities are a crucial factor in determining the quality of service at a cafe, including the physical comfort and completeness of the facilities provided to customers. The quality of the facilities provides a direct experience that influences visitors' perceptions of the service they receive.(Sari, 2022)Customers tend to evaluate cafes based on aspects such as cleanliness, layout, seating availability, lighting, and accessibility. The better the facilities provided, the higher the customer's

interest in returning. The availability of adequate facilities increases business competitiveness amidst the growing coffee industry. Facility utilization is also a key factor in establishing a competitive advantage for a coffee shop brand. A comfortable physical environment creates a meaningful experience and enhances the emotional connection between customers and service providers.(Utomo, 2020)Supporting facilities such as Wi-Fi, power outlets, and work areas add value to visitors who come to work or study. Consistent provision of amenities demonstrates professionalism in service. The quality of these facilities is a key indicator that influences purchasing decisions and fosters long-term loyalty.

2.2. Customer Engagement

*Customer engagement*refers to the active engagement of customers through emotional and cognitive interactions with a brand or service provider. Customer engagement increases psychological closeness that is not only limited to purchases, but also includes social participation and connectedness.(Kurniawati, 2021)Customer engagement involves two-way communication, responding quickly to feedback, and creating interactive activities. This form of involvement creates positive experiences that enhance the value of the relationship between customers and businesses. Actively engaged customers are more motivated to continue using a service. The power of customer engagement is also driven by the use of digital media as a means of ongoing interaction. Promotional activities on social media, organizing community events, and providing open communication spaces strengthen long-term relationships.(Soetanto et al., 2025)Customers who feel valued through engagement tend to have better perceptions of service quality. Strong interactions foster emotional bonds and a sense of belonging to a brand. High levels of engagement play a strategic role in increasing customer value and supporting business sustainability.

2.3. Customer Satisfaction

Customer satisfaction is an evaluation of a service experience based on a comparison between expectations and perceived performance. Satisfaction is achieved when customers receive benefits commensurate with the quality of the facilities and service interactions provided.(Rafli et al., 2025)Satisfied customers exhibit more positive responses, including a willingness to repurchase a product or service. Satisfaction serves as an important indicator for assessing the effectiveness of marketing and service strategies. High levels of satisfaction convey a positive signal to a business's reputation. Customer satisfaction also plays a strategic role as a mediating variable between facilities and customer engagement and loyalty. A pleasant service experience increases the likelihood of forming long-term commitments and repeat purchasing behavior.(Zalza Galathea Yemima Seubelan & Nur Widyawati, 2024)Customer evaluations of services are influenced by perceptions of quality, value, and physical and emotional comfort. Feelings of satisfaction create stronger relationships with brands and reduce the likelihood of customers switching to competitors. The power of satisfaction has been proven to support increased value for experience-based businesses.

2.4. Customer Loyalty

Customer loyalty reflects a commitment to continue using a service despite the availability of alternatives in the market. Customer loyalty occurs when customers demonstrate a consistent preference for a particular brand.(Ranti & Arslan, 2024)This commitment is evident in repurchase intentions and willingness to recommend the brand to others. Strong loyalty increases long-term revenue sustainability. Loyal customers also act as promoters, strengthening the brand's image and public trust. Loyalty is strongly influenced by consistent service experiences and ongoing satisfaction. Loyalty develops through positive interactions, superior service quality, and emotional engagement with the brand.(Kurniawati, 2021)When customers experience a service that meets their expectations, they are more likely to return. Customer loyalty creates market stability and helps companies maintain their position in the competitive coffee industry. The strength of loyalty is a crucial element in determining future business success and growth.

3. Research Method

This research uses a quantitative approach as the basis for empirical analysis to test established hypotheses through numerical data processing. The quantitative approach is based on the philosophy of positivism, which emphasizes the use of standardized instruments to obtain objectively measurable information.(Sugiyono & Lestari, 2021)This method was chosen to analyze the relationship between

facility variables and customer engagement on customer loyalty, with customer satisfaction as a mediating variable. This research is classified as associative research because it aims to assess the influence and relationship between variables through an inferential statistical model.(2021)explains that associative research provides scientific understanding through statistical testing based on empirical evidence. The research location focused on Kudu Coffee at Jl. Sei Petani No. 20, Merdeka, Medan Baru, Medan City, with implementation from October 1, 2025, to December 30, 2025, as the observation and data collection period.

Table 1. Operational Research Variables

Variables	Operational Definition	Indicator	Scale
Facilities (X1)	All forms of physical facilities provided by the shop to support customer comfort(Kotler et al., 2019).	Availability of facilities, comfort of room, cleanliness, completeness of supporting facilities	Likert
Customer Engagement (X2)	The level of emotional, cognitive, and behavioral customer engagement with the brand(Brodie et al., 2011)	Customer interaction, customer participation, emotional closeness, digital interaction loyalty	Likert
Customer Satisfaction (Z)	The level of customer evaluation of consumption experience based on comparison of expectations and reality(Tjiptono, 2019)	Overall satisfaction, conformity to expectations, repurchase interest	Likert
Customer Loyalty	Customers' desire to make repeat purchases and provide positive recommendations(Kusumadewi, 2025)	Repeat purchases, recommendations, subscription commitments	Likert

Source: Researcher, 2025

Table 1 presents operational variables that serve as technical guidelines for accurately and structuredly measuring the research constructs for the variables of facilities, customer engagement, customer satisfaction, and customer loyalty. The development of indicators based on relevant literature and theory ensures that each variable can be empirically measured with sufficient accuracy, thus supporting the hypothesis testing process using the SEM-PLS approach. Clarity of operational definitions, dimensions, and indicators contributes significantly to maintaining the validity and reliability of the research instrument and facilitates data collection through a Likert-based questionnaire. With this directed methodological design, the research is expected to produce academically significant findings and provide practical implications for developing strategies to improve customer experience in the modern coffee industry, particularly at Kopi Kudu in Medan.

The study population included all customers who had purchased products at Kopi Kudu during the study period. The sampling technique used purposive sampling, with the criteria being customers aged at least 17 years and having purchased at least two products. This technique was chosen to obtain relevant respondents and understand the coffee shop's service quality. The sample size was determined using a calculation of at least 5–10 times the number of instrument indicators as recommended by the Indonesian Institute of Sciences (IRI).(Rukajat, 2018), resulting in a sample of 120 respondents. Data collection was conducted through a questionnaire using a five-point Likert scale with validity tested through Confirmatory Factor Analysis (CFA) and reliability tested using Cronbach's Alpha with a minimum standard of 0.70.(Ghozali, 2018)Secondary data was obtained through scientific journal literature, academic publications, and supporting documents related to the research phenomenon.

The data analysis technique utilized Partial Least Square (PLS)-based Structural Equation Modeling (SEM) analysis with SmartPLS 4 software. The SEM-PLS model was chosen because it is able to analyze simultaneous relationships between latent variables and is effective for relatively small sample sizes and non-normal data distributions. Hypothesis testing was conducted using t-statistics and p-values at a 5 percent significance level to determine the significance of the variable's influence. Model evaluation was conducted using R-Square, Composite Reliability, Average Variance Extracted (AVE), and Q-Square predictive relevance values as indicators of the strength of the predictive relationship. This statistical model provides an empirical understanding of the influence of facilities

and customer engagement on customer loyalty through customer satisfaction in the modern coffee industry. The results of the analysis are expected to enrich academic studies related to consumer behavior and the implementation of service experience-based marketing strategies.

4. Result and Discussion

4.1 Research Result

The research results were obtained through a series of data analyses using the Structural Equation Modeling-based Partial Least Squares (SEM-PLS) approach. These results serve as the basis for answering the problem formulation and proposed hypotheses, through interpretation of the path coefficient values, T-statistics, and p-values generated from the bootstrapping process. The presentation of the analysis results includes an assessment of the model quality, the strength of the influence between variables, and the mediating role in the causal relationships studied. The empirical findings presented serve as the basis for developing an understanding of how facilities and customer engagement influence customer satisfaction and loyalty at KopiKudu. Following the presentation of the research results, the discussion section will then elaborate on these findings based on theoretical foundations and previous empirical studies, thus providing an in-depth explanation of the academic and practical implications of this research.

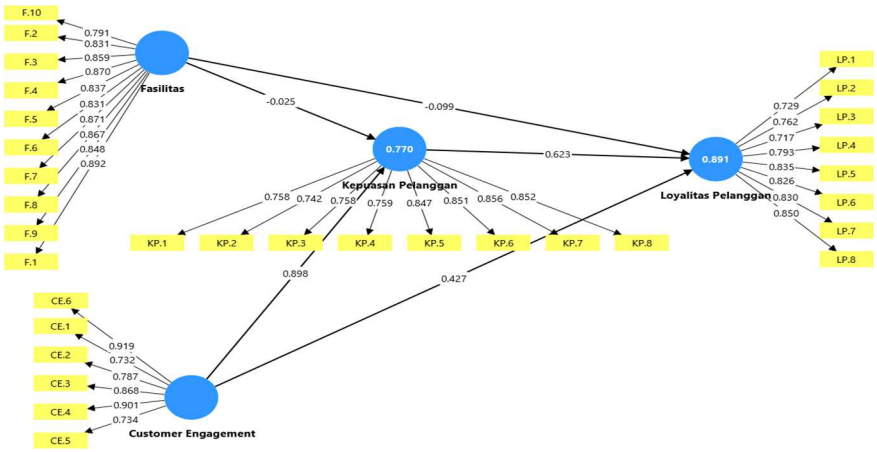

Figure 1. SEM-PLS Model

Source: Results By Researchers, 2025

The structural model analyzed using the Partial Least Squares (SEM-PLS) Structural Equation Modeling approach in Figure 4.1 shows the relationship between four main constructs, namely Facilities, Customer Engagement, Customer Satisfaction, and Customer Loyalty as the main endogenous variables. Each construct is represented through a number of indicators arranged to capture latent variables empirically according to measurement standards in quantitative research based on structural equation modeling. The Facilities construct consists of ten indicators (F1–F10) that assess the quality of facilities, spatial layout, comfort aspects, and completeness of physical facilities at Kopi Kudu as part of the service experience. A higher score given by respondents to the facilities indicator indicates a positive evaluation of the support of the physical environment and operational facilities. The Customer Engagement construct is represented through six indicators (CE1–CE6) that reflect customer engagement in cognitive, affective, and behavioral aspects through interaction, participation in brand activities, attention to content, and emotional closeness to Kopi Kudu. Customer engagement indicators that obtain high scores indicate that customers have a strong relationship with the brand and are actively involved as part of the service consumption experience. The SEM-PLS approach was chosen because it has advantages in analyzing complex models with latent variables and moderate sample sizes, and is able to provide more accurate results in predictive analysis.(Anggraeni & Sabrina, 2021; Darmadi et al., 2021).

The Customer Satisfaction construct is measured through eight indicators (KP1–KP8) that describe customer evaluations of service quality, product conformity to expectations, interaction with staff, and the overall consumption experience. A higher satisfaction indicator value indicates that customers rate their experience positively and are satisfied with Kopi Kudu's service. The Customer Loyalty

construct, consisting of eight indicators (LP1–LP8), represents the tendency to make repeat purchases, provide recommendations, and a preference to continue choosing Kopi Kudu over competitors. The relationship between variables is analyzed through a one-way path that describes a causal influence including the direct influence of Facilities and Customer Engagement on Customer Satisfaction, as well as the influence of Customer Satisfaction on Customer Loyalty. In addition, the model shows a direct effect of Facilities and Customer Engagement on Customer Loyalty, and an indirect effect through the Customer Satisfaction variable as a mediator. This structural relationship confirms that customer loyalty is formed through the simultaneous interaction between the physical environment, consumer involvement, and the overall evaluation of the service experience, in line with Astuti's view.(2021)and Rozan(2025)regarding the process of forming customer loyalty.

Next, path coefficient analysis is used to evaluate the strength and direction of the influence between constructs in the research model, including direct and indirect influences involving mediating variables. This test aims to determine the extent to which each variable contributes to other variables in the analyzed model structure. The significance of the relationship between variables is determined based on the p-value of the bootstrapping results, where a relationship is considered significant if the p-value is below the 0.05 limit, as explained by Iqbal.(2025). With this approach, path coefficient analysis provides empirical understanding of the effectiveness of causal relationships in a structural model and helps explain the role of each variable in shaping research output.

Table 2. Path Coefficient

Connection	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
*Customer Engagement*towards Customer Satisfaction	0.898	0.894	0.067	13,439	0.000
Customer Engagement towards Customer Loyalty	0.427	0.432	0.084	5,071	0.000
Facilities for Customer Satisfaction	-0.025	-0.019	0.087	0.289	0.772
Facilities for Customer Loyalty	-0.099	-0.096	0.049	2,006	0.045
Customer Satisfaction towards Customer Loyalty	0.623	0.616	0.080	7,814	0.000
Customer Engagement towards Customer Satisfaction through Customer Loyalty	0.559	0.552	0.091	6,162	0.000
Facilities for Customer Satisfaction through Customer Loyalty	-0.016	-0.014	0.054	0.289	0.772

Source: Researcher Processing Results, SPSS, 2025

The results of the path coefficient analysis provide an overview of the strength and direction of the relationship between variables in the research structural model analyzed using SEM-PLS. The relationship between Customer Engagement and Customer Satisfaction shows a coefficient value of 0.898, with a T-statistic value of 13.439 and a p-value of 0.000, all of which are at the limit of statistical significance ($T > 1.96$; $p < 0.05$). These values indicate that Customer Engagement has a very significant positive influence on Customer Satisfaction, reflecting that the more intense customer engagement, the higher the level of satisfaction formed. This finding demonstrates the important role of engagement through interaction and emotional experiences in strengthening customer evaluations of service quality. Customer Engagement is proven to be a dominant determinant in the formation of positive customer perceptions in enjoying KopiKudu services. This empirical finding is in line with Pratama's opinion.(2023)and Nugroho & Suprapti(2022)which confirms that engagement is able to strengthen psychological bonds which then increase customer satisfaction with experience-based services.

The direct relationship between Customer Engagement and Customer Loyalty also shows a strong and significant influence, with a coefficient value of 0.427, a T-statistic of 5.071, and a p-value of 0.000. These results indicate that customer engagement not only increases satisfaction but also encourages loyal behaviors such as repeat purchases and a willingness to recommend KopiKudu. Customers who feel connected through engagement activities are more likely to maintain their preferences and demonstrate long-term commitment. The results of this study indicate that Customer Engagement plays a strategic role in building sustainable customer relationships. This is in line with Saral's findings.(2024)which explains that active engagement enhances emotional bonds and encourages loyal behavior. Thus, customer engagement makes a significant contribution to customer loyalty in the competitive coffee shop industry. In contrast to the results for the previous variable, the relationship between Facilities and Customer Satisfaction showed no significant results. The path coefficient value of –0.025, t-statistic of 0.289, and p-value of 0.772 indicate that facilities do not have a significant direct influence on customer satisfaction. This finding suggests that physical facilities are not yet a determining factor in evaluating KopiKudu customer satisfaction. Customers appear to prioritize non-physical factors such as interaction quality and emotional experiences over physical facilities. These data align with Manggarani's research.(2018)who found that facilities only have a significant impact if they provide superior and relevant value to customers. In addition, Al-Dmour(2019)emphasized that in experience-based services, emotional aspects are often more dominant in forming satisfaction than physical attributes.

The analysis also shows that facilities have a direct influence on customer loyalty, with a coefficient value of -0.099, a t-statistic of 2.006, and a p-value of 0.045. Although the results are statistically significant, the negative coefficient value indicates that suboptimal facilities can actually reduce the tendency of customers to be loyal. This illustrates that the mismatch between available facilities and customer expectations can influence their preferences and open up opportunities to switch to other service providers. This influence is weak and marginal, so it is not a major factor in forming loyalty in the research model. This finding is in line with Abror's results.(2020)which states that facilities only have a positive impact when they are of superior quality and consistent with customer needs. Thus, loyalty is formed more through other, more dominant variables than physical facilities. Further analysis shows that Customer Satisfaction has a strong and significant direct influence on Customer Loyalty, with a coefficient value of 0.623, a T-statistic of 7.814, and a p-value of 0.000. These values indicate that a higher level of satisfaction is correlated with increased customer commitment to continue choosing KopiKudu, making repeat visits, and providing recommendations to others. Satisfaction is proven to be the main catalyst in building loyalty in this research model. These results are consistent with the theory proposed by Kotler and Keller.(2019)and Fauziyah's research(2023), which states that loyalty is formed from consistent, positive experiences that meet expectations. Thus, customer satisfaction is a crucial variable in strengthening long-term customer relationships with KopiKudu.

The results of the mediation test show that Customer Engagement has a significant indirect effect on Customer Loyalty through Customer Satisfaction, with a coefficient value of 0.559, a T-statistic of 6.162, and a p-value of 0.000. This indicates that customer satisfaction acts as a strong mediator in the relationship between engagement and loyalty. The higher the level of engagement, the greater the satisfaction formed, and the stronger the growing customer loyalty. Meanwhile, the mediating effect of Facilities on Loyalty through Satisfaction shows insignificant results with a coefficient value of -0.016, a T-statistic of 0.289, and a p-value of 0.772, which means no mediation occurs. The overall findings confirm that Customer Engagement is the most dominant factor in the formation of customer loyalty, while Facilities have a small contribution and do not go through the satisfaction mechanism. This finding is in line with the views of Zaid & Patwayati.(2021)about the importance of emotional experiences in building brand loyalty.

4.2 Discussion

4.2.1 Facilities Influence Customer Loyalty at KopiKudu

The results of the hypothesis testing show that facilities have a significant influence on customer loyalty with a coefficient value of -0.099, a t-statistic of 2.006, and a p-value of 0.045, indicating a statistically significant but negative relationship. This negative value indicates that the quality of the available facilities has the potential to reduce customer loyalty at KopiKudu. This condition creates a phenomenon that is inconsistent with the initial prediction that assumed that good facilities would increase loyalty. Kotler and Keller(2019)stated that facilities are part of the physical evidence that

shapes customer perceptions of service quality, including elements of physical comfort, visual environment, and assessment of professionalism. Brodie expressed the same view.(2011), which states that the physical space-based consumption experience is strongly influenced by the facility's ability to create comfort and support activities. When facilities do not meet expectations, a negative impact on loyalty is very likely, as found in the Hikmah study.(2019)in the corporate sector

Empirical findings suggest that KopiKudu's facility conditions may not meet customer expectations, resulting in negative perceptions that influence repeat visit decisions. This phenomenon can be explained through expectancy disconfirmation theory, which states that loyalty is formed when service performance meets or exceeds expectations.(Rahayu, 2023)If amenities such as lighting, number of power outlets, cleanliness, seating comfort, Wi-Fi, and ambiance don't meet customer standards, negative evaluations will emerge and loyalty will decline. This is relevant to KopiKudu's customer profile, which is predominantly students and young workers who need productive spaces and a conducive atmosphere for working and socializing. In the competitive coffee shop industry, customers also tend to compare facilities between locations, so even a slight inconvenience can trigger a switch to another alternative. Mahaditha(2025)explains that the combination of physical comfort, emotional interaction, and environmental quality is the foundation for loyalty in the hospitality industry. Therefore, improving facilities that are more adaptive to customer needs has the potential to strengthen loyalty in the future.

4.2.2 Facilities Influence Customer Satisfaction

The results of the hypothesis analysis show that facilities do not have a significant influence on customer satisfaction at KopiKudu. The coefficient value of -0.025, t-statistic of 0.289, and p-value of 0.772 indicate that the relationship between the two variables does not have significant statistical power. This finding indicates that the presence of facilities at KopiKudu does not directly contribute to increasing customer satisfaction. This result differs from the initial assumption of the study, which expected a significant positive influence of facilities on customer satisfaction.(2024)explains that physical facilities are part of the physical evidence that provides sensory stimuli in the service experience. Pramita(2020)also emphasized that physical elements such as comfort, visual space, lighting, and supporting equipment play a role in influencing the perception of service quality, so that theoretically facilities should have relevance to the formation of satisfaction.

In addition, service marketing theory explains that facilities not only function as supporting attributes, but also as indicators of the reliability and professionalism of a service provider.(Kristanti, 2022). When facilities are high quality and aligned with consumer needs, customers are more likely to feel comfortable and optimize their experience.(Wintari et al., 2025)However, the findings of this study indicate that existing facilities are not yet a dominant aspect in influencing customer satisfaction evaluations. Arisani's research(2025)Research shows that amenities are not always a priority factor in satisfaction if customers value other aspects such as product quality, speed of service, or emotional connection with staff more. Siska's research(2023)also stated that new facilities will increase satisfaction if they provide real added value, rather than simply meeting basic standards. When customer preferences lean more toward non-physical dimensions, facilities lose their power to substantially increase satisfaction.

The expectancy-disconfirmation approach also explains this phenomenon, where satisfaction is formed when the service experience meets or exceeds customer expectations. If KopiKudu's facilities are standard or lack any distinctive features, customer responses tend to be neutral and do not significantly increase satisfaction. This situation likely arises because the majority of KopiKudu's customers are students and young workers who have high expectations of coffee shops as places for productivity and meetings. If facilities do not provide strong differentiation from competitors, such as Wi-Fi connectivity, adequate power outlets, ergonomic layouts, and an inspiring ambiance, their contribution to satisfaction will be limited. Customers in hospitality spaces evaluate experiences based on a combination of emotional and physical aspects, and suboptimal facilities tend to have minimal impact on perceptions.(Pramono, 2021)These findings suggest that facility improvement strategies need to be geared toward increasing added value to significantly drive customer satisfaction.

4.2.3 Customer Engagement Has a Positive Influence on Customer Loyalty

The results of the hypothesis testing show that Customer Engagement has a positive and significant influence on Customer Loyalty at KopiKudu, as indicated by a coefficient value of 0.427, a T-statistic

of 5.071, and a p-value of 0.000. These values indicate that increasing customer engagement has a direct impact on increasing customer loyalty to KopiKudu. This finding supports the direction of the research hypothesis and illustrates the strategic role of engagement in building long-term relationships with customers in the coffee shop sector. Customer engagement is a form of active interaction between customers and brands, which encourages the creation of a more intense emotional connection.(Putri, 2024). In addition to purchasing activities, engagement also involves two-way communication, participation in brand programs, social interactions, and a sense of psychological closeness. High levels of customer engagement can increase attention, commitment, and a sense of belonging, which in turn strengthens brand loyalty.(Safitri & Lestari, 2023).

This view is in line with Astuti(2021), which states that Customer Engagement is a core component of a relationship marketing strategy that aims to create deep and lasting connections between companies and consumers. Repeated positive interactions build emotional commitment that strengthens the customer's relationship with the brand, thereby reducing the tendency for customers to switch to competitors. Saraswati(2025)added that engagement contributes to customers' perceptions of value, as they feel valued, listened to, and involved in brand decision-making. Sari's study(2022)Research shows that engagement has a significant influence on loyalty in service-based businesses, especially when interactions are consistent and relevant to customers. Customer engagement creates a sense of community and group identity that strengthens the intention to continue using the service.(Utomo, 2020). Thus, Customer Engagement becomes a strategic element in building loyalty in the experience-based service industry.

In KopiKudu's environment, most customers are students and young workers who are active in digital and social interactions, so engagement plays a highly relevant role. Activities such as following social media accounts, leaving reviews, attending themed events, and sharing experiences on digital platforms strengthen customers' emotional attachment to the brand. The highly competitive coffee shop industry requires efforts to create emotional bonds to keep customers from easily switching choices, as Kurniawati explained.(2021)Loyalty in the hospitality industry is largely influenced by the customer's emotional experience, not just product quality.(Soetanto et al., 2025)When customers experience the warmth of interactions, a close relationship with staff, and a strong community culture, loyalty naturally increases. Therefore, increasing engagement through personalized service and building a customer community has the potential to become KopiKudu's competitive advantage.

4.2.4 Customer Engagement Has a Positive Influence on Customer Satisfaction at KopiKudu

The results of the hypothesis testing show that Customer Engagement has a positive and significant influence on Customer Satisfaction at KopiKudu, indicated by a coefficient value of 0.898, a T-statistic of 13.439, and a p-value of 0.000. These values indicate that increasing customer engagement is directly proportional to increasing levels of customer satisfaction. This finding is consistent with the theoretical understanding that emotional involvement and active interaction play a crucial role in shaping positive customer experiences in experience-based services. Customer Engagement refers to the active participation of customers in long-term relationships with brands built through repeated interactions.(Zalza Galathea Yemima Seubelan & Nur Widyawati, 2024)This engagement creates a psychological closeness that reinforces positive evaluations of the service. Engagement is a key driver in creating a pleasant customer experience because it fosters a sense of belonging to a brand.(Rafli et al., 2025).

Customer engagement extends beyond product usage to encompass two-way communication, responses to brand activities, community participation, and interpersonal interactions. When customers feel included and treated as part of a brand community, they develop feelings of appreciation and recognition, which contribute to increased satisfaction. Kurniawati(2021)states that emotional interactions have a strong influence on improving service evaluations, especially in service industries that rely on consumers' subjective experiences. Good interactions foster a sense of closeness that builds positive perceptions of service quality. Darmadi(2021)adding that customer engagement strengthens perceived value, making experiences more satisfying and meaningful. Thus, customer engagement is a crucial foundation for driving satisfaction before building loyalty.

This finding is also supported by empirical research showing a significant relationship between engagement and satisfaction in various service sectors. Research by Anggraeni & Sabrina(2021)found that strong engagement can increase customer satisfaction through consistent and personalized interaction experiences. Astuti's research(2021)revealed that high levels of engagement make

customers feel part of a brand community, thus strengthening their acceptance of the service provided. The emotional connection built through both in-person and digital interactions is a key driver of satisfaction in the hospitality industry. The resulting emotional experience enhances positive perceptions of service quality. Engagement's contribution to increasing satisfaction is increasingly relevant in highly competitive industries like the coffee shop business.

At KopiKudu, engagement is reflected through active customer interactions with staff, participation in program activities, social media engagement, and sharing experiences through reviews and digital content. Customers, predominantly students and young workers, have a strong preference for interpersonal experiences, creative spaces, and environments that provide social comfort. This engagement strengthens customers' emotional connections with KopiKudu and creates positive experiences that increase their satisfaction. Informal interactions with baristas, a community atmosphere within the shop, and programs that involve customers are factors that significantly strengthen engagement. Rozan(2025)Iqbal explains that experience-based services place engagement as the primary determinant of positive service evaluations.(2025)asserts that repeated emotional experiences create positive memories that strengthen customer satisfaction in the long term.

4.2.5 Customer Satisfaction Has a Positive Influence on Customer Loyalty at KopiKudu

The results of statistical tests show that Customer Satisfaction has a positive and significant influence on Customer Loyalty at KopiKudu, with a coefficient value of 0.623, a T-statistic of 7.814, and a p-value of 0.000. These values indicate a substantial relationship between customer satisfaction and their commitment to continue using KopiKudu services. When customers experience service that meets or exceeds expectations, the tendency to return and behave loyally increases significantly. This significant influence reinforces the understanding that satisfaction is a fundamental element in building loyalty in the service sector. This statement is in line with satisfaction being the result of evaluating the comparison of expectations with service performance.(Pratama et al., 2023). Nugroho & Suprapti(2022)also explains that satisfaction plays a role as an initial stage in the psychological process of forming loyalty through trust and commitment.

Customers who are satisfied with the service will tend to show loyalty through repeat visit behavior and the decision not to switch to another service provider even if offered competitive alternatives.(Saral et al., 2024). Loyalty is formed not only in the form of repeat purchasing behavior, but also in the form of continued preference, voluntary advocacy, and emotional attachment to the service provider. When satisfaction is experienced repeatedly and consistently, customers develop long-term relationships with the service provider. Satisfaction is the most powerful determinant in maintaining loyalty, especially in the service industry, which is heavily influenced by subjective experiences.(Manggarani, 2018)This harmony is reinforced by Al-Dmour's findings.(2019)which identifies satisfaction as the primary determining factor in retaining customers rather than simply attracting new ones. Satisfied customers feel they have both logical and emotional reasons to maintain their consumption relationship.

Previous empirical research also supports the significant character of this relationship. Abror's study(2020)found that satisfaction has a significant influence on loyalty in the food and beverage industry, particularly coffee shops that rely on experience and social interaction as differentiating factors. Fauziyah's research(2023)shows that satisfaction creates an emotional commitment that inhibits customers' tendency to switch to competitors even when offering cheaper or more convenient options. Hudson and Hudson (2021) assert that loyalty is formed through a combination of emotional and rational experiences that cumulatively create a long-term relationship of trust. This finding is also supported by Zaid & Patwayati.(2021)which states that satisfaction is a core factor in maintaining stable customer relationships in the hospitality industry. This demonstrates that satisfaction plays a strategic role in strengthening long-term customer retention.

In the context of KopiKudu, customer satisfaction is built through beverage quality, barista friendliness, a comfortable atmosphere, competitive pricing, and positive social experiences during their visit. The customer group, dominated by students and young workers, highly values consistent service and a comfortable space as the basis for assessing satisfaction. These positive experiences encourage repeat visits, recommendations, and maintaining a preference for the brand over competitors.(2017)explains that in experience-based services, satisfaction and loyalty have a very strong relationship because customers associate emotional experiences with brand identity. In addition to emotional elements, loyalty decisions can also be strengthened through rational evaluation of stable

and economically valuable service quality. These findings demonstrate that satisfaction enhancement strategies are a key approach to strengthening sustainable customer loyalty at KopiKudu.

4.2.6 Facilities Have a Positive Influence on Customer Loyalty through Satisfaction as a Mediating Variable at KopiKudu

The results of the mediation test indicate that facilities do not significantly influence customer loyalty through customer satisfaction, as indicated by a mediation coefficient of -0.016, a T-statistic of 0.289, and a p-value of 0.772. These findings indicate that satisfaction does not act as a mediator in the relationship between facilities and loyalty at KopiKudu. The lack of a mediation effect indicates that facilities are not strong enough to influence customer satisfaction, thus not significantly contributing to the formation of loyalty. Theoretically, facilities, as part of the physical evidence element, should be a stimulus that strengthens the perception of service quality.(Jayalath & Galdolage, 2021). Huddin(2024)also emphasize that amenities are a crucial component of the consumption experience, potentially influencing satisfaction when managed with high quality. However, the results of this study provide a different picture, requiring a deeper analysis of customer behavior and the structure of their evaluations of coffee shop services.

The insignificant mediation effect is influenced by previous findings that facilities have no significant influence on customer satisfaction at KopiKudu, so the path to loyalty is not formed through mediator variables. Field conditions indicate that customers value non-physical dimensions such as beverage quality, barista service, social interaction, and emotional atmosphere as the main factors in determining satisfaction. This aligns with Brodie's research.(2011)which states that facilities are not always the main priority for consumers when they are more oriented towards core services.(2019)He added that facilities only make a significant contribution when they deliver a superior experience that's directly relevant to customer needs. If facilities only meet basic standards without any distinct value, their contribution to customer satisfaction is difficult to see. This reality is reflected at KopiKudu, where facilities are considered adequate but don't yet provide a competitive advantage over other coffee shops.

Furthermore, customer loyalty to KopiKudu can be formed even though facilities do not influence satisfaction, indicating the presence of a more dominant loyalty-forming factor.(2023)stated that customer loyalty is not only shaped by functional attributes, but is more influenced by emotional experiences and personal interactions. Customers in the hospitality sector tend to respond more to social experiences and emotional closeness than to the physical quality of the facility.(Mahaditha et al., 2025)KopiKudu's customer segment, consisting of students and young workers, prioritizes engagement, a sense of community, and emotional comfort over physical features.(2024)emphasized that amenities only function as a loyalty-supporting factor when they are unique or premium, creating a significant difference. This finding suggests that improving amenities is feasible, but not a primary strategy in mediating the influence of satisfaction on customer loyalty.

4.2.7 Customer Engagement Has a Positive Influence on Customer Loyalty through Satisfaction as a Mediating Variable at KopiKudu

The results of the mediation analysis show that Customer Engagement has a positive and significant influence on Customer Loyalty through Customer Satisfaction, with a mediation coefficient value of 0.559, a T-statistic of 6.162, and a p-value of 0.000. This value indicates that customer engagement indirectly increases loyalty through satisfaction formed from positive experiences interacting with KopiKudu. The strong mediation effect indicates that customer satisfaction plays an important role as a psychological mechanism linking engagement and loyalty. When customers feel actively and emotionally involved, they will experience higher satisfaction with the service. This condition then encourages increased customer commitment in the form of repeat visits and recommendations to others. Deep engagement forms a positive emotional connection that strengthens loyalty through increased service satisfaction.(Pramita, 2020).

Theoretically, customer engagement is understood as a customer's cognitive, emotional, and behavioral involvement with a service provider, formed through ongoing interaction and reciprocal communication. As engagement increases, customers feel valued and treated personally, leading to more positive perceptions of service quality. This explanation aligns with Kristanti's perspective.(2022)which states that active interaction builds psychological closeness that influences customer evaluations of service experiences. Wintari(2025)also emphasizes that engagement

strengthens perceived value because customers feel an interpersonal connection that enriches the consumption experience. This process triggers satisfaction because customers feel their needs are understood and met by the service provider. As satisfaction increases, loyalty develops as an emotional and rational response to experiences perceived as valuable.

In the context of KopiKudu, customer engagement is reflected through participation in brand activities, informal conversations with baristas, and active interaction through social media and promotional activities. These activities create a sense of belonging and community closeness that strengthens customer emotional attachment. Arisani Research(2025)and Siska(2023)shows that engagement has a significant influence on loyalty, especially through the satisfaction resulting from positive social experiences. This is relevant to Pramono's view.(2021)Emotional experiences in hospitality services play a strategic role in shaping long-term loyalty. When customers feel cared for, understood, and engaged, satisfaction naturally emerges and fosters loyal behaviors such as repeat visits and recommendations. Thus, satisfaction acts as a psychological bridge between engagement and loyalty, a strong indicator of loyalty, as demonstrated in this study.

5. Conclusion

This study shows that facilities are not yet a determining factor in shaping customer satisfaction and loyalty at KopiKudu. The influence of facilities on loyalty is negative, and facilities do not significantly impact satisfaction, indicating that physical elements such as room comfort and completeness of facilities do not meet customer expectations. Facilities are also unable to form a mediating pathway to loyalty through satisfaction because customers prioritize the core service aspects they receive. This condition confirms that KopiKudu customer loyalty does not depend on the quality of facilities, but is influenced by other non-physical variables. The results also indicate that customers gain positive experiences from factors other than facilities, so facilities have not yet become a source of competitive advantage for KopiKudu.

Unlike facilities, customer engagement has been shown to play a strong and significant role in shaping customer satisfaction and loyalty. The higher the level of customer involvement in the interactions and relationships they build with KopiKudu, the greater the level of satisfaction they experience, ultimately strengthening long-term loyalty. Satisfaction serves as an effective mediating variable in the relationship between engagement and loyalty, making this pathway the most dominant influence in the research model. This illustrates that customer loyalty is determined more by the emotional experience, social closeness, and personal interactions experienced during a visit. Overall, this study emphasizes the importance of strategies to increase customer engagement as a primary approach to maintaining loyalty at KopiKudu.

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