What Drives Customer Loyalty in Culinary Businesses

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ABSTRAK

Selama bertahun-tahun, Warunk Upnormal telah menjadi tempat favorit masyarakat karena konsepnya yang unik, suasananya yang nyaman, dan strategi pemasaran yang efektif. Namun, saat ini, mereka menghadapi masalah, seperti kurangnya pengunjung, yang membuat beberapa operasinya harus ditutup. Oleh karena itu, penulis percaya bahwa fenomena tersebut menunjukkan bahwa ada celah yang mungkin mendasari penelitian ini. Tujuan dari penelitian ini adalah untuk mengetahui bagaimana kualitas makanan, harga, kualitas layanan, lokasi, dan lingkungan berdampak pada kesetiaan pelanggan pada warung yang tidak normal. Studi ini menggunakan survei kuantitatif. Metode pengumpulan data adalah kuesioner. Sampling non-probabilitas menggunakan metode judgmental sampling dibagikan kepada 240 pelanggan Warunk Upnormal. Software SmartPLS digunakan untuk menjalankan alat pengujian. Hasil penelitian menunjukkan bahwa semua variabel dinyatakan valid dan reliabel, dan mereka memenuhi syarat untuk pengujian Inner Model dan Outer Model. Hasil hipotesis penelitian menunjukkan bahwa kualitas makanan, harga, dan kualitas layanan berpengaruh positif terhadap kepuasan pelanggan; namun, lokasi dan lingkungan tidak berpengaruh terhadap kepuasan pelanggan. Selain itu, kepuasan pelanggan berpengaruh positif terhadap kepuasan pelanggan.

ABSTRACT

Warunk Upnormal is renowned for its popularity as a favored dining establishment, thanks to its distinctive concept, inviting ambiance, and effective marketing techniques that contribute to its success. Currently, Warunk Upnormal is facing a contrasting situation, characterized by issues such as a decline in tourists, which has resulted in the closure of several of its stores. Hence, the author perceives that this phenomena indicates the presence of a disparity, which may serve as the foundation for this investigation. The objective of this study is to assess the impact of Food Quality, Price, Service Quality, Location, and Environment on Customer Loyalty by means of Customer Satisfaction at Warunk Upnormal. This study employs a survey methodology with a quantitative orientation. The data collection method employs a questionnaire. The Non Probability Sampling Technique was employed to collect samples, specifically using the Judgmental Sampling approach. These samples were disseminated to a total of 240 consumer respondents from Warunk Upnormal. The testing tool employs the SmartPLS software. The research findings indicate that all variables have been deemed valid and trustworthy, and satisfy the criteria for both Inner Model and Outer Model testing. The research findings indicate that Food Quality, Price, and Service Quality positively impact Customer Satisfaction, whereas Location and Environment have little impact on Customer Satisfaction. In addition, Customer Satisfaction has a beneficial impact on Customer Loyalty.

INTRODUCTION

Due to increasingly advanced developments, the food and beverage (F&B) business has become a promising business for business people, because many people in Indonesia are interested in spending time with friends or family while enjoying food and drinks. Apart from that, because data growth continues to increase every year. (Brilian, 2023). As a strategic sector that makes a significant contribution to non-oil and gas industry GDP of 39.10% and national GDP of 6.55% in 2023, the food and beverage industry plays an important role in driving Indonesia's economic growth (Datu, 2024). The high potential of the F&B (Food and Beverage) industry creates quite tight competition between cafes which are currently mushrooming. This is one of the challenges for a cafe to maximize marketing strategies to maintain company stability and win competition between other cafes. The marketing strategy implemented by cafes in general cannot be separated from processing, marketing and selling products to consumers (Danial & Hendayani, 2022). This involves several components such as food quality, price, service quality, location and environment. The components involved can be an inseparable combination so that they are all very crucial for marketers to achieve planned goals.

Customer satisfaction is a positive response given by customers to their experience at a restaurant. The basic perception of whether a customer is satisfied or not with the restaurant they visit can be assessed in terms of food quality, price, service quality, location and environment. If these four components are successfully maximized by marketers, they can have a very strong influence in generating customer satisfaction. When customers are satisfied with the products or services they receive from a business, they tend to have positive feelings towards that business. This positive feeling can encourage them to continue shopping or using the business's services and a loyal attitude will arise. Basically, customer loyalty to a restaurant can be seen from customers who show repeated purchasing behavior (Amiroh & Puspitadewi, 2021). Customer loyalty can be said to be very important because loyal customers can facilitate faster business growth in terms of increasing revenue. So it can be concluded that food quality, appropriate prices, good service, convenient

location, and an attractive environment are all factors that must be managed well to ensure customer satisfaction and build strong customer loyalty.

There are problems experienced by Warunk Upnormal which can affect customer satisfaction and customer loyalty. Warunk Upnormal received feedback from customers that customers were not satisfied with the taste of the food they ordered, this was discussed in the article (quora, 2019) according to customers the Indomie served tasted ordinary, in fact according to them it was better at the nearby warkop. Apart from that, the fried rice served is also not very tasty while the price is quite expensive. Warunk Upnormal also has problems with service quality which is caused by expanding too quickly so that the service at each outlet is different because most employment training is still not ready to serve (Beritasatu, 2023). This is proven by feedback from customers that they feel the service at Warunk Upnormal is quite slow and the cleanliness of the table area is not properly maintained (Tripadvisor, 2023). Apart from that, Warunk Upnormal has a market segment with an age range of 15-25 years. Problems arise when Upnormal offers prices that are quite expensive, so that its market, which is young people or school people who are not yet working, thinks the price of the food is less affordable (Beritasatu, 2023). This was stated in (Quora, 2023) where customers responded that the price of food at Warunk Upnormal was relatively expensive and when compared to other warkops, these customers tended to prefer other places that offered better value for the price paid.

In terms of location and environment, Warunk Upnormal is always in a strategic location with a luxurious building architectural design, which makes Warunk Upnormal have to allocate a large amount of budget for interior design and the expensive place rental may not be comparable to the type of food sold such as Indomie , toast and more. All of this requires high expenditure, therefore it has an impact on increased food prices and less employee training, which has an impact on the services provided (Dream.co.id, 2023). Understanding and increasing customer satisfaction levels through various strategies such as improving food quality, price, service quality, and location and environment can lead to increased customer loyalty, which ultimately benefits the business in the long run.

LITERATURE REVIEW

Food Quality and Customer Satisfaction

(Tjiptono, 2019) states that food quality is a standard used to meet or exceed strict quality expectations. Food quality requires conditions related to the service or product, the environment and humans. (Kotler & Keller, 2019) say that food quality is created when a product or service is made, reliability, accuracy, ease of use, repair, and other useful qualities are the ability of food quality to do its job. Research (Sari & Siregar, 2019) shows that the food quality variable influences customer satisfaction. Likewise, research (Tama Hutamargo et al., 2021) provides results that the food quality variable influences customer satisfaction.

HI: Product quality influences customer satisfaction

Price and Customer Satisfaction

Price is defined as the payment or compensation that customers give to sellers or providers of products and services. Consumer perceptions of prices are influenced by several factors, such as price level, price fairness, price value, price perception, price advertising, special offers, promotions, and other factors that influence the level of consumer satisfaction (Uddin, 2019). The results of research conducted by (Juliana, 2019) (Adrian & Keni, 2022) show that the price variable has an effect on Customer Satisfaction.

H2: Price influences customer satisfaction

Service Quality and Customer Satisfaction

(Kotler & Keller, 2019) Service quality is a feature that complements a service or product so that it can provide satisfaction to the needs desired by customers. Meanwhile, according to (Tjiptono & Chandra, 2012), service quality is a measurement of how high the level of service quality provided by marketers is able to meet customer expectations. The results of research conducted by (Salsabilla & Hadisuwarno, 2023) show that service quality variables influence customer satisfaction.However, research (Fatmawati & Trifianto, 2021) provides different results, service quality has no effect on customer satisfaction.

H3: Service quality influences customer satisfaction

Location and Environment and Customer Satisfaction

(Alma, 2016) who stated that location & environment is a place for marketers where their operational activities take place as well as a place where marketers carry out activities to produce something they offer with a focus on the economic aspects. (Tjiptono, 2019), Location & environment acts as a mediator for distributing a product or services in activities carried out by marketers so that something offered is easily conveyed to customers. The results of research (Arifin & Soediono, 2021) (Abadi & Nurpratiwi, 2021) show that location and environment influences customer satisfaction.

H4: Location and environment influence customer satisfaction

Customer Satisfaction and Customer Loyalty

According to (Kotler & Keller, 2019), customer satisfaction is a customer's feeling of happiness or disappointment after comparing the expected product with what they have experienced. Meanwhile (Tjiptono, 2019) states that customer satisfaction is an assessment after purchase where the alternative chosen is the same or can even exceed a customer's expectations. Research by (Pratama Hafidz & Huriyahnuryi, 2023) and (Soerjanto et al., 2024) shows that customer satisfaction has an effect on customer loyalty.

H5: Customer satisfaction influences customer loyalty

METHODS

Researchers used a survey with a quantitative method approach. The method used is a survey method using a questionnaire instrument. Respondents answered several attached questions using a Likert scale from point 1 (strongly disagree) to point 5 (strongly agree) to identify the respondents' opinions. The population is determined to refer to Warunk Upnormal consumers who live in the Jabodetabek area. The criteria for the samples that researchers will take are Jabodetabek residents who have consumed food or drinks at the Warunk Upnormal restaurant. This technique is

carried out using the Judgmental Sampling method, meaning that samples will be taken with criteria that must be met which have been determined by the author obtained from the population (Sekaran & Bougie, 2017). Sample size according to (Sekaran & Bougie, 2017) is the number of elements used to represent a study. Seeing that the total population of Warunk Upnormal consumers is not yet known, the sample size will be sought using guidelines to determine the minimum sample size in the PLS-SEM statistical analysis technique proposed by (Hair et al., 2014), namely five times the question indicator. The number of questions from this research was 48, so the sample calculation results were obtained as follows: Number of samples = 5 x question indicators = 5 x 48 = 240 samples. So the sample used in this research was 240 respondents which were considered representative. Data analysis using the PLS-SEM statistical analysis technique will be carried out with the help of the SmartPLS 3.0 program (Ghozali & Latan, 2015).

RESULTS

Table 1. Average Variance Extracted

Variable	Indicator	AVE	Result
Food Quality	FQ1	1,000	Valid
	FQ2	1,000	Valid
	FQ3	1,000	Valid
	FQ4	0.553	Valid
	FQ5	0.617	Valid
	FQ6	0.552	Valid
Price	PR1	1,000	Valid
	PR2	1,000	Valid
	PR3	1,000	Valid
	PR4	1,000	Valid
Service Quality	SQ1	1,000	Valid
	SQ2	0.652	Valid
	SQ3	1,000	Valid
	SQ4	0.666	Valid
	SQ5	0.641	Valid
Location & Environment	LE1	1,000	Valid
	LE2	0.622	Valid
	LE3	0.633	Valid
Customer Satisfaction	CS1	1,000	Valid
	CS2	0.615	Valid
	CS3	0.588	Valid
Customer Loyalty	CL1	1,000	Valid
	CL2	0.626	Valid
	CL3	0.599	Valid

The Average Variance Extracted (AVE) test is generally used by authors to evaluate whether each construct and latent variable has reached the requirements for

discriminant validity. According to Fornnel and Lacker in (Ghozali & Latan, 2015) the minimum threshold value for declaring a construct to be valid is 0.50. From the resulting data it can be seen that all research indicators have an AVE value of >0.50 so they are said to be suitable for use in research because they have met the AVE test requirements (Table 1).

In principle, the Composite Reliability Test is used to measure the reliability value of the indicators in the research variables. (Ghozali & Latan, 2015) stated that a variable can be declared reliable or meets the criteria if it has a value >0.70. The data in Table 2 shows that all indicators for the variables have a value of > 0.70, which meets the criteria and is declared reliable.

Table 2. Composite Reliability

Variable	Indicator	Composite Reliability	Result
Food Quality	FQ1	1,000	Reliable
	FQ2	1,000	Reliable
	FQ3	1,000	Reliable
	FQ4	0.712	Reliable
	FQ5	0.763	Reliable
	FQ6	0.711	Reliable
Price	PR1	1,000	Reliable
	PR2	1,000	Reliable
	PR3	1,000	Reliable
	PR4	1,000	Reliable
Service Quality	SQ1	1,000	Reliable
	SQ2	0.789	Reliable
	SQ3	1,000	Reliable
	SQ4	0.799	Reliable
	SQ5	0.781	Reliable
Location & Environment	LE1	1,000	Reliable
	LE2	0.766	Reliable
	LE3	0.775	Reliable
Customer Satisfaction	CS1	1,000	Reliable
	CS2	0.762	Reliable
	CS3	0.741	Reliable
Customer Loyalty	CL1	1,000	Reliable
	CL2	0.770	Reliable
	CL3	0.749	Reliable

The Coefficient of determination test is used to measure how large a proportion of the dependent variable can be explained by the independent variable in a regression analysis. Based on Table 3 which has been described, it shows that the Adjusted R-Square results for the endogenous latent variable Customer Loyalty (CL) produce a value of 0.387 so it is included in the weak model influence category. In other words, exogenous latent variables in the form of Food Quality (FQ), Price (PR), Service Quality

(SQ), Location and Environment (LE) are able to influence Customer Loyalty (CL) by 38.7%, while the remainder is influenced by other variables outside the research. Furthermore, the Customer Satisfaction (CS) variable produces a value of 0.526 so it is included in the moderate model influence category. In other words, exogenous latent variables in the form of Food Quality (FQ), Price (PR), Service Quality (SQ), Location and Environment (LE) are able to influence Customer Satisfaction (CS) by 52.6%, while the remainder is influenced by other variables outside the research (Table 3).

Table 3. R-square

Variabel	R Square	R Square Adjusted
CL	0.389	0.387
CS	0.534	0.526

　　　　Testing the hypothesis in the SmartPLS 3.0 program uses the bootstrapping testing method which aims to minimize the problem of abnormalities in the data. The following is a table of the results of the direct influence (path coefficient) between variables in the SmartPLS bootstrapping method which is as follows:

Table 4. Path Coefficient

Path Coefficients	Original Sample	P-values	T-values	Result
FQ -> CS	0.264	0.003	2,940	H1 Accepted
PR -> CS	0.188	0.004	2,856	H2 Accepted
SQ -> CS	0.303	0.000	4,417	H3 Accepted
LE -> CS	0.074	0.370	0.897	H4 Rejected
CS -> CL	0.624	0.000	13,356	H5 Accepted

　　　　In this research, Food Quality has a positive and significant effect on the Customer Satisfaction variable. This can be seen from the research results which show a P-Values value of 0.003 < 0.05 and show the results of the T-Statistic calculation of 2.940 > T-Table 1.96, **H1 Accepted.** The results of this research are in line with research conducted by (Kayumov et al., 2024) Fresh ingredients, halal dishes, and clean environments are highly related to overall satisfaction. However, employee service and ambience show statistically insignificant influences on customer satisfaction of halal Uzbekistan restaurants in South Korea. (Bernarto et al., 2022) Consistent taste, aroma and appearance are essential for satisfaction and (Sari & Siregar, 2019) which shows that the food quality variable influences customer satisfaction. Food quality can

be seen from the consistency of menu quality by setting product standards and controlling the points to be achieved in maintaining quality so that consumers can feel satisfied. Next, the results of this research are also supported by research conducted (Tama Hutamargo et al., 2021) showing that the food quality variable influences customer satisfaction. Food quality is one of the most important factors in providing a holistic experience to customers so that it can create customer satisfaction. The results of research conducted by (Siswandi & Marchyta, 2022) show that the food quality variable influences customer satisfaction. Basically, customers want the best quality food, if the quality provided matches expectations then the customer will feel satisfied, and vice versa. Food quality in restaurants plays a central role in shaping consumer satisfaction. The taste, aroma and presentation of food directly influence the sensory experience a customer encounters. High-quality food not only creates enjoyment with every bite, but also builds a positive impression of the restaurant itself. When consumers feel that food is served to a high standard, they feel their money is worth the culinary experience provided. In addition, consistent food quality also provides the basis for establishing long-term relationships between restaurants and their consumers. Restaurants known for high-quality food tend to attract return visits from customers who trust that each visit will provide a satisfying dining experience. Food quality also embraces the branding and reputation aspects of the restaurant, creating a positive appeal among potential customers. In addition, in this digital era, online reviews and word-of-mouth recommendations increasingly strengthen the role of food quality in shaping a restaurant's image. Therefore, it can be said that food quality in restaurants not only satisfies the palate, but also builds a strong foundation for overall consumer satisfaction. High food quality leads to increased levels of customer satisfaction (Bernarto et al., 2022).

Price has a positive and significant effect on the Customer Satisfaction variable. This can be seen from the research results which show the P-Values value 0.004 < 0.05 and show the T-Statistic calculation results 2.856 > T-Table 1.96, **H2 Accepted.** The results of this research are in line with research conducted by (Bernarto et al., 2022) price has a positive and significant effect on customer satisfaction. Price fairness influences customer perceptions and willingness to buy. (Nasti, 2020) showing that the

price variable influences customer satisfaction. If prices are easily accessible to consumers, this is the key to increasing consumer satisfaction. Next, the results of this research are also supported by research conducted (Adrian & Keni, 2022) showing that the price variable influences customer satisfaction. If the price offered is within reasonable limits, it will create quite high customer satisfaction. The results of research conducted by (Juliana, 2019) show that the price variable influences customer satisfaction. Customers will feel satisfied if the benefits obtained are commensurate with the costs incurred. Food prices in restaurants play an important role in shaping consumer satisfaction. Key factors influencing the relationship between price and consumer satisfaction involve the consumer's perceived value for money, the availability of appropriate price options, perceptions of food quality, and the influence on consumer expectations. (Aisyah et al., 2023) Customers choose products based on price and benefits received. Restaurants that can provide value for money, offer a variety of price options, and ensure a balance between price and food quality, tend to create a satisfying dining experience for consumers. Wise price management can also build consumer trust in restaurants and increase their overall satisfaction. (Bulan & Larashati, 2022) Companies can offer discounts or bonuses to increase customer satisfaction.

Service quality has a positive and significant effect on the customer satisfaction variable. This can be seen from the research results which show a P-Values value of 0.004 < 0.05 and show the results of the T-Statistic calculation of 2.856 > T-Table 1.96, **H3 Accepted.** The results of this research are in line with research conducted by (Salsabilla & Hadisuwarno, 2023) showing that the service quality variable influences Customer Satisfaction. It is important in a business to ensure that the quality of service provided is always good because consumers will feel more satisfied if they are treated professionally. recently, (Chun & Nyam-Ochir, 2020) identified that service-quality attributes positively affect satisfaction by comparing two fast food restaurants.Next, the results of this research are also supported by research conducted (Chung & Yi, 2023) (H. Abdullah et al., 2023) showing that the service quality variable influences customer satisfaction. In consumers' minds when consuming food, there are expectations about what they hope will be the same as what they get when they receive

a service. Therefore, when consumers receive excellent service, the experience of consuming and receiving service will provide satisfaction. The results of research conducted by (Tegar Sugianto & Syamsuar Manajemen, 2020) show that the service quality variable influences customer satisfaction. With good quality service, it will create satisfaction for consumers and can make consumers make repeat purchases. The quality of service in a restaurant has a big impact on consumer satisfaction. Factors such as engagement, friendliness and responsiveness of staff create a positive experience for customers. Good service not only creates a friendly and pleasant environment, but also speeds up the ordering process and increases comfort during the meal. Consumers tend to feel more satisfied when treated with respect and attention by staff. High quality service also involves timely delivery of food, quick response to customer needs, and the ability to resolve problems effectively. Positive interactions between staff and customers play an important role in creating long-term relationships. Friendly and memorable service encourages customers to return and even provide recommendations to others. In the age of social media and online reviews, a customer's experience with restaurant service also impacts the overall image and reputation of the business. Thus, service quality not only complements the dining experience, but also becomes a key factor in shaping consumer satisfaction. Restaurants that prioritize high-quality service tend to build strong relationships with customers and create an overall positive dining experience.

Location and Environment have no effect on the Customer Satisfaction variable. This can be seen from the research results which show a P-Values value of 0.370 > 0.05 and show the T-Statistic calculation results of 0.897 < T-Table 1.96, **H4 Rejected**. The results of this research are in line with research conducted by (Maulana & Ganawati, 2023) showing that the Location and Environment variables have no effect on Customer Satisfaction. The location or environment around the restaurant is not the main factor that can increase consumer satisfaction to remain loyal in South Korean Restaurant (Shin & Yu, 2020). The results of research conducted by (Ariyanti et al., 2022) show that the Location and Environment variables have no effect on Customer Satisfaction. It could be said that location and environment are less important for increasing satisfaction. While a restaurant's venue or location can play an important

role in the dining experience, there are situations where this factor may not have a significant impact on consumer satisfaction. Next, the results of this research are also supported by research conducted (Izzuddin & Muhsin, 2020) showing that the Location and Environment variables have no effect on Customer Satisfaction. An environment and place does not have much impact on consumer satisfaction. Some restaurants may highlight food quality or service as their primary focus, making location secondary. If a restaurant is able to provide delicious food, good service, and a pleasant atmosphere, consumers may be more inclined to forgive or ignore the place factor. Additionally, the uniqueness of a particular restaurant's menu or concept can be a major attraction, making consumers focus more on the unique culinary experience rather than the physical location. Some restaurants may also target a specific market that is more concerned with the quality of food or service than the place. Meanwhile, factors such as the use of technology for ordering or delivering food can also reduce the urgency of choosing a restaurant based on physical location. Consumers who are more focused on comfort and convenience may care more about accessibility than location beauty.

Customer Satisfaction has a positive and significant effect on the Customer Loyalty variable. This can be seen from the research results which show a P-Values value of $0.000 < 0.05$ and show the T-Statistic calculation results of $13,356 >$ T-Table 1.96, **H5 Accepted.** The results of this research are in line with research conducted by (Ningsih & Hurnis, 2023) (Goeltom et al., 2023) showing that the Customer Satisfaction variable has an effect on Customer Loyalty (Ningsih & Hurnis, 2023) Resolving consumer complaints leads to satisfied customers and loyalty. Customers who feel more satisfied can provide benefits such as better relationships and have the potential to build customer loyalty towards the restaurant. (Naila Umniyyati Rahmah & Parlagutan Silitonga, 2023) Satisfaction influences loyalty, important for customer retention and repurchase. This research are also supported by research conducted (Nielasari et al., 2021) showing that the Customer Satisfaction variable has an effect on Customer Loyalty. In the sense that the better the Customer Satisfaction offered to customers, the higher the Customer Loyalty that the restaurant will get. The results of research conducted by (Tunggalono & Surjano, 2022) show that the Customer

Satisfaction variable has an effect on Customer Loyalty. Basically, the behavior of satisfied consumers tends to be loyal or not switch, make repeat purchases and can even spread positive information. Consumer satisfaction plays a crucial role in forming and maintaining consumer loyalty to a brand or service. When consumers are satisfied with their experience, whether it be in terms of product, service, or interactions with the brand, they are more likely to remain loyal. Satisfaction creates positive feelings and personal satisfaction that builds an emotional connection between consumers and brands. Consumers who are satisfied with a product or service are more likely to return as repeat customers, choosing that brand consistently versus trying a new brand. At the same time, they are also more likely to provide positive recommendations to friends, family, or colleagues, which can help increase a brand's market share. In addition, consumer satisfaction plays a role in reducing churn rates, namely consumers who switch to other brands or products. Satisfied consumers have a lower tendency to seek alternatives because they have found value and satisfaction in their experience. Overall, consumer satisfaction not only creates loyal customers, but also builds a strong and sustainable customer base. Many studies in restaurant contexts have indicated that satisfaction is a critical indicator for understanding loyalty and the relationship was supported by many studies in the restaurant industry (O. Abdullah, 2022) (Syuhadah, 2023) (Ou, 2024)

CONCLUSION AND SUGGESTION

Based on the data analysis, the authors can conclude that there is a positive influence of food quality on customer satisfaction. Warunk Upnormal managed to create consumer satisfaction through the food quality offered. The taste of the food has a tasty and distinctive flavor, while the freshness is awakened by the presentation of food that is always fresh. The delicious aroma of the dish, having an attractive appearance makes the food Warunk Upnormal always cheerful. There is a positive influence of price on customer satisfaction. Warunk Upnormal managed to create consumer satisfaction. The price creates a value equivalent to the cost paid by consumers, where consumers feel that the price offered is accessible to all, and often accompanied by a discount offer. In addition, consumers also feel the price of Warunk

Upnormal according to the given portion and supported by a quick service. Service quality presented by Warunk Upnormal successfully generates customer satisfaction. In terms of reliability, Warunk Upnormal stands out by providing timely service, providing competent answers to customer questions, and having good knowledge regarding menus. Warunk Upnormal also provides food quality guarantees by replacing it if it does not meet the standard. On the side of empathy, the Upnormal Warunk server shows full attention to the customer, gives the best menu suggestions, and provides information about promotions. As for the physical evidence, the Upnormal Warunk servants keep their appearances neat and attractive. There is no influence of location and environment on customer satisfaction. This can happen because customers may prioritize and give a more significant assessment of other aspects such as food quality, price, or service, so that location and environmental aspects become secondary factors in promoting consumer satisfaction. There is a positive influence of customer Sstisfaction on customer loyalty. The higher consumer satisfaction will directly affect the increase in customer loyalty. Upnormal Warunk succeeded in meeting customer expectations by providing service and service according to the desired. This is also reflected in consumer interest in returning to visit and their confidence in choosing the Upnormal Warunk as a good gathering place. In addition, consumers are willing to recommend and share Warunk Upnormal product information with others.

The results of this research can be a considerable foundation in establishing the right strategy for the Upnormal Warunk. Warunk Upnormal can improve food quality by ensuring that food remains warm and fresh. Besides, the promotion strategy of bundling with special prices can attract the attention of customers. The speed of service needs to be improved by greeting customers immediately, providing menus, and monitoring booking or assistance needs. The expansion or arrangement of the parking lot is also an important step to facilitate customers. Therefore, it is essential for the Upnormal Warunk to continue to increase the satisfaction of the client in order to loyalty so as to repair the declining business at the moment.

Recommendations for further research The author expects that the next researcher will be able to conduct research on the basis of an intervening variable

model where he can develop a hypothesis about the complexity of the relationship

between the variables in order to make a more significant contribution to the research.

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