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# The Impact of Service Quality and Price on Customer Loyalty: The Role of Perceived Value as an Intervening Variable

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### ABSTRACT

In today's highly competitive restaurant industry, customer loyalty is a vital component for achieving business success. However, many restaurants face challenges in retaining customers due to inadequate service quality and ineffective pricing strategies. This study explores the relationship between service quality and price on customer loyalty in a casual restaurant setting, with perceived value serving as a mediator. Utilizing Structural Equation Modeling (SEM) for data analysis, the results reveal that both service quality and price have a positive and significant impact on customer loyalty. Furthermore, perceived value is found to have a positive and significant effect on customer loyalty. The study also discovers that service quality and price significantly influence perceived value. These findings underscore the importance of service quality and price in fostering customer loyalty, as well as the crucial role of perceived value in this dynamic. By gaining a deeper understanding of these relationships, restaurants can devise strategies to enhance their service quality and pricing, ultimately leading to increased customer loyalty and business success. This study offers valuable insights for restaurants aiming to improve customer loyalty and retention, providing a foundation for informed decision-making and strategic development. The results of this research can be instrumental in helping restaurants to better understand their customers' needs and preferences and to develop targeted strategies to meet those needs.

### INTRODUCTION

Increasingly fierce competition in the business world is driving business owners to continuously strive to attract consumers. This effort includes implementing appropriate strategies to meet what consumers actually want. One current business opportunity is the coffee-drinking trend, especially among Gen Z. The trend of consuming flavored beverages is one that has experienced a positive increase, which is attractive for business owners to operate in this industry. The proliferation of cafes has then encouraged entrepreneurs to be innovative in competition, both in terms of comfort, service, and suitable price offers (Kumrotin & Susanti, 2021). Business owners face the challenge of understanding the factors that influence consumer purchasing decisions to maintain and develop their businesses. Service quality is a crucial factor that affects customer loyalty, as supported by various studies

(Djudu et al. (2025); Muslimin et al., 2022); Darmawan et al. (2021); Darmamwan et al., 2020); Darmamwan et al. (2020); Darmawan et al., 2019; Darmawan et al., 2017). Providing good service is essential to ensure customer comfort, which ultimately impacts sales levels. A café is currently struggling with declining sales, highlighting the need for effective service strategies to retain customers and drive business growth. By prioritizing service quality, businesses can build customer loyalty and improve their overall performance. In today's competitive market, understanding the importance of service quality is vital for business success. By focusing on delivering excellent service, businesses can differentiate themselves and attract loyal customers.

A local café has been in operation since January 2024, offering a relaxing atmosphere suitable for families and individuals alike. With a strong commitment to providing quality service, the café aims to deliver an exceptional



experience to its visitors. What sets it apart from others in the area are its unique features, which cater to a diverse range of customers. By focusing on creating a welcoming environment and providing top-notch service, the café strives to build a loyal customer base and establish itself as a premier destination. The café's dedication to quality and customer satisfaction is evident in its operations, making it an attractive option for those seeking a pleasant dining experience. With its unique features and commitment to excellence, the café is well-positioned to succeed in a competitive market. By prioritizing customer needs, the café can drive loyalty and growth.

First, this café is the only one in the area that integrates a café concept with a bakery shop, offering a variety of fresh bread and cake options in addition to coffee and non-coffee beverage menus. Second, the Café adopts a casual restaurant concept, creating a comfortable and relaxed atmosphere for various groups of visitors. Another uniqueness lies in its three-story interior design with different vibes: the first floor is an indoor area as well as a bakery shop, the second floor offers an outdoor area with live music facilities, and the third floor is a quieter outdoor area without live music. This combination of diverse concepts and facilities makes the Café an attractive destination for various consumer preferences. This was directly confirmed by the café owner, stating that every employee has been given service-related training, and strict standards are enforced for employees who violate procedures in serving visitors. Based on Figure 1, data obtained directly from the management of the Café, the sales level at The Café shows a fluctuating graph, and sales tend to decline.

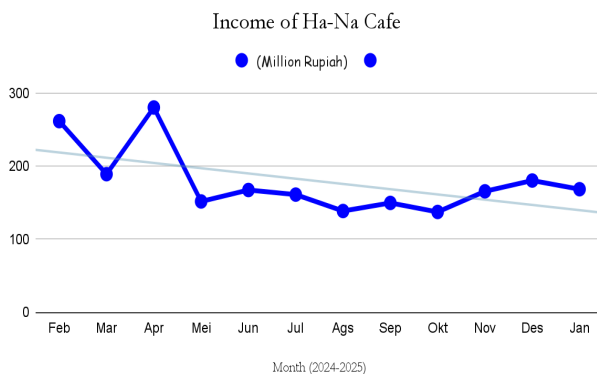


Figure 1 Research Flowchart

When deciding to repeatedly purchase beverages, consumers consider several key factors that make a café attractive. Two crucial elements are service quality and price. Service quality refers to the level of excellence that meets consumer expectations, encompassing aspects such as timeliness, accuracy, and psychological needs (Assegaf, 2009). Providing high-quality service is essential, as it significantly influences purchasing decisions and encourages repeat business. Satisfied customers are more likely to return, and research supports the notion that excellent service quality is closely tied to increased

purchase frequency (Sijabat & Martini, 2024). By delivering exceptional service, cafes can build customer loyalty and drive business growth. Effective service quality management is critical in today's competitive market, where customers have numerous options. By prioritizing service quality, cafes can differentiate themselves and establish a loyal customer base. By doing so, they can increase customer retention and ultimately drive long-term success.

Price is a crucial factor in determining customer loyalty, as consumers tend to perceive fair prices as a key aspect of value. In the context of coffee shops, price plays a significant role in influencing consumer choices, as customers often compare prices across different cafes. According to consumer value theory, individuals seek products that offer value commensurate with their price. Price not only reflects costs but also shapes consumer perceptions of a product. When consumers consider a price reasonable, they tend to be more satisfied with their experience (Yi et al., 2018). For budget-conscious consumers, price is a determining factor in purchasing decisions. Research supports the importance of price, with 76% of respondents in the 2023 Food and Health Survey stating that price significantly influences their food and beverage purchasing decisions (IFIC, 2023). By setting prices that align with consumer expectations, businesses can drive satisfaction and loyalty. Ultimately, price is a critical component of the customer experience, and businesses must carefully consider pricing strategies to meet consumer needs and stay competitive.

### Research Sample

According to Hair et al. (2017), a sample size of 5 times the number of indicators is considered adequate for statistical power. This study uses 22 question indicators across 4 latent variables. To determine the minimum sample size, the number of indicators is multiplied by 5, resulting in a minimum sample size of 110. The study's respondents are specifically those who have visited and made purchases at the café. This targeted approach ensures that the sample is representative of the café's customer base. By meeting the minimum sample size requirement, the study aims to achieve reliable and generalizable results. The sample size calculation is crucial in ensuring the study's findings are statistically significant and applicable to the café's customer population. This approach will provide valuable insights into customer behavior and preferences.

### Research Flowchart

The stages that will be carried out in this research are as follows in Figure 2:

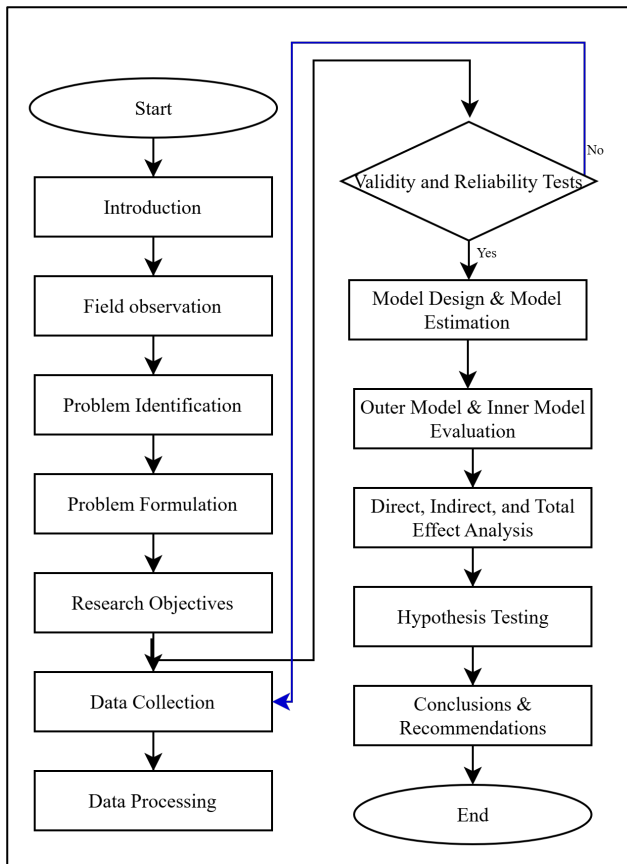


Figure 2 Research Flowchart

### Conceptual Framework

The conceptual framework of this research is as follows in Figure 3:

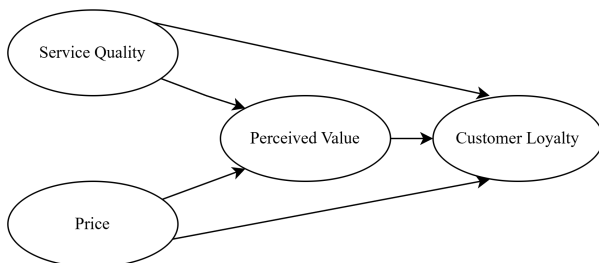


Figure 3 Conceptual framework

### Research Hypothesis

In this study, the determination of hypotheses is based on previous research, namely:

Table 1 Hypothesis

	Hypothesis	Reference
H <sub>1</sub>	Service quality has a positive and significant effect on perceived value	Gantara et al., (2013)
H <sub>2</sub>	Price has a positive and significant effect on perceived value	Hartanto & Harjanti (2021)
H <sub>3</sub>	Perceived value has a positive and significant effect on perceived value	Kusumawati & Sri Rahayu (2020)

H <sub>4</sub>	Service quality has a positive and significant effect on customer loyalty	Hendriana & Irawan (2024)
H <sub>5</sub>	Price has a positive and significant effect on customer loyalty	Andhini (2022)
H <sub>6</sub>	Service quality has a positive and significant effect on customer loyalty through perceived value as an intervening variable	-
H <sub>7</sub>	Price has a positive and significant effect on customer loyalty through perceived value as an intervening variable	-

## RESULT AND DISCUSSION

### Respondent Characteristics

Table 2 Respondent Characteristics

Age	Number of respondents	Percentage
15-17	29	25,2%
18-25	60	52,2%
26-35	22	19,1%
36-38	4	3,5%

Gender	Number of respondents	Percentage
Men	35	30,4%
Woman	80	69,6%

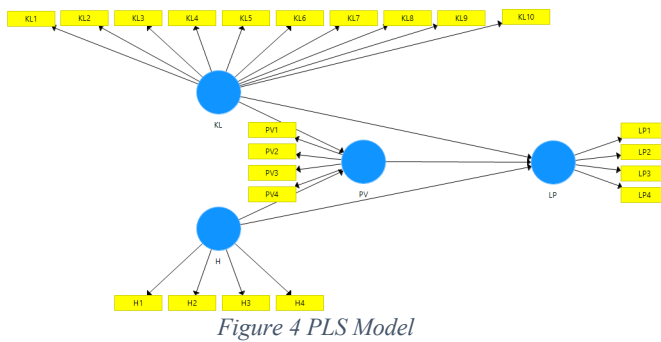
Frequency of visit	Number of respondents	Percentage
1 Visit	45	39,1%
2 Visits	20	17,4%
>2 Visit	50	43,5%

Occupation	Number of respondents	Percentage
Student	65	56,5%
Private sector employee	12	10,4%
Civil Servant	10	8,7%
Entrepreneur	8	7%
Other	20	17,4%
<b>Total</b>	<b>115</b>	<b>100%</b>

### PLS Model Design

Model design is the initial stage of the research as Figure 4, which is based on the research framework that will be analyzed using SMART-PLS. The PLS model below consists of 4 latent variables and 22 indicator variables.



### Outer Model

The outer model is assessed to ensure the suitability of indicator variables by examining their validity and reliability. This evaluation considers convergent and discriminant validity, composite reliability, average variance extracted (AVE), and Cronbach's Alpha (Hair et al., 2022).

#### a. Convergent Validity

The evaluation of the measurement model begins with examining the loading factors in the convergent validity test. Indicator loadings on their respective latent variables should ideally exceed 0.708 or 0.7. Furthermore, convergent validity can be confirmed if the Average Variance Extracted (AVE) is greater than 0.50 (Hair et al., 2022).

Table 3 AVE Testing Output

Variable	AVE Value	Critical Value	Model Evaluation
KL	748	>0,5	Valid
H	786		Valid
LP	678		Valid
PV	867		Valid

#### b. Discriminant Validity

The discriminant validity test is one of the validity tests that requires the Heterotrait-Monotrait Ratio value to be  $<0.9$ . This test is to ensure that each variable is different from one another and is statistically proven.

Table 4 HTMT Testing output

Variable	P	SQ	SQ	Critical Value
H				<0,9
KL	0.768			
LP	0.848	0.702		
PV	0.869	0.829	0.868	

#### c. Construct Reliability Test

The construct reliability test aims to determine whether the constructed variables are reliable. The requirement

for a variable to be considered reliable is that the values of Cronbach's Alpha and Composite Reliability are above 0.7

Table 5 Composite reliability Output

Variable	Composite reliability	Remarks
Service Quality	0.967	Reliabel
Price	0.936	Reliabel
Customer Loyalty	0.894	Reliabel
Perceived Value	0.963	Reliabel

### Inner Model

The structural model evaluation stage includes structural testing to examine the relationships between the variables used in this study. This evaluation is conducted by observing the R-square value for the endogenous variable and the prediction relevance (Q-square) value,

#### a. R-Square

R-square is a value that indicates the proportion of variance in the endogenous variable that is explained by the exogenous variables. The resulting value ranges from 0 to 1; the higher the value, the better the model in explaining the variance of the endogenous variable.

Table 6 R-Square output

Variable	R-Square
Customer Loyalty (LP)	0.672
Perceived Value (PV)	0.753

The table shows a value of 0.672 for the customer loyalty variable, indicating that customer loyalty is influenced by service quality, price, and perceived value by 67.2%, while the other 32.8% is influenced by other variables not discussed in this study. Meanwhile, the perceived value variable is influenced by service quality and price by 75.3%. The R-square values for both variables are categorized as moderate and substantial (Hair et al., 2017).

#### b. Predictive Relevance

Table 7 Predictive Relevance

Variable	Q-square
Customer Loyalty (CL)	0.430
Perceived Value (PV)	0.648

The table shows that this study predicts 43% of the variation in customer loyalty. This means that 43% of the changes in the customer loyalty variable can be explained by the service quality, price, and perceived value variables. Furthermore, 64.8% of the changes in perceived value can be explained by the service quality and price variables, with the remaining 35.2% potentially being caused by other factors outside of this study.

## c. Goodness of Fit

The final stage in testing the quality of the research model is aimed at assessing how well the model measures how close the model's predictions are to the actual data values. The following is the calculation of the Goodness of Fit (GoF) with the known AVE and R-square values.

$$GoF = \sqrt{\frac{AVE \times R^2}{4}}$$

$$GoF = \sqrt{\frac{(0.748 + 0.786 + 0.867 + 0.678) \times \frac{0.672 \times 0.753}{3}}{4}}$$

$$GoF = 0,741$$

Based on the calculation results, it was found that the model falls into the strong category with a value greater than 0.36. Therefore, the research model is considered good/feasible, and hypothesis testing can be conducted

## d. Multicollinearity Test

The multicollinearity test aims to detect the presence or absence of correlation between variables, with the criterion that the Variance Inflation Factor (VIF) value should be < 10.

Table 8 Multicollinearity Test Output

Variable	KL	H	LP	PV
KL			2.863	2.127
H			3.171	2.127
LP				
PV			4.054	

## Hypothesis Testing

## a. Direct Effect

Direct effect explains the direct relationship from the exogenous variable to the endogenous variable without going through an intervening variable.

Table 9 Direct effect Output

Relationship	Original Sample (O)	T Statistics (O/STDEV)	P Values
KL -> LP	0.006	0.051	0.959
H -> LP	0.345	2.644	0.008
PV -> LP	0.509	3.947	0.000
H -> PV	0.507	5.720	0.000
KL -> PV	0.426	4.912	0.000

In terms of the direct effect between variables, only the influence of service quality on customer loyalty has a very small and insignificant effect. This indicates that improving service quality at The Cafe is not the primary factor in increasing customer loyalty.

## b. Indirect Effect

The indirect effect shows the influence between an exogenous variable on an endogenous variable through an intervening variable.

Table 10 Indirect Effect

Relationship	Original Sample (O)	T Statistics (O/STDEV)	P Values
H -> PV -> LP	0.258	2.919	0.004
KL -> PV -> LP	0.217	3.307	0.001

## c. Total Effect

The total effect is the result of the overall influence of both exogenous and endogenous variables whose influence is examined directly and indirectly.

Table 11 Total effect

Relationship	Original Sample	T Statistics	P-Values
KL -> LP	0.222	2.033	0.042
H -> LP	0.603	5.871	0
PV -> LP	0.509	3.947	0
H -> PV	0.507	5.72	0
KL -> PV	0.426	4.912	0

## d. Research Hypothesis Analysis

Table 12 Research hypothesis analysis

Hypothesis	Original sample	T Statistics	P-Value	Evaluasi
Service quality has a positive and significant effect on perceived value	0.426	4.801	0	accepted
Price has a positive and significant effect on perceived value	0.507	5.543	0	accepted
Perceived value has a positive and significant effect on perceived value	0.509	3.974	0	accepted
Service quality has a positive and significant effect on customer loyalty	0.222	2.012	0.044	accepted
Price has a positive and significant effect on customer loyalty	0.603	5.782	0	accepted
Service quality has a positive and significant effect on customer loyalty through perceived value as an intervening variable	0.217	3.324	0.001	accepted

Price has a positive and significant effect on customer loyalty through perceived value as an intervening variable	0.258	2.892	0.004	accepted
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Based on the positive original sample values, t-statistics  $> 1.96$ , and p-values  $< 0.005$  in the results of the indirect and total effects between variable relationships,  $H_4$  to  $H_6$  are accepted. However, there is a difference between the variable relationships in  $H_4$  when viewed from the direct and total effect output. Service quality has a positive but insignificant direct effect on customer loyalty based on the direct effect output. Meanwhile, the total effect output states that service quality has a positive and significant effect on customer loyalty. The findings reveal a different picture when  $H_6$  is examined.

Hypothesis 6 is accepted, stating that service quality has a positive and significant effect on customer loyalty with perceived value as an intervening variable. This finding indicates that service quality contributes to the formation of higher perceived value and can significantly drive customer loyalty.

Price has a greater positive effect on customer loyalty when viewed from the direct effect compared to the indirect effect output with perceived value as an intervening variable. This indicates that the direct influence of price is more dominant. The total effect results, however, show the largest influence. This can be considered an important indication of perceived value as a significant mediator in the relationship between price and loyalty. Pricing strategies that align with an understanding of customers' perceived value will be a strong foundation for building long-term loyalty.

The research results indicate that price has a greater influence on customer loyalty compared to the influence of service quality on customer loyalty. Considering the current economic conditions of Sinjai Regency, the regency's economic level experienced a growth of 5.71% with a GRDP reaching IDR 14.79 trillion, with household consumption being the main driver of economic growth (BPS, 2024).

If a significant portion of these household expenditures is allocated to essential needs, then consumers tend to be more price-sensitive for discretionary spending such as visits to cafes. Consumers are more cautious in their spending and prefer more economical options, as reflected in the 6.44% decrease in Sinjai Regency's regional tax revenue up to September 2024 compared to the previous year. This situation occurs amidst a trend of decreasing

poverty rates from 8.55% in March 2023 to 7.82% in March 2024, a positive trend that has lasted for the last five years (2019-2023) and is measured based on the fulfillment of basic needs through consumption levels. However, behind this decrease in poverty figures, there is an indication of increasing economic vulnerability for those still below the poverty line, shown by an increase in the poverty severity index (P2) from 0.16 in March 2023 to 0.25 in March 2024, implying that a significant portion of the population in Sinjai is still very price-sensitive and will prioritize the most affordable options, including when choosing a place to eat or drink. The decrease in regional tax revenue may also indicate a slowdown in economic activity or a general decline in public purchasing power.

The previously explained data indicates that price sensitivity can be a dominant factor in consumer behavior amidst potentially limited income, making demand tend to be elastic to price. If The Café customers have limited income, they will tend to choose cafes that offer lower prices even if the service quality offered is not very good. In this case, consumers will tend to tolerate ordinary service quality as long as the price offered is more suitable.

## CONCLUSION

The study's findings provide valuable insights into the relationships between service quality, price, perceived value, and customer loyalty. All seven hypotheses tested in the study were accepted, confirming the significance of these factors in driving customer loyalty. The results show that service quality has a positive and significant effect on perceived value, indicating that customers place a high value on excellent service. Similarly, price has a positive and significant effect on perceived value, suggesting that customers perceive fair prices as an important aspect of their overall experience. The study also found that perceived value has a direct and significant impact on customer loyalty, highlighting the importance of delivering value to customers.

Furthermore, the study revealed that service quality and price both have a direct and significant effect on customer loyalty, emphasizing the need for businesses to prioritize these factors. Additionally, the results showed that perceived value acts as an intervening variable, mediating the relationships between service quality, price, and customer loyalty. This suggests that businesses can enhance customer loyalty by improving service quality and price, which in turn increases perceived value. Overall, the study's findings provide businesses with a deeper understanding of the key drivers of customer loyalty and highlight the importance of delivering high-quality service, competitive pricing, and value to customers. By

prioritizing these factors, businesses can build strong relationships with their customers and drive long-term loyalty. These research findings successfully highlight the role of perceived value as an intervening variable

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