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Customer Loyalty at FORE Coffee: Green Marketing, Store Atmosphere, Price Fairness, and Customer Satisfaction

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Abstract
Understanding what drives customer satisfaction and loyalty has become increasingly important in the highly competitive coffee shop market, particularly as customers pay greater attention to both service experiences and environmentally responsible business practices. This study examines the effects of store atmosphere, price fairness, and green marketing on customer satisfaction and the role of satisfaction in fostering customer loyalty toward FORE Coffee in Surabaya. Data were collected through an online survey of 188 customers aged 17 years or older who had made a dine-in purchase within the previous year. We used Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the data. The results show that store atmosphere, price fairness, and green marketing are positively associated with customer satisfaction, which, in turn, is positively associated with customer loyalty. The indirect-effect analysis further indicates that satisfaction mediates the relationships between price fairness and loyalty and between green marketing and loyalty. These findings highlight the importance of creating a comfortable store environment, maintaining perceptions of fair pricing, and adopting credible green marketing practices to strengthen customer satisfaction and, ultimately, customer loyalty.

Keywords: customer loyalty, customer satisfaction, green marketing, price fairness, store atmosphere.

Abstrak
Memahami faktor-faktor yang membentuk kepuasan dan loyalitas pelanggan menjadi semakin penting dalam persaingan bisnis kedai kopi, terutama ketika pelanggan semakin memperhatikan pengalaman layanan serta praktik bisnis yang bertanggung jawab terhadap lingkungan. Penelitian ini bertujuan untuk menguji pengaruh store atmosphere, price fairness, dan green marketing terhadap kepuasan pelanggan serta peran kepuasan dalam membentuk loyalitas pelanggan FORE Coffee di Surabaya. Data diperoleh melalui survei daring terhadap 188 pelanggan berusia minimal 17 tahun yang pernah melakukan pembelian secara dine-in dalam satu tahun terakhir. Selanjutnya analisa data dilakukan dengan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil dari studi ini menunjukkan bahwa store atmosphere, kewajaran harga, dan green marketing berpengaruh positif terhadap kepuasan pelanggan, sedangkan kepuasan pelanggan berpengaruh positif terhadap loyalitas pelanggan. Analisis pengaruh tidak langsung juga menunjukkan bahwa kepuasan memediasi hubungan antara kewajaran harga dan loyalitas serta antara green marketing dan loyalitas. Temuan ini menunjukkan pentingnya menciptakan suasana gerai yang nyaman, mempertahankan persepsi harga yang wajar, dan menerapkan green marketing yang kredibel untuk memperkuat kepuasan dan loyalitas pelanggan.

Kata kunci: *kepuasan pelanggan, kewajaran harga, loyalitas pelanggan, pemasaran hijau, suasana toko.*

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INTRODUCTION

Competition in Indonesia's coffee shop industry has intensified as established chains expand and consumers gain access to more alternatives. World Coffee Portal (2026) reported that Indonesia's branded coffee shop market added more than 670 outlets in 2025, bringing the total to over 7,000. This increasingly crowded market heightens the importance of understanding why customers continue choosing a particular brand. Coffee shops must offer experiences and benefits that encourage customers to return despite the availability of competing alternatives. Customer loyalty is thereFORE an important concern for businesses seeking to maintain their customer base alongside continued market expansion.

Among Indonesia's local coffee chains, FORE Coffee has emerged as a strong brand, supported by its rapid outlet expansion. Following its initial public offering in April 2025, the company accelerated its expansion, reporting more than 60 new store openings after the IPO and a network of 316 active stores at the end of 2025, compared with 231 at the end of 2024 (FORE Coffee, 2026). This expansion heightens the importance of customer loyalty as opening additional outlets does not guarantee that customers will keep returning. Understanding what encourages customer satisfaction and repeat purchase is thereFORE particularly relevant as FORE Coffee expands within a market where rival chains are also increasing their presence.

Alongside its expansion, FORE Coffee has incorporated environmental initiatives into its brand communications and selected store designs. Through its #FOREsponsible campaign and collaboration with Robries, the company used approximately 450 kilograms of recycled plastic-cup material, including used FORE Coffee cups, to produce tables, seating, and cabinets for its Kuningan City outlet in Jakarta. The collaboration also promoted the collection and recycling of used plastic into functional products (FORE Coffee, 2023). These initiatives connect environmental messages with visible elements of the store experience. FORE Coffee has also highlighted its use of Indonesian coffee beans and introduced The Tani Series in late 2024 as part of its affordable premium coffee offering (FORE Coffee, 2025). These activities highlight the company's efforts to distinguish its brand through environmental initiatives and use them as part of its green marketing campaign.

However, simply implementing and communicating their green marketing initiatives will not guarantee customer satisfaction and loyalty. Customers may appreciate environmental efforts while also considering the comfort of the store and the fairness of its prices when deciding where to purchase coffee. Customer loyalty involves a sustained commitment to repurchase a preferred offering despite competing influences that might encourage switching (Oliver, 1999). For FORE Coffee, the question is thereFORE whether customers' evaluations of its environmental initiatives and everyday consumption experience are associated with their willingness to continue choosing and recommending the brand. Addressing this question can help explain how the company's efforts to differentiate itself relate to enduring customer relationships.

Prior research has identified the physical environment and price perceptions as important factors in explaining customer loyalty in the restaurant industry, with customer satisfaction playing a mediating role (Han & Ryu, 2009). Store atmosphere encompasses the physical and sensory features of the consumption setting, including décor, layout, lighting, and ambient conditions. Price fairness concerns customers' judgments about whether prices are reasonable, acceptable, and justifiable relative to relevant comparisons (Xia et al., 2004). Alongside these experiential and economic considerations, green marketing incorporates environmental considerations into marketing strategies and activities (Dangelico & Vocalelli, 2017). Examining these factors together allows the present study to investigate how customers' evaluations of FORE Coffee's environmental positioning, store atmosphere, and pricing relate to satisfaction and loyalty.

Customer satisfaction offers a potential explanation for the relationships between store atmosphere, perceived price fairness, green marketing, and customer loyalty. A comfortable atmosphere, prices perceived as fair, and positively evaluated environmental practices may enhance customers' consumption experiences and encourage continued patronage. However, satisfaction and loyalty are distinct constructs, and a satisfying experience does not necessarily lead to enduring brand loyalty (Oliver, 1999). This distinction is illustrated by Duman (2020), who found that although food quality, service quality, and ambience positively influenced customer satisfaction in a chain coffee shop in Batman, Turkey, satisfaction did not translate into customer loyalty. This finding suggests that the relationship between satisfaction and loyalty warrants further examination. Moreover, while previous research has examined conventional aspects of the coffee shop experience, the role of green marketing alongside store atmosphere and perceived price fairness remains an area for further investigation. By integrating these three factors into a single framework and examining the mediating role of customer

satisfaction, the present study seeks to provide additional empirical evidence on how customers' evaluations of both conventional service attributes and environmental practices relate to customer loyalty in the coffee shop context.

There FORE, this study aims to examine the effect of customer satisfaction as a mediating mechanism that links store atmosphere, price fairness, and green marketing to customer loyalty. Building on Duman's (2020) examination of food quality, service quality, and ambience quality in coffee shops, the study incorporates green marketing, an environmental dimension not examined in that framework. The study uses a quantitative survey of FORE Coffee customers in Surabaya, Indonesia, to provide evidence from a coffee chain that actively communicates its environmental initiatives.

LITERATURE REVIEW

Customer Satisfaction and Customer Loyalty

Customer satisfaction refers to customers' evaluation of their consumption experience relative to their expectations. Oliver's (1980) expectation–disconfirmation model explains that satisfaction develops from the comparison between expected and perceived performance. Customer loyalty, meanwhile, concerns a continuing preference for and commitment to a brand despite competing influences that may encourage switching (Oliver, 1999). Satisfaction can provide a foundation for this commitment, but a favorable experience does not necessarily establish an enduring customer relationship. In this study, satisfaction reflects customers' evaluations of their decision to use FORE Coffee and their overall service experience. Loyalty is represented by brand preference, positive word of mouth, recommendations, and willingness to pay more.

Store Atmosphere and Customer Satisfaction

Store atmosphere can influence customer satisfaction because the environment in which consumption occurs forms part of the service experience. Bitner's (1992) servicescape framework explains how physical surroundings shape customers' cognitive, emotional, and physiological responses. Applied to coffee shops, this framework suggests two complementary mechanisms. First, cleanliness and well-maintained furnishings provide cues about the care exercised by the business, helping customers form favorable judgments about the service setting. Second, accessible facilities and a functional layout can reduce inconvenience and enhance comfort, making the visit more enjoyable. These responses provide a basis for satisfaction because customers evaluate both what they consume and how comfortably and conveniently they experience the service.

Empirical research supports the relevance of these environmental evaluations. Duman (2020) found that ambience quality positively influenced customer satisfaction in a chain coffee shop, while Martínez-Ruiz et al. (2011) demonstrated the relevance of store attributes to satisfaction in grocery retailing. Although the latter study concerns a different retail setting, both studies support examining the surroundings in which customers encounter an offering. At FORE Coffee, clean furnishings, accessible amenities, and a comfortable environment are expected to help customers enjoy their visit and evaluate their choice favorably. The proposed relationship thereFORE rests on the expectation that a more favorable store atmosphere improves the experienced comfort and convenience of consumption, contributing to greater overall satisfaction. Accordingly, we propose the following hypothesis:
H_1: Store atmosphere is positively associated with customer satisfaction at FORE Coffee.

Price Fairness and Customer Satisfaction

Price fairness refers to customers' judgments about whether a price is reasonable, acceptable, and justified relative to relevant reference points (Xia et al., 2004). It is distinct from simply preferring a low price. A customer may consider a price fair when it corresponds to the quality of the product and service,

the benefits received, or prices charged by comparable providers. In a coffee shop, such evaluations can concern individual menu items, promotional packages, and the consistency of the value offered.

Evidence from online retailing indicates that comparative price perceptions are associated with overall satisfaction and intention to return (Jiang & Rosenbloom, 2005). Although that setting differs from coffee shops, it illustrates how pricing evaluations can enter the broader assessment of a consumption experience. In FORE Coffee, customers who perceive prices as appropriate to the quality and service received are expected to report greater satisfaction. The following hypothesis is proposed:
H_2: Price fairness is positively associated with customer satisfaction at FORE Coffee.

Green Marketing and Customer Satisfaction

Green marketing incorporates environmental considerations into marketing strategy and practice (Dangelico & Vocalelli, 2017). In this study, it is reflected in customers' perceptions of environmentally friendly products, reusable or recyclable packaging, prices that support environmental activities, and promotions that emphasize environmentally responsible production. These practices can provide an additional basis for evaluating a coffee shop beyond the functional benefits of its products.

Customers may value the opportunity to align their consumption with environmental concerns. When environmental practices are visible and credible, this alignment may contribute to a favorable evaluation of the experience. Erawan et al. (2024) reported a positive relationship between green marketing and customer satisfaction in the Denpasar coffee shop industry. This provides a relevant basis for examining a similar relationship at FORE Coffee. Accordingly, the following hypothesis is proposed:
H_3: Green marketing is positively associated with customer satisfaction at FORE Coffee.

Customer Satisfaction and Customer Loyalty

Satisfied customers have reasons to maintain their relationship with a service provider, particularly when their experience confirms the value of their choice. Satisfaction may thereFORE be associated with stronger brand preference, positive recommendations, and a greater willingness to continue purchasing. Evidence from hotel restaurants links satisfaction to behavioral intentions (Han & Hyun, 2017), while research on airline passengers examines satisfaction within the formation of loyalty (Hapsari, Clemes, & Dean, 2017). These service contexts differ from coffee shops, but they support the relevance of satisfaction to subsequent customer responses.

For FORE Coffee, satisfaction with the overall experience is expected to strengthen customers' preference for the brand. The proposed relationship concerns self-reported loyalty rather than independently observed repeat purchases. There FORE we propose:
H_4: Customer satisfaction is positively associated with customer loyalty at FORE Coffee.

The Mediating Role of Customer Satisfaction

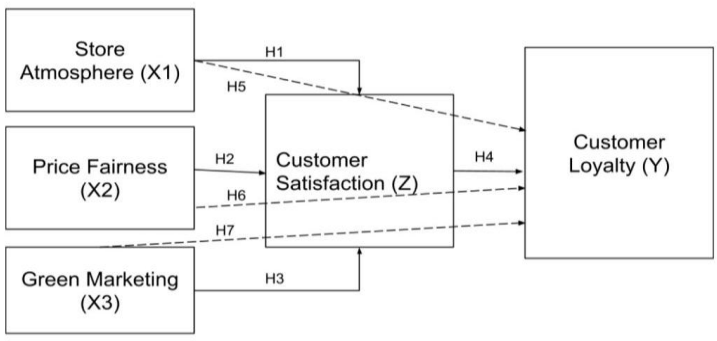


Figure 1. Conceptual research framework

Customer satisfaction may explain how customers' evaluations of store atmosphere, price fairness, and green marketing translate into loyalty. These attributes provide different grounds for evaluating the consumption experience. A clean, accessible, and comfortable store can make a visit more pleasant, consistent with the role of physical surroundings described by Bitner (1992). Prices perceived as fair can reinforce customers' belief that the experience justifies their expenditure, while environmental practices may enhance satisfaction among customers who value responsible consumption. Satisfaction provides a potential link between these evaluations and customers' continuing preference for the brand: when customers evaluate their experience favorably, they may be more willing to maintain the relationship and recommend the brand to others.

Prior research provides support for examining these indirect relationships. Han and Ryu (2009) identified customer satisfaction as a mediating mechanism in relationships involving the physical environment, price perceptions, and restaurant loyalty. Jiang and Rosenbloom (2005) also highlighted the relevance of price perceptions and satisfaction to customers' intention to return. Regarding environmental practices, Erawan et al. (2024) examined satisfaction as a mediator between green marketing and purchasing decisions, providing a basis for investigating a related mechanism for customer loyalty. At FORE Coffee, satisfaction is thereFORE expected to connect favorable evaluations of the store environment, pricing, and green marketing with stronger brand preference and advocacy. Accordingly, the following hypotheses are proposed:

H_5: Store atmosphere has a positive indirect association with customer loyalty through customer satisfaction at FORE Coffee.

H_6: Price fairness has a positive indirect association with customer loyalty through customer satisfaction at FORE Coffee.

H_7: Green marketing has a positive indirect association with customer loyalty through customer satisfaction at FORE Coffee.

METHOD

Research Design and Sample

This study employed a quantitative survey design and convenience sampling to recruit FORE Coffee customers in Surabaya, Indonesia. Respondents were eligible if they were at least 17 years old and had dined in at a FORE Coffee outlet in Surabaya within the preceding year. Data were collected using an online questionnaire distributed through the researchers' WhatsApp and social media contacts. A total of 188 responses met the eligibility criteria and were included in the analysis.

To assess sample size adequacy, a statistical power analysis was conducted based on the maximum number of four predictors in the structural model, using a multiple-regression F-test approach (Faul et al., 2009). Following Cohen's (1992) conventions, the analysis assumed a significance level of 0.05, a medium effect size ($f^2 = 0.15$), and a target statistical power of 0.80. The minimum required sample size was estimated at 85 respondents. The final sample of 188 respondents exceeded this requirement, with an estimated statistical power of 0.994 for detecting a medium overall effect. These results suggest that the sample size was adequate for detecting medium effects, although statistical power for smaller effects may be limited.

Measures and Data Analysis

The questionnaire was developed by translating and adapting measures from the sources listed in Table 1. Each construct contained four indicators, measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Higher scores indicated stronger agreement with the statements measuring each construct. Data were analyzed using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4.0. We analyzed the measurement model through indicator loadings, Cronbach's alpha, composite reliability, average variance extracted (AVE), and cross-loadings. The

structural model was evaluated through explained variance and the path coefficients, t statistics, and p values for the hypothesized direct and indirect relationships.

Table 1. Constructs and measurement indicators

Construct	Indicators	Source
Customer loyalty (Y)	Y.1 Preferred first choice; Y.2 Positive word of mouth Y.3 Recommendation to others Y.4 Willingness to pay more.	Baker et al. (2002)
Store atmosphere (X1)	X1.1 Store cleanliness and tidiness X1.2 Accessibility of facilities X1.3 Employee friendliness and helpfulness X1.4 Cleanliness of packaging and furnishings.	Martínez-Ruiz et al. (2011)
Price fairness (X2)	X2.1 Best price packages for customer needs X2.2 Fair food and beverage prices X2.3 Prices appropriate to product and service quality X2.4 Prices competitive with other coffee shops.	Triandewo & Indiarto (2021)
Green marketing (X3)	X3.1 Environmentally friendly products X3.2 Reusable or recyclable packaging X3.3 Product prices supporting environmental activities X3.4 Promotions emphasizing environmentally friendly production.	Erawan et al. (2024)
Customer satisfaction (Z)	Z.1 Choosing FORE Coffee was the right decision Z.2 Satisfactory service experience Z.3 Satisfaction with overall service Z.4 Satisfaction with the decision to use the service.	Vila & Kuster (2011)*

RESULTS AND DISCUSSION

Respondent Profile

The sample comprised 119 women and 69 men. Office workers formed the largest occupational group (76 respondents), followed by students (57), entrepreneurs (42), and stay-at-home parents (13). Regarding purchase frequency during the preceding year, 61 respondents reported three to five purchases and another 61 reported six to ten purchases. Twenty-five respondents reported one or two purchases, while 41 reported more than ten purchases.

Measurement Model Assessment

As presented in Table 2, all five constructs demonstrated satisfactory internal consistency reliability and convergent validity. Cronbach's alpha ranged from 0.723 to 0.814, rho_A ranged from 0.729 to 0.842, and composite reliability ranged from 0.827 to 0.877. All values exceeded the recommended minimum of 0.70 for internal consistency reliability (Hair et al., 2019). Average variance extracted (AVE) values ranged from 0.544 to 0.641, exceeding the recommended threshold of 0.50 and indicating that each construct explained more than half of the variance in its indicators (Hair et al., 2019).

These results support the reliability and convergent validity of the measurement model. Table 3 presents the cross-loadings. Each indicator loaded more strongly on its intended construct than on any other construct, providing support for discriminant validity under the cross-loading criterion used in the study.

Table 2. Construct reliability and convergent validity

Construct	Cronbach's alpha	Composite reliability	AVE
Customer loyalty	0.723	0.827	0.544
Customer satisfaction	0.795	0.868	0.622
Green marketing	0.768	0.851	0.589
Price fairness	0.777	0.857	0.601
Store atmosphere	0.814	0.877	0.641

Table 3. Indicator loadings and cross-loadings

Indicator	Customer loyalty	Customer satisfaction	Green marketing	Price fairness	Store atmosphere
X1.1	0.246	0.365	0.283	0.283	**0.873**
X1.2	0.141	0.268	0.152	0.172	**0.750**
X1.3	0.232	0.228	0.197	0.129	**0.732**
X1.4	0.261	0.346	0.294	0.223	**0.840**
X2.1	0.478	0.479	0.450	**0.873**	0.176
X2.2	0.382	0.358	0.267	**0.739**	0.190
X2.3	0.367	0.386	0.246	**0.738**	0.321
X2.4	0.325	0.329	0.332	**0.742**	0.125
X3.1	0.330	0.366	**0.766**	0.290	0.196
X3.2	0.389	0.381	**0.737**	0.286	0.197
X3.3	0.397	0.367	**0.779**	0.398	0.342
X3.4	0.335	0.304	**0.787**	0.331	0.167
Z.1	0.560	**0.844**	0.399	0.400	0.277
Z.2	0.435	**0.724**	0.279	0.385	0.249
Z.3	0.427	**0.732**	0.356	0.409	0.330
Z.4	0.463	**0.847**	0.425	0.410	0.359
Y.1	**0.725**	0.366	0.355	0.373	0.076
Y.2	**0.758**	0.494	0.311	0.411	0.252
Y.3	**0.757**	0.484	0.328	0.350	0.239
Y.4	**0.710**	0.403	0.427	0.360	0.222

Table 4. Heterotrait–Monotrait Ratio (HTMT) of Correlations

Construct	1	2	3	4	5
1. Customer loyalty	—				
2. Store atmosphere	0.346	—			
3. Price fairness	0.667	0.317	—		
4. Green marketing	0.641	0.361	0.541	—	
5. Customer satisfaction	0.777	0.468	0.640	0.587	—

Table 5. Variance Explained

Endogenous construct	R^2	Adjusted R^2
Customer loyalty	0.360	0.356
Customer satisfaction	0.377	0.367

Table 6. Direct and indirect relationships

Hypothesis	Relationship	Coefficient	t statistic	p value	Result
H1	SA → CS	0.220	3.636	0.001	Supported
H2	PF → CS	0.341	3.925	0.001	Supported
H3	GM → CS	0.255	3.041	0.002	Supported
H4	CS → CL	0.600	6.637	0.000	Supported
H5	SA → CS → CL	0.132	3.043	0.002	Supported
H6	PF → CS → CL	0.205	2.605	0.009	Supported
H7	GM → CS → CL	0.153	2.519	0.012	Supported

The HTMT results provided further evidence of discriminant validity. As shown in Table 4, all HTMT values were below the conservative threshold of 0.85, ranging from 0.317 to 0.777. The highest HTMT value was observed between customer satisfaction and customer loyalty (0.777), suggesting a relatively strong association between these theoretically related constructs.

Structural Model Assessment

Store atmosphere, price fairness, and green marketing explained 37.7% of the variance in customer satisfaction ($R^2 = 0.377$; adjusted $R^2 = 0.367$). Customer satisfaction explained 36.0% of the variance in customer loyalty ($R^2 = 0.360$; adjusted $R^2 = 0.356$). Table 5 reports both measures.

Hypothesis Testing

As shown in Table 6, store atmosphere ($\beta = 0.220$, $t = 3.636$, $p < .001$), price fairness ($\beta = 0.341$, $t = 3.925$, $p = .001$), and green marketing ($\beta = 0.255$, $t = 3.041$, $p = .002$) were positively associated with customer satisfaction, supporting H1, H2, and H3, respectively. Customer satisfaction was also positively associated with customer loyalty ($\beta = 0.600$, $t = 6.637$, $p < .001$), supporting H4.

The analysis further indicated significant positive indirect associations with customer loyalty through customer satisfaction for store atmosphere ($\beta = 0.132$, $t = 3.043$, $p = .002$), price fairness ($\beta = 0.205$, $t = 2.605$, $p = .009$), and green marketing ($\beta = 0.153$, $t = 2.519$, $p = .012$). These findings supported H5, H6, and H7, respectively, and were consistent with the proposed mediating role of customer satisfaction.

Discussion

This study aimed to examine customer satisfaction as a mediating mechanism linking store atmosphere, price fairness, and green marketing to customer loyalty. Our findings suggest that store atmosphere, price fairness, and green marketing were positively associated with satisfaction, which, in turn, was positively associated with loyalty. Significant indirect associations for all three antecedents supported the proposed mediating role of customer satisfaction. Together, these results suggest that favorable evaluations of the store environment, pricing, and environmental practices may contribute to stronger brand preference and advocacy through a more satisfying customer experience.

Store Atmosphere and Customer Satisfaction

The positive relationship between store atmosphere and satisfaction suggests that customers' evaluations of the store setting are relevant to their overall experience. This finding is consistent with the servicescape perspective, which emphasizes the role of the service environment in customer responses (Bitner, 1992). In FORE Coffee, cleanliness, accessible facilities, and a welcoming service setting may help customers evaluate their visits positively. The result should be interpreted at the construct level: it

does not demonstrate separate effects of lighting, music, aroma, or other environmental elements that were not individually tested in the model.

Price Fairness and Customer Satisfaction

The positive relationship between price fairness and satisfaction indicates that customers consider the relationship between what they pay and what they receive. This is consistent with the price fairness perspective of Xia et al. (2004) and with Jiang and Rosenbloom's (2005) evidence concerning comparative price perceptions and satisfaction. For FORE Coffee, a price that customers regard as justified by product and service quality may contribute to a favorable overall evaluation. The relatively large coefficient for price fairness highlights its practical relevance, but does not establish that it is statistically more important than the other antecedents.

Green Marketing and Customer Satisfaction

The association between green marketing and satisfaction suggests that environmental marketing perceptions form part of customers' evaluation of FORE Coffee. The result is consistent with Erawan et al. (2024), who reported a positive relationship between green marketing and satisfaction in coffee shops. Environmentally oriented products, packaging, and communications may add value to the consumption experience when customers recognize and appreciate them. However, the study measured customer perceptions and did not independently assess the environmental performance of the company or the effectiveness of particular sustainability initiatives.

Customer Satisfaction and Customer Loyalty

The positive satisfaction–loyalty relationship indicates that customers who evaluated their experience more favorably also reported stronger loyalty. This is consistent with the broader service literature, including the studies by Han and Hyun (2017) and Hapsari et al. (2017). Satisfaction appears relevant to customer preference and advocacy in the FORE Coffee setting. Nevertheless, the measures capture reported attitudes and intentions, so the result should not be interpreted as direct evidence of long-term purchasing behavior.

The Mediating Effect of Customer Satisfaction

The significant direct and indirect relationships indicate that customer satisfaction partially mediates the relationships between store atmosphere, perceived price fairness, green marketing, and customer loyalty. These findings suggest that the three antecedents are associated with loyalty both directly and indirectly through customer satisfaction. For store atmosphere and perceived price fairness, a comfortable environment and prices perceived as fair may strengthen customer loyalty while also contributing to a satisfying consumption experience that encourages brand preference and recommendations. This finding is consistent with Han and Ryu (2009), who identified satisfaction as a mediating mechanism in relationships involving the physical environment, price perceptions, and restaurant loyalty.

The partial mediating role of satisfaction also applies to green marketing. Customers who evaluate FORE Coffee's environmental practices favorably may develop stronger loyalty directly, as well as indirectly through greater satisfaction with their consumption experience. This finding extends the discussion beyond the conventional service attributes examined by Duman (2020), whose study focused on food, service, and ambience quality without considering green marketing. It suggests that environmental practices warrant consideration alongside store atmosphere and pricing when explaining customer satisfaction and loyalty in the coffee shop context.

The positive satisfaction–loyalty relationship contrasts with Duman's (2020) finding that satisfaction did not significantly predict loyalty, suggesting that this relationship may vary across coffee shop settings.

Consistent with Oliver (1999), satisfaction may provide a foundation for loyalty without necessarily guaranteeing an enduring customer relationship. Importantly, the significant direct effects alongside the significant indirect effects indicate partial rather than full mediation. Thus, customer satisfaction represents one mechanism through which store atmosphere, perceived price fairness, and green marketing are associated with loyalty, but it does not fully account for these relationships. Nevertheless, given the cross-sectional research design, these findings should be interpreted as statistical associations rather than evidence of causal mediation.

Managerial Implications

The findings suggest that FORE Coffee should coordinate improvements in store atmosphere, pricing, and environmental marketing to strengthen customer satisfaction and, through it, customer loyalty. Maintaining cleanliness, ensuring that facilities are accessible and functional, and providing a welcoming environment are practical priorities. To guide these improvements, managers should regularly collect customer feedback and identify which aspects of the store experience require attention.

In addition to the store environment, managers should ensure that pricing reinforces customers' favorable evaluations of their experience. Clear promotional conditions, understandable product bundles, and consistency between prices and the quality delivered may strengthen perceptions of fairness. Accordingly, pricing decisions should consider whether customers perceive their expenditure as justified by the products, service, and facilities they receive. This approach connects pricing with the broader customer experience and its contribution to satisfaction.

Furthermore, environmental marketing should complement these efforts through credible practices and transparent communication. Information about packaging, sourcing, and environmental programs should clearly explain what the company does and the scope of its initiatives. This emphasis on credibility is consistent with Chen and Chang (2013), who associated greenwashing with lower green trust through consumer confusion and perceived risk. Managers should thereFORE monitor whether customers understand and value these practices as part of their experience, using this feedback to improve both implementation and communication.

CONCLUSION

This study provides evidence that customer satisfaction serves as an important mediating mechanism linking store atmosphere, price fairness, and green marketing to customer loyalty at FORE Coffee in Surabaya. All three antecedents are positively associated with satisfaction and show significant indirect associations with loyalty through satisfaction. Importantly, the findings show that customers' positive perceptions of green marketing can strengthen satisfaction and, in turn, support customer loyalty. In this respect, the study extends service- and price-focused explanations of coffee shop loyalty by highlighting the relevance of environmental practices as part of the customer experience. For coffee shop managers, strengthening loyalty thereFORE requires not only a comfortable store environment and fair pricing, but also credible green marketing initiatives that customers can recognize and value.

Several limitations warrant consideration. First, the study examined a single brand using a convenience sample of dine-in customers in Surabaya, limiting the generalizability of the findings to other brands, locations, and customer groups. Second, the cross-sectional design precludes establishing temporal order or causal relationships. Third, loyalty was measured through self-reported preferences and intentions, which may not correspond to actual purchasing behavior. Future research could address these limitations by drawing on larger and more diverse samples, comparing coffee shop brands, and incorporating additional dimensions of the customer experience. Furthermore, longitudinal designs and observed purchasing data would help clarify how satisfaction relates to loyalty over time. Reporting bootstrap confidence intervals for indirect effects and assessing out-of-sample predictive performance would also strengthen the evaluation of the proposed model.

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