Journal of Ecohumanism
2024
Volume: 3, No: 7, pp. 386 – 403
ISSN: 2752-6798 (Print) | ISSN 2752-6801 (Online)
https://ecohumanism.co.uk/joe/ecohumanism
DOI: https://doi.org/10.62754/joe.v3i7.4210

The Effect of Product Innovation and Customer Relationship Management on Satisfaction Mediated by Purchasing Decisions in the Coffee Shop Industry

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Abstract

The coffee shop industry faces increasingly fierce competition, where consumers have many choices. To retain and attract customers, coffee shops must continuously develop product innovation and improve customer relationships through Customer Relationship Management (CRM). This study aims to identify the effect of product innovation and CRM on customer satisfaction and understand the role of purchasing decisions as a mediator in this relationship. This research uses a survey method by collecting data from coffee shop customers through questionnaires. The research sample consisted of coffee shop visitors who were active during the research period. The collected data were analyzed using statistical techniques, including regression analysis. The results showed that product innovation has a significant positive impact on customer satisfaction. CRM also has a significant favorable influence on customer satisfaction.Furthermore, purchasing decisions were found to mediate the relationship between product innovation and customer satisfaction, as well as between CRM and customer satisfaction. These findings indicate that coffee shops focusing on developing innovative products and implementing effective CRM strategies can increase customer satisfaction. In addition, purchase decisions are an essential intermediary in linking product innovation, CRM, and customer satisfaction. Therefore, coffee shop management must consider better strategies for integrating product innovation, CRM, and purchase decisions to achieve long-term success in this competitive industry. This research contributes significantly to understanding the factors influencing customer behavior and the strategies coffee shop industry players can use.

Keywords: *Customer Relationship Management, Product Innovation, Purchase Decision, Satisfaction.*

Introduction

Every organization's strategy to retain customers has various sustainable concepts. The concept planned as a strategic step in the business's will is superior to similar competitors. Therefore, various targeted solutions must be achieved to win better business competition. The coffee shop industry is one of the businesses in the spotlight of multiple publics. One of the brands is SK Coffee Lab, a place to enjoy coffee differently. Dominants who have become loyal consumers every week are never absent to visit. This is due to the possible match of product innovation, purchasing decisions, and customer relationships with branding that can be attached to achieving satisfaction value. Therefore, the owner of SK Coffee Lab wants to know how high the creation of customer satisfaction value has been in the past 2 months. So, it can be proposed that proper review needs to use constructs that align with customer satisfaction outcomes.

The findings (Wikhamn, 2019) reveal that innovation positively impacts customer satisfaction but requires the functionality of a communicative human resource role. This is still ambiguous because the assessment focuses more on the performance aspects of the financial, social, and ecological innovation fields. This could be an opportunity to change the aspect of customer relations with management at SK Coffee Lab. Thus, an in-depth focus on the specification of customer relationship management as a construct provides a concurrent role with product innovation. According to (Saputra, 2019), customer relationship management is the most essential element to increase customer satisfaction because it can provide the role of established communication and the speed of handling conflicts that occur in the organizations involved. Product innovation and customer relationship management correlate well and can be used as exogenous constructs. The opinion of (Kusno et al., 2021) believe that purchasing decisions are the cause of achieving satisfaction with the products consumed by customers. Thus, in this study, it is proposed as a mediating

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construct to provide a direct and indirect role as a research gap that offers innovations in this study. Each construct that has been examined becomes a firm basis, and each role aims to determine how good the value of customer satisfaction is at SK Coffee Lab. This research has never been done before and is essential to develop the latest model in path coefficients. This research opportunity needs to be developed further because of the need to review direct and indirect relationships using purchasing decisions. This is what makes a gap or differentiator from previous studies. The role of purchasing decisions is to mediate product innovation and customer relationships with branding to achieve customer satisfaction.

Based on research issues and previous reviews, it can be stated that the research objectives are to determine how significant the Buying Decision construct has a substantial effect on Satisfaction; Customer Relationship Management has a significant impact on Satisfaction mediated by buying decisions; Customer Relationship Management has a considerable effect on Satisfaction; Product Innovation has a substantial impact on Satisfaction mediated by buying decisions; Product Innovation has a significant effect on Satisfaction and assessment of the estimation model; R-square and importance-performance maps. The scope of this study uses the inclusion requirement that customers who are eligible to become respondents with more than two visits order a universal menu according to what is available at SK Coffee Lab.

Literature Review

Product innovation opportunities are a potential source for innovative ideas to achieve viable customer products (Goldberg & Abrahams, 2022). The consistent level of product innovation can be directed towards the conceptualization of large-scale investment and product development for the industry, which has a role that results in a wide selection of similar new products in the market (Shin et al., 2022). Product innovation refers to developing and implementing ideas, concepts, or changes in products or services intended to increase value for customers or consumers. Product innovation involves changes in various aspects of the product, including features, design, quality, technology, performance, and benefits offered to customers. It is one of the critical ways for companies to stay competitive and relevant in an ever-changing market. Here are some essential elements of product innovation:

Ideas and Creativity: Product innovation starts with creative ideas. Productive teams, researchers, engineers, designers, and other staff members often work together to generate new ideas to improve existing products or services or create entirely new products.

Research and Development: Product innovation involves in-depth research and development to test ideas, design prototypes, and develop new products. This can take significant time and resources.

Customer Understanding: Understanding customer needs, wants, and problems is essential when developing new products. This ensures that the resulting innovation is genuinely relevant and meets customer expectations.

Changes in Design and Function: Product innovation often involves changes in the product's design or function—for example, improvements in durability, efficiency, or product aesthetics.

Use of New Technology: Using the latest and advanced technologies is often integral to product innovation. This may mean adopting new technologies or developing unique in-house technologies.

Trial and Evaluation: Before a new product is launched, it will usually undergo a series of trials and evaluations to ensure it performs well and meets the desired quality standards.

Marketing and Launch: Once the innovative product is ready, the company must develop an effective marketing strategy to introduce it. A good launch is a critical step in the success of a creative product.

Monitoring and Improvement: Product innovation is not a one-time process. Companies must continuously monitor the product's performance in the market, listen to customer feedback, and be ready to make improvements or upgrades based on input.

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Product innovation is essential in a company's growth strategy and can provide a significant competitive advantage. Companies that can develop and launch innovative products relevant to their markets tend to be more successful in meeting customer expectations and achieving long-term sustainability.

According to (Laely et al., 2020), the relationship between brand management and customers is one of the enthusiasm to know and correct sincerely about the role being carried out. Customer Relationship Management is a process that can build and maintain producer relationships with consumers to create benefits in the form of products that are of value to consumers and satisfy consumers (Kotler et al., 2017; Kotler & Armstrong, 2018). Customer Relationship Management (CRM) is a strategic approach companies use to manage and build strong customer relationships. CRM is not just a software or system but a business philosophy that focuses on understanding customers, interacting with customers, and fulfilling customer needs. It aims to increase customer loyalty, improve customer retention, and optimize the overall customer experience. Here are some of the critical components of Customer Relationship Management (CRM):

Customer Understanding: CRM starts with deeply understanding your customers. This includes collecting customer data, such as preferences, purchase history, and contact information, to understand who your customers are and what they need.

Customer Interactions: CRM helps companies track and manage customer interaction, including phone calls, emails, online chats, and visits to physical stores. This allows companies to provide consistent and responsive service to customers.

Analyze Customer Data: Using the collected customer data, companies can analyze customer trends, behaviors, and preferences. This helps identify sales opportunities, customize offers, and improve marketing strategies.

Business Process Automation: CRM often automates business processes, such as lead management, sales tasks, email delivery, and scheduling. This can improve operational efficiency and allow teams to focus on more meaningful customer interactions.

Marketing Campaign Management: CRM can help companies plan, launch, and track targeted marketing campaigns. This allows companies to communicate with their customers effectively and respond to their needs and interests.

Customer Loyalty: By providing personalized, responsive, and quality service, companies can build strong customer loyalty. Customers who feel valued and well-served are more likely to remain loyal and provide referrals to others.

Performance Analysis: CRM helps companies monitor and analyze sales performance, customer retention, and marketing campaign effectiveness. This allows companies to make necessary improvements and adjustments in their strategies.

Inter-team Collaboration: CRM enables better collaboration between departments, such as sales, marketing, and customer service. This helps in providing a consistent experience to customers across different touchpoints.

Effective implementation of Customer Relationship Management can help companies optimize customer experience, increase productivity, and achieve sustainable business growth. It is a powerful tool for managing and strengthening relationships with customers who are valuable assets to the company.

The concept of purchasing decisions in the eyes of (Nurbiyanto et al., 2021), namely how to get a product for needs by reviewing multi-market conditions. Therefore, how to get a product is defined as the belief that what is consumed already has the best decision steps. This is what attracts this study, namely the construct of buying decision as a mediating construct. A buying decision is a mental process by an individual

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or organization to select and purchase a particular product or service. Purchasing decisions involve various factors that influence the buyer's final decision and often involve the following stages:

Problem Recognition: A purchase decision begins when an individual or organization realizes a problem or need to be addressed. This problem recognition can be triggered by various factors, such as a change in circumstances, a desire to improve something, or influence from others.

Information Search: Once the problem or need is recognized, the buyer will seek information to understand available options. This could include searching for information online, reading reviews, asking friends or family, or consulting an expert.

Evaluation of Options: Buyers will evaluate the various options available. They will consider factors such as price, quality, brand, features, and product or service benefits. At this stage, buyers may also compare different products or brands.

Purchase Decision: After evaluating, buyers will decide. This decision could mean buying the selected product or service, delaying the purchase, or choosing not to buy.

Purchase Implementation: If the purchase decision is to buy a product or service, the next step is implementing the purchase. This could mean conducting the transaction online, going to a physical store, or communicating with the seller.

Post-Purchase Evaluation: After the purchase, buyers may evaluate their decision. They will consider whether the product or service meets their expectations, whether they are satisfied with their purchase, and whether they would recommend the product to others.

Factors influencing purchasing decisions include price, product quality, brand, recommendations from others, personal preference, social influence, promotion, and economic factors. In addition, buying decisions can also be influenced by emotions, perceptions, and previous experiences. In business, purchasing decisions can involve several parties, such as management, procurement departments, and end users, each with different interests and considerations. Understanding the buying decision process is essential for companies to develop effective marketing strategies and understand how to influence potential buyers to make decisions in favor of their products or services.

Opinion (Laily & Rahmat, 2021) states that customer satisfaction will occur if the role of decisions, communication, marketing operations, and evaluation have been agreed upon. Findings (Komari et al., 2020) show that an object's satisfaction level will differ. Therefore, in-depth studies need to be adjusted to the parameters of success. Thus, customer satisfaction will be more focused and measurable by using the concept of the mediating role played by purchasing decisions. Satisfaction (satisfaction) refers to the positive feelings or evaluations a person feels after experiencing or using a particular product, service, experience, or situation. It is an essential concept in business and consumer psychology because it can influence customer behavior, repeat purchase decisions, and customer loyalty. Here are some crucial aspects of satisfaction:

Positive Evaluation: Satisfaction reflects the positive evaluation or pleasure and satisfaction a person feels towards something. This could mean feeling that the product or service meets or exceeds their expectations.

Subjective Evaluation: Satisfaction is a subjective experience. It varies from individual to individual and can be influenced by initial expectations, previous experiences, and personal preferences. What makes one person satisfied will not necessarily be the same for another.

Impact on Loyalty: Customer satisfaction is often closely related to customer loyalty. Customers who are satisfied with a brand or company tend to be more loyal and are more likely to make repeat purchases, provide recommendations to others, and have higher levels of engagement.

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Satisfaction and Retention: Companies that increase customer satisfaction experience higher customer retention. Customers are likelier to stay subscribed to that company's products or services rather than switching to a competitor.

Influence Factors: Customer satisfaction can be influenced by various factors, including product or service quality, price, customer service, speed of delivery, quality of interaction with the company, and overall user experience.

Satisfaction Measurement: Companies often use customer surveys and ratings to measure customer satisfaction. This can provide valuable insight into what is working well and what needs to be improved.

Role in Marketing: Customer satisfaction is essential in marketing. Satisfied customers tend to give positive testimonials, speak well of the brand or product, and contribute to the company's positive image.

Continuous Improvement: Companies that care about customer satisfaction strive to improve their products, services, and experiences continuously. This involves receiving customer feedback and taking action to address any issues or dissatisfaction that may arise.

Customer satisfaction is essential for many companies as it can positively impact their long-term growth and success. Understanding what satisfies customers and striving to meet or exceed those expectations are commonly used strategies for maintaining good customer relationships and achieving sustainable business success.

This study investigates the effect of product innovation and Customer Relationship Management (CRM) on customer satisfaction in the coffee shop industry, with purchase decision as a mediator. In this context, the key concepts to be tested include:

Product Innovation: This refers to how coffee shops develop new products or change existing products, such as unique menus, flavor variants, or creative serving methods.

Customer Relationship Management (CRM): This covers the practices that coffee shops use to build and maintain strong relationships with customers, such as customer data collection, customer interaction management, and service personalization.

Customer Satisfaction: This measures customer satisfaction with the products, services, and experiences they have at the coffee shop. This can include product quality, customer service, price, and convenience.

Purchase Decision: This refers to the purchase action taken by the customer after the coffee shop experience. Purchasing decisions may include buying a specific product, number of purchases, or frequency of visits.

This research will use statistical analysis to test the above hypotheses and evaluate how product innovation and CRM affect customer satisfaction and whether purchase decisions mediate the relationship. The study results will provide valuable insights for the coffee shop industry in developing more effective strategies for improving customer satisfaction and the success of their business. The research conceptual framework is a collection of attributes that provide an overview of the research. Conceptual research Husing constructs as in Figure 1.

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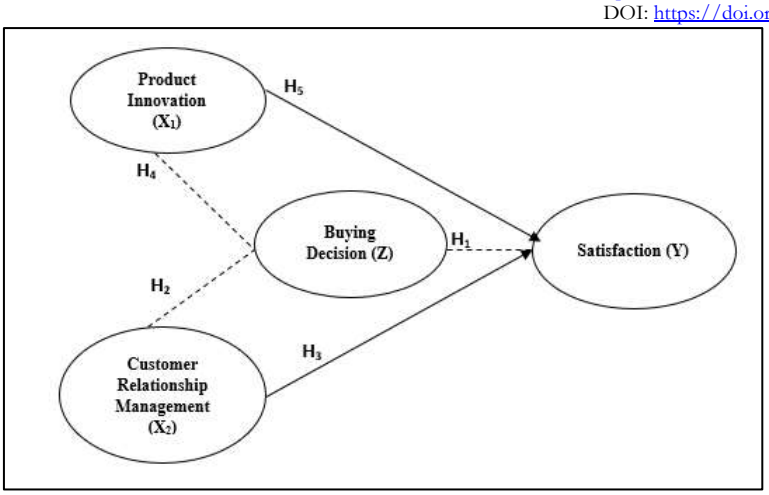

Figure 1. Conceptual Research

The research constructs show that buying decisions give a role to satisfaction, Customer Relationship Management gives a role to Satisfaction mediated by buying decisions, Customer Relationship Management gives a role to Satisfaction, Product Innovation gives a role to Satisfaction mediated by buying decisions, and Product Innovation gives a role to Satisfaction. The research framework is as in Table 1.

Table 1. Research Hypothesis

	Description
H_1	Buying Decisions has a significant effect on Satisfaction
H_2	Customer Relationship Management has a significant effect on Satisfaction mediated by buying decisions.
H_3	Customer Relationship Management has a significant effect on Satisfaction.
H_4	Product Innovation has a significant effect on Satisfaction mediated by buying decisions.
H_5	Product Innovation has a significant effect on Satisfaction.

Methods

Research Design

The research design uses quantitative with explanatory type. A good research design is the key to collecting relevant data and testing the proposed hypothesis. For research on the effect of product innovation and CRM on customer satisfaction with the mediation of purchasing decisions in the coffee shop industry, the main objective of this study is to identify and measure the effect of product innovation and CRM on customer satisfaction and the mediating role of purchasing decisions in the coffee shop industry.

Sample and Data Collection Techniques

The research population is customers of coffee shops. The population is intended to determine the total number of customers. The probability sampling model states that each unit in the population is stated to have the same opportunity to be selected as a sample. The probability sampling group is simple random sampling (Gahayu, 2015). The criteria that must be required are:

Products that customers buy according to the menu at SK Coffee Lab.

The frequency of product consumption is more than 2 times.

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Customers have a productive age, namely 18 years to 50 years.

The population has an unknown number. This is evidenced by the fact that there is no tabulation of the source of observation. Therefore, using a sample with the Lemeshow method:

$$n = \frac{z^2 p(1-p)}{d^2} \tag{1}$$

$$n = \frac{1{,}96^2 \; x \; 0{,}4 \; x \; (1-0{,}4)}{0{,}08^2} = 144 \sim 150 \text{ respondent}$$

The research sample was at least 92 respondents. However, it is best to use 150 respondents to increase the research results' accuracy, validation, and reliability. Respondent characteristics refer to attributes or information used to describe and identify individuals or groups participating in a study or survey. This information helps researchers understand and analyze the data better and identify patterns, trends, or differences that may appear in the research results. Here are some characteristics of respondents that are generally considered in research, as in Table 2.

Table 2. Respondent Characteristics

Characteristics	Frequencies	Percentages (%)
Male	54	36
Female	96	64
Olds 20-25	44	29,3
Olds 26-30	55	36,7
Olds > 30	51	34
Friend zone	69	46
Gathering	44	29,3
Learning	37	24,7

Based on the descriptive characteristics of the respondents, it can be stated that the dominant ones include the female gender, 96 respondents, age 26 years - 30 years, 55 respondents, and the agenda of visiting SK Coffee Lab for friend zone, 69 respondents. This means that this can be stated as evidence that the dominant respondent category is in the productive phase, where the role of customer relationship management can bring them the ability to communicate reciprocally with colleagues, even employees at SK Coffee Lab. Not only that, but in the current era, the friend zone agenda is more precisely a step to building a new thing, and at SK Coffee Lab, it is also supported in terms of product innovation. This shows that the role of customer relationship management and product innovation can positively impact achieving customer satisfaction.

Research data in the form of facts and figures. In addition, the data used are endogenous, exogenous, and mediation contours. Primary data sources were used to distribute e-questionnaires with Google Forms to respondents at the SK Coffee Lab location. Secondary data sources are obtained from international, national, and reputable journals that correlate with the research topic.

Each question indicator on the independent and dependent aspects is given an interval scale assessment. The function of the scale is to categorize the results when the questionnaire is processed in data tabulation. The indicator assessment on each aspect uses a Likert scale, as shown in Table 2.

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Table 2. Likert Scale Interval

Score	Descriptions
1	Not Important
2	Less Important
3	Important
4	Quite Important
5	Very Important

The operational definition consists of independent, dependent, and moderating aspects. Each aspect has an indicator of 3 items. The questionnaire scale is based on a Likert scale model, as shown in Table 3.

Table 3. Operational Definition

Construct	Question Item
Product innovation as an exogenous construct is stated as an innovation development step of products that require continuous improvement (Andarini et al., 2020; Daragahi, 2017; Wikhamn, 2019).	1. Product variants 2. Packaging design 3. Product quality
Customer Relationship Management is an exogenous construct that has the role of designing relationships between customers and product providers (Andarini & Laely, 2019; Kumar et al., 2019; Nisafani et al., 2017; Panjaitan & Djunaedi, 2017; Panjaitan & Laely, 2017).	1. Human Resources 2. Technology 3. Organization
You purchase decisions as a mediator who analyzes decisions (Laely & Komari, 2017; Mallombasang et al., 2020; Nurbiyanto et al., 2021).	1. Decision 2. Accuracy 3. Expectation match
Customer satisfaction is an endogenous construct that has the role of providing satisfaction value from the support of exogenous constructs (Djunaidi & Subagyo, 2020; Hariyono et al., 2019; Laely, 2016a, 2016b; Panjaitan & Djunaedi, 2017; Panjaitan & Laely, 2017; Rahmaddiansyah et al., 2015; Rizki et al., 2021; Song et al., 2019).	1. Experience 2. Testimonials 3. Service

Data Analysis Technique

Data analysis techniques are designed to systematically process data from Google Forms, observations, and literature references. The data analysis technique uses a partial least square test using path analysis (Riduwan & Kuncoro, 2008). Path analysis consists of a path model as a diagram that provides a correlation role using arrows following the designed hypothesis. The causal path provides a correlation design with exogenous, endogenous, and mediation meanings. This study uses exogenous construct types as constructs that have an impact, endogenous as constructs that are given an effect, and mediation that provides direct and indirect correlation to exogenous and endogenous constructs. The data analysis method uses the following stages:

Outer model design analysis is an analysis design that provides a specification of the correlation of research latent constructs with each statement attribute. The measurement uses convergent and discriminant validity with the condition that the loading factor and cross loading> 0.5 because it is development research. Determination of the average variance extracted value> 0.5 and Cronbach's alpha value> 0.5 as reflective.

Inner model design analysis is a model analysis design that assesses R-square. The assessment uses strong> 0.75, moderate> 0.50, and weak> 0.25. If the R-square value is higher, it is stated that the research-level prediction model is feasible. F-square as a model goodness test, with effect size parameters > 0.02, declared a small influence; effect size > 0.15 declared a moderate influence; and > 0.35 declared a significant impact on the structure level.

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Bootstrapping test using direct effect with a positive value is declared a unidirectional direct effect on path analysis p-values <0.05 as evidence of significance on exogenous constructs. An indirect effect with a positive value is declared a unidirectional indirect effect on path analysis p-values <0.05 as evidence of significant mediation. Total effect is the total value of the direct effect and indirect effect. Thus, the calculated T-statistic is declared significant in partial terms if it is greater than the T-table.

Results and Discussion

The results of the research analysis test begin with the Loading factor test. The factor loading test function is a measure used in factor analysis in multivariate statistics, especially in exploratory and confirmatory factor analyses. It measures the extent to which each variable in the observed data set relates to the analyzed factor. Factor loading indicates the strength and direction of the relationship between the variables and the underlying factor. Determination of the loading factor value uses the calculated loading factor value> 0.5 because it is included in the category of research that is still in the research construct development model. The results can be seen in Table 4.

Table 4. Loading Factor

Construct	Loading factor
BUY1➞ Buying Decision	0.892
BUY2➞ Buying Decision	0.653
BUY3➞ Buying Decision	0.704
CRM1➞ Customer Relationship Management	1.000
PI1➞ Product Innovation	0.665
PI3➞ Product Innovation	0.982
SAT1➞ Satisfaction	0.658
SAT2➞ Satisfaction	0.849

The test results of the loading factor value of the statement attribute have a loading factor value <0.5 and are eliminated. Thus, the loading factor value received from the construct in each statement attribute is the BUY1, BUY2, BUY3, CRM1, PI1, PI3, SAT1, and SAT2 codes so that they are declared valid. The results are as in Figure 2.

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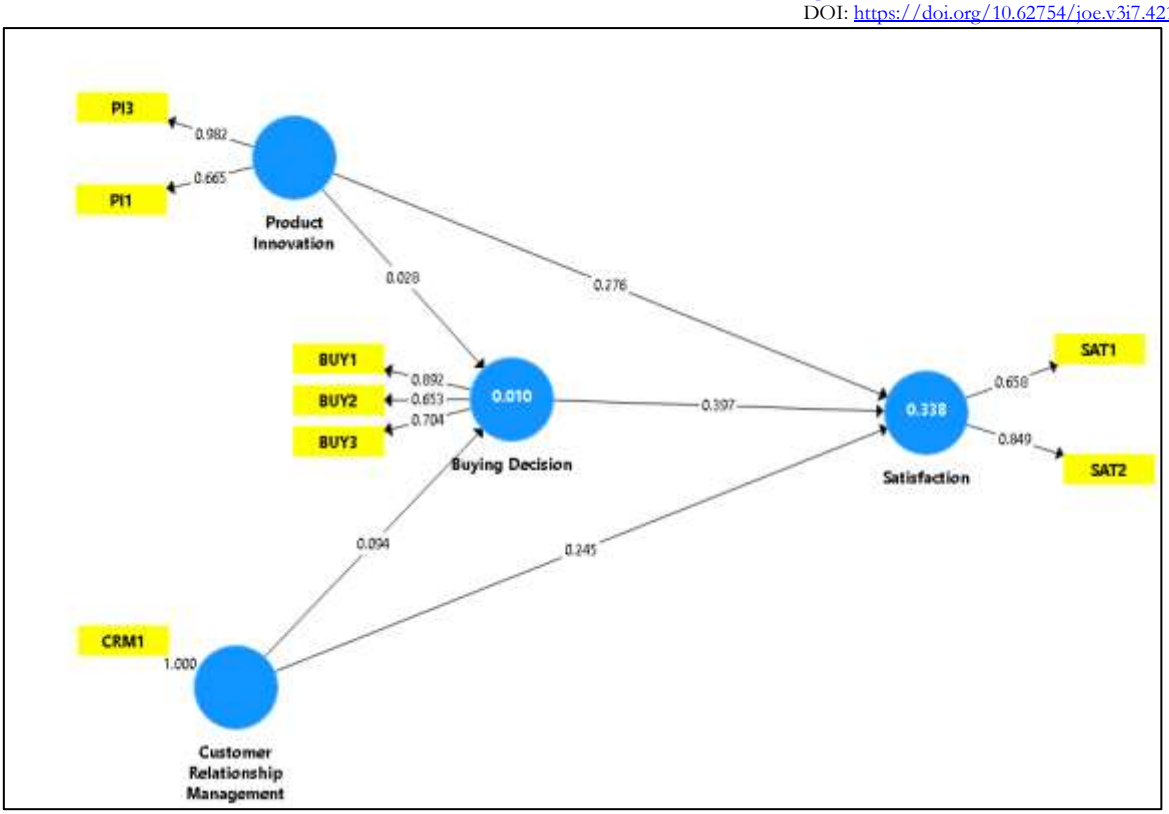

Figure 1. Outer Model

Cross-loading is a phenomenon in factor analysis, particularly confirmatory factor analysis, where a variable can have significant loadings on more than one factor. This is common in factor analysis and raises several considerations when interpreting factor analysis results. The cross-loading value is stated that with a cross-loading value> 0.5, it is acceptable and declared valid. The cross-loading results are shown in Table 5.

Table 5. Cross Loading

Correlation of attributes with constructs	Loading factor
BUY1➞ Buying Decision	0.892
BUY2➞ Buying Decision	0.653
BUY3➞ Buying Decision	0.704
CRM1➞ Customer Relationship Management	1.000
PI1➞ Product Innovation	0.665
PI3➞ Product Innovation	0.982
SAT1➞ Satisfaction	0.658
SAT2➞ Satisfaction	0.849

Based on the assessment of cross loading <0.5, elimination is carried out so that only the constructs of the BUY1, BUY2, BUY3, CRM1, PI1, PI3, SAT1, and SAT2 statement attributes are presented so that they are declared valid. Furthermore, the validity test uses Cronbach's alpha> 0.6 and the reliability value using composite reliability> 0.7. The reliability test results are as in Table 6.

Table 6. Composite Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)

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Buying Decision	0,684	0,798	0,572
Customer Relationship Management	1,000	1,000	1,000
Product Innovation	0,678	0,821	0,704
Satisfaction	0,678	0,729	0,577

Based on composite reliability, Cronbach's alpha and composite reliability are feasible with the achievement of Average Variance Extracted> 0.5. Therefore, the constructs used, namely Buying Decisions, Customer Relationship Management, Product Innovation, and Satisfaction, are valid and reliable for use as structural model testing parameters. The next step is to test the P R-square (R2) as an explanation of the exogenous constructs on the endogenous constructs achieved to determine the value of the most robust model, and the results are as in Table 7.

Table 7. R-Square

Construct	R Square	R Square Adjusted
Buying Decision	0,510	-0,003
Satisfaction	0,638	0,324

Based on the R-square (R2) assessment, the Buying Decision construct successfully mediates 0.510 or 51%, and the satisfaction construct successfully provides an impact of 0.638 or 63.8%. The achievement of the buying decision construct is 51%, the rest is 49%, while satisfaction is 63.8%; the rest does not reach a value of 100% because it is influenced by other constructs that are not explained in the study. Determination of the F-square value indicates the goodness of use of the structural model that has been formed. The logical F-square has the smallest value of 0.02, the results of which can be seen in Table 8.

Table 8. F-square

Correlation of attributes with constructs	F-square
Buying Decision➞ Satisfaction	0,235
Customer Relationship Management➞ Buying Decision	0,09
Customer Relationship Management➞ Product Innovation	0,088
Product Innovation➞ Buying Decision	0,04
Satisfaction➞ Product Innovation	0,113
Buying Decision➞ Satisfaction	0,235

Based on the test results in Table 8, the value of the buying decision construct on satisfaction is 0.235> 0.15 with a moderate impact category; the Customer Relationship Management construct on Buying Decision is 0.09> 0.02 with a negligible impact category; the Customer Relationship Management construct on Satisfactions is 0.088> 0.02 with a moderate impact category; the Product Innovation construct on Buying Decision is 0.04> 0.02 with a negligible impact category; and the Product Innovation construct on Satisfaction is 0.113> 0.02 with a moderate impact category.

The statistical analysis of hypothesis testing provides information about whether product innovation and CRM significantly affect customer satisfaction and whether purchasing decisions mediate the relationship. The results of hypothesis testing can be used to conclude these findings supporting or rejecting the research hypothesis, as shown in Figure 3.

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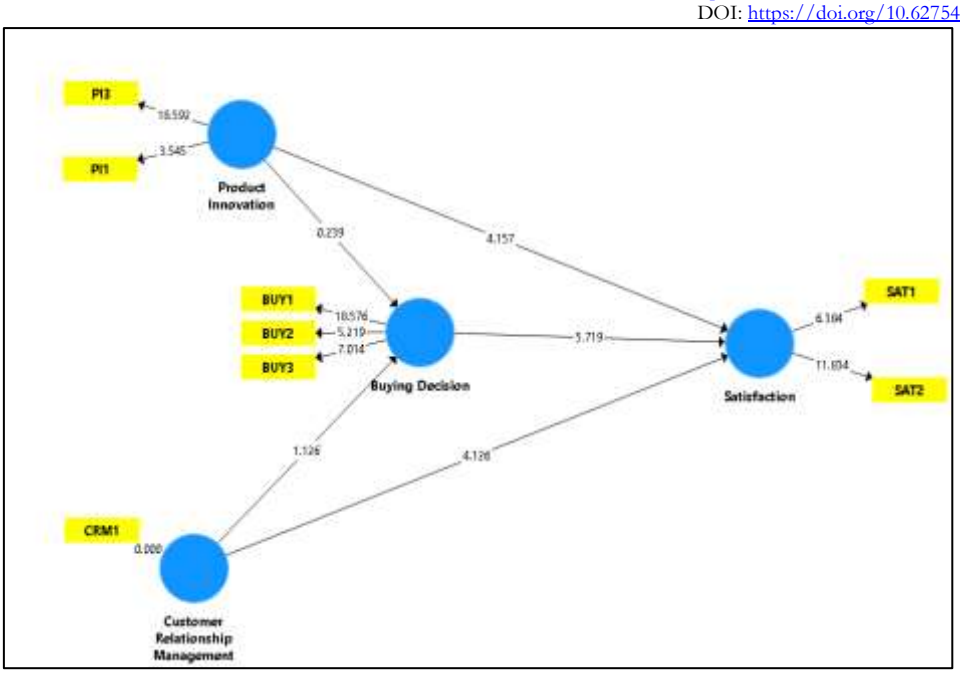

Figure 2. Bootstrapping Model

Based on the model test results with Structural Equation Modelling (SEM), it can be concluded as shown in Table 9.

Table 7. Bootstrapping Hypothesis Testing

Hypothesis	Construct Model	t-Statistics	ρ-Value	Description
H_1	Buying Decision➞ Satisfaction	5.719	0.000	Significant
H_2	Customer Relationship Management ➞Buying Decision➞ Satisfaction	2.526	0.022	Significant
H_3	Customer Relationship Management ➞ Satisfaction	4.126	0.000	Significant
H_4	Product Innovation ➞ Buying Decision➞ Satisfaction	2.839	0.010	Significant
H_5	Product Innovation➞ Satisfaction	4.157	0.000	Significant

Buying Decision Has a Significant Effect on Satisfaction

The buying decision assessment significantly affects satisfaction with a T statistics value of 5,719 with a significance of 0.000. This proves a feasible influence. Buying decisions have statement attributes, including the selection of coffee, non-coffee, food, and beverage menu decisions, the right product choice, and the product chosen as expected. All three loading factor values and cross-loading meet the requirements of> 0.05. The SK Coffee Lab industry always provides what its customers expect. This can be proven by menu information during visits and on SK Coffee Lab's Instagram media. The selection of coffee, non-coffee, food, and beverage menu decisions: the right product choice impacts customers because it is an option and can be recommended for colleagues and friends when visiting SK Coffee Lab. The most dominant product choice that is the best seller based on customer expressions is Es Kopi Susu. Milk-iced coffee products are

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indeed a mainstay for customers and are often ordered, and the dominating food and beverage is chicken rice bowls. On the other hand, the product chosen follows customer expectations, and this causes the three attributes to provide a decent satisfaction rating. The level of satisfaction felt by customers has a loading factor value and cross-loading> 0.5 and is supported by composite reliability> 0.7. Thus, the average loading factor value, cross-loading, and composite reliability are 0.572 or 57.2% for buying decisions and 0.577 or 57.7% for satisfaction. According to (al Rosyid & Pratiwi, 2022 Peemanee & Wongsahai, 2021 Sutrisno & Setyawan, 2020), modeling a decision in customer thinking is very innovative. This indicates that customers know and utilize some advanced technology to make purchases. For example, the system's availability will provide an overall level of repeat purchase decisions, as using the app allows customers to access the information they need conveniently. Therefore, what is happening now is that the application for ordering consumer products can tighten the consumer buying process. This is in line with previous research, which claims that perceived benefits representing acceptance and intention to use technology influence service usage as most consumers prioritize convenience. With the advancement of technology, online purchasing has become very convenient, with a wide range of products that are easy to assess. Intention is a motivational factor that influences behavior and indicates a person's effort to act. The more determined the person is, the more likely it will turn into behavior. At the same time, the expression (Ekasari et al., 2019; Padmalia, 2019; P. Andriyani. S & Arwani, 2021), with purchasing decisions that have attributes according to customer expectations, creating a level of customer satisfaction is no longer a tricky thing. However, this makes it very easy to assess and understand deeply to increase the role of customer satisfaction sustainably. Not only that, but the evidence also stated (Aryani & Desmintari, 2019) that customers who have received recommendations from colleagues will be easily influenced to decide to buy a product. This means that, in this case, it is more focused on evidence of peer satisfaction with a product.

Customer Relationship Management Has a Significant Effect on Satisfaction Mediated by Buying Decision

Customer relationship assessment significantly affects satisfaction mediated by buying decisions, with a T statistics value of 2.526 and a significance of 0.022. This proves that the mediating role has a significant effect. The influential customer relationship attribute with a decent predicate is the human resources employees at SK Coffee Lab. As employees, their roles are very much in line with customer expectations. The role of these employees includes polite ethics towards customers, how to serve customers, and actively helping customers when finding coffee, non-coffee, food, and beverage menus that are currently the best sellers. This statement attribute is a reference in achieving buying decisions to increase the role of Satisfaction. The loading factor and cross-loading assessment for human resources is perfectly completed, namely 1.000, when mediated by buying decisions on satisfaction. The determination of the value of the average validation and reliability of 1.000 is declared perfect, and this is evidence that the buying decision that mediates will give the role of customer relationship management more optimal work. Thus, employees at SK Coffee Lab will play a good role in customers' decision-making when choosing a favorite menu. Therefore, this helps customers to provide a high satisfaction value. In addition, the value of customer relationship management can work together to give the role of buying decisions and satisfaction with each value of 0.09> 0.02 and 0.088> 0.15. The findings (Kusno et al., 2021; Song et al., 2019) show that the mediating role of buying decisions is very capable of working with Customer Relationship Management. The role of marketing mix elements is a component that can encourage consumer purchasing decisions. One of the factors that drives purchasing decisions is a price that can create managerial and spontaneous communication towards consumer purchasing decisions. On the other hand, (Hanaysha, 2018; Suhaimi et al., 2021; Supana et al., 2021) product purchasing decisions are taken by consumers after going through several calculations and alternative considerations. Before the choice is made on a particular brand of product, there are several stages that consumers can go through in making purchasing decisions. Where a specific purchasing decision process is due to the emergence of need problems, information search, evaluation of alternatives, purchase decisions, and post-purchase behavior. Customer relationship management is required as the main activity in achieving customer satisfaction. The findings (Aryani & Desmintari, 2019; Fauziah et al., 2022) have brought a role that achieves a technology in Customer relationship management with the help of artificial intelligence. A service activity can be decided because customer satisfaction can be realized when considering a quality brand, in this case, automatically a.

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Customer Relationship Management Has a Significant Effect on Satisfaction

Customer relationship management significantly affects satisfaction, with a T statistics value of 4,126 and a significance of 0.000. Although not through the mediation of buying decisions, customer relationships can affect satisfaction. This indicates that SK Coffee Lab employees and their leaders have recognized that visiting customers need responsive and caring employees. This shows that the relationships established with customers give complete confidence to employees at SK Coffee Lab. This is not an open secret because both employees and customers already know each other and are familiar with communication. This is very important in achieving the vision built by SK Coffee Lab, namely that customers are prioritized and made more comfortable in the shop area. In addition, greeting each other between employees and customers is the key to a good relationship and proves that employees have a humble attitude. Based on the experience of customers who are respondents, they dominantly reveal that in terms of communication, attitude, ethics, and how to joke, they make it familiar when they are at SK Coffee Lab.

Customer relationship management is indeed sovereign and can influence satisfaction significantly. Findings (Adnan et al., 2021; Laksmana et al., 2018; Saputra, 2019), both a consumer product and a service product must have a customer-oriented business strategy to maximize company profits and customer satisfaction. CRM is the coordinated integration of sales, marketing, and service strategies. CRM stores customer information records all contacts between customers and companies, and creates customer profiles for company staff who need information about customers. Experts have different definitions of CRM. Generally, it can be concluded that CRM is a strategy and effort to establish relationships with customers and provide satisfactory services for them. This is also following the opinion of (Hassan et al., 2015; Rosalina et al., 2019); the achievements of CRM play a significant role in satisfaction because the product increases the role in the sales line so that organizational profits appear. The number of loyal customers will increase. So, increasing industry competitiveness is required, such as employee training with a role in providing better quality services to understand, which builds satisfaction to achieve customer loyalty and meet expectations with CRM. This opinion is also supported by (Aprilia et al., 2022; Hwang et al., 2021), has shown carefully that various businesses that can provide great satisfaction, one of which is the coffee shop business, deserve to provide the highest level of customer value for market product choices. Therefore, a coffee shop business can be said to have achieved product efficiency if it can give maximum customer satisfaction value.

Furthermore, a sustainable value-creation strategy is required. Therefore, the company's approach to various inputs and outputs. The value creation strategy improves product performance and offers flexibility by providing maximum customer value.

Product Innovation Has a Significant Effect on Satisfaction Mediated by Buying Decision

Product Innovation has a Significant Effect on Satisfaction, with a T statistics value of 2.839 and a significant level of 0.010. The statement attributes that are feasible in determining the loading factor and cross-loading are the variants of coffee, non-coffee, food, and beverage menu products and the quality of coffee, non-coffee, food, and beverage menu products. The product variants at SK Coffee Lab are very diverse, with the mainstay coffee, non-coffee, and food and beverage menus. The best seller competence, primarily based on customers' expressions, is Es Kopi Susu. The iced coffee milk product is a mainstay for customers and is often ordered, and the dominating food and beverage is chicken rice bowl. Review the quality developed from premium coffee beans using the best roasting and safe and halal packaging for customers. Product innovation mediated by buying decisions does give a more impression that can increase related to the average value of variance from validation and reliability of 0.704> 0.7. So, it can be said that with a buying decision, increased satisfaction can provide a more appropriate assessment. The findings of (R. S et al., 2021; Shin et al., 2022) prove that measuring 1) product and service innovation, 2) product innovation alone, and 3) service innovation alone. Companies forming product innovations tend to achieve higher innovation performance than others despite lower innovation efficiency as the availability of customers or users understand the product innovation being developed further. Also, (Damayanti et al., 2019; Pratiwi & Arsyah, 2021) highlighted several public areas related to studies in locations crowded with visitors, that the role of product innovation cannot be separated from visual insight. But the need for a

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system. Here, what is meant by the system is not just an application. However, the role of services in achieving innovative customer satisfaction is procedural. Thus, this is the spearhead of an organization in providing the role of what users expect in production innovation, which can increase the role of systematic decision-making and be monitored every period of days and even months. According to (Adlin et al., 2019; Uzir et al., 2020), it is proving that the innovation of product quality is the functionality and suitability of products that serve buyers and users satisfactorily. Customers who buy from favorite brands have developed inherent intuition and create comfort. Thus, customers focus on product consumption, packaging design, color shape, and physical appearance. Not much different from the findings (Adlin et al., 2019; Rusti et al., 2021; Wikhamn, 2019), proving that the 4.0 era with one of the roles of locations that serve a common agenda, such as coffee shops stated that innovation would provide a better way to satisfy consumers. A company manager believes innovation is a fundamental requirement for ultimate customer satisfaction. These results confirm previous research that product innovation is the main focus for gaining customer satisfaction.

Based on the blindfolding assessment is used to determine the level of relevance of the relevant predictive observations of the constructs used, namely the constructs of buying decisions and satisfaction. This assessment shows the value of Q Square (Q2) of 0.163. The value of 0.163 is very relevant because it exceeds the parameter 0.050. While the buying decision construct on Q Square (Q2) of 0.07> 0.05 is also declared relevant. The level of relevance of buying decisions and satisfaction is still high because it functions as endogenous, and buying decisions are mediation.

Based on the model estimation results, a value of 0.644 or 64.4% was obtained. It is stated that the estimation model made has been fulfilled because it is worth> 0.5. Thus, the estimation model of the effect of product innovation and CRM on satisfaction mediated by purchasing decisions in the Coffee Shop Industry provides a feasible model determination, as the results can be simulated with a graph in Figure 4.

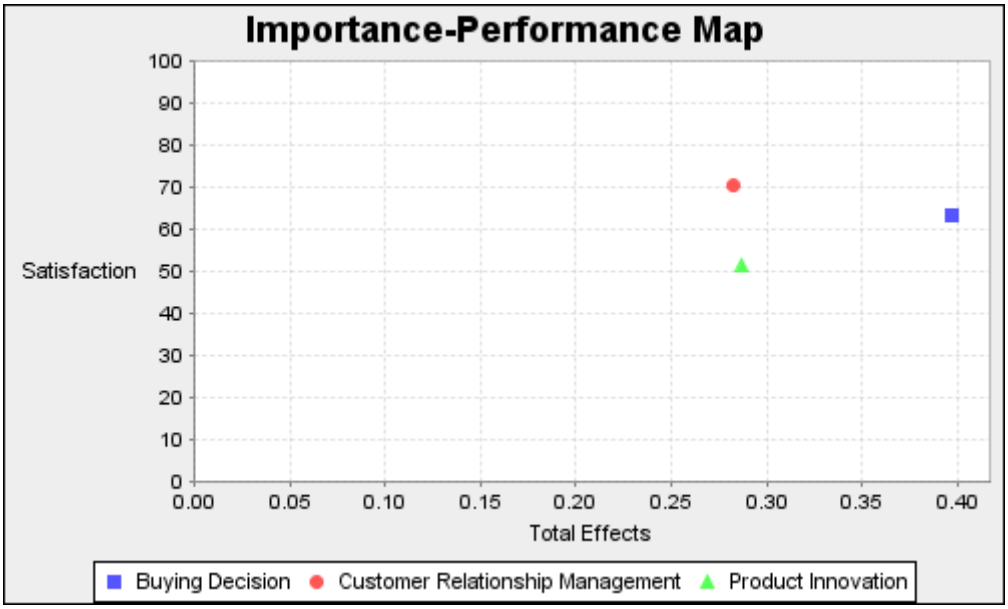

Figure 3. Importance- Performance Map

Assessment of the importance and performance map of the buying decision construct as mediation has a value in the 0.40 area, which means it has a satisfactory value. The product innovation and customer relationship management constructs are exogenous in the 0.30 area, which means they have an acceptable value, and the satisfaction construct is endogenous. Based on the importance-performance maps, it is stated that the studied constructs achieve a good capacity in achieving customer satisfaction in the coffee shop industry.

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Conclusion

The results showed that product innovation significantly influences customer satisfaction in the coffee shop industry. Coffee shops that can serve new or innovative products tend to have more satisfied customers. This shows the importance of continuously developing and updating menus or products to meet changing customer expectations. The research also found that CRM has a significant influence on customer satisfaction. Effective customer relationship management, including customer data collection, customer interaction management, and service personalization, can increase customer satisfaction. This emphasizes the importance of maintaining and building strong customer relationships to create a positive experience. Research shows that purchasing decisions mediate the relationship between product innovation and customer satisfaction, as well as between CRM and customer satisfaction. This indicates that purchasing decisions are an essential intermediary in the relationship between these factors. This means that, in addition to creating innovative products and implementing effective CRM, coffee shops must also ensure that customers' purchase decisions go hand in hand with their efforts to increase satisfaction.

The results of this study have important implications for the coffee shop industry. To increase customer satisfaction, coffee shops must continue to innovate their products and implement effective CRM strategies. In addition, special attention should be paid to the influence of purchasing decisions in ensuring customers are truly satisfied with their experience. This research provides a better understanding of the factors influencing customer satisfaction in the coffee shop industry. The study implies that it is stated that the customer relationship management construct is not optimal because only the statement attribute follows the respondents; the construct that has a mediating role is appropriate because the statement attribute has passed the loading factor and cross-loading, so it is necessary to increase the role of the customer relationship management attribute continuously.

Suggestions for this study: it should be noted that adding loyalty constructs can be used as a better model framework to increase the role of bootstrapping models and estimation models. As for the SK Coffee Lab research object, it is stated that achieving customer satisfaction is good and requires maintaining the purchasing decision side concerning product innovation and increasing the role of more optimal customer relationship management. However, there is still room for further research, such as considering the role of other variables that may affect customer satisfaction or identifying specific strategies that coffee shops can implement to increase customer satisfaction.

This conclusion provides an overview of the importance of product innovation, effective CRM, and purchase decision influence in achieving high customer satisfaction in the coffee shop industry. The business implication of this study is that coffee shops should invest in these strategies to maintain and expand their market share.

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