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**THE INFLUENCE OF PRICES, BARISTAS, PRODUCTS, AND STORE  
ATMOSPHERE ON SUSTAINABILITY COFFEE SHOP BUSINESS IN THE  
LOWLANDS**

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**KEYWORDS**

Coffee shop;  
Lowland; Product  
Innovation; Product  
brand; Business  
sustainability

**ABSTRACT**

Business sustainability in the lowlands is the ability to continue to adapt to changing consumer trends and preferences. Therefore, these business actors must conduct research related to the sustainability of the business. This research aims to determine the influence of prices, baristas, products, and atmosphere on the sustainability of coffee shop businesses in the lowlands. The study was conducted in Tangerang City, a lowland area with many modern coffee shops. The research time is from July to September 2023. The research design used is quantitative and survey methods. The research population is coffee shop consumers in Tangerang City, whose number is unknown, so the sample size was determined deliberately, namely 100 consumers. Data analysis uses the Structural Equation Modeling instrument. The research results show that the price and product variables positively affect coffee shop businesses' sustainability in Tangerang City's lowlands. Still, the barista variables and shop atmosphere have no effect. The indicator that best explains the condition of the price variable is "price according to brand" and for products is "product innovation". For this reason, coffee shop business managers in the lowlands of Tangerang City are recommended to maintain or improve product branding and innovate products to sustain their business.

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**INTRODUCTION**

The coffee shop business has become an essential part of people's daily lives in the social realm (Ferreira & Ferreira, 2018). Coffee shops become places for social meetings, negotiations, creativity, and reflection for individuals (Ferreira et al., 2021). This phenomenon creates significant business opportunities in the coffee shop sector and can inspire business people to set up new coffee shops. The coffee shop industry has experienced rapid growth in recent decades to become a significant element in people's lifestyles in various regions and social classes (Song et al., 2019). In 2019, the growth of coffee shops in Indonesia was around 23% (Hariyanto, 2019).

The increasingly widespread presence of coffee shops has encouraged high competition in this industry to seize opportunities (Li et al., 2019). Increasingly fierce competition among existing coffee shops has inspired coffee shop managers to continue to innovate, adapt, and implement strategies that focus on the sustainability of their business (Raniya et al., 2023). The condition of coffee shop business sustainability can be critical in improving bargaining position

and competitiveness (Song et al., 2019). This situation encourages coffee shop business managers to continue ensuring that their business is sustainable throughout the business area (topography), whether in the highlands or lowlands.

Geographic topography in the lowlands and highlands can create different characteristics of coffee shop consumers (Arif & Agastya, 2022). Lowland and highland areas have significant climatic and cultural differences, influencing consumer preferences, habits, and behavior (Untari & Widiantari, 2013). Tangerang City, Banten Province, Republic of Indonesia, is a large urban area in the lowlands. The height of the area is in the range of 10 to 30 meters above sea level. Such conditions can represent the condition of modern coffee shops that stand in the lowlands, including Pattani City (Thailand), Vienna (Austria), Seattle (United States), Selangor (Malaysia), Noord-Holland (Netherlands), Barcelona (Spain), Victoria (Australia), Cape Town (South Africa), Marrakech (Morocco), Cairo (Egypt), Hanoi (Vietnam), Busan (South Korea), Doha (Qatar), Muscat (Oman), Osaka (Japan), Vancouver (Canada), Mumbai (India) and Colombo (Sri Lanka). Because there is a common desire among coffee shop business managers in any region, namely wanting a sustainable business, in the current era, the issue of coffee shop business sustainability has become a significant concern for coffee shop management worldwide. Thus, research on variables related to business sustainability is very important to carry out.

Based on literature studies, previous research results were obtained, including Purnomo & Munggaran (2023), who explained that in the context of coffee shop business, sustainability is an essential issue regarding environmental, economic, and social impacts resulting from business operational lines. Furthermore, Lee & Ruck (2022) explained that many variables can influence the sustainability of a coffee shop business, including barista variables and beverage product variables offered (Eva & Wachdijono, 2021; Ferreira et al., 2021; Oktafiani et al., 2023) and price variables (Karomah et al., 2018; Laili & Canggih, 2021; Ratnasari and Wachdijono, 2021; Samoggia & Riedel, 2018; Permatasari et al., 2021) and shop atmosphere (Adhinda et al., 2022; Gunawan & Syahputra, 2020; Sofia et al., 2023). Referring to the previous research above, this research will focus on variables related or influential to the sustainability of the coffee shop business: price, barista, product and shop, and atmosphere.

This research aims to determine the influence of price, barista, product, and shop atmosphere variables on coffee shop businesses' sustainability in Tangerang City's lowlands. The difference between this research and the previous one is that in this research, the four variables were combined, namely price, barista, product, and shop atmosphere, into a single independent variable. In contrast, in previous research, these four variables had never included the barista variable in a single independent variable. So that this research can add new knowledge; therefore, this research will be useful and contribute academically to the development of knowledge, especially regarding variables that influence the sustainability of coffee shop businesses. It will also make practical contributions through recommendations for coffee shop business managers in their business sustainability efforts. Thus, research entitled: The Influence of Prices, Baristas, Products, and Store Atmosphere on the Sustainability of Coffee Shop Businesses in the Lowlands is important to carry out.

Based on the results of previous research, it can also be used as a basis for preparing the framework for this research, as seen in Figure 1.

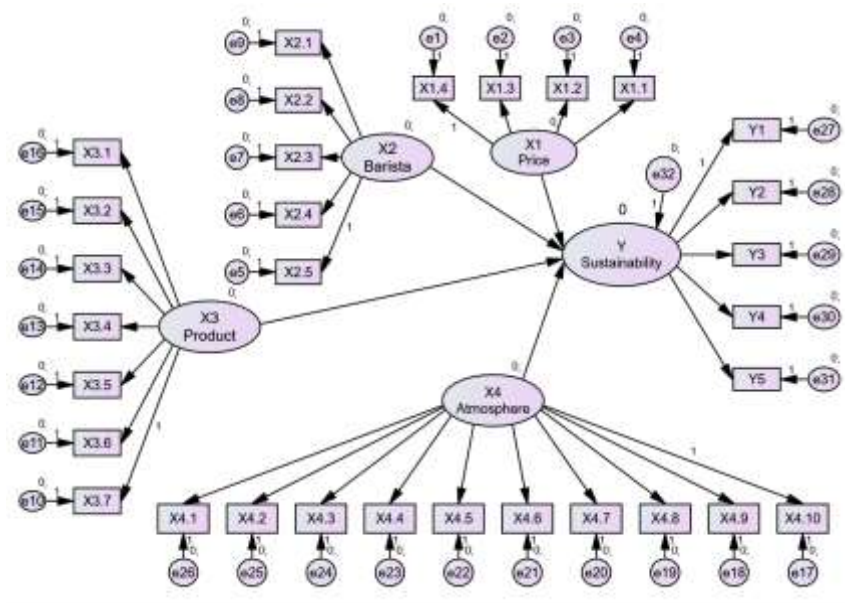


Figure 1

**Research rationale framework**

Source: Results of previous research

Based on the framework in Figure 1, this research hypothesis is proposed, namely:

- 1) H1: X1 (price) has a significant effect on Y (sustainability of the coffee shop business)
- 2) H2: X2 (barista) has a significant effect on Y (sustainability of the coffee shop business)
- 3) H3: X3 (product) has a significant effect on Y (coffee shop business sustainability)
- 4) H4: X4 (shop atmosphere) has a significant effect on Y (coffee shop business sustainability)

**METHOD RESEARCH**

This research was conducted in Tangerang City, Banten Province, Republic of Indonesia because this city is in the lowlands and has many modern coffee shops. The research was carried out from July to September 2023. The research objects were price variables (X1), baristas (X2), products (X3), coffee shop atmosphere (X4), and sustainability of the coffee shop business (Y). To facilitate and confirm the implementation of measurements on each of these variables, an operational definition is needed for each variable, as follows:

- a. Price (X1) is the consumer's perception regarding the amount of value, which shows the amount of money that consumers must pay to buy products at a coffee shop at a particular time and location (Apriliya, 2023; Tama & Cahyono, 2023) which is measured by four indicators, namely: 1) price affordability, 2) price match with quality, 3) price match with brand, and 4) recommend the price to others. All indicators are measured using a Likert Scale.
- b. Barista (X2) is a person or group of people who have competence in making and serving coffee drinks at the coffee shop at the research location (Prasetyo et al., 2023; Rafsanjani, 2022; Rizky Oktafiani et al., 2023) which is measured by five indicators, namely: 1) skills, 2) suitability of preferences, 3) speed, 4) friendliness and 5) knowledgeable. All of these indicators are measured using a Likert Scale.

- c. Products (X3) are all types of goods or services offered by coffee shops to consumers which include various types of coffee drinks and food (Jaeroni & Wachdijono, 2023; Pradina & Rohim, 2023; Soedirlan et al., 2022), which is measured by seven indicators, namely: 1) taste, 2) aroma, 3) product stock, 4) product variants, 5) product innovation, 6) container, and 7) brand popularity. All indicators are measured using a Likert Scale.
- d. Coffee shop atmosphere (X4) is the condition of the coffee shop room and environment which is sought to ensure that consumers are comfortable and feel satisfied in enjoying products (Adhinda et al., 2022; Eva & Wachdijono, 2021; Jeon et al., 2016; Prasetyo et al., 2023; Sofia et al., 2023; Tumanan & Lansangan, 2012) which is measured by ten indicators, namely: 1) layout of tables and chairs, 2) sound of music, 3) room condition, 4) environmental safety, 5) internet facilities, 6) parking, 7) interior design, 8) non-cash payments, 9) online marketing, and 10) toilets.
- e. Sustainability of the coffee shop business (Y) is the condition or status of the coffee shop business, which reflects the ability of the coffee shop to operate sustainably, both from an economic, social, and environmental perspective (Purnomo & Munggaran, 2023), which is measured by five indicators, namely: 1) additional equipment and renovation of premises, 2) no conflict, 3) no environmental damage, 4) application of technology, and 5) presence of supporting associations. All indicators are measured using a Likert Scale.

A variable operationalization table was created to make it easier to measure the variables above, which can be seen in Table 1.

**Table 1**  
**Operational variable**

Variable	Indicator	Interpretation	Measurement Scale	Measurement Unit	
Price (X1)	Affordability	prices are affordable to consumers	Likert/Ordinal	5,4,3,2,1	
	1. Quality compliance	Prices correspond to the quality of the coffee	Likert/Ordinal	5,4,3,2,1	
	2. Brand Sustainability	Price according to brand condition	Likert/Ordinal	5,4,3,2,1	
Barista (X2)	3. Recommendations	Consumers recommend to others	Likert/Ordinal	5,4,3,2,1	
	4. Skill	Baristas have coffee-making skills	Likert/Ordinal	5,4,3,2,1	
	5. Reference suitability	Baristas provide services according to consumer preferences	Likert/Ordinal	5,4,3,2,1	
	6. Speed	Baristas serve quickly	Likert/Ordinal	5,4,3,2,1	
	7. Friendliness	The barista serves in a friendly manner	Likert/Ordinal	5,4,3,2,1	
	8. Knowledge	Baristas know coffee profiles	Likert/Ordinal	5,4,3,2,1	
	Product (X3)	9. Taste	The product has a delicious taste	Likert/Ordinal	5,4,3,2,1

	10. Aroma	The product has a distinctive aroma	Likert/Ordinal	5,4,3,2,1
	11. Stock availability	Products ordered by consumers are always available	Likert/Ordinal	5,4,3,2,1
	12. Variant	The product has various variants	Likert/Ordinal	5,4,3,2,1
	13. Innovation	There is an innovative coffee drink menu	Likert/Ordinal	5,4,3,2,1
	14. Container	Coffee drink holder made of glass/ceramic.	Likert/Ordinal	5,4,3,2,1
	15. Brand Popularity	The product brand is already popular	Likert/Ordinal	5,4,3,2,1
Store Atmosphere (X4)	16. Table-chair layout	The layout of tables and chairs makes consumers comfortable	Likert/Ordinal	5,4,3,2,1
	17. Music sound	The sound of music suits consumer tastes	Likert/Ordinal	5,4,3,2,1
	18. Consumer space	The aroma of the coffee shop smells good	Likert/Ordinal	5,4,3,2,1
	19. Environmental safety	Consumer safety is guaranteed	Likert/Ordinal	5,4,3,2,1
	20. Internet facilities	Internet services are available to support consumer activities	Likert/Ordinal	5,4,3,2,1
	21. Ample parking	There is a large parking area	Likert/Ordinal	5,4,3,2,1
	22. Interior design	The coffee shop has an attractive interior design.	Likert/Ordinal	5,4,3,2,1
	23. Non cash payment	Digital (online) payments are available, for example, credit cards and e-money.	Likert/Ordinal	5,4,3,2,1
	24. Online Marketing	Promotions, sales, orders, and payments are made online	Likert/Ordinal	5,4,3,2,1
	25. Toilets	The condition of the toilets is dry, fresh, spacious and clean	Likert/Ordinal	5,4,3,2,1
Business Sustainability (Y)	26. Addition of equipment and renovations	The tools that support services are increasingly complete, and the coffee shop building has been renovated.	Likert/Ordinal	5,4,3,2,1

27. There is no conflict	There is no social conflict in the establishment of the coffee shop	Likert/Ordinal	5,4,3,2,1
28. No environmental damage occurs	There is no environmental damage caused	Likert/Ordinal	5,4,3,2,1
29. Application of technology	The coffee shop has implemented supporting technology	Likert/Ordinal	5,4,3,2,1
30. There are associations or institutions	Some associations support the coffee shop business	Likert/Ordinal	5,4,3,2,1

The population in the research is coffee shop consumers in the lowlands of Tangerang City, whose number is unknown, so the sample size was determined based on the Lemeshow Formula, namely 100 respondents (Azizah et al., 2023). The sampling technique is accidental sampling. Data analysis uses the Structure Equation Modeling (SEM) instrument with the help of the Analysis of Moment Structural (AMOS) data processing application. It is known as SEM-AMOS analysis (Prasetyo et al., 2023; Oktafiani et al., 2023; Sofia et al., 2023).

Considering that the measurement of the indicators for each latent variable above uses a Likert Scale (5,4,3,2,1), the application is: Scale 5 means "strongly agree" if the statement is very consistent with the facts; Scale 4 means "agree" if the statement matches the facts; Scale 3 means "quite agree" if the statement is entirely by the points; Scale 2 means "disagree" if the statement does not match the facts, and Scale 1 means "strongly disagree" if the statement is very inconsistent with the facts. To test the hypothesis that has been proposed, it is carried out based on the hypothesis testing criteria, namely: 1) If the significance value (sig) < 0.05, then  $H_0$  is rejected, meaning that there is a real influence of variable X (independent) on variable Y (dependent); and 2) If the significance value (sig) is > 0.05 then  $H_0$  is accepted, meaning that there is an unreal influence from variable X (independent) on variable Y (dependent) (Ghozali, 2018).

## RESULTS AND DISCUSSION

### Research Result

Based on primary data analysis using the SEM-AMOS instrument, the results can be seen in Figure 2.



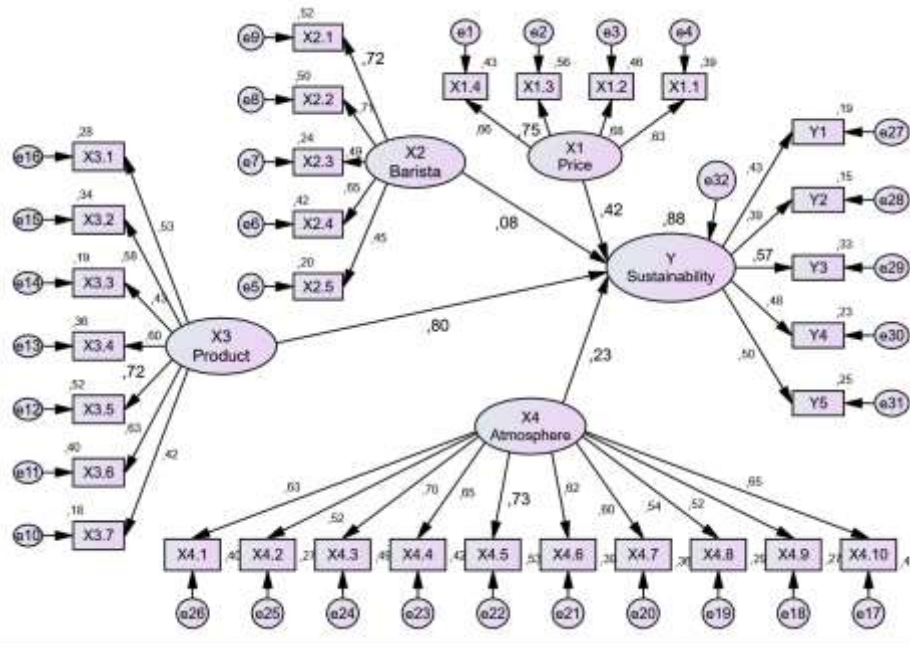


Figure 2

The influence of price, barista, product, and shop atmosphere on the sustainability of coffee shop businesses in the lowlands of Tangerang City

Source: SEM-AMOS analysis output, 2023

Figure 2 shows that variables X1, X2, X3, and X4 affect variable Y. However, to determine the significance (real or not) of this influence, it can be seen in the probability value (P) as shown in Table 2.

Table 2  
Significance of the influence of variables X1, X2,X3, and X4 on Y

Variable Y (dependent)	Line	Variable X (Independent)	Estimate	S.E.	C.R.	P	Label	Standardized Estimate
Y_Sustainability	<---	X1_Price	,249	,092	2,713	,007	par_29	,420
Y_Sustainability	<---	X2_Baristas	,082	,120	,681	,496	par_1	,078
Y_Sustainability	<---	X3_Product	,821	,288	2,847	,004	par_2	,803
Y_Sustainability	<---	X4_Atmosphere	,136	,072	1,894	,058	par_30	,228

Source: SEM-AMOS analysis output-text output (adjusted), 2023

Table 2 path X1→Y shows the influence of X1 (price) on Y (business sustainability) with a P value of 0.007 (P < 0.05), meaning that the influence of Therefore, the hypothesis which states that the price variable (X1) has a real effect on variable Y (business sustainability), **can be accepted.**

Table 2 path X2 → Y shows the influence of X2 (barista) on Y (business sustainability) with a P value of 0.496 (P > 0.05), meaning that the influence of Therefore, the hypothesis

which states that the barista variable (X2) has a real effect on variable Y (business sustainability), **cannot be accepted**.

Table 2 path X3 → Y shows the influence of X3 (product) on Y (business sustainability) with a P value of 0.004 ( $P < 0.05$ ), meaning that the influence of Therefore, the hypothesis which states that the product variable (X3) has a real effect on variable Y (business sustainability), **can be accepted**.

Table 2 path X4 → Y shows that the influence of X4 (store atmosphere) on Y (business sustainability) with a P value of 0.058 ( $P > 0.05$ ) means that the influence of Therefore, the hypothesis which states that the shop atmosphere variable (X4) has a significant effect on variable Y (business sustainability), **cannot be accepted**.

To find out the indicators that best explain the condition of variables X1, X2, X3, X4, and Y, you can see the most significant factor loading values, as shown in Table 3.

**Table 3**  
**The largest loading factor values are for variables X1, X2, X3, X4 and Y**

Research Variable	Indicator with the most considerable loading factor value	The most considerable loading factor value	P
X1 (Price)	X1.3 (Price according to brand)	0,75	** *
X2 (Barista)	X2.1 (Barista skills)	0,72	** *
X3 (Product)	X3.5 (Product innovation)	0,72	** *
X4 (Atmosphere Coffee Shop)	X4.5 (Internet facilities are available)	0,73	** *
Y (Business Sustainability)	Y3 (no environmental damage occurs)	0,57	** *

Source: SEM-AMOS analysis output-text output (adjusted), 2023

Table 3 shows the most significant loading values for the variable indicators X1, X2, X3, X4, Y, and everything is substantial because the probability value (P) is \*\*\* (0.000) or below 0.05. These indicators can best explain the condition of each variable if variable X has a real effect on variable Y. However, suppose there is one of the X variables that does not have a real impact on the Y variable. In that case, the indicators cannot explain the condition of each variable unless there may be an intervening variable that has a real effect in mediating the X variable to Y. The indicators can explain the condition of these variables again so that they have more statistical meaning (Oktafiani et al., 2023).

## Discussion

Based on the research results above, the following discussion can be made:

### The Influence of price (X1) on coffee shop business sustainability (Y)

The price of coffee beverage products measures the value consumers must pay to get these products. This size or weight is generally expressed in rupiah (Rp / glass). However,



consumers buy/pay for coffee beverage products not only for this purpose but there are several purposes for consumers to purchase coffee beverage products in coffee shops, including 1) Enjoying specialist and innovative coffee; 2) getting a unique place experience; 3) Looking for menu variations; 4) Enjoying quality and branded coffee; and 5) Enjoying social experiences. Therefore, knowledge about the effect of price on consumer purchasing decisions, which impacts the sustainability of the coffee shop business, is essential.

The results show that the effect of X1 on Y ( $X1 \rightarrow Y$ ) is significant with a standardized regression coefficient value of 0.42 and is positive, meaning that if X1 is increased by 100%, it will increase Y by 42%. The nature of the effect is inelastic, meaning that the proportion of changes in X1 is greater than the proportion of changes in Y (Gilarso, 2008; Sukirno, 2014; Wachdijono, 2020). Price positively affects coffee shops' sustainability in Tangerang City's lowlands because the prices offered align with the brand. Consumers consider the brands of coffee beverage products to reflect good product quality and service so that even though the price to be offered is high, consumers will still buy it. The brands of coffee beverage products in coffee shops in Tangerang City that are modern and have many consumers include Starbucks, Janji Jiwa, Oxigen Coffe, Kobar Coffee, Kopi Tuku, and My Coffee. Thus, in this context, it can be explained that price affects consumer purchasing decisions or repurchases, and consumer purchases will positively impact the sustainability of the coffee shop business. For this reason, a strategy is needed to implement prices to influence the level of sales, profits, and the ability of coffee shops to reinvest in sustainable practices (Raniya et al., 2023; Ratu et al., 2023).

The argument above is based on the most considerable loading factor value (0.75) on the price variable indicator, namely "the price is by the brand," so that it can be interpreted that if the price is increased at any cost, consumers will still buy it as long as the coffee shop business actors can maintain their brand, including in the aspects of product quality and good service. The loading factor value of 0.75 can be seen in Figure 2 and Table 3 above. The results of this study are in line with the results of the study Wachdijono et al., (2019); Zulfi et al., (2018) showing that the level of coffee consumer preference lies in the brand and Darmansyah et al., (2020); Fathurrahman et al., (2023); Putra & Ekawati (2017); Ratnasari and Wachdijono (2021), which explain that price affects consumer purchases. However, this is contrary to the results of the research by Anwardin et al. (2021), which concluded that price has no significant effect on the sustainability of fish feed stores and also contradicts the law of demand, which says: "if the price increases, the number of products demanded will decrease" (Gilarso, 2008; Sukirno, 2014). The differences in the results of these studies indicate that the conditions of the price variable are conditionally variable, so the results cannot be applied in general (generalization).

### **The Influence of Barista (X2) on coffee shop business sustainability (Y)**

A barista is a person or group of people in a coffee shop who plays a role in mixing/making various coffee beverage products ordered by consumers and then serving them. Therefore, the barista's position strategically operationalizes a coffee shop anywhere. In addition, baristas can provide superior quality coffee products, ensure good customer service, and contribute to the brand image. Thus, barista expertise can attract consumers and, at the same time, create customer satisfaction to support business sustainability.

The results showed that the effect of X2 on Y ( $X2 \rightarrow Y$ ) was not significant because the P value was 0.496 ( $> 0.05$ ). Such conditions are due to competition among coffee shops, so product quality and price have a more significant impact than the skills of a barista. In addition, the assessment of coffee shop managers shows that good management, operational strategies, and efficient financial management are also decisive in maintaining their business's sustainability, so the baristas' role is not significant. The results of this study are in line with the results of research by Oktafiani et al. (2023), which concluded that baristas do not affect consumer loyalty, but in contrast to the effects of research by Jaeroni & Wachdijono (2023), which concluded that baristas affect coffee shop consumer loyalty in the highlands of Bandung City.

However, in general, barista variables have a positive effect on customer satisfaction and loyalty, which positively impacts the sustainability of the coffee shop business. This argument is based on several research results that conclude so, including; Basir & Hanafi (2019); Pambayun & Soedarsono (2019); and Wulandari (2019). Baristas are significant human resources for coffee shop operations, especially barista skills in blending coffee, recognizing different types of beans, and understanding consumer preferences contribute significantly to customer satisfaction (Lee & Ruck, 2022; Sofia et al., 2023). In addition, the ability of baristas to understand sustainability values and practice them in their daily work can play an essential role in maintaining the sustainability of coffee shops (Lucas, 2020; Sidewalk, 2019). However, suppose there are research results that conclude that baristas do not affect business sustainability. In that case, this is an exciting event because there is an opportunity to apply intervening variables so that baristas can have an indirect and significant effect (Oktafiani et al., 2023).

### **The Influence of Product (X3) on coffee shop business sustainability (Y)**

Products are all types of drinks made with raw coffee materials in coffee shops, which are then sold to consumers. A product's essence is the consumers' benefits after buying and consuming it (Gilarso, 2008; Kotler & Keller, 2016; Sumarwan & Tjiptono, 2019). Therefore, the product must adjust to the needs or desires of consumers. Suitable products will be purchased, while consumers will not buy products that are not suitable. Continuous product purchases can create consumer satisfaction and loyalty, positively impacting the sustainability of the coffee shop business concerned.

The results showed that the effect of the product (X3) on business sustainability (Y) or  $X3 \rightarrow Y$  is significant with a standardized regression coefficient value of 0.8 and is positive, meaning that if X3 is increased by 100%, it will increase Y by 80%. The nature of the effect is inelastic, meaning that the proportion of changes in X3 is greater than the proportion of changes in Y (Wachdijono, 2020). Products have a positive effect on the sustainability of coffee shops in the lowlands of Tangerang City, indicating that consumers are very concerned about the existence of coffee beverage products, meaning that if there is a change in product conditions, it will have an impact on the sustainability of the coffee shop business. This condition is because the coffee beverage products offered by coffee shops can fulfill the wants or needs of consumers so that products have a strategic position to attract consumers. This argument is in line with the results of research by Bungin et al., (2023); Purnomo et al., (2023); Prasetyo et

al., (2023); Ferreira et al., (2021); Hasanuddin et al., (2020); Paludi & Juwita (2021:); Adnan, (2020).

To find out the indicator that best explains the condition of the product variable (X3) is by looking at the most considerable loading factor value, as shown in Figure 2 and Table 3 above, which is 0.72, located on indicator X3.5, namely "product innovation". This finding can be interpreted that coffee shop consumers in the lowlands of Tangerang City prefer the "product innovation" indicator over the other six indicators. This consumer attitude is because "product innovation" in coffee drinks can help coffee shops differentiate themselves from other coffee shops to become a coffee shop identity that is more unique and favored by consumers. Some examples of coffee beverage product innovation include white coffee, cold brew, wine coffee, split coffee, foam cake coffee, black insomnia coffee, decaffeinated coffee, joss/arrange coffee, avocado coffee, and clear coffee. These results are in line with the results of previous studies, among others (Aryani, 2019; Nasihin et al., 2020; Mustamu & Ngatno, 2021; Raniya et al., 2023; Sobri et al., 2023).

According to Pambayun and Soedarsono (2019), innovation results from developing or utilizing skills and experience to create or improve new products, processes, or systems that provide significant value. This value is the key to creating a competitive advantage for the product. Furthermore, Kotler & Keller (2016) added that product innovation involves a series of processes that interact with each other. Therefore, coffee beverage product innovation is significant to pay attention to, especially when there is competition among coffee shops (Puspasari & Rahardjo, 2017).

This argument is in line with the results of research by Afriyanti & Rasmikayati (2018) and Deliana (2018), which state that competition between coffee shops lies in product variables (Aryani, 2019) and Mustamu & Ngatno (2021) added that the attention to coffee beverage products related to consumer loyalty is product innovation. Coffee drink products created from the results of innovation have a better bargaining position than those from coffee shops that do not have innovative products (Sari & Halim, 2022). In addition, product innovation can show a creative menu that creates an exclusive menu (Wahyuwanti, 2022) and is favored by consumers.

Regarding innovative products that consumers like, there is something significant regarding the stage of product innovation, namely the timing of creation (Febriyanti et al., 2022). The importance of timing in innovation is in choosing the appropriate time to introduce innovative products or new products to the market (Kotler & Keller, 2016) because if innovative products are not presented at the right time, it can have a severe impact, namely product innovation will fail in the market.

#### **The Influence of Atmosphere Coffee Shop (X4) on Coffee Shop Business Sustainability (Y)**

The shop atmosphere is the coffee shop business's overall condition, which consumers can see and feel. The shop atmosphere is built to attract new consumers or retain old ones. A good shop atmosphere can attract consumers, create a pleasant experience, and create a loyal consumer base (Rasmikayati et al., 2020). Jeon et al., (2016) conveyed that a comfortable, environmentally friendly, and unique store atmosphere can create a bond between consumers and coffee shops. Furthermore, Ilyas and Sari (2021) added that consumers who prefer a shop

atmosphere that suits their personality tend to be able to return and recommend it to others. On the other hand, if the shop atmosphere is unattractive, then consumers do not want to visit the coffee shop or even be abandoned by old consumers. Therefore, only in a store atmosphere that matches consumer preferences will be able to attract consumers who ultimately support the sustainability of their business.

The results of research on the effect of store atmosphere (X4) on business sustainability (Y) or  $X4 \rightarrow Y$  are not significant because the P value is 0.058 ( $> 0.05$ ). This condition is due to the preference of coffee shop consumers in the lowlands of Tangerang City at the time of the research, more on product variables, prices, or other variables, so the store atmosphere variable (X4) has not been able to have a significant influence. For this reason, the indicators (there are ten indicators) also cannot explain their influence on the variable of business sustainability (Y), either directly or indirectly. These results contradict the results of research by Alfandry (2022; Fibrianto et al., (2020; Indasari and Bachri (2021; Kumalasari & Masreviastuti (2022), which concluded that the store atmosphere affects both purchasing decisions, customer satisfaction, and customer loyalty, all of which support business sustainability.

The difference in the results of this study with previous studies indicates a research gap in the form of a theoretical gap, namely a gap caused by inconsistent research results (Miles et al., 2018). Such conditions are very good in supporting the development of science, namely, the idea of involving other variables, namely intervening variables, as suggested by Oktafiani et al. (2023) through the results of their research entitled: The Influence of Barista on Coffee Shop Consumer Loyalty (Utilizing Indicators for Theoretical and Practical Purposes). By involving the intervening variable, it is expected that the store atmosphere variable (X4) can at least indirectly affect the coffee shop business sustainability variable (Y). The idea of involving this intervening variable is in line with the results of research by Sofia et al. (2023), which concluded that the barista variable indirectly affects customer satisfaction through the store atmosphere as an intervening variable.

## CONCLUSION

Price and product variables positively affect coffee shops' sustainability in the lowlands of Tangerang City, while barista and shop atmosphere variables have no effect. The indicator that best explains the condition of the price variable is "price by the brand" and the product variable is "product innovation". For this reason, it is recommended for coffee shop business managers in the lowlands of Tangerang City to maintain or improve product branding and product innovation so that their businesses are sustainable.

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