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ANALYSIS USING THE CUSTOMER SATISFACTION INDEX (CSI) METHOD TO EVALUATE SERVICE QUALITY AND CUSTOMER SATISFACTION AT ISTANA KOPI KING

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Abstract

This study aims to analyze customer satisfaction with service quality at Istana Kopi King using the Customer Satisfaction Index (CSI) method. The study was motivated by several service problems, including slow order delivery, inadequate cleanliness of facilities, limited parking space, and employees' lack of responsiveness, which were assumed to affect customer satisfaction and the company's revenue fluctuations. This research employed a descriptive quantitative approach. Data were collected through observation, interviews, and questionnaires distributed to 100 respondents selected using the Lemeshow formula. Service quality was assessed based on the five SERVQUAL dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy, and analyzed using the Customer Satisfaction Index (CSI) method. The results showed that the Customer Satisfaction Index (CSI) value was 62.04%, indicating that customers were satisfied with the overall service quality. The empathy dimension achieved the highest level of satisfaction (mean MSS 3.32), while reliability was the lowest (mean MSS 2.87). The attributes requiring improvement were customers' sense of security and trust in the products and service (P8), timeliness of serving (P6), and order accuracy (P5). Statistical analysis using SPSS version 25 showed that service quality has a positive and significant effect on customer satisfaction. The findings indicate that improving service quality contributes to higher customer satisfaction and can serve as a reference for the management of Istana Kopi King in determining service improvement priorities to enhance customer loyalty and increase company revenue

Keywords: Customer Satisfaction Index (CSI), service quality, customer satisfaction, SERVQUAL, coffee shop

INTRODUCTION

The culinary and coffee shop industry in Indonesia has experienced rapid growth in recent years. The emergence of various modern cafés has intensified business competition, compelling operators to deliver the highest quality of service to retain their customers. In the café business, customers do not visit solely to enjoy food and beverages; they also seek comfort, a pleasant atmosphere, prompt service, cleanliness, and an overall satisfying experience. Consequently, customer satisfaction has become the primary factor determining the success of a business. One culinary establishment navigating this competitive landscape is Istana Kopi King. The café offers a diverse range of coffee, trendy beverages, as well as light snacks and full meals, appealing to a broad clientele—from students and office workers to the general public. Nevertheless, certain service-related issues persist, which in turn affect the level of customer satisfaction. Service quality is a crucial aspect of building customer loyalty. Customers will feel satisfied when the service they receive meets their expectations. Conversely, if the service provided falls short, customers will feel disappointed and are highly unlikely to return. This situation can directly lead to a decline in revenue and damage the company's image.

At Istana Kopi King, there are ongoing issues with service that lead to customer dissatisfaction. Initial observations—based on feedback from the owner and customers—indicate that staff are often slow, particularly when it comes to providing menus and serving orders during peak hours, such as in the late afternoon and evening. This sluggishness may stem from poor coordination between the kitchen and the waitstaff, a limited number of employees, and an inefficient service system. Customers forced to wait too long often become bored or uncomfortable, and some may even cancel their orders. Furthermore, the cleanliness of the café—including tables and restrooms—is reportedly not well-maintained. Customers have also complained about the cramped parking area,

especially on weekends and holidays, as well as a lack of responsiveness from staff regarding customer needs. These service-related problems negatively impact customer satisfaction and are believed to contribute to the fluctuations in the company's weekly revenue. Data from February to April show that revenue has been inconsistent; for instance, in the second week of February, revenue dropped from IDR 5,400,000 to IDR 4,750,000. This decline is thought to be linked to customer complaints regarding the quality of service provided by Istana Kopi King. Such issues suggest that the service quality does not yet fully meet customer expectations, necessitating an assessment of customer satisfaction levels using the Customer Satisfaction Index (CSI) method.

The CSI method is employed to determine overall customer satisfaction based on the specific service attributes provided by the company. The Customer Satisfaction Index (CSI) method is used to measure the level of customer satisfaction based on the importance of service attributes and the performance of those services as perceived by customers. This method helps companies identify which service attributes are already satisfactory and which ones require improvement. By employing the Customer Satisfaction Index (CSI), management can make more informed decisions to enhance service quality, thereby increasing customer satisfaction. Based on the revenue data for Istana Kopi King during the months of February, March, and April, it is evident that the company's revenue fluctuated—rising and falling—on a weekly basis. These fluctuations were not solely influenced by the number of customers; they were also closely linked to the quality of service provided and the level of customer satisfaction experienced while at the café.

In this study, the Customer Satisfaction Index (CSI) method is used to measure the level of customer satisfaction regarding the quality of service at Istana Kopi King. The Customer Satisfaction Index (CSI) is a method employed to determine overall customer satisfaction based on the importance of various service attributes and the level of performance provided by the company. Through the Customer Satisfaction Index (CSI) method, a company can determine which service attributes have the greatest impact on customer satisfaction. Service attributes that can be analyzed using the Customer Satisfaction Index (CSI) include the speed at which staff serve customers, staff friendliness and politeness, the speed of food and beverage service, the cleanliness of the premises and restrooms, seating comfort, the availability of parking, the quality of food and beverages, the value for money (price relative to product quality), the availability of Wi-Fi and power outlets, and the café's atmosphere and interior design.

This study aims to determine the level of service quality at Istana Kopi King—based on the dimensions of tangibles, reliability, responsiveness, assurance, and empathy—in relation to customer satisfaction. Furthermore, this study seeks to identify service attributes that require improvement in order to enhance the overall quality of service. Based on the background information provided above, the issues identified within this system are as follows:

1. Customers feel that the physical facilities, cleanliness, and appearance of the staff (Tangibles) do not yet fully meet their expectations.
2. Staff at Istana Kopi King are not yet entirely consistent in terms of reliability and responsiveness—specifically regarding punctuality and the speed of service.
3. The level of service assurance (Assurance) and personal attention (Empathy) provided by Istana Kopi King is not yet optimal, creating a gap between customer expectations and their actual perceptions.

Based on the background provided, the research questions for this study are as follows:

1. What is the level of service quality at Istana Kopi King—in terms of comfort, cleanliness, staff friendliness, service speed, and available supporting facilities—when evaluated through the dimensions of tangibles, reliability, responsiveness, assurance, and empathy in relation to customer satisfaction?
2. What is the overall level of customer satisfaction regarding the service quality at Istana Kopi King, as determined by the Customer Satisfaction Index (CSI) method?
3. How does service quality influence increases or decreases in the company's revenue?

LITERATURE REVIEW

Service Quality

Service quality refers to a company's ability to provide service that meets or exceeds customer expectations. The better the quality of service provided, the higher the level of customer satisfaction (Tjiptono, 2022). Service quality is a key factor that determines the success of a service-oriented company (Kotler & Keller, 2021). In the coffee shop business, customers evaluate not only the taste of the products but also the friendliness of the staff, the speed of service, the cleanliness of the premises, the comfort of the space, and the staff's ability to provide information about the products.

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Customer Satisfaction

Satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the perceived performance (outcome) of a product against their expected performance (outcome) (Prabowo et al., 2025; Kotler, 2022). If performance falls short of expectations, the customer is dissatisfied. If performance meets expectations, the customer is satisfied. If performance exceeds expectations, the customer is highly satisfied or delighted.

Customer Satisfaction Index Method

CSI is a quantitative analysis expressed as a percentage of customers. It serves as an index for determining the overall level of customer satisfaction, using an approach that accounts for the relative importance of the attributes being measured (Pratama et al., 2025). The maximum CSI value is 100%. A CSI value of 50% or lower indicates poor service performance. A CSI value of 80% or higher indicates that users are satisfied with the service performance (Wulandari & Sellyana, 2022).

METHOD

The research approach used an descriptive approach, with a quantitative method. A quantitative approach was employed because the data collected consisted of numerical values derived from Likert-scale questionnaires, which were then statistically analyzed using the Customer Satisfaction Index (CSI) method with the aid of SPSS software version 25. In this study, the method employed is a survey, which involves distributing a Likert scale-based questionnaire to customers of Istana Kopi King. The questionnaire is structured around five dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. The data obtained from the respondents' answers are then averaged, allowing for the identification of the gap between customer expectations and perceptions. This research was conducted at Istana Kopi King, located at Komp Cemara Asri, Jalan Boulevard, Komp Sophie Square No. 8 EF, Medan Estate, Percut Sei Tuan, Medan City, North Sumatra 20371.

The population in this study consists of consumers at Istana Kopi King. If the sample size is not representative, the research findings cannot accurately reflect the population. To determine the sample size, the author employs the Lemeshow formula. This formula is used because the total population size is unknown or infinite. The Lemeshow formula is as follows:

$$n = \frac{Z^2\ P(1-P)}{d^2}$$

.

Note:
n = sample size
z = z-score at 95% confidence level = 1.96
p = maximum estimate = 0.5
d = sampling error = 10%

$$n = \frac{Z^2\ P(1-P)}{d^2}$$

$$n = \frac{1{,}96^2\ .\ 0{,}5\ (1-0{,}5)}{0{,}1^2}$$

$$n = \frac{3{,}8416\ .0{,}25}{0{,}01}$$

$$n = 96{,}04 = 100$$

Using the Lemeshow formula above, the sample size (n) is calculated to be 96.04, which is then rounded up to 100 people.

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RESULTS AND DISCUSSION

Results

Table 1. Calculation of Total Expectation (Importance) Score

Statement Items	TP×1	KP×2	CP×3	P×4	SP×5	Total
P1	24	48	75	108	0	255
P2	33	76	48	52	0	209
P3	27	32	132	52	0	243
P4	43	60	27	72	0	202
P5	26	110	39	24	0	199
P6	42	70	69	0	0	181
P7	50	54	69	0	0	173
P8	27	112	51	0	0	190
P9	31	96	12	68	0	207
P10	26	104	21	60	0	211

Source: Processed by the researcher (2026)

The column "TP×1" represents the number of respondents who answered "TP" (Not Important) multiplied by a weight of 1; "KP×2" represents the number of respondents who answered "KP" (Less Important) multiplied by a weight of 2; "CP×3" represents the number of respondents who answered "CP" (Moderately Important) multiplied by a weight of 3; "P×4" represents the number of respondents who answered "P" (Important) multiplied by a weight of 4; and "SP×5" represents the number of respondents who answered "SP" (Very Important) multiplied by a weight of 5. The values 1, 2, 3, 4, and 5 correspond to the Likert scale weights: 1 = Not Important, 2 = Less Important, 3 = Moderately Important, 4 = Important, and 5 = Very Important. The "Total" column represents the sum of all the columns.

Example for P1: (24×1) + (24×2) + (25×3) + (27×4) + (0×5) = 24 + 48 + 75 + 108 + 0 = 255.

The Mean Importance Score (MIS) is the average value of the respondents' expectations (importance) for each attribute. The MIS is calculated by dividing the total expectation score.

P1 = 255/100 = 2,55 P2 = 209/100 = 2,09
P3 = 243/100 = 2,43 P4 = 202/100 = 2,02
P5 = 199/100 = 1,99 P6 = 181/100 = 1,81
P7 = 173/100 = 1,73 P8 = 190/100 = 1,90
P9 = 207/100 = 2,07 P10 = 211/100 = 2,11
Total MIS = 20,70

Table 2. Calculation of Total Perception (Satisfaction) Score

Statement Items	TP×1	KP×2	CP×3	P×4	SP×5	Total
P1	2	30	111	184	0	327
P2	11	42	87	156	0	296
P3	0	8	168	160	0	336
P4	15	30	39	228	0	312
P5	0	82	93	112	0	287
P6	10	20	192	64	0	286
P7	12	10	177	96	0	295
P8	2	62	147	72	0	283
P9	3	34	57	244	0	338
P10	1	48	72	204	0	325

Source: Processed by the researcher (2026)

The columns from TP×1 to SP×5 represent the number of respondents in each perception category multiplied by their respective weights: 1 = Dissatisfied, 2 = Somewhat Dissatisfied, 3 = Neutral (Moderately Satisfied), 4 =

Satisfied, and 5 = Very Satisfied. For example, for P1: (2×1) + (15×2) + (37×3) + (46×4) + (0×5) = 2 + 30 + 111 + 184 + 0 = 327. The SP×5 column has a value of 0 because no respondents selected "Very Satisfied." The Mean Satisfaction Score (MSS) represents the average level of satisfaction (perception) experienced by respondents for each attribute

P1 = 327/100 = 3,27
P2 = 296/100 = 2,96
P3 = 336/100 = 3,36
P4 = 312/100 = 3,12
P5 = 287/100 = 2,87
P6 = 286/100 = 2,86
P7 = 295/100 = 2,95
P8 = 283/100 = 2,83
P9 = 338/100 = 3,38
P10 = 325/100 = 3,25

Table 3. Result of Customer Satisfaction Index (CSI)

No Items	MIS	MSS	WF	WS	CSI (%)
P1	2,55	3,27	0,123188	0,402826	62,04
P2	2,09	2,96	0,100966	0,298860	
P3	2,43	3,36	0,117391	0,394435	
P4	2,02	3,12	0,097585	0,304464	
P5	1,99	2,87	0,096135	0,275908	
P6	1,81	2,86	0,087440	0,250077	
P7	1,73	2,95	0,083575	0,246546	
P8	1,90	2,83	0,091787	0,259758	
P9	2,07	3,38	0,100000	0,338000	
P10	2,11	3,25	0,101932	0,331280	
Total	20,70	30,85	1	3,102155	

Source: Processed by the researcher (2026)

MIS = mean expectation (importance) score
MSS = mean perception (satisfaction) score
WF = importance weight for each attribute (MIS divided by the total MIS)
WS = WF multiplied by MSS
CSI (%) = overall customer satisfaction index.

The MIS and MSS values fall on a scale of 1–5, where 1 = Not Important/Dissatisfied, 2 = Less Important/Less Satisfied, 3 = Moderately Important/Moderately Satisfied, 4 = Important/Satisfied, and 5 = Very Important/Very Satisfied. The attributes with the lowest MSS are P8 (2.83), P6 (2.86), and P5 (2.87), while those with the highest MSS are P9 (3.38) and P3 (3.36). Based on Table 3, the total weighted value (WT) of 3.1022 is divided by the highest Likert scale value (5) and multiplied by 100%, resulting in an overall CSI of 62.04%. This value falls within the 61%–80% range, indicating that, overall, customers are SATISFIED with the service performance of Istana Kopi King.

Table 4. CSI Value Category

No.	Score	CSI Category
1	0% – 20%	Very Dissatisfied

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2	21% – 40%	Dissatisfied
3	41% – 60%	Somewhat Satisfied
4	**61% – 80%**	**Satisfied**
5	81% – 100%	Very Satisfied

Source: Pratama & Sari (2025)

The CSI score for Istana Kopi King is 62.04%, which falls into the fourth range (61%–80%), placing it in the "Satisfied" category. This category has not reached the "Very Satisfied" level (81%–100%) because no respondents provided a "Very Satisfied" response (a score of 5), and the majority of the responses regarding perceptions fall into the "Quite Satisfied" and "Satisfied" categories.

Validity and Reliability Test

Table 5. Validity Test Results Service Quality and Customer Satisfaction

Statement Items	r-count	r-table	Description
SQ1	0.526	0,361	Valid
SQ2	0.475	0,361	Valid
SQ3	0.547	0,361	Valid
SQ4	0.575	0,361	Valid
SQ5	0.580	0,361	Valid
SQ6	0.540	0,361	Valid
SQ7	0.599	0,361	Valid
SQ8	0.489	0,361	Valid
SQ9	0.795	0,361	Valid
SQ10	0.758	0,361	Valid
CS1	0.473	0,361	Valid
CS2	0.542	0,361	Valid
CS3	0.561	0,361	Valid
CS4	0.723	0,361	Valid
CS5	0.675	0,361	Valid
CS6	0.522	0,361	Valid
CS7	0.509	0,361	Valid
CS8	0.519	0,361	Valid
CS9	0.757	0,361	Valid
CS10	0.681	0,361	Valid

Sources: SPSS versi 25 (2026)

Based on Table 1, the results of the validity test above show that all statement items are > r table 0.361, so they are hereby declared valid/legitimate.

Table 6. Reliability Test Results Service Quality and Customer Satisfaction

Variabel	Cronbach Alpha	Provision	Description
Service Quality	0.814	0,60	Reliable
Customer Satisfaction	0.812	0,60	Reliable

Sources: SPSS versi 25 (2026)

It is known that the Cronbach's alpha value for all research variables of service quality and consumer satisfaction is > 0.60, so it can be said that the results of the reliability test for all variables are reliable.

Table 7. Results of the One Sample Kolmogorov Normality Test

Description	Value
N	100
Mean	0.0000000
Std. Deviation	5.22082441
Absolute	0.083
Positive	0.043
Negative	-0.083
Test Statistic	0.083
Asymp. Sig. (2-tailed)	0.089

Sources: SPSS versi 25 (2026)

It is known that the asymp. sig. (2-tailed) value is 0.089 > 0.05 significance value so it can be concluded that the data tested is normally distributed.

Table 8. Multicollinearity Test Results

Variable	B	Std. Error	Beta	t	Sig.	**Tolerance**	**VIF**
(Constant)	27.289	2.078		13.130	.000		
Service Quality	.403	.079	.460	5.133	.000	.295	1.000

Sources: SPSS versi 25 (2026)

It is known that the results of the multicollinearity test for the of service quality have a tolerance value of > 0.10 and VIF < 10, so this study is declared free from multicollinearity problems.

Table 9. Multiple Linear Tegression Test Results

Variable	**B**	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	27.289	2.078		13.130	.000		
Service Quality	.403	.079	.460	5.133	.000	.295	1.000

Sources: SPSS versi 25 (2026)

Y = 27.289 + 0.403 X1

Based on this equation, the following explanations can be provided:

1. From this regression equation, it shows that the constant value = 27,289, which means that the influence of Service Quality (X1) in a constant state is 27,289.
2. From this regression equation, it shows that the regression coefficient value b1 = 0.403 indicates that service quality has a positive influence on customer satisfaction, which means that every 1 unit increase in the service quality variable will influence customer satisfaction by 0.403 with the assumption that other variables are not examined in this research.

Table 10. Partial Test Results (t-Test)

Variable	B	Std. Error	Beta	**t**	**Sig.**	Tolerance	VIF
(Constant)	27.289	2.078		13.130	.000		
Service Quality	.403	.079	.460	5.133	.000	.295	1.000

Sources: SPSS versi 25 (2026)

Based on the table above, the calculated t-value (*t-count*) for the service quality variable is 5.133. The results show that 5.133 > 1.984, and the significance probability (*Sig.*) is 0.00 < 0.05. Since this value is less than 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted; therefore, the service quality variable has a positive and significant influence on the customer satisfaction variable at Istana Kopi King.

Table 11. Results of the Coefficient of Determination test

Model	R	R Square	**Adjusted R Square**	Std. Error of the Estimate

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1	.460[a]	.212	.204	5.24739

Sources: SPSS versi 25 (2026)

Based on the results of the coefficient of determination test shown in Table 11, The adjusted R-squared value is 0.204, which means that service quality has a 20.4% influence on customer satisfaction at Istana Kopi King. The remaining portion is influenced by other variables not examined in this study.

Discussion

The Customer Satisfaction Index (CSI) method is used to determine the level of customer satisfaction regarding the quality of service provided by Istana Kopi King. This study employs five dimensions of service quality: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Assessments were based on questionnaire data collected from 100 respondents, utilizing a Likert scale to measure customer expectations and perceptions. Data processing was conducted in two stages. The first stage involved calculating the CSI manually using Equations (4.1) through (4.8). The second stage consisted of statistical analysis using IBM SPSS Statistics version 25, which included validity and reliability testing, classical assumption testing (normality, heteroscedasticity, and multicollinearity), linear regression analysis, t-tests, F-tests, and the determination of the coefficient of determination. The CSI calculation yielded a score of 62.04%, which falls into the "Satisfied" category (61%–80%). While the perception scores (MSS) for all attributes were higher than the expectation scores (MIS), no attribute reached an average score of 4 ("Satisfied") or 5 ("Very Satisfied"), indicating that there is still room for improvement.

Analysis of Expectations (Importance) and Satisfaction (Perception) for Each Statement

All statements show a positive gap (MSS > MIS), ranging from +0.72 to +1.31. This positive gap does not necessarily imply that the service is excellent, as customer expectations are only moderate (with an average MIS of 2.07, or 41.4%). Furthermore, absolute satisfaction levels fall within the "Quite Satisfied" and "Satisfied" categories, with no statements reaching the "Very Satisfied" category (81%–100%). Consequently, the identification of areas requiring improvement is based on both the satisfaction category and the level of importance. Of the 10 statements, five fall into the "Satisfied" category (P9, P3, P1, P10, and P4), while the other five fall into the "Quite Satisfied" category (P2, P7, P5, P6, and P8).

Analysis of Expectations (Importance) and Satisfaction (Perceptions) for Each Dimension

The slight difference (±0.01) between the sum of the dimensional contributions and the CSI value is due to rounding. Based on Table 4.21, three dimensions fall into the "Satisfied" category—Empathy (66.29%), Responsiveness (65.02%), and Tangibles (62.61%)—while two dimensions fall into the "Moderately Satisfied" category—Assurance (57.74%) and Reliability (57.30%).

Priorities for Service Improvement and Enhancement

Based on the analysis of each statement and dimension, a priority list for service improvement at Istana Kopi King has been established. The statements are ranked starting from those with the lowest satisfaction percentage. Statements falling into the "Moderately Satisfied" category (41%–60%) are designated as "In Need of Improvement," as their performance has not yet reached the "Satisfied" level. Statements in the "Satisfied" category (61%–80%) are designated as "In Need of Enhancement," as they are satisfactory but have not yet reached the "Very Satisfied" category (81%–100%). The service aspects that Istana Kopi King must prioritize for improvement are the five items categorized as "Moderately Satisfied": P8 (sense of security and trust in product quality), P6 (timeliness of service), P5 (accuracy of orders), P7 (staff knowledge of the menu), and P2 (staff appearance). Among these, P2 requires special attention, as its level of importance ranks above the average (4th place). In terms of service dimensions, improvements should focus on the "Reliability" and "Assurance" dimensions, both of which currently fall into the "Moderately Satisfied" category.

Meanwhile, service aspects that could be further enhanced include P4, P10, P1, P3, and P9—all of which are already rated as "Satisfied." Enhancing P1 and P3 is particularly crucial, as these attributes hold the highest levels of importance (ranking 1st and 2nd, respectively); therefore, increasing satisfaction in these areas will have the most significant impact on raising the Customer Satisfaction Index (CSI) score. If all attributes currently rated as "Moderately Satisfied" can be elevated to "Satisfied," and those already rated as "Satisfied" can be maintained, it is expected that Istana Kopi King's CSI score will rise, leading to improved customer satisfaction and greater customer loyalty.

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Discussion of SPSS Statistical Test Results

Data processing results using SPSS version 25 indicate that all statement items are valid (calculated r > 0.196) and reliable (Cronbach's Alpha values of 0.814 and 0.812, both > 0.60). The regression equation Y = 27.289 + 0.403X demonstrates that service quality has a positive effect on customer satisfaction, with a calculated t-value of 5.133 (exceeding the t-table value of 1.984) and a significance level of 0.000 (< 0.05). An Adjusted R-square value of 0.204 suggests that service quality accounts for 20.4% of the variation in customer satisfaction, while the remainder is influenced by factors outside the scope of this study. Overall, the application of the Customer Satisfaction Index (CSI) method can assist Istana Kopi King in identifying customer satisfaction levels across various aspects of service. The findings from this analysis can serve as a basis for prioritizing service improvements, ensuring that service quality is continuously enhanced and customer satisfaction is maintained.

CONCLUSION

The conclusions of this study are as follows:

1. Based on the five SERVQUAL dimensions, the service quality level at Istana Kopi King—when interpreted using the categories in Table 4.10—falls into the "Satisfied" and "Moderately Satisfied" categories. Three dimensions fall under "Satisfied": Empathy (satisfaction index of 66.29%), Responsiveness (65.02%), and Tangibles (62.61%), while two dimensions fall under "Moderately Satisfied": Assurance (57.74%) and Reliability (57.30%). In terms of expectations (importance), the dimensions most valued by customers are Tangibles (mean importance score [MIS] of 2.320; 22.42% weight) and Responsiveness (2.225; 21.50%), followed by Empathy (2.090), Reliability (1.900), and Assurance (1.815). At the individual statement level, five statements fall into the "Satisfied" category: P9 (attention given to each customer, 67.6%), P3 (speed of service upon customer arrival, 67.2%), P1 (cleanliness and comfort of facilities, 65.4%), P10 (friendliness of staff, 65.0%), and P4 (readiness to assist with special requests, 62.4%).
2. The overall customer satisfaction level, calculated using the Customer Satisfaction Index (CSI) method, is 62.04%. This places it within the 61%–80% range, categorizing it as "Satisfied." However, it has not reached the "Very Satisfied" category, as no respondents provided a "Very Satisfied" rating (a score of 5). Service factors that contributed to lower levels of customer satisfaction—falling into the "Moderately Satisfied" category—include five specific areas: P8 (sense of security and trust in the quality of products and services, 56.6%), P6 (timeliness of service delivery, 57.2%), P5 (accuracy of orders, 57.4%), P7 (staff knowledge regarding the menu, 59.0%), and P2 (appearance of staff, 59.2%). These five statements represent service aspects that must be improved first, with P8 as the top priority and P2 as an attribute requiring immediate improvement due to its above-average level of importance.
3. Service quality has a positive and significant impact on customer satisfaction, as evidenced by data analysis using SPSS version 25 (Y = 27.289 + 0.403X; calculated t-value 5.133 > t-table 1.984; significance 0.000 < 0.05), with a contribution of 20.4%. Customer satisfaction is linked to fluctuations in the company's revenue; data from February to April show that revenue declined when service-related complaints arose (dropping to IDR 4,750,000 in the second week of February) and increased following service improvements (total revenue rose from IDR 20,200,000 in February to IDR 21,500,000 in April). Consequently, enhancing service quality indirectly contributes to revenue growth by fostering greater customer satisfaction and encouraging repeat visits.

Based on the discussion and conclusions of this study, the following recommendations are provided:

1. Reliability Dimension (57.30% – Moderately Satisfied; requires improvement). Regarding the timeliness of service (P6), establish service time standards, inform customers of the estimated wait time when they place an order, and increase staffing levels during peak hours—specifically in the evening and on weekends. Regarding order accuracy (P5), implement order re-confirmation, use written order slips for the kitchen, and verify orders before they are served.
2. Assurance Dimension (57.74% – Moderately Satisfied; requires improvement). To foster a sense of security and trust in product quality (P8), standardize recipes and measurements to ensure consistent flavor, maintain the cleanliness of the kitchen and serving equipment, use fresh ingredients, and address product-related complaints promptly. Regarding staff knowledge of the menu (P7), provide product knowledge training and enhance the menu book by including detailed descriptions and recommendations.
3. Tangibles Dimension (62.61% – Satisfied; requires enhancement). Improve staff appearance (P2, Moderately Satisfied) by implementing uniform and grooming standards that are checked before each shift;

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furthermore, maintain and improve the cleanliness of tables, floors, restrooms, and tableware (P1), as these attributes are of the highest importance to customers.

4. Responsiveness Dimension (65.02% – Satisfied; requires enhancement). Enhance staff readiness to assist with special customer requests (P4) by establishing clear handling procedures and assigning staff to monitor tables; also, maintain promptness in greeting customers and providing menus (P3), especially during peak hours.
5. Empathy Dimension (66.29% – Satisfied; maintain current level). Continue to provide consistent attention to every customer (P9) and enhance staff friendliness (P10) by fostering the habit of smiling, greeting, acknowledging, and thanking customers—establishing these as service standards for new employees. 2. Management needs to periodically evaluate services by distributing customer satisfaction questionnaires to identify shifts in customer needs and expectations.
6. Employees should continuously improve their friendliness, service speed, and communication skills when interacting with customers to enhance the overall quality of service.
7. Future research is advised to combine the Customer Satisfaction Index (CSI) method with other approaches, such as Importance-Performance Analysis (IPA) or SERVQUAL, to ensure that the analysis results are more comprehensive and accurate for determining strategies to improve service quality.

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