



The Effect Of Customer Relationship Management (Crm) And Brand Image On Purchasing Decisions With Service Quality As An Intervening Variable (Study on Arung Senja Cafe Surabaya)

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		Abstract
Received:	22 Juli 2026	This study aims to determine the effect of Customer Relationship Management (CRM) and Brand Image on Purchase Decision through Service Quality as an intervening variable at Arung Senja Cafe Surabaya. The type of research used is explanatory research with a quantitative approach. The sampling technique used non-probability sampling with purposive sampling, involving 100 respondents who had made purchases at Arung Senja Cafe. Data were collected using questionnaires and analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results show that Customer Relationship Management has a positive and significant effect on Service Quality (0.350) and Brand Image has a positive and significant effect on Service Quality (0.578). Meanwhile, Customer Relationship Management has a positive but not significant effect on Purchase Decision (0.098). Brand Image has a positive and significant effect on Purchase Decision (0.779). Furthermore, Service Quality has a positive but not significant effect on Purchase Decision (0.009). The mediation test results indicate that Service Quality does not mediate the relationship between Customer Relationship Management and Purchase Decision nor between Brand Image and Purchase Decision. Overall, Brand Image is the most dominant factor influencing Purchase Decision at Arung Senja Cafe.
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INTRODUCTION

Technological advancements and changes in consumer behavior are pushing the industrial world into the Industry 5.0 era, a phase that emphasizes the balance between the use of technology and human values in business activities. In this era, companies focus not only on efficiency and automation but also on creating more personalized experiences for consumers through emotional and human-centric interactions (Alves et al., 2023; OECD, 2021). This situation encourages companies to offer more than just products or services but also to deliver consumption experiences that create added value for customers. One sector experiencing rapid growth in this context is the Food and Beverage (F&B) industry. This industry no longer simply meets basic consumption needs but also provides social experiences, ambiance, and quality service that support consumer activities such as relaxing, working, and social interaction (Bichler et al., 2020). Therefore, F&B businesses are required to create engaging consumption experiences through quality service and positive interactions with customers.

In Indonesia, the F&B industry has shown significant growth. Data from the Central Statistics Agency (BPS) in 2024 showed that East Java Province ranked second nationally in the number of food and beverage (F&B) businesses, with a total of 901,417. This high number reflects the increasingly fierce competition in the culinary sector. This situation requires

businesses to have the right strategies to attract and retain consumers by improving service quality and customer experience. Among the regions in East Java, Surabaya serves as a major growth hub for the culinary industry. As a metropolitan city with a dynamic and trend-driven population, Surabaya has seen rapid growth in various food and beverage businesses, from restaurants and cafes to coffee shops. This development reflects the changing lifestyles of urban communities, who now view culinary activities not only as a consumption necessity but also as a social experience.

The development of the culinary sector in Surabaya is also evident in the increasing popularity of the coffee subsector, which has now become an integral part of the urban lifestyle. This phenomenon is reflected in the growing number of coffee shops developing as social spaces in urban areas. This aligns with the national trend of increasing coffee consumption, which has also influenced consumption patterns in major cities, including Surabaya (AEKI, 2023). The increase in coffee consumption indicates that the coffee-drinking culture has shifted from a mere functional necessity to an experience-oriented lifestyle. Coffee shops serve not only as places to enjoy a drink, but also as modern social spaces that allow people to interact, work, discuss, and express themselves. This condition is further supported by Surabaya's demographic characteristics, which are dominated by a productive-age population. Data from the Surabaya City Statistics Agency (BPS) (2023) shows that the 18–35 age group dominates the population composition. This age group is synonymous with an urban lifestyle, high social activity, and a need for informal interaction spaces.

According to Luhung and Cahyono (2020), spaces such as co-working spaces and cafes in Surabaya have developed into collaborative spaces for creative communities. Meanwhile, Arisanti (2021) states that cafes function as a third place, providing comfort and enabling social interaction outside the home and workplace. Therefore, coffee shops today offer more than just beverages, but also an atmosphere and experience that become part of people's lifestyles. In this regard, one interesting local coffee shop in Surabaya worth exploring is Arung Senja Creative Kitchen, located in the Ketintang Madya area of South Surabaya. Established in 2016, Arung Senja is known for its homey atmosphere, offering a warm and relaxed space. This atmosphere allows visitors to relax, study, discuss, or work for extended periods.

Arung Senja's customer base is dominated by students and young workers, a group that sees coffee shops not only as a place to eat or drink, but also as a space to build social relationships, work, and find a comfortable atmosphere (Lestari & Putra, 2022). Although the menu selection is not particularly diverse, the consistent taste and comfortable atmosphere have contributed to Arung Senja's relatively stable customer base. This is evident in the tendency for repeat visits and positive customer reviews on various digital platforms.

The customer experience formed during a visit to a coffee shop doesn't emerge instantly, but rather through ongoing interactions between the customer and the service provider. In this regard, Customer Relationship Management (CRM) plays a crucial role in building more personalized relationships with customers. CRM enables companies to recognize customer preferences, provide responsive service, and maintain effective communication with customers.

Arung Senja's CRM implementation is evident in the presence of a contact person in its Instagram bio, which makes it easy for customers to obtain information and communicate directly via WhatsApp. This feature serves not only as a source of information but also as a tool for more effective customer relationship management. According to Schiffman and Kanuk in Akbar (2021), CRM is a company strategy for maintaining customer loyalty through effective relationship management. Through CRM, customers can feel valued and personally recognized by the company. This sense of closeness can then shape specific perceptions of a

brand in the customer's mind.

This perception is closely related to brand image, which is the set of beliefs, ideas, and impressions consumers have of a brand (Kotler & Keller, 2022). Brand image plays a role in shaping customers' initial expectations before they interact directly with a company. In the context of Arung Senja, its image as a warm, friendly, and comfortable cafe is reflected through the consistent visual appearance on its Instagram feed and the communication style used on social media. This creates a positive perception of the Arung Senja brand in consumers' minds. The expectations formed from the brand image are then tested through customer experiences when receiving service directly at the cafe. Therefore, service quality is a crucial factor in determining whether the customer experience meets their expectations. Service quality encompasses various aspects, such as speed of service, accuracy of orders, staff friendliness, and the comfortable environment provided by the cafe.

One platform customers use to share their experiences is Google Reviews, which serves as an open evaluation platform for customers. Through this platform, customers can provide ratings and feedback on their experiences during their visits. This information can be used by the cafe to evaluate how to improve service quality and strengthen customer relationships. According to Zeithaml et al. (2018), service quality is a customer's assessment of the extent to which a service meets or exceeds their expectations. When the quality of service delivered aligns with the brand image they have established, customers will perceive a match between expectations and reality. This match can reinforce positive customer experiences and influence their purchasing decisions.

Purchasing decisions are a process involving several stages, starting from need recognition, information search, alternative evaluation, purchase decision, and post-purchase behavior (Kotler & Keller, 2022). Previous research conducted by Munandar et al. (2023) showed that Customer Relationship Management and service quality have a significant influence on customer purchasing decisions. However, this research has not comprehensively discussed the role of Brand Image in influencing consumer purchasing decisions. Furthermore, previous research focused on large-scale companies or global brands, thus not specifically describing the local coffee shop context. Therefore, further research is needed to understand how customer relationship management, brand image, and service quality influence consumer purchasing decisions in the context of local coffee shops.

Based on the description, this study places service quality as an intervening variable between Customer Relationship Management and Brand Image on purchasing decisions at local coffee shops in Surabaya. The selection of service quality as an intervening variable is based on the view that service experience is a tangible result of CRM implementation and perceptions of brand image. This research is expected to provide academic contributions in enriching the study of consumer behavior and service marketing, as well as providing practical benefits for coffee shop managers in formulating more effective service strategies and managing customer relationships. Based on this phenomenon, the researcher is interested in conducting a study entitled "The Influence of Customer Relationship Management (CRM) and Brand Image on Purchasing Decisions with Service Quality as an Intervening Variable (Study at Arung Senja Cafe Surabaya)."

LITERATURE REVIEW

Marketing

Marketing is a crucial function in business activities because it plays a role in understanding consumer needs and creating value for both the company and its customers. Kotler and Keller (2022) define marketing as a social and managerial process by which

individuals and groups obtain what they need and want through creating, offering, and exchanging products of value. Similarly, Alma (2016) views marketing as a process involving the analysis, implementation, and monitoring of activities aimed at achieving profitable exchanges and supporting the achievement of company goals. Thus, marketing can be understood as a coordinated activity focused on creating value, meeting consumer needs, and building long-term, mutually beneficial relationships, not simply a sales process. In its implementation, marketing also serves as a company's strategic orientation in responding to market dynamics. Kotler and Keller (2022) emphasize that marketing aims to create high value for customers, build satisfaction and loyalty, strengthen competitive position, and drive long-term profitability. This is supported by Aswar et al. (2024), who show that market orientation can positively impact business performance, making marketing not merely tactical but also a cornerstone of overall company strategy.

Marketing Mix

To describe the implementation of marketing strategies in a more structured manner, the concept of the marketing mix is known. This concept evolved from the 4Ps to the 7Ps in response to the characteristics of the service industry that demand more adaptive strategies. Lovelock and Wirtz (2021) explain that the service marketing mix includes product, place, price, promotion, process, people, and the physical environment (servicescape). Product encompasses not only the core product but also additional services; place emphasizes ease of access and service delivery channels; price encompasses not only monetary costs but also non-monetary costs; promotion is understood as communication and education that guide customers; process emphasizes the design of service flows; people focuses on the quality of human resources; and the physical environment serves as tangible evidence that strengthens the image and quality of service. All these elements must synergize because weaknesses in any one element can reduce the effectiveness of the overall marketing strategy. Marketing success can be assessed through indicators that reflect customer response, brand strength, and achieved business results. Kotler and Keller (2022) emphasize indicators such as customer satisfaction, customer loyalty, market share, sales volume, brand awareness, and marketing-related financial performance such as revenue growth, profitability, and ROMI. The use of these indicators helps companies evaluate the effectiveness of their overall marketing strategy and determine the improvements needed for long-term goals.

Consumer Behavior

Consumer behavior is an important study in marketing because it explains how consumers acquire, use, evaluate, and dispose of products or services. Kotler and Keller (2022) define consumer behavior as an individual's behavior in acquiring, using, and disposing of goods, services, ideas, or experiences. Solomon (2017) emphasizes that consumer behavior is related to the decision-making process and actions involved in selecting, purchasing, using, and evaluating products. Thus, consumer behavior can be understood as a series of activities and decision-making processes influenced by needs, preferences, motivations, and environmental factors. Adindarena et al. (2022) divide consumer behavior into rational and emotional behavior. Rational behavior is characterized by logical considerations such as price, quality, and benefits, while emotional behavior is influenced by feelings, experiences, and social factors such as trends or recommendations. Understanding these two categories helps companies design appropriate marketing strategies, using both a logical and an experiential approach.

Customer satisfaction

Customer satisfaction is a crucial part of consumer behavior because it emerges after consumers compare expectations with perceived performance. Kotler and Keller (2022) define

satisfaction as a feeling of pleasure or disappointment after comparing perceived product or service performance with expectations. Wiyase (2022) reinforces that satisfaction is a level of feeling formed from comparing perceived performance with expectations. Rachmawati (2021) adds that high satisfaction can strengthen customer relationships with companies and increase loyalty, thus playing a strategic role in business sustainability.

Customer Relationship Management

Customer Relationship Management (CRM) is a strategic approach to building, maintaining, and enhancing long-term relationships with customers. Payne and Frow in Hariyadi et al. (2023) view CRM as an integrated approach to managing company-customer interactions to increase customer satisfaction, loyalty, and value. Warsela et al. (2021) emphasize that CRM also utilizes information technology to support optimal service and mutually beneficial relationships. Ledro et al. (2022) emphasize that CRM integrates processes, people, and technology to create a more personalized customer experience, increase retention, and strengthen a company's competitiveness. CRM effectiveness can be measured through several key aspects. Kumar and Reinartz in Rahayu & Ningsih (2023) cite indicators such as the use of information technology, the quality and commitment of human resources, the effectiveness of CRM processes (e.g., complaint management, loyalty programs, and service personalization), and customer knowledge management through the appropriate use of customer data. These indicators illustrate the extent to which CRM operates not only as a system but as a strategy directly experienced in service interactions.

Brand Image

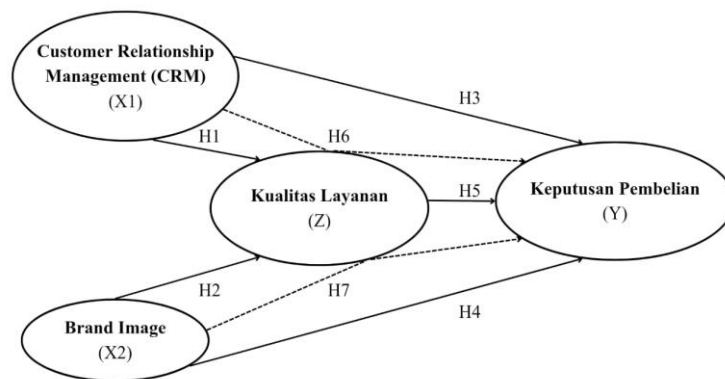
Brand image is the perceptions, beliefs, and associations formed in consumers' memory about a brand, either through direct or indirect experience. Kotler and Keller (2022) define brand image as a collection of consumers' beliefs, ideas, and impressions of a brand, where a positive image is formed through strong, unique, and favorable associations. Ahmad and Kalangi (2021) explain that the dimensions of brand image include brand identity (logo, colors, slogan), brand personality (distinctive characteristics), and brand associations (things consistently associated with the brand). Thus, brand image is understood as a multidimensional construct formed from identity, character, and associations that influence consumer assessments of a brand (Khan & Fatma, 2023). Brand image can be measured through the strength of brand associations, the degree of bias or favorable assessment of brand associations, and the uniqueness of associations that differentiate the brand from competitors. Furthermore, brand attributes, brand benefits, and consumer attitudes toward the brand are also important indicators because they describe consumers' overall evaluation of the brand based on long-term experiences and perceptions (Kotler & Keller, 2022).

Quality of Service

Service quality is a measure of the extent to which a company's service meets or exceeds customer expectations. Kotler and Keller (2022) define service quality as the ability of a service provider to deliver services according to expectations. Kasih et al. (2021) emphasize service quality as an effort to meet customer needs and desires and the accuracy of delivery to align with expectations. Because services are intangible and heavily influenced by customer-provider interactions, service quality is often assessed through service consistency, employee competence, timeliness, and supportive physical environments. Parasuraman, Zeithaml, and Berry, in Lovelock and Wirtz (2021), describe five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. These five dimensions help explain how customers comprehensively assess the service they receive.

Buying decision

Purchasing decisions are mental and emotional processes when consumers select, purchase, use, and evaluate products or services. Santoso et al. (2025) view purchasing decisions as the process of selecting and purchasing to meet needs, while Kusno et al. (2022) emphasize the sequence from information search, purchase, use, to evaluation. Kotler and Keller (2022) explain that the stages of purchasing decisions include need recognition, information search, alternative evaluation, purchase decision, and post-purchase behavior. This means that purchasing decisions are not simply the act of buying, but a series of consideration processes influenced by internal and external factors. Purchasing decision indicators can be seen from how consumers make choices based on products and brands, determine purchasing channels, choose purchase timing, and determine purchase amounts (Kotler in Septyadi et al., 2022). These indicators describe the form of decisions made by consumers from the selection stage to the realization of the transaction.



Information:

Hypothesis

Based on the conceptual framework outlined above, the relationships between variables in this study are formulated into several hypotheses for empirical testing. These hypotheses are formulated to ensure the direction and form of influence between variables align with the theoretical foundations outlined above. Therefore, the research hypotheses are as follows:

1. H1 = Customer Relationship Management (CRM) has a positive effect and significant impact on Service Quality
2. H2 = Brand Image has a positive and significant effect on Quality Service
3. H3 = Customer Relationship Management (CRM) has a positive and significant to Purchasing Decisions
4. H4 = Brand Image has a positive and significant influence on Decision Purchase
5. H5 = Service Quality has a positive and significant effect on Buying decision
6. H6 = Customer Relationship Management (CRM) has a positive and significant influence on Purchasing Decisions mediated by Service Quality.
7. H7 = Brand Image has a positive and significant influence on Decision Quality of Service Mediated Purchases

RESEARCH METHODS

This study uses an associative research type with a quantitative approach. The choice of a quantitative approach is based on the research objective to test hypotheses objectively through numerical data and statistical analysis. Sugiyono (2023) explains that quantitative research is based on the philosophy of positivism and is used to examine the relationship between variables in a measurable manner. Accordingly, this study was designed to examine the influence of Customer Relationship Management (CRM) and Brand Image on Purchasing Decisions, with Service Quality as an intervening variable. Research data were obtained from respondents' perceptions through a scaled questionnaire and analyzed using statistical

techniques. Based on the level of explanation, this study is an associative study with a causal relationship, because it aims to explain the influence of the independent variable on the dependent variable, both directly and indirectly through mediating variables. Space (2016) states that associative research is used to determine the relationship between variables, while a causal relationship confirms the existence of a cause-and-effect influence. This research was conducted at Arung Senja Cafe Surabaya as the research object, considering that the coffee shop business is highly dependent on the ability to build customer relationships (CRM), form a brand image, and maintain consistent service quality.

The variables used in this study consist of independent variables, namely CRM (X1) and Brand Image (X2), intervening variables, namely Service Quality (Z), and dependent variables, namely Purchase Decision (Y). Operational definitions are used to describe abstract concepts into indicators that can be measured concretely, thereby avoiding differences in respondent interpretation and facilitating the preparation of research instruments (Muin, 2023). CRM is defined as the management of company and customer relationships through structured interactions (Payne & Frow in Hariyadi et al., 2023) and is measured through aspects of technology, human resources, process effectiveness, and customer knowledge management (Kumar & Reinartz in Rahayu, 2023). Brand Image is understood as a collection of consumer beliefs, ideas, and impressions of a brand (Kotler & Keller, 2022) and is measured through the strength of associations, association bias, association uniqueness, brand attributes, brand benefits, and brand attitudes. Service quality is defined as the ability of a service provider to meet or exceed customer expectations (Kotler & Keller, 2022), as measured through the dimensions of tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al. in Lovelock & Wirtz, 2021). Purchasing decisions are defined as a series of processes ranging from information search, purchase, use, to evaluation (Kusno et al., 2022) and are measured through decisions based on product, brand, purchasing channel, purchase time, and purchase amount (Kotler in Septiyadi et al., 2022).

The population of this study was all Arung Senja Cafe customers who had visited and made purchases. However, due to the lack of a formal customer registration system, the population size could not be accurately determined, thus categorizing it as an unknown population (Anhar & Haryati, 2020). This condition prompted this study to use non-probability sampling, a sampling technique that does not provide an equal opportunity for each member of the population to be selected (Sugiyono, 2023). The technique used was purposive sampling, which selects respondents based on certain criteria to align with the research objectives. The criteria for respondents were 17–50 years old and had visited and made transactions at Arung Senja Cafe. The sample size was determined using the guidelines of Hair et al. (2022), which state that the minimum sample size for multivariate analysis is 5–10 times the number of indicators. This study used 20 indicators, so the minimum sample size was $5 \times 20 = 100$ respondents. Thus, the research sample was set at 100 respondents, and was deemed adequate for model analysis, especially because PLS-SEM emphasizes model complexity and the number of indicators rather than population size (Ghozali, 2023).

The type of data used is quantitative data that is objective and measurable in the form of numbers, so it can be processed using statistical analysis (Sugiyono, 2023). The data sources consist of primary and secondary data. Primary data was obtained directly from Arung Senja Cafe customer respondents by completing a questionnaire. Secondary data was obtained through library research, such as books, journal articles, and relevant literature to strengthen the theoretical basis and support the development of the research framework. The data collection technique used a questionnaire compiled in the form of Google Forms and distributed to respondents who met the criteria, both through social media and in person. The

questionnaire was chosen because it was considered efficient for collecting respondent perception data systematically and in accordance with the quantitative approach (Sugiyono, 2023).

The data analysis for this study used the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method. PLS-SEM is used to simultaneously test the relationship between latent variables in a single structural model, both direct and indirect influences through mediating variables (Ghozali, 2023). This method was chosen because it is more flexible, does not require a strict normal distribution of data, and is suitable for research with complex models and limited sample sizes. Model testing was carried out through evaluation of the measurement model (outer model) and the structural model (inner model). Validity testing was carried out through convergent and discriminant validity by examining the outer loading and AVE values. While reliability testing was carried out using Composite Reliability (CR), with the condition that a construct is declared reliable if $CR \geq 0.70$ (Hair et al., 2022). Furthermore, the significance of the relationship between variables was tested using a bootstrapping procedure to obtain the influence value and the level of significance of the paths in the model.

RESULTS AND DISCUSSION

RESEARCH RESULT

Table 1
Respondent Characteristics

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Woman	64	64
	Man	36	
Age	17–21	36	36
	22–26	53	53
	27–31	7	7
	32–36	2	2
	42–46	1	1
	47–50	1	1
Work	Students	62	62
	Employees	32	32
	Self-employed	4	4
	Housewife	1	1
	Trader	1	1

The description of the respondents in this study aims to provide an overview of the characteristics of the subjects involved in the study. Respondents in this study numbered 100 people who were customers of Arung Senja Cafe and had experience making purchases. Respondent characteristics were classified by gender, age, and occupation. Based on gender characteristics, the majority of respondents in this study were female, with 64 people (64%), while 36 respondents were male. This indicates that Arung Senja Cafe customers who were respondents in this study were predominantly female consumers.

Judging from the age characteristics, most respondents are in the age range of 22–26 years as many as 53 people (53%), followed by respondents aged 17–21 years as many as 36 people (36%). Meanwhile, respondents aged 27–31 years as many as 7 people (7%), aged 32–36 years as many as 2 people (2%), and aged 42–46 years and 47–50 years as many as 1 person

each (1%). This composition shows that the majority of Arung Senja Cafe customers are in the young age group or productive age who generally have high social activities and a tendency to use coffee shops as a place to gather, study, or work.

Based on occupational characteristics, the respondents in this study were predominantly students (62 people). This was followed by respondents who worked as employees (32 people), and self-employed (4 people). Meanwhile, respondents who worked as housewives and traders were each (1 person). This indicates that the majority of Arung Senja Cafe's customers are students and young workers who tend to use the coffee shop as a place to relax, discuss, or work.

Descriptive Analysis of Research

Descriptive analysis was conducted to provide an overview of respondents' responses to the research variables before further analysis using the SEM-PLS method. Data were obtained from 100 Arung Senja Cafe customer respondents through a questionnaire with a Likert scale of 1–5. The variables analyzed in this study include Customer Relationship Management (CRM) and Brand Image as independent variables, Service Quality as an intervening variable, and Purchase Decision as a dependent variable. Descriptive analysis was conducted by looking at the frequency distribution, percentage, and mean value for each variable indicator.

Description of Customer Relationship Management Variable (X1)

Table 2. Description of Customer Relationship Management Variables (X1)

Source: Data processed by researchers using SEM-PLS (2026)

Indicator	Mean
X1.1	4,280
X1.2	4,230
X1.3	4,210
X1.4	4,140
X1.5	4.120
X1.6	4,100
X1.7	3,950

Based on Table 2, the Customer Relationship Management (CRM) variable shows that the majority of respondents gave a positive assessment of its implementation at Arung Senja Cafe Surabaya. The highest mean value was found in the ease of ordering system indicator (4.280), while the lowest mean value was found in the understanding of customer preferences indicator (3.950). Overall, these results indicate that the implementation of CRM at Arung Senja Cafe has been running well, especially in aspects of ease of transactions, information delivery, and interaction between employees and customers.

Description of Brand Image Variable (X2)

Table 3. Description of Brand Image Variable (X2)

Source: Data processed by researchers using SEM-PLS (2026)

Indicator	Mean
X2.1	3,810
X2.2	4,240
X2.3	3,900
X2.4	4.120
X2.5	4,210
X2.6	4,260

Based on Table 3, the Brand Image variable shows a positive perception from respondents towards the image of Arung Senja Cafe. The highest mean value is found in the brand attitudes

indicator (4.260), which indicates a positive customer attitude towards the brand. Meanwhile, the lowest mean value is found in the strength of brand associations indicator (3.810). Overall, these results indicate that the brand image of Arung Senja Cafe has been well-formed in consumer perception.

Description of Service Quality Variable (Z)

Table 4. Description of Service Quality Variables (Z)

Source: Data processed by researchers using SEM-PLS (2026)

Indicator	Mean
Z.1	4,240
Z.2	4,300
Z.3	4,360
Z.4	4,240
Z.5	4,260
Z.6	4,240
Z.7	4,340
Z.8	4,260
Z.9	4,020

Based on Table 4, the Service Quality variable shows a high rating from respondents. The highest mean score was found for the accuracy of order presentation (4.360), while the lowest mean score was found for the empathy or personal attention indicator (4.020). This indicates that Arung Senja Cafe's service quality is considered good by customers, particularly in terms of service reliability and transaction security.

Description of Purchase Decision Variable (Y)

Table 5. Description of Purchase Decision Variables (Y)

Source: Data processed by researchers using SEM-PLS (2026)

Indicator	Mean
Y.1	4,220
Y.2	4,100
Y.3	4,210
Y.4	3,930
Y.5	4,080

Based on Table 5, the Purchasing Decision variable shows that respondents have a high tendency to make purchases at Arung Senja Cafe. The highest mean value is found in the indicator of purchasing based on product quality (4.220), while the lowest value is found in the indicator of determining the timing of purchase (3.930). Overall, these results indicate that customers have a good tendency to make purchases at Arung Senja Cafe.

Research Instrument Analysis

Validity Test

Table 6. Validity Test

Variables	AVE
CRM	0.698
Brand Image	0.688
Quality of Service	0.725
Buying decision	0.685

The test results show that all indicators have an outer loading value above 0.60 and an AVE value above 0.50, so that all indicators are declared valid and able to represent the construct being measured.

Reliability Test

Table 7. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability
CRM	0.921	0.941
Brand Image	0.908	0.929
Quality of Service	0.952	0.959
Buying decision	0.884	0.914

All variables have Cronbach's Alpha and Composite Reliability values above 0.70, so it can be concluded that the research instrument has good internal consistency and is declared reliable.

Hypothesis Testing

Table 8. Hypothesis Testing

Hypothesis	Coefficient	T-Statistics	P-Values	Information
H1	0.350	2,789	0.005	Accepted
H2	0.578	4,276	0.000	Accepted
H3	0.098	0.983	0.326	Rejected
H4	0.779	5,732	0.000	Accepted
H5	0.009	0.049	0.961	Rejected
H6	0.003	0.045	0.964	Rejected
H7	0.005	0.048	0.962	Rejected

The test results show that CRM has a significant effect on service quality, while Brand Image has a significant effect on service quality and purchasing decisions. However, CRM and service quality did not directly influence purchasing decisions in this study. The model test results show that Customer Relationship Management (CRM) has a positive and significant effect on Service Quality ($\beta = 0.350$; $T = 2.789$; $P = 0.005$). This finding indicates that the better the CRM implementation at Arung Senja Cafe, the better customer perceptions of the service quality they receive. This result is in line with the descriptive findings on the CRM variable, which showed high ratings, especially for the ease of the ordering system (mean 4.280). This means that the use of technology, easy access to information, and service interactions managed through CRM contribute to more efficient and convenient services. This finding is also in line with research by Nur'Aini et al. (2022) and Putri et al. (2022) which confirms that CRM can improve service quality through more effective customer relationship management.

Furthermore, this study also found that Brand Image has a positive and significant effect on Service Quality ($\beta=0.578$; $T=4.276$; $P=0.000$). This indicates that a good brand image makes customers tend to assess service quality more positively. Descriptively, the brand attitudes indicator obtained the highest mean value (4.260), which illustrates the positive attitude of customers towards Arung Senja Cafe. A positive image shapes customers' initial expectations, and when the service experience matches these expectations, the perception of service quality is strengthened. These results are in line with Alshurideh et al. (2021) who stated that brand image can strengthen consumers' perceptions of the service experience received. In contrast to these two findings, CRM was not proven to have a significant effect on Purchasing Decisions ($\beta=0.098$; $T=0.983$; $P=0.326$). This finding indicates that although CRM is considered good, its influence is not strong enough to encourage customers to make direct purchasing decisions. One explanation supporting these results is the CRM indicator with the lowest mean value, namely understanding customer preferences (mean 3.950), which indicates that the service personalization aspect is not yet perceived as optimal. This condition causes CRM to play a greater role in improving service quality, but is not yet able to directly generate purchasing

motivation. These results differ from Onasiss et al. (2024) who found a significant influence of CRM on purchasing decisions, which is likely influenced by differences in object and consumer characteristics.

In contrast, this study confirms that Brand Image has a positive and significant effect on Purchasing Decisions and is the most dominant relationship in the model ($\beta = 0.779$; $T = 5.732$; $P = 0.000$). This finding indicates that the brand image of Arung Senja Cafe as a comfortable cafe with a unique atmosphere is able to build consumer confidence, trust, and interest, thereby encouraging purchasing decisions. Descriptively, a positive attitude towards the brand (mean 4.260) supports that customer perceptions and experiences strengthen purchasing decisions. These results are consistent with research by Kurniawan and Santoso (2023) and Rumaidlany et al. (2022) which stated that brand image has a significant effect on purchasing decisions.

Another interesting finding is that Service Quality does not have a significant effect on Purchasing Decisions ($\beta=0.009$; $T=0.049$; $P=0.961$), although descriptively, service quality received a high rating (mean mostly >4.0). This result indicates that service quality at Arung Senja Cafe tends to be perceived as a minimum standard that “should be there,” so it is not a major differentiating factor in driving purchasing decisions. In the context of a coffee shop, purchasing decisions can be more influenced by factors such as experience, atmosphere, and brand image than by services that are considered adequate. This finding differs from Husriadi et al. (2025) who emphasized the importance of service experience on purchasing behavior, so that differences in context and consumer characteristics can be the reason for the difference in results. In testing the indirect effect, this study showed that Service Quality did not mediate the effect of CRM on Purchasing Decisions ($\beta=0.003$; $T=0.045$; $P=0.964$) nor did it mediate the effect of Brand Image on Purchasing Decisions ($\beta=0.005$; $T=0.048$; $P=0.962$). These findings confirm that although CRM and brand image can improve perceptions of service quality, these effects do not mediate into purchase decisions. Thus, the influence of brand image on purchase decisions in this study is direct, while service quality functions more as a result of CRM and brand image, but does not act as a significant connecting mechanism to purchase decisions.

Overall, the results of this study confirm that Brand Image is the strongest factor in driving Purchase Decisions, while CRM plays an important role in improving Service Quality, but both are not proven to influence purchase decisions through the mediation of service quality. The practical implication is that Arung Senja Cafe needs to maintain and strengthen its brand image as a key differentiator, as well as improve the personalization aspect of CRM so that the benefits are not only limited to improving service, but also able to create a stronger purchase impulse.

CONCLUSION

Based on the results of research on 100 respondents of Arung Senja Cafe Surabaya customers regarding the Influence of Customer Relationship Management and Brand Image on Purchasing Decisions with Service Quality as an Intervening Variable, the following conclusions can be drawn:

1. There is a positive and significant influence between Customer Relationship Management (CRM) on Service Quality of 0.350, where the T-statistic value ($2.789 > 1.96$) and P-value ($0.005 < 0.05$), so the hypothesis is accepted. This shows that the better the implementation of CRM at Arung Senja Cafe, the better the quality of service perceived by customers will be.
2. There is a positive and significant influence between Brand Image and Service Quality of 0.578, where the T-statistic value ($4.276 > 1.96$) and P-value ($0.000 < 0.05$), so the

hypothesis is accepted. This indicates that a good brand image can improve consumer perceptions of the quality of services provided.

3. Customer Relationship Management has a positive but insignificant influence on Purchasing Decisions of 0.098, where the T-statistic value (0.983) < 1.96 and P-value (0.326) > 0.05, so the hypothesis is rejected. This indicates that CRM has not been able to directly influence consumer purchasing decisions at Arung Senja Cafe.
4. There is a positive and significant influence between Brand Image on Purchasing Decisions of 0.779, where the T-statistic value (5.732) > 1.96 and P-value (0.000) < 0.05, so the hypothesis is accepted. This shows that a strong brand image can increase consumers' tendency to make purchases.
5. Service Quality has a positive but insignificant influence on Purchasing Decisions of 0.009, where the T-statistic value (0.049) < 1.96 and P-value (0.961) > 0.05, so the hypothesis is rejected. This indicates that service quality has not been a major factor that directly influences consumer purchasing decisions.
6. Customer Relationship Management does not influence Purchasing Decisions through Service Quality by 0.003, where the T-statistic value (0.045) < 1.96 and P-value (0.964) > 0.05, so that service quality is not able to mediate the relationship between CRM and purchasing decisions.
7. Brand Image does not influence Purchasing Decisions through Service Quality by 0.005, where the T-statistic value (0.048) < 1.96 and P-value (0.962) > 0.05, so that service quality is not able to mediate the relationship between Brand Image and purchasing decisions.

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