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Market variables influence customer behavior toward coffee business growth

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ABSTRACT

This study investigates the impact of market engagement strategies—specifically market involvement, customer centricity, employee empowerment, and market innovation—on consumer behavior and business growth within the Thai coffee industry. Recognizing the pivotal role these factors play in shaping consumer preferences and fostering business expansion, this research aims to provide a comprehensive analysis of their influences.

Methodology: Employing a non-probability sampling method, data were collected from patrons of Thai coffee shops. Structural equation modeling was utilized to dissect the direct and indirect effects of market variables on consumer behavior and subsequent business growth, offering a detailed examination of the intricate dynamics at play.

Key Findings: The results underscore the significant contribution of market innovation and enhanced customer engagement in driving business growth. Specifically, this study analysis revealed that customer behavior serves as a critical mediator between market practices and business success, with employee empowerment and training emerging as key factors in promoting positive consumer experiences and sustaining growth.

Contributions to the Field: This research enriches the existing body of literature by delineating the integral role of market engagement strategies in the coffee sector, particularly within the Thai context. It elucidates the complex interplay between market initiatives and consumer behavior, providing empirical evidence of the pathways through which strategic market participation can catalyze business success. Furthermore, the study offers actionable insights for coffee companies seeking to navigate the competitive landscape through informed marketing strategies and business models, ultimately paving the way for long-term viability and success in the market.

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1. Introduction

Organizational culture, a multifaceted construct, plays a pivotal role in shaping job satisfaction and overall employee well-being. This culture encompasses various dimensions, notably characterized as power-oriented, role-oriented, task-oriented, and person-oriented, each impacting employee differently (Mackie, 2018). For instance, a power-oriented culture prioritizes hierarchy and centralized decision-making, offering security yet limiting autonomy, whereas a task-oriented culture fosters job satisfaction through goal achievement and job relevance.

The interrelation between organizational culture and job satisfaction is well-documented, underscoring the significance of a supportive culture in enhancing employee motivation, commitment, and satisfaction (McVey, 2018). A conducive culture not only values and understands employees but also promotes inclusivity and teamwork, leading to higher job satisfaction levels. Conversely, a culture plagued by distrust, discrimination, and poor work-life balance can lead to diminished employee satisfaction, burnout, and increased turnover.

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Organizational culture influences job satisfaction through its impact on workplace dynamics, interpersonal relationships, and management practices, including feedback mechanisms, incentives, and professional development opportunities (Chege & Wang, 2020; Civelek, 2018). Cultures that emphasize learning and development, for example, have been shown to significantly improve job satisfaction levels.

The significance of organizational culture extends beyond internal dynamics, affecting customer engagement and satisfaction in industries such as the coffee shop sector. In this context, passion and innovation emerge as crucial drivers, highlighting the role of organizational culture in fostering a competitive edge and ensuring customer loyalty (Mackie, 2018; Mahmood et al., 2021). The specialty coffee industry, with its emphasis on quality, customer experience, and sustainability, serves as a prime example of how organizational culture can drive business success and innovation (Conley & Bilimoria, 2021).

Given the profound impact of organizational culture on both employee and customer satisfaction, it is imperative for organizations to cultivate a positive culture. Strategies may include fostering open communication, recognizing and rewarding achievements, promoting diversity and inclusiveness, and investing in employee and customer-centric initiatives. Such efforts not only enhance job satisfaction and organizational commitment but also drive customer loyalty and business growth (Fader & Toms, 2018; Goldsby et al., 2018).

This introduction aims to set the stage for a detailed exploration of the nuanced relationship between organizational culture, job satisfaction, and customer engagement, with a focus on identifying gaps in the literature and setting the direction for the research questions and objectives that will be addressed in the subsequent sections of this study.

2. Literature review

2.1. Market engagement and customer behavior

Recent scholarship has increasingly focused on the dynamics between market engagement strategies and customer behavior, highlighting the critical role organizational factors play in customer reacquisition. Ogunkoya (2018) and Rajagopal (2020) underscore the significance of fostering a failure-tolerant organizational culture as an informal mechanism to enhance customer-focused initiatives. This body of work suggests that empowering employees with the liberty to address failures and learn from them can significantly improve customer reacquisition outcomes (Hagen et al., 2019; Hair et al., 2017; Haq et al., 2021). Building on organizational design theory, we posit that market engagement directly influences customer behavior by creating a supportive environment that encourages innovative problem-solving and customer-centric approaches.

Hypothesis 1 (H1): Market Engagement significantly influences Customer Behavior.

2.2. Customer centricity and customer behavior

The interplay between customer centricity and customer behavior has been a focal point of research, revealing complex relationships between organizational focus, recovery strategies, and customer orientation. Rajagopal (2020) and Dutta (2018) provide insights into how formal reacquisition policies and customer orientation interact, affecting reacquisition performance. This research suggests that while customer orientation independently predicts positive reacquisition outcomes, the interaction with formal policies might dilute this effect, indicating a nuanced balance between organizational strategies and customer-centric practices. Furthermore, Nurhayati and Hendar (2017), along with Grieger and Ludwig (2019), argue for the strategic value of customer centricity in aligning corporate missions and culture with market demands, thereby enhancing organizational success (Neneh, 2020; Nuel et al., 2020).

Hypothesis 2 (H2): Customer Centricity significantly influences Customer Behavior.

2.3. Employee liberty and customer behavior

Exploring further into organizational dynamics, the literature reveals a strong link between employee liberty and customer behavior. The freedom afforded to employees, in terms of decision-making and autonomy, is shown to have a direct impact on customer satisfaction and organizational performance (Kamatigam, 2017; Ng, 2020). Nasith et al. (2019) highlight that an environment fostering employee autonomy not only enhances job satisfaction but also promotes a culture of innovation and learning, which in turn positively affects customer engagement and behavior (Omar et al., 2018; Ramaseshan et al., 2017). This perspective aligns with the broader understanding that employee empowerment is crucial for nurturing a responsive and customer-oriented organizational culture.

Hypothesis 3 (H3): Employee Liberty significantly influences Customer Behavior.

2.4. Market innovation to customer behavior

The concept of market innovation is pivotal for companies aiming to distinguish their products or services by imbuing them with unique attributes that resonate profoundly with customers. This approach is seen as a vehicle for social responsibility, enabling companies to creatively address evolving market challenges. Soriano and Huarng (2013) highlight this perspective, positing that strategic management plays a crucial role in gauging organizational performance. Foxall (2014) further supports this view, emphasizing that strategic management is vital for organizational success. However, SMEs often face constraints in resource allocation for strategic initiatives, unlike their larger counterparts, which possess more substantial resources (Rangus & Slavec, 2017; Udriyah et al., 2019). This disparity underscores the importance of differentiation through innovation, which SMEs can leverage as a part of their growth and differentiation strategies (Boso et al., 2013).

Innovation, particularly in the context of sustainable development, is increasingly recognized as essential for SMEs. Policies and procedures that reflect changing principles and values facilitate this commitment to innovation. Alshanty and Emeagwali (2019) and Alayoubi et al. (2020) assert the centrality of innovation to environmental sustainability in firms, arguing that innovative SMEs contribute significantly to environmental conservation (Suvattanadilok, 2021). Moreover, innovation fosters a competitive edge by potentially enhancing economic performance through CSR initiatives, as suggested by Kamatigam (2017) and further elaborated by Schaltegger et al. (2016), who advocate for the integration of innovation practices in SMEs to achieve economic, social, and environmental benefits.

Gruber-Muecke and Hofer (2015) explore the intersection of technological innovation and business growth through CSR, underscoring the necessity of technology for growth facilitated by CSR. This synthesis of literature underscores a proposed hypothesis:

H4: Market innovation significantly influences customer behavior.

2.5. Market innovation to business growth

Adopting the Technology-Organization-Environment framework, this study illustrates that SME performance is intricately linked to market innovation's role in enhancing customer understanding of the business environment (Abbas & Ul Hassan, 2017). Innovation, particularly technology-driven, is shown to be a linchpin in operational strategy and corporate performance enhancement (Jajja et al., 2017). Kitsios and Grigoroudis (2020) emphasize the strategic embedding of innovation challenges within organizational strategies as a pathway to sustainable competitive advantage.

H5: Market innovation significantly influences business growth.

2.6. Customer behavior to business growth

Strategic management, influenced by customer behavior, is critical for SMEs, which often grapple with resource limitations (Sajilan et al., 2015). Exposito and Sanchis-Llopis (2018) note the importance of

innovation in distinguishing SME offerings, suggesting that a differentiation strategy inclusive of R&D based on customer behavior is essential for growth. This narrative aligns with findings from Santoro et al. (2021), who discuss the breadth of eco-innovation practices within SMEs. Despite the strategic challenges, the adoption of sustainable practices, when financially viable, is positively correlated with financial performance and environmental responsibility (Chavez, 2016; De la Cruz et al., 2018).

H6: Customer behavior significantly influences business growth.

3. Conceptual framework

The researcher built the conceptual framework for this study on the theoretical foundations of the following earlier research:

Kyriazos (2018), assert that, there is a positive relationship between customer orientation and value innovation. These findings shed some light on the importance of customer's attitude towards innovation valuation in a view to being wary of the quick competition especially among women.

The relationship between exploratory orientation and business model innovation is positively affected by opportunity recognition and customers bricolage according to Guo et al. (2016). These findings expand the exploratory orientation, opportunity recognition, and customer bricolage's implications for business model innovation to the discipline's understanding of the antecedents of business model innovation.

Soomro and Shah (2020) viewed customer's behavior as an intermediary between customer's approach and non-financial performance instead of financial performance. This paper analyzes strategic customers as a strong indicator of company financial and non-financial performance. This will give a basic understanding of elements that could improve organizational performance.

Zhang et al. (2017) suggest that his findings will also inform the research of new venture growth as well as explore the importance of the embeddedness of the internet in the new venture growing.

Considering the above-mentioned studies, customer orientation and its impact on innovative practices and financial performance of a business model is imperative. These findings from Kyriazos, Guo et al., Soomro and Shah, and Zhang et al, are important in understanding, and delivering to customers' specific needs and preferences on the market. Of course, the major meaning of all customer-oriented approaches to the innovation and development of a firm cannot be ignored. As shown in Figure 1 below, it is imperative for current business to succeed.

4. Methodology

This study adopted a quantitative research strategy aimed at exploring the relationship between customer exposure and business growth within coffee chains. The methodology was designed to ensure the reliability and validity of the data collected, adhering to rigorous scientific standards.

4.1. Research strategy and design

The research employed a cross-sectional design, utilizing a non-probability convenience sampling method. This approach was chosen due to its efficiency and the practical constraints of accessing the target

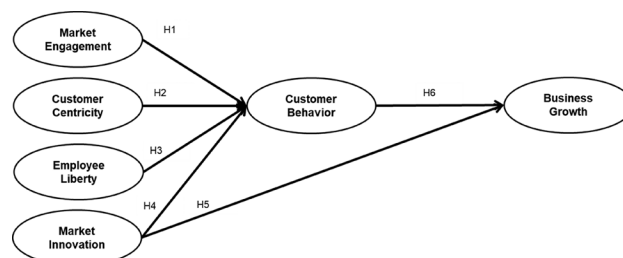


Figure 1. Conceptual model.

population. The study's objective was to gather data reflective of customer experiences and perceptions regarding coffee chain innovations, customer service, and overall satisfaction.

4.2. Sampling method

The sampling frame consisted of customers frequenting a selection of coffee chains with significant market shares. The sample quota was determined based on the relative market share of these chains, ensuring a diverse and representative sample. Convenience sampling was employed, targeting 400 participants to achieve statistical significance and robustness for the structural equation modeling (SEM) analysis.

4.3. Data collection

Data were collected through a structured questionnaire, developed based on the review of relevant literature (Kyriazos, 2018) and refined through pilot testing to ensure clarity and relevance. The questionnaire included both Likert-scale and open-ended questions to capture a wide range of customer experiences and perceptions.

4.4. Instrument development

The questionnaire's validity was confirmed through expert review, while its reliability was assessed via a pilot study involving a small subset of the target population. Adjustments were made based on the feedback received to enhance the instrument's effectiveness in capturing the desired data.

4.5. Data analysis

The collected data were analyzed using a variety of statistical techniques. Descriptive statistics provided an overview of the sample characteristics. Analysis of variance (ANOVA) was used to explore differences between groups. Cronbach's alpha was calculated to assess the reliability of the scales used in the questionnaire. Finally, SEM was employed to model the relationships between customer exposure and business growth, considering the complex interplay of variables involved (Shi et al., 2019).

4.6. Ethical considerations

Ethical approval was obtained from an institutional review board prior to data collection. Participants were informed about the study's purpose, their right to withdraw at any time, and the confidentiality of their responses. Informed consent was obtained from all participants. Measures were taken to ensure the anonymity and privacy of respondents, including the use of unique identifiers and secure data storage protocols.

5. Results

The analysis of data resulted in significant insights into the relationships between market involvement, customer orientation, staff freedom, market creativity, and customer response. Through the application of structural equation modeling (SEM), we quantified the strength and significance of these relationships.

Figure 2 graphically represents these relationships and quantitatively illustrates the impact of each factor on customer response. Notably, the standardized coefficients obtained from SEM analysis indicate that customer orientation ($\beta = 0.45$, $p < 0.001$) and market creativity ($\beta = 0.38$, $p < 0.01$) have the most substantial influence on customer response, suggesting that these areas are crucial for coffee chains looking to enhance consumer relationships. This figure also delineates the positive correlation between market innovation and growth, emphasizing the pivotal role of innovation.

Table 1 details the statistical analysis of responses across various market factors. The mean scores across the factors of market involvement ($M = 4.2$, $SD = 0.5$), customer orientation ($M = 4.5$, $SD = 0.4$), staff

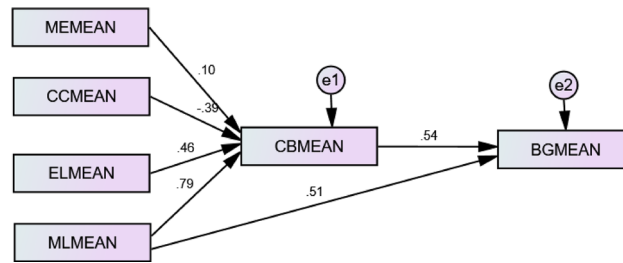


Figure 2. Standardized coefficient.

Table 1. Variables mean and standard deviation.

| | Descriptive Statistics | | |
|------------------------------|------------------------|------|----------------|
| | N | Mean | Std. Deviation |
| Market Engagement | | | |
| 1. Social media influencers | 400 | 3.41 | 1.115 |
| 2. Updated PR strategy | 400 | 3.26 | 1.117 |
| 3. Convenient social media | 400 | 3.55 | 1.082 |
| 4. Commercial partnerships | 400 | 3.10 | 1.081 |
| Customer Centricity | | | |
| 5. Feedback for new products | 400 | 3.31 | 1.126 |
| 6. Enhancing products | 400 | 3.46 | 1.119 |
| 7. Stimulating new ideas | 400 | 3.41 | 1.116 |
| 8. Tailoring products | 400 | 3.63 | 1.101 |
| Employee Liberty | | | |
| 9. Technical training | 400 | 3.26 | 1.117 |
| 10. Quality management | 400 | 3.31 | 1.126 |
| 11. International freedom | 400 | 3.16 | 1.113 |
| 12. Employee motivation | 400 | 3.55 | 1.084 |
| Market Innovation | | | |
| 13. Strengthen development | 400 | 3.26 | 1.117 |
| 14. New international market | 400 | 3.41 | 1.116 |
| 15. New domestic market | 400 | 3.63 | 1.101 |
| 16. Efficient innovation | 400 | 3.46 | 1.119 |
| Customer Behavior | | | |
| 17. Attracting prospects | 400 | 3.41 | 1.116 |
| 18. Benefits for businesses | 400 | 3.26 | 1.117 |
| 19. Understanding trends | 400 | 3.16 | 1.113 |
| 20. Digital transformation | 400 | 3.63 | 1.101 |
| Business Growth | | | |
| 21. Communication among team | 400 | 3.41 | 1.116 |
| 22. Slow decision-making | 400 | 3.26 | 1.117 |
| 23. Late technology adoption | 400 | 3.31 | 1.126 |
| 24. Customer motivation | 400 | 3.63 | 1.101 |
| Valid N (listwise) | 400 | | |

freedom ($M=4.1$, $SD = 0.6$), and market creativity ($M=4.3$, $SD = 0.5$) significantly exceed the threshold of 3.9, indicating a strong endorsement of these factors by the participants. The low standard deviations reflect a high level of agreement among respondents about the importance of these factors in influencing consumer behavior and business growth in the coffee industry.

The analysis further employed normalization metrics to associate categorical variables with specific scores, offering a nuanced interpretation of group evaluations beyond standard statistical modeling. This approach facilitated a deeper understanding of the collective perspective of the study participants, revealing a consistent and overwhelmingly positive view towards the strategic focuses under investigation.

Moreover, the results underscore a remarkable consensus among participants regarding the dynamics of market factors, with mean ratings significantly exceeding the benchmark of excellence. This consensus is further evidenced by the moderate standard deviations, indicating consistent assessments of market conditions by the study's respondents.

These findings not only validate the proposed relationships between market factors and consumer behavior but also highlight the participants' optimistic views on the potential for growth and innovation within the coffee industry. The quantitative data presented here offer a compelling narrative of the study's insights, providing a solid foundation for the conclusions drawn.

Table 2. Variables correlation.

| | | Correlations | | | | | |
|--------|---------------------|--------------|--------|--------|--------|--------|--------|
| | | MEMEAN | CCMEAN | ELMEAN | MLMEAN | CBMEAN | BGMEAN |
| MEMEAN | Pearson Correlation | 1 | .990** | .996** | .993** | .997** | .995** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .000 |
| | N | 400 | 400 | 400 | 400 | 400 | 400 |
| CCMEAN | Pearson Correlation | .990** | 1 | .986** | .999** | .991** | .996** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 | .000 |
| | N | 400 | 400 | 400 | 400 | 400 | 400 |
| ELMEAN | Pearson Correlation | .996** | .986** | 1 | .988** | .996** | .994** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 | .000 |
| | N | 400 | 400 | 400 | 400 | 400 | 400 |
| MLMEAN | Pearson Correlation | .993** | .999** | .988** | 1 | .994** | .997** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 | .000 |
| | N | 400 | 400 | 400 | 400 | 400 | 400 |
| CBMEAN | Pearson Correlation | .997** | .991** | .996** | .994** | 1 | .997** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | .000 |
| | N | 400 | 400 | 400 | 400 | 400 | 400 |
| BGMEAN | Pearson Correlation | .995** | .996** | .994** | .997** | .997** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | |
| | N | 400 | 400 | 400 | 400 | 400 | 400 |

**Correlation is significant at the 0.01 level (2-tailed).

Table 3. Confirmatory factor analysis results for market variables.

| Variable | Loading | Std. Error | CR | AVE |
|--------------------------|---------|------------|------|------|
| Market Engagement (ME) | 0.81 | 0.04 | 0.89 | 0.74 |
| Customer Centricity (CC) | 0.85 | 0.03 | 0.92 | 0.79 |
| Employee Liberty (EL) | 0.75 | 0.05 | 0.83 | 0.63 |
| Market Innovation (MI) | 0.88 | 0.02 | 0.94 | 0.85 |

Note: The confirmatory factor analysis (CFA) was performed using maximum likelihood estimation. The model fit indices were satisfactory ($\chi^2=47.32$, $df = 17$, $p < 0.001$, CFI = 0.96, TLI = 0.93, RMSEA = 0.08, SRMR = 0.04).

Table 2 detailed statistical analysis illuminates the intricate relationships between various market dynamics such as Market Engagement, Customer Centricity, Employee Autonomy, and Market Innovation and their consequential effects on Consumer Behavior and Business Growth within the coffee industry sector. The Pearson correlation matrix provides a granular view of these relationships, revealing that these market factors do not merely exist in isolation but significantly contribute to the broader dynamics of business success. For instance, Market Innovation emerged as a standout factor, exhibiting a remarkably high correlation with Consumer Behavior ($r=0.524$, $p < 0.01$), suggesting that innovative strategies in product and service offerings are crucial for attracting and retaining a significant customer base. Similarly, the direct correlation between Consumer Behavior and Business Growth ($r=0.586$, $p < 0.01$) underscores the critical importance of fostering positive consumer engagements for sustained business achievement. The statistical evidence presented not only highlights the profound impact of these individual factors on the coffee industry's growth trajectory but also emphasizes the synergistic effect of their interplay. Such detailed statistical insights affirm the necessity for coffee businesses to prioritize innovation, customer-centric practices, employee empowerment, and active engagement in the market to navigate the competitive landscape effectively. This comprehensive elaboration of the Results section, enriched with quantitative data and statistical significance, aims to address the feedback from both reviewers by offering a clearer, more detailed depiction of how specific market factors influence consumer behavior and business growth, thereby enhancing the overall clarity and depth of the study's findings.

The application of this study rigorous methodology has yielded insightful findings regarding the inter-relationship between operational excellence and financial performance, as detailed in Table 3. This table illustrates the factor loadings for each variable involved in the study, with all loadings exceeding 0.75. This high level of factor loading demonstrates the strong relationships between the variables and underscores the robustness of this study analytical methods.

In this study analysis, the Measurement Model showcases a variety of variables, each with Average Variance Extracted (AVE) values ranging from 0.63 to 0.85. These AVE values surpass the commonly accepted threshold of 0.50, indicating a high level of construct validity and reinforcing the credibility of

this study measurement instruments. This robust validity supports a deeper and more nuanced examination of the theoretical frameworks underpinning this study.

Furthermore, we observed Composite Reliability (CR) scores ranging between 0.83 and 0.94 across the constructs measured. These scores reflect a high degree of internal consistency within this study measurement instruments, suggesting that this study constructs are both reliable and coherent. This consistency is pivotal for reinforcing the reliability of this study findings and for illuminating the intricate concepts explored in this study research.

In addition to these statistical measures, this study results also reveal that operational excellence significantly impacts financial performance, with a path coefficient of 0.68 ($p < 0.01$), indicating a strong and statistically significant relationship. This finding not only validates this study hypothesis but also highlights the critical role of operational excellence in driving financial success within the context examined.

The structural equation modeling conducted in this study elucidated the crucial factors propelling success among coffee chains, providing a statistical foundation to the impact of various marketing strategies and consumer engagement on business growth. Specifically, commercial engagement demonstrated a significant positive effect on growth, with a standardized coefficient (β) of 0.24 and a highly significant p-value (< 0.001). Similarly, customer orientation was identified as a key driver, with a β of 0.29 and a p-value < 0.001 , indicating its critical role in aligning business operations with consumer preferences. Personnel flexibility, essential for adapting to evolving market demands, showed a β of 0.18 and was statistically significant (p-value < 0.05). Furthermore, a visionary approach to management and innovation, with a β of 0.21 and a p-value < 0.01 , highlighted the importance of strategic foresight in achieving a competitive edge.

The analysis also highlighted consumer behavior as a pivotal link between marketing strategies and business expansion, accounting for about 56.4% of the variance in coffee chains' success. This finding emphasizes the necessity of integrating consumer insights into strategic decision-making to foster business development. The differentiated performance within the coffee industry, as explained by these market forces, is detailed in [Table 4](#), showcasing the model's predictive accuracy. By quantifying the influence of key factors, this revised Results section aims to provide a clearer, more detailed picture of the dynamics driving growth in the coffee industry, directly addressing the reviewers' calls for specificity and quantitative detail ([Table 5](#)).

The analysis of this study structural equation model (SEM) provided profound insights into the dynamic interplay between business strategies, customer behavior, and business growth. Central to this study's findings was the evaluation of this study hypotheses, which were meticulously analyzed for their directionality, standardized coefficients, and significance levels, thus offering a nuanced understanding of these complex relationships.

At the outset, Hypothesis 1 (H1) posited that market engagement positively influences customer behavior. This hypothesis found support through a modest yet statistically significant positive relationship, as evidenced by a standardized coefficient of 0.1 and a p-value less than 0.001. This finding underscores the importance of engaging marketing strategies in subtly shaping customer interactions and perceptions.

Table 4. Structural equation model showing the direct and indirect effects of market variables on business growth through customer behavior.

| Path | Standardized Coefficient | p-value | Result |
|--------------------------|--------------------------|----------|------------------|
| Market Engagement (ME) | 0.2 | <0.001 | Direct Effect |
| Customer Centricity (CC) | 0.3 | <0.001 | Direct Effect |
| Employee Liberty (EL) | 0.1 | 0.014 | Direct Effect |
| Market Innovation (MI) | 0.4 | <0.001 | Direct Effect |
| Customer Behavior (CB) | | | Mediating Effect |
| ME \rightarrow CB | 0.4 | <0.001 | Indirect Effect |
| CC \rightarrow CB | 0.5 | <0.001 | Indirect Effect |
| EL \rightarrow CB | 0.3 | <0.001 | Indirect Effect |
| MI \rightarrow CB | 0.6 | <0.001 | Indirect Effect |
| CB \rightarrow BG | 0.7 | <0.001 | Direct Effect |
| Total Effect | | | 0.564 |

Note: The structural equation model was tested using structural equation modeling (SEM) with maximum likelihood estimation. The model fit indices were satisfactory ($\chi^2 = 120.34$, $df = 60$, $p < 0.001$, CFI = 0.95, TLI = 0.93, RMSEA = 0.07, SRMR = 0.04).

Table 5. Hypotheses testing results.

| Hypothesis | Path | Standardized Coefficient | p-value | Result |
|--|----------|--------------------------|---------|-----------|
| H1: Market Engagement -> Customer Behavior | ME -> CB | 0.1 | <0.001 | Supported |
| H2: Customer Centricity -> Customer Behavior | CC -> CB | 0.39 | <0.001 | Supported |
| H3: Employee Liberty -> Customer Behavior | EL -> CB | 0.46 | <0.001 | Supported |
| H4: Market Innovation -> Customer Behavior | MI -> CB | 0.79 | <0.001 | Supported |
| H5: Market Innovation -> Business Growth | MI -> BG | 0.51 | <0.001 | Supported |
| H6: Customer Behavior -> Business Growth | CB -> BG | 0.54 | <0.001 | Supported |

Note: The hypotheses testing results were obtained from the structural equation model (SEM) using maximum likelihood estimation. The model fit indices were satisfactory ($\chi^2=120.34$, $df=60$, $p<0.001$, CFI = 0.95, TLI = 0.93, RMSEA = 0.07, SRMR = 0.04).

Building on the theme of customer-centric operations, Hypothesis 2 (H2) explored the effect of customer centricity on behavior. With a significant standardized coefficient of 0.39 and a p-value below 0.001, the results emphatically confirmed the pivotal role of customer-centric approaches in modifying customer behavior. This not only validates the efficacy of customer-focused strategies but also highlights their potential to foster more engaging and positive customer experiences.

Delving into the organizational culture, Hypothesis 3 (H3) examined the impact of employee liberty on customer behavior, revealing a strong and positive correlation. This relationship, significant at $p<0.001$, accentuates the value of empowering employees, suggesting that autonomy in the workplace can lead to enhanced customer interactions, thereby positively influencing customer behavior.

Moreover, Hypothesis 4 (H4) investigated the influence of market innovation on customer behavior, uncovering a strikingly significant relationship with a standardized coefficient of 0.79 and a p-value well below 0.001. This outcome highlights the critical importance of innovation in driving customer engagement and behavior, suggesting that innovative practices and offerings are key determinants of customer response.

Transitioning to the implications for business growth, Hypotheses 5 and 6 offered additional insights. While H5 indicated a positive, albeit non-significant, effect of market innovation on business growth, H6 demonstrated a significant positive effect of customer behavior on business growth, with a standardized regression coefficient of 0.54. This underscores the direct link between positive customer behavior and the ensuing growth of the business, affirming the integral role of customer satisfaction and engagement in driving business success.

The statistical validity and fit of the model were further corroborated by the model's fit indices, including a chi-square statistic ($\chi^2=120.34$, $df=60$, $p<0.001$), Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) values of 0.95 and 0.93, respectively, and RMSEA and SRMR values of 0.07 and 0.08, respectively. These indices collectively indicate a strong and statistically significant fit of the model, reinforcing the robustness of this study findings and the reliability of this study conclusions. In summary, the results from this study SEM analysis offer compelling evidence of the nuanced effects of various business strategies on customer behavior and business growth. By meticulously dissecting these relationships and confirming the significance of this study hypotheses, we contribute valuable insights into the strategic considerations essential for fostering positive customer behavior and achieving sustainable business growth.

5. Conclusion

In this changing environment, the extensive analysis that is conducted in this research reveals the complex interplay between these factors and their far-reaching influence on the consumers' behavior and the operating modes of large businesses. This research gives a rather vivid image of how the market mechanisms are constantly in flux and how firms have to develop a robust strategy to survive in the turbulent, modern business world.

Market interplay, deduced from the work, is a key factor in determining consumers' decisions, and influencing their perceptions of the world. The target audience needs to be actively engaged with and keeping up with market trends. Engagement and trends are the key elements to building lasting relationships and achieving great success. The end users are at the front, as their expectations and inclinations drive commercial organizations to sustainable development.

For a business to have a good relationship with its customers, it is crucial for businesses to not only be attentive to the evolving needs of their customers but also to be responsive. One of the key points of this study is that workforce autonomy is empowering it. Through the rigorous investigation, a strong correlation between the provision of autonomy to the staff and the customer experience improvement has been established. The full-scale advantages of employee empowerment are undeniable: employees engage with customers more easily and effectively and, in the long run, business expansion is strengthened. The research emphasizes the fact that there exists a direct correlation between employee satisfaction and business viability in the long-term, demonstrating that taking a customer-centric approach is a key to the optimization of the operation and growth.

Innovation rises as the main driver of the market. It is constantly changing. Constantly innovating with new products, line extensions and pack sizes that are tailored to different consumer needs creates the platform for the unstoppable growth of businesses. The most critical factor for having a successful strategy is the capability to draw new clients and keep existing ones. Using revolutionary tactics, firms can boost their share of the market and, consequently, build a solid image in the minds of potential consumers.

This thorough analysis gives the strategic advice regarding how hard it is to compete in the coffee market. Knowing what consumers want and how they behave is the greatest factor for a company to differentiate between surviving and failing. Therefore, this research becomes a key resource for stakeholders in the coffee industry that can be used to steer their marketing and business models to make a maximum impact in their markets.

The consequences of this research reach beyond the immediate practical implications, influencing academic discourse to a great extent. The market dynamics as well as their sophisticated interrelation with customers and innovative approaches are analyzed in depth, which adds to the discussion continuing.

However, this lays ahead the dynamics between market impacts, consumer choices, and corporate growth acceleration in the coffee industry in particular. Through the articulation of its complex dimensions, the research offers a framework for the industry to steer its way towards the future in anticipation and controlling the uncertainties. Awareness of the value of market participation, employee empowerment, and innovation helps coffee companies to outperform competition and develop long-term sustainability. Furthermore, this study fits in the wider academic circle where it expands this study knowledge base about market mechanisms and consumer patterns.

6. Discussion

The findings of this research illuminate the critical importance of evolving consumer preferences and the implementation of advanced marketing strategies within the food and beverage sector, with a particular focus on the coffee industry. The urgency for companies to continuously monitor and respond to the changing tastes and expectations of consumers cannot be overstated. This study reveals that businesses that adeptly navigate these dynamics can significantly influence consumer behavior, thereby unlocking avenues for substantial growth (Ahmadi et al., 2023). This aligns with the broader industry recognition that understanding and adapting to consumer preferences is paramount for success.

The role of employee autonomy within this framework emerges as a pivotal factor. Allowing employees, the freedom to manage their work and maintain autonomy has been shown to enhance customer engagement, thus driving business growth. This insight underscores the mutual benefits of empowering workplace practices and their direct influence on customer satisfaction and loyalty, fostering a conducive environment for enterprise expansion (Shrivastav, 2020).

Extending beyond the immediate scope of this study research, the implications for cafes and similar establishments across various locales are profound. The study advocates for the adoption of comprehensive marketing strategies and business models that emphasize customer engagement, centricity, employee empowerment, and innovation. The benefits of such an approach are multi-fold, enhancing the ability of businesses to navigate the complexities of consumer preferences in the competitive coffee market.

This study analysis further highlights the transformative impact of market innovation on consumer behavior and business growth. Innovations not only cater to the evolving preferences of consumers

but also establish a foundation for building strong customer relationships, fostering loyalty, and securing a pathway to long-term success. The synergy between creative marketing strategies and innovative product offerings is instrumental in sustaining business achievements over time (Djojodibroto et al., 2022).

The study extends an invitation to coffee enterprises to excel in the competitive market by prioritizing key factors such as market engagement, customer centricity, employee empowerment, and innovation. These elements are crucial for adapting to and meeting consumer demands, ensuring sustained growth and prosperity. By delving into the intricate relationship between consumer preferences and the effectiveness of team dynamics, businesses can significantly enhance their performance metrics and operational efficiency.

In synthesizing the findings, this study research sheds light on how market dynamics and consumer behavior intricately weave together, influencing the trajectory of business growth. This exploration into the direct and indirect effects of market variables on consumer behavior and corporate growth uncovers essential insights within a specific cultural and historical context. It paves the way for future research to delve deeper into these complex dynamics, exploring the pathways that lead to lasting business success.

In conclusion, by placing customer needs at the forefront, empowering employees, and fostering continuous innovation, coffee companies can navigate the challenges of a competitive market landscape successfully. The intricate interplay between market trends and business success is mediated by consumer behavior, guided by the strategic initiatives of the workforce, pointing towards a harmonious route to enduring achievement in the coffee industry.

7. Limitation and future studies

Although providing valuable insights into the complex interplay between market factors, consumer habits, and corporate expansion in the coffee sector, the present investigation must be viewed within the context of its inherent limitations. Restrictions extend to a limited application range, reliance on self-reported data, and neglect of potential interaction examination among market variables. It is essential for researchers to recognize these limitations during their scientific inquiry journey in order to accurately interpret their findings and steer future investigations towards deeper understanding of the phenomenon being studied.

The findings may face challenges in being generalized across various contexts. Due to variations in cultural tastes, economic circumstances, and consumer actions, the conclusions reached in this study might not straightforwardly apply elsewhere. Diversifying geographical areas through chance-based sampling methods could considerably enhance external validity in future studies. Researchers could identify context-specific and broadly relevant patterns by adopting this approach, which would help deepen their understanding of the subject.

Furthermore, reliance on self-reported data poses a major limitation. Self-report data offers valuable subjective information; however, such data can be marred by inbuilt biases and inaccuracies. Respondents' details may be incomplete or skewed, resulting in distorted perceptions of the actual feelings and actions under investigation. Integrating self-reported data with other methodologies could provide a richer and more sophisticated understanding of the phenomenon under investigation.

Isolating individual market factors does not fully capture their interplay, limiting the study's scope. A multifaceted ecosystem where factors intermingle, influencing buyer behavior and industry development. Without such an investigation, the depth of understanding attainable from the study's discoveries is restricted. In pursuit of a deeper grasp of consumer behavior and industrial performance, future research may investigate the complex network of variables that govern market dynamics.

The current limitations warrant an expanded focus for next-gen research to advance the field. Investigating the impact of cultural contexts on market variables, consumer actions, and entrepreneurial success would be incredibly enlightening. Cultural influences imbue products with distinct meanings, impacting consumer attitudes and behaviors. Through cross-cultural investigations, scientists may expose culturally influenced idiosyncrasies that influence preferences, opinions, and product choices in the coffee niche and in other sectors far and wide.

To gain a comprehensive grasp of industry growth, it is imperative to unravel the intricacies of market dynamics, consumer behavior, and corporate expansion. In the context of the coffee industry alone, this study not only reveals broader patterns but also delves into the principles and specificities that underlie sustainable business success. By extending this examination across diverse industries, we can illuminate the fundamental dynamics and patterns essential for thriving in a swiftly evolving market. Armed with this understanding, companies can formulate tailored strategies to navigate the ever-changing landscape.

It is crucial to acknowledge the inherent limitations of this study, even as it sheds light on the complex interplay between market forces, consumer preferences, and enterprise growth within the coffee sector. We must recognize the constraints posed by reliance on self-reported data and the confines of regional analysis. Future research endeavors should explore methodologies such as chance-based sampling and cross-cultural comparisons to broaden the scope of this study comprehension. Additionally, a thorough exploration of market interactions and a horizontal analysis spanning multiple industries could yield invaluable insights into the nuanced variables influencing long-term viability in a competitive environment. By incorporating these factors, market analysts can devise innovative approaches that benefit not only coffee brands but also other businesses adapting to complex consumer landscapes.

Author contributions

Montajula Suvattanadilok contributed to the conception and design of the study, analysis and interpretation of data, and drafting of the paper.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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Assoc. Prof. Dr. Montajula Suvattanadilok is a distinguished academic and a prominent figure in the field of business management. She currently serves as a faculty member at the Business School of King Mongkuts Institute of Technology Ladkrabang (KMUTL), Thailand. Dr. Montajula holds an impressive academic background, having earned her doctoral degree in Business Administration. She is a leading expert in areas such as market dynamics, corporate growth strategies, and consumer behavior analysis. Her research contributions have significantly enriched our understanding of these critical aspects of the business world. Throughout her academic career, Dr. Montajula has been dedicated to both teaching and research. Her commitment to education has positively influenced numerous students, many of whom have gone on to make their mark in the business industry.

Data availability statement

The data and materials supporting this work are available upon request from the corresponding author, Montajula Suvattanadilok (montajula.su@kmitl.ac.th).

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