

THE INFLUENCE OF CUSTOMER VALUE, CUSTOMER EXPERIENCE ON CUSTOMER LOYALTY MEDIATED BY CUSTOMER SATISFACTION

PENGARUH NILAI PELANGGAN, PENGALAMAN PELANGGAN TERHADAP LOYALITAS PELANGGAN DIMEDIASI OLEH KEPUASAN PELANGGAN

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Abstract: This research investigates the influence of customer value and customer experience on customer loyalty, with a specific focus on the mediating role of customer satisfaction. In an increasingly competitive market, understanding the dynamics of customer loyalty is essential for businesses aiming to enhance their market position. The study employs a quantitative explanatory research approach, utilizing surveys and questionnaires to gather data from respondents. The research aims to analyze the direct effects of customer value and experience on customer satisfaction and loyalty, as well as the indirect effects mediated by customer satisfaction. The findings are expected to provide valuable insights for business owners, enabling them to design effective strategies that enhance customer value and experience, ultimately fostering greater customer loyalty. This research not only contributes to the theoretical understanding of customer loyalty dynamics but also offers practical implications for businesses seeking to improve their customer relationship management practices. The results are anticipated to serve as a foundation for future studies in the field of marketing and customer behavior.

Keywords: Customer Value, Customer Experience, Customer Loyalty, Customer Satisfaction

Abstrak: Penelitian ini menyelidiki pengaruh nilai pelanggan dan pengalaman pelanggan terhadap loyalitas pelanggan, dengan fokus khusus pada peran mediasi kepuasan pelanggan. Dalam pasar yang semakin kompetitif, memahami dinamika loyalitas pelanggan sangat penting bagi bisnis yang ingin meningkatkan posisi pasar mereka. Penelitian ini menggunakan pendekatan penelitian eksplanatori kuantitatif, dengan memanfaatkan survei dan kuesioner untuk mengumpulkan data dari responden. Penelitian ini bertujuan untuk menganalisis efek langsung nilai pelanggan dan pengalaman pelanggan terhadap kepuasan dan loyalitas pelanggan, serta efek tidak langsung yang dimediasi oleh kepuasan pelanggan. Temuan diharapkan dapat memberikan wawasan berharga bagi pemilik bisnis, memungkinkan mereka merancang strategi yang efektif untuk meningkatkan nilai dan pengalaman pelanggan, yang pada akhirnya mendorong loyalitas pelanggan yang lebih besar. Penelitian ini tidak hanya berkontribusi pada pemahaman teoretis tentang dinamika loyalitas pelanggan tetapi juga menawarkan implikasi praktis bagi bisnis yang ingin meningkatkan praktik manajemen hubungan pelanggan mereka. Hasil penelitian diharapkan dapat menjadi dasar untuk studi-studi mendatang di bidang pemasaran dan perilaku konsumen.

Kata Kunci: Nilai Pelanggan, Pengalaman Pelanggan, Loyalitas Pelanggan, Kepuasan Pelanggan

INTRODUCTION

Research Background

Customer loyalty is one of the most important indicators for an organization to strive for. Since customer loyalty is directly related to customer satisfaction, it is evident that customer loyalty can be measured through customer satisfaction (Ashari, 2023). Loyal customers are willing to pay more to obtain value and are likely to make repeated purchases on a significant scale, which is advantageous for the company (Violeta and Farida, 2023). According to Kotler and Keller (2016), retaining existing customers is more profitable than attracting new ones, which requires significant costs. Sari and Farida (2024) states that a loyal customer feels delighted with a product

and continues to make repeated purchases. Customer loyalty to a company regarding its products occurs because customers have exceeded their expectations and will spread positive word-of-mouth (Mukuan, Mandey, and Tampenawas, 2023). Customer loyalty to the organization arises from customer satisfaction with products or services. Satisfied customers create beneficial and enjoyable organizational relationships (Krisnawati, Pratiwi, and Pramayuda, 2021). Customer satisfaction alone cannot achieve the goal of retaining customers, as satisfaction is a passive customer condition, whereas loyalty is an active or proactive relationship with customers (Tanoto et al., 2022).

Several strategies can influence customer satisfaction and loyalty, including customer value and customer experience. Customer value is based on the perspective of the customers of the respective organization, considering what they want and believe they get from the purchase and use of specific products (Tjiptono, 2014). By providing value equivalent to what consumers expend, such as money and time, consumers will feel satisfied and become loyal to a product/service. In addition to customer value, customer experience indicates success in building relationship marketing. Customer experience is customers' internal and subjective response as a result of interactions conducted directly or indirectly by the company (Hidayat and Nuzil, 2023). In customer experience, consumers are emotionally engaged in every activity, resulting in unique and impressive experiences and a desire to return.

Rusmahafi and Wulandari (2020) stated that customer value influences customer loyalty. Utama, Kosasih, and Trisnawati, 2021) mentioned that customer value affects customer loyalty and customer satisfaction, where customer satisfaction also affects customer loyalty. Pei et al. (2020); Kim and Kim (2022) stated that customer experience influences customer satisfaction. Ozkan et al. (2020) mentioned that customer satisfaction affects customer loyalty; Zaid and Patwayati (2021) stated that customer experience significantly and positively influences customer satisfaction and loyalty.

A phenomenon regarding customer satisfaction and loyalty occurred at one restaurant, Papa Tuna, which offers a variety of highly demanded menu items but the absence of papa tuna branches makes it difficult for customers in other areas to enjoy their products easily. Additionally, the problem regarding customer satisfaction at Restaurant Papa Tuna is the need to improve service quality. Service quality still needs to be improved, such as lack of friendliness from Restaurant Papa Tuna staff, slow response to customer needs, insufficient number of staff to serve customers, and lack of employee knowledge. Based on the issues concerning customer satisfaction and loyalty at Restaurant Papa Tuna, there are still several common problems, including poor service quality and lack of employee enthusiasm towards customers, leading customers to feel dissatisfied with what they receive. This can affect the image and reputation of Restaurant Papa Tuna, which is strategically located. Therefore, customer loyalty is crucial to the business organization or enterprise.

Research Objectives

1. To analyze the influence of customer value on customer satisfaction
2. To analyze the influence of customer experience on customer satisfaction
3. To analyze the influence of customer value on customer loyalty
4. To analyze the influence of customer experience on customer loyalty
5. To analyze the influence of customer satisfaction on customer loyalty
6. To analyze the mediating influence of customer satisfaction on customer value and customer loyalty
7. To analyze the mediating influence of customer satisfaction on customer experience and customer loyalty

THEORETICAL FRAMEWORK

Customer Loyalty

According to Saputri et al. (2022), loyalty is a process involving the thoughts and emotions between customers and companies that cannot be measured and managed because the thoughts and emotions of each customer differ, making it difficult to measure or symbolize. According to Febrianti and Beni (2023), customer loyalty is a psychological characteristic formed by sustained satisfaction related to the emotional bond with the service provider, leading to relationship trust and consistency.

Customer Satisfaction

According to Kotler and Armstrong (2016), customer satisfaction depends on the estimated product performance in providing value relative to buyer expectations. According to Tjiptono (2014), customer satisfaction is the level of someone's feelings after comparing the performance (or results) that customers feel compared to their

expectations. If performance fails to meet expectations, customers will be dissatisfied. If performance meets expectations, customers will be satisfied. If performance exceeds expectations, customers will be very satisfied or happy.

Customer Value

According to Ma'rufah (2023), customer value must be considered in the marketing process. For example, understanding customer needs and desires can increase demand for the products or services offered and achieve customer satisfaction.

Customer Experience

Customer Experience can be translated as the result of customer interaction with products, companies, or other parts of the organization, which elicits reactions (Hasniati, Indriasar, and Sirajuddin, 2021). These experiences can be encountered through sensory, cognitive, emotional, behavioral, and relational values.

Empirical Studies

Gligor et al. (2020) assessed the effects of supply chain agility on customer value and customer satisfaction, including the moderating role of customer loyalty, from the perspectives of both business customers (B2B) and end-customers (B2C). They used multivariate regression analysis to evaluate direct, indirect and conditional effects across survey responses from 148 senior-level supply chain managers (buyers) (Study 1) and 170 end-customers (i.e. consumers) (Study 2). The results reveal that supply chain agility retains a direct link to both B2B and B2C' value and satisfaction. However, a higher level of customer loyalty reduces the strength of these relationships, signifying that agility is less important with established customers.

Bu, Jin, and Li (2020) examined how customers prefer community or brand. This paper obtained data through an online questionnaire survey to test the proposed hypotheses of this study. The findings of this study indicated that practical and social values not only promote customers to be loyal toward community but also drive customers to be loyal toward brand and their influence on community loyalty is greater than on brand loyalty, but entertainment value does not significantly affect community and brand loyalty. The effect of practical and social values on community loyalty is fully mediated by the effect of brand loyalty, and the effect of practical and social values on brand loyalty is fully mediated by the effect of community loyalty.

Sumadi et al. (2021) aimed to find evidence of the influence of Sharia Marketing Strategy, Consumer Satisfaction, and Consumer Confidence. This type of research is quantitative research. The population in this study are consumers at Naughti Hijab Store. The sampling technique used is using the Slovin formula. The sample in this study in this amounted to 100 respondents Naughti Hijab Store consumers. In this study using four variables, namely sharia marketing strategy, consumer satisfaction, and consumer confidence as independent variables and consumer loyalty as the dependent variable. This study uses multiple linear regression analysis method with the help of SPSS. The results showed that the sharia marketing strategy had a positive and significant effect on consumer loyalty, consumer satisfaction did not have a positive and significant effect on consumer loyalty, and consumer confidence had a positive and significant effect on consumer loyalty.

Conceptual Framework

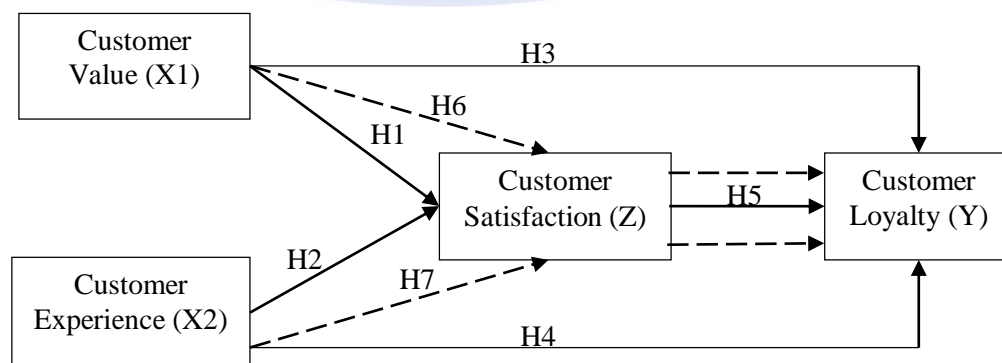


Figure1. Conceptual Framework

Source: Literature Review

Research Hypotheses

- H1: There is an influence of customer value on customer satisfaction.
 H2: There is an influence of customer experience on customer satisfaction.
 H3: There is an influence of customer value on customer loyalty.
 H4: There is an influence of customer experience on customer loyalty.
 H5: There is an influence of customer satisfaction on customer loyalty.
 H6: Customer satisfaction mediates the influence of customer value on customer loyalty.
 H7: Customer satisfaction mediates the influence of customer experience on customer loyalty.

RESEARCH METHOD

Research Approach

The approach in this research is quantitative, as it is presented with numbers. This aligns with Arikunto (2017) that quantitative research is an approach that heavily relies on numbers, starting from data collection and interpretation of the data to presenting the results.

Population, Sample Size and Sampling Technique

The research population comprises individuals who have had experiences with or are customers of Papa Tuna. the sample size will be determined based on the minimum sample calculation. The determination of the minimum sample size for SEM 108 respondents. In this study, the researcher used simple random sampling. The sampling criteria used in this research were respondents who had experience or were Papa Tuna customers who comes at least twice a week to Papa Tuna.

Data Collection Method

Data collection techniques are used to collect data according to the research procedure to obtain the required data. According to Sugiyono (2017), data collection techniques are the most strategic steps in research because the main goal of research is to collect data. The data collection technique in this research uses a questionnaire. In this research, the questionnaire is measured using scales. The measurement scale used in this research is the Likert scale. Scoring on this scale starts from 1 (one) to 5 (five).

Operational Definition and Measurement of Research Variable

Table 1. Operational Definition

Variable	Definition	Indicators
Customer Value	Customer value must be considered in the marketing process, such as understanding customer needs and desires to increase demand for products or services.	1. Cost value 2. Functional value 3. Symbolic value 4. Emotional value (Sudiyono, Utomo, and Severesia, 2022)
Customer Experience	Customer experience is an internal and subjective customer response as a result of direct or indirect interactions with the company.	1. Sensory Dimension 2. Emotional Dimension 3. Behavioral Dimension 4. Intellectual Dimension 5. Relational Dimension (Sudiyono, Utomo, and Severesia, 2022)
Customer Satisfaction	Customer Satisfaction is the level of someone's feelings after comparing the performance (or results) that customers feel compared to their expectations.	1. Expectations 2. Performance 3. Comparison 4. Confirmation Discrepancy (Utama, Kosasih, and Trisnawati, 2021)
Customer Loyalty	Customer Loyalty is the number of customers who repurchase from a particular brand, so the benchmark for loyal customers is the intensity of	1. Regular repeat purchases 2. Purchase across product/service lines 3. Recommend to other 4. Demonstrates on immunity to the full of competition

Data Analysis Method**Measurement Model (Outer Model)**

The outer model, also known as the outer relation or measurement model, defines how each indicator block relates to its latent variable. The outer model is used to assess the validity and reliability of the model. Validity testing is conducted to determine the ability of the research instrument to measure what should be measured. Meanwhile, reliability testing is used to measure the consistency of the measuring instrument in measuring a concept or can also be used to measure the consistency of respondents in answering statement items in the questionnaire or research instrument.

The Structural Model (Inner Model)

The structural model (inner model) is a structural model used to predict causal relationships between latent variables. Through the bootstrapping process, T-statistic test parameters are obtained to predict the existence of causal relationships. The structural model (inner model) is evaluated by looking at the percentage of variance explained by the R² value for dependent variables using the Stone-Geisser Q-square test and also by examining the magnitude of its structural path coefficients.

RESULT AND DISCUSSION**Result****Evaluation of the Outer Model**

Convergent validity, discriminant validity, composite reliability, and Cronbach's alpha are four criteria for measuring the outer model used to evaluate the research's outer model.

Table 2. Convergent Validity

	Customer Experience (X2)	Customer Loyalty (Y)	Customer Satisfaction (Z)	Customer Value (X1)
CE1	0,858			
CE2	0,853			
CE3	0,837			
CE4	0,772			
CE5	0,854			
CL1		0,830		
CL2		0,814		
CL3		0,778		
CL4		0,806		
CS1			0,875	
CS2			0,885	
CS3			0,882	
CS4			0,882	
CS5			0,704	
CV2				0,789
CV3				0,841
CV4				0,886
CV1				0,845

Source: Data Processed

The results of the outer loading measurement in the reflective indicators show that most of the research indicators have met the criteria as measurement indicators for the variables, as they have outer loading values exceeding 0.7 (outer loading > 0.7). Therefore, all indicators are considered valid and suitable for use in the subsequent analysis of this research.

Table 3. Discriminant Validity

	Customer Experience (X2)	Customer Loyalty (Y)	Customer Satisfaction (Z)	Customer Value (X1)
Customer Experience (X2)				
Customer Loyalty (Y)	0,804			
Customer Satisfaction (Z)	0,576	0,663		
Customer Value (X1)	0,826	0,644	0,579	

Source: Data Processed

From the table 3, it is evident that the HTMT ratios for all variables have values below 0.90 ($HTMT < 0.90$), indicating that all construct variables possess good discriminant validity. One other way to measure "discriminant validity" is by examining the value of the "square root of the average variance extracted" (AVE). The recommended value is above 0.5 (Hair et al., 2019).

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Customer Value (X1)	0,707
Customer Experience (X2)	0,698
Customer Loyalty (Y)	0,651
Customer Satisfaction (Z)	0,720

Source: Data Processed

From the table 4, all research variables meet the AVE value standard, exceeding 0.5 ($AVE > 0.5$). The Customer Value variable shows an AVE value of 0.707, Customer Experience has an AVE value of 0.698, Customer Loyalty has an AVE value of 0.651, and Customer Satisfaction has an AVE value of 0.720. Considering the AVE values of each variable, it can be concluded that all variables with an AVE value higher than 0.5 meet the criteria for discriminant validity. Therefore, each variable demonstrates strong discriminant validity.

Table 5. Composite Reliability

	Composite Reliability
Customer Value (X1)	0,906
Customer Experience (X2)	0,920
Customer Loyalty (Y)	0,882
Customer Satisfaction (Z)	0,927

Source: Data Processed

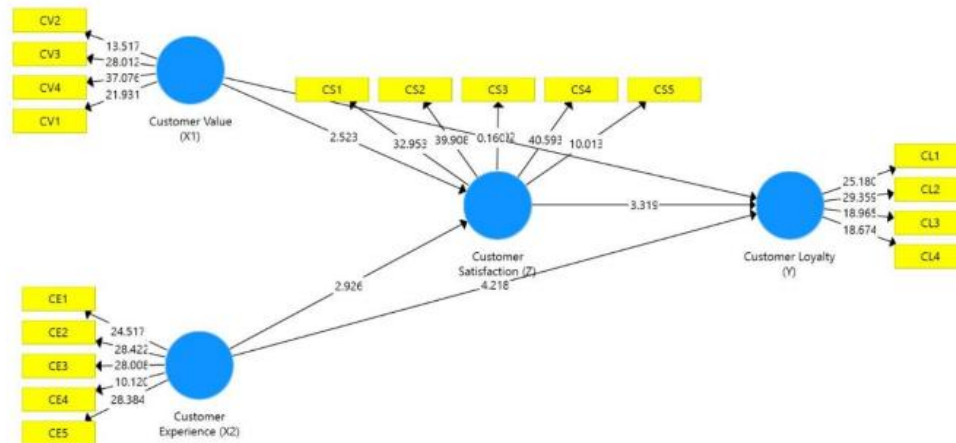
The table 5 presents satisfactory results for composite reliability, showing that the Customer Value variable has a Composite Reliability value of 0.906, the Customer Experience variable has a Composite Reliability value of 0.920, the Customer Loyalty variable has a Composite Reliability value of 0.882, and the Customer Satisfaction variable has a Composite Reliability value of 0.927. These results indicate that all variables exceed the threshold of 0.7, suggesting that the constructs in this study have high reliability.

Table 6. Cronbach's Alpha

	Cronbach's Alpha
Customer Value (X1)	0,863
Customer Experience (X2)	0,892
Customer Loyalty (Y)	0,822
Customer Satisfaction (Z)	0,902

Source: Data Processed

Based on the data presented, it is evident that the Cronbach's alpha values for each research variable are greater than 0.7. Therefore, it can be concluded that the reliability of all research variables is good, as they have Cronbach's alpha values above 0.80.

Evaluation of the Inner Model**Path Coefficient Test***Source: Data Processed*

Based on the inner model scheme, it can be explained that the largest path coefficient is indicated by the influence of Customer Experience (X2) on Customer Loyalty (Y), which is 4.218. The second influence is the effect of Customer Satisfaction (Z) on Customer Loyalty (Y), amounting to 3.319. The third largest influence is the effect of Customer Experience (X2) on Customer Satisfaction (Z), which is 2.926. The fourth influence is the effect of Customer Value (X1) on Customer Satisfaction (Z), measuring 2.523. The fifth influence is the effect of Customer Value (X1) on Customer Loyalty (Y), which is 0.160. All variables in this model have positive path coefficients, as indicated by the results. This signifies that the higher the path coefficient from the independent variable to the dependent variable, the stronger the relationship between the two.

Table 7. Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Customer Loyalty (Y)	0,539	0,526
Customer Satisfaction (Z)	0,331	0,319

Source: Data Processed

Based on the table 7, it can be seen that "the R-Square value for the Customer Satisfaction variable is 0.331. The acquisition of this score explains that the percentage of Customer Value and Customer Experience, in influencing or explaining the Customer Loyalty variable is 33.1%. The R-Square result of the Customer Loyalty variable is 0.539. The acquisition of this score explains that the percentage of Customer Value, Customer Experience and Customer Satisfaction in influencing or explaining the Customer Loyalty variable is 53.9%.

Q-Square

The calculated Q-Square value is 0.368. This finding indicates that the research model explains 36.8% of the variation present in the data. The remaining 63.2% is explained by factors outside the scope of this study. Therefore, this finding suggests that the applied study model has a high level of fit.

Table 8. F-Square Test

	F-Square
Customer Value (X1)->Customer Satisfaction (Z)	0,054
Customer Experience (X2)->Customer Satisfaction (Z)	0,080
Customer Value (X1)->Customer Loyalty (Y)	0,000
Customer Experience (X2)->Customer Loyalty (Y)	0,256
Customer Satisfaction (Z)->Customer Loyalty (Y)	0,119

Source: Data Processed

According to table 8, it is found that the f-square value for the Customer Value variable towards Customer Satisfaction is 0.054, which is above 0.02 and categorized as a weak effect. The f-square value for the Customer

Experience variable towards Customer Satisfaction is 0.080, also above 0.02 and categorized as a weak effect. The f-square value for the Customer Value variable towards Customer Loyalty is 0.000, which is above 0.02 and categorized as a weak effect. The f-square value for the Customer Experience variable towards Customer Loyalty is 0.256, which is above 0.15 and categorized as a moderate effect. Finally, the f-square value for the Customer Satisfaction variable towards Customer Loyalty is 0.119, which is above 0.02 and categorized as a weak effect.

Table 9. Hypothesis Testing

	T Statistic	P Values
Customer Value (X1) -> Customer Satisfaction (Z)	2,523	0,012
Customer Experience (X2) -> Customer Satisfaction (Z)	2,926	0,004
Customer Value (X1) -> Customer Loyalty (Y)	0,160	0,873
Customer Experience (X2) -> Customer Loyalty (Y)	4,218	0,000
Customer Satisfaction (Z) -> Customer Loyalty (Y)	3,319	0,001
Customer Value (X1) -> Customer Satisfaction (Z) -> Customer Loyalty (Y)	1,787	0,075
Customer Experience (X2) -> Customer Satisfaction (Z) -> Customer Loyalty (Y)	2,406	0,017

Source: Data Processed

The results of the hypothesis testing in this study can be described as follows:

1. The hypothesis testing results indicate that the T statistics value is 2.523 and the P value is 0.012. Since the T statistic value is greater than the T table value ($2.523 > 1.65936$), and the P value is 0.012, which is less than the standard alpha level of 5% ($0.012 < 0.05$), it shows a significant effect of Customer Value (X1) on Customer Satisfaction (Z).
2. The hypothesis testing results show that the T statistics value is 2.926 and the P value is 0.004. Since the T statistic value is greater than the T table value ($2.926 > 1.65936$), and the P value is 0.004, which is less than the standard alpha level of 5% ($0.004 < 0.05$), this indicates a significant effect of Customer Experience (X2) on Customer Satisfaction (Z).
3. The hypothesis testing results show that the T statistics value is 0.160 and the P value is 0.873. Since the T statistic value is less than the T table value ($0.160 < 1.65936$), and the P value is 0.873, which is greater than the standard alpha level of 5% ($0.873 > 0.05$), this indicates no significant effect of Customer Value (X1) on Customer Loyalty (Y).
4. The hypothesis testing results show that the T statistics value is 4.218 and the P value is 0.000. Since the T statistic value is greater than the T table value ($4.218 > 1.65936$), and the P value is 0.000, which is less than the standard alpha level of 5% ($0.000 < 0.05$), this indicates a significant effect of Customer Experience (X2) on Customer Loyalty (Y).
5. The hypothesis testing results show that the T statistics value is 3.319 and the P value is 0.001. Since the T statistic value is greater than the T table value ($3.319 > 1.65936$), and the P value is 0.001, which is less than the standard alpha level of 5% ($0.001 < 0.05$), this indicates a significant effect of Customer Satisfaction (Z) on Customer Loyalty (Y).
6. The hypothesis testing results show that the T statistic value is 1.787 and the P-Value is 0.075. Since the T statistic value is greater than the T table value ($1.787 > 1.65936$) and the P value is 0.075, which is greater than the standard alpha level of 5% ($0.075 > 0.05$), this indicates no mediating effect of Customer Satisfaction (Z) on the relationship between Customer Value (X1) and Customer Loyalty (Y).
7. The hypothesis testing results indicate that the T statistic value is 2.406 and the P-Value is 0.017. Since the T statistic value is greater than the T table value ($2.406 > 1.65936$) and the P value is 0.017, which is less than the standard alpha level of 5% ($0.017 < 0.05$), this suggests that there is a significant mediating effect of Customer Satisfaction (Z) on the relationship between Customer Experience (X2) and Customer Loyalty (Y).

Discussion

The Influence of Customer Value on Customer Satisfaction.

The hypothesis testing results indicate a significant effect of Customer Value (X1) on Customer Satisfaction (Z). Customer value has a significant influence on customer satisfaction at Papa Tuna's restaurant, as the value perceived by customers encompasses various aspects, such as food quality, service, restaurant ambiance, and pricing that aligns with the overall experience (Krisnawati, Pratiwi, and Pramayuda, 2021). When customers feel that the value they receive is greater than the costs incurred, it leads to a higher sense of satisfaction (Sari and Farida, 2024). In the context of Papa Tuna's, ensuring that every element of the customer experience—from the taste of the dishes

to interactions with the staff—delivers high value can directly enhance customer satisfaction and loyalty (Febrianti and Beni, 2023). Furthermore, the concept of customer value in restaurants like Papa Tuna's not only includes product quality but also how the service is communicated and delivered to customers (Mukuan, Mandey, and Tampenawas, 2023). Research shows that restaurants focusing on understanding customers' needs and desires can create more personalized and memorable experiences (Violeta, 2023). For example, Papa Tuna's could offer special promotions, actively listen to customer feedback, and adjust the menu to align with local preferences. Such strategies allow customers to feel valued and foster the creation of added value that positively impacts their satisfaction (Kotler and Keller, 2016). Additionally, the influence of customer value on satisfaction at Papa Tuna's not only affects customer loyalty but also encourages positive word-of-mouth (Krisnawati, Pratiwi, and Pramayuda, 2021). When customers perceive that the restaurant provides better value than competitors, they are more likely to recommend it to friends and family, ultimately enhancing the restaurant's image and reputation. Therefore, by continuously improving customer value, Papa Tuna's can create a more loyal customer base that sustainably contributes to the restaurant's business success (Maharani and Susanti, 2023).

The Influence of Customer Experience on Customer Loyalty

The hypothesis testing result indicates a significant effect of Customer Experience (X2) on Customer Satisfaction (Z). Customer experience plays a significant role in shaping customer satisfaction at Papa Tuna's restaurant. In this context, customer experience encompasses all interactions that customers experience while enjoying the restaurant's services, ranging from the atmosphere of the venue, service speed, to the quality of the dishes served (Tanoto et al., 2022). Each of these elements contributes significantly to shaping customers' perceptions of the overall quality of the restaurant (Krisnawati, Pratiwi, and Pramayuda, 2021). When customer experience is optimally designed and able to meet or even exceed customer expectations, it enhances positive perceptions that ultimately influence customer satisfaction levels (Jenia, Sukardi, and Randy, 2020). Customer satisfaction is a comprehensive evaluation by customers of the experiences they receive at Papa Tuna's. This satisfaction is influenced not only by the quality of products and services but also by the atmosphere created by the restaurant (Hidayat and Nuzil, 2023). A comfortable restaurant ambiance, responsive service speed, and friendly staff attitudes can create a delightful dining experience for customers (Evelyna, 2022). In this case, customer experience acts as a catalyst that strengthens positive impressions, thereby increasing the likelihood that customers will feel satisfied with the services received (Tjiptono, 2014). Furthermore, the significant influence of customer experience on customer satisfaction indicates that the interaction between customers and Papa Tuna's is not merely a transactional one, but rather a journey filled with emotional value (Rusmahafi and Wulandari, 2020). The positive experiences provided by the restaurant will make customers feel valued and appreciated, which ultimately encourages the development of customer loyalty (Kim and Kim, 2022). Thus, enhancing customer experience not only contributes to increasing customer satisfaction but also plays an important role in creating long-term relationships between the restaurant and its customers (Utama, Kosasih, and Trisnawati, 2021).

The Influence of Customer Value on Customer Loyalty

The hypothesis testing result indicates no significant effect of Customer Value (X1) on Customer Loyalty (Y). Customer value, which reflects customers' perceptions of the benefits received compared to the costs incurred, is often regarded as a key factor influencing customer loyalty (Pei et al., 2020). However, in the context of customers at Papa Tuna's restaurant, research findings indicate that customer value does not have a significant impact on customer loyalty (Ozkan et al., 2020). This suggests that even if customers feel that the value they receive is commensurate with or exceeds the costs incurred, it does not necessarily drive them to remain loyal or return to the restaurant (Evelyna, 2022). Other factors, such as the quality of experience, atmosphere, and emotional connection with the brand, may have a greater influence on their decision to return (Zaid and Patwayati, 2021). The insignificance of the impact of customer value on customer loyalty may be attributed to the diverse preferences and needs of customers (Irvansyah, 2020). Some customers may prioritize the quality of the experience over the economic value received (Darim, 2020). At Papa Tuna's restaurant, customers might emphasize other aspects, such as menu innovation, unique flavors, or the dining atmosphere offered, rather than merely assessing the price relative to food quality (Muniarty, 2022). Therefore, the value perceived by customers from the perspective of price and quality alone is insufficient to guarantee their loyalty (Piranda, Sinaga, dan Putri, 2022). In other words, although customer value is an important element in maintaining customer satisfaction, it does not automatically contribute to the formation of loyalty at Papa Tuna's restaurant (Manus, Soegoto, and Rogi, 2023). Customer loyalty appears to be more influenced by emotional factors and holistic experiences, such as attachment to the brand and the restaurant's ambiance, which may not be directly explained by value perception (Saputri et al., 2022). These findings suggest

that loyalty enhancement strategies need to focus more on improving emotional aspects and customer experiences rather than merely emphasizing financial value improvements (Kotler and Keller, 2016).

The Influence of Customer Experience on Customer Loyalty

The hypothesis testing result indicates a significant effect of Customer Experience (X2) on Customer Loyalty (Y). Customer experience plays a significant role in shaping customer loyalty at Papa Tuna's restaurant (Sutedjo, 2023). Customer experience encompasses the entire interaction and perceptions felt by customers during their time at the restaurant, including the service provided by the staff, food quality, comfort of the atmosphere, and service speed (Febrianti, 2023). When this experience is well-managed and meets or exceeds customer expectations, it creates a positive impression that encourages a desire for repeat visits (Sutedjo, 2023). Consistent and satisfying experiences not only enhance the feeling of satisfaction but also strengthen customers' emotional attachment to the brand, ultimately fostering loyalty (Rova and Suriadi, 2023). The significant influence between customer experience and customer loyalty can be seen in the ability of positive experiences to create deeper bonds between customers and the restaurant (Sulistyaningrum, Widowati, and Budiarto, 2022). At Papa Tuna's, friendly interactions, an appealing atmosphere, and high-quality food can create a sense of comfort and satisfaction that goes beyond mere transactional relationships (Tjiptono, 2014). A delightful dining experience provides added value that is difficult for competitors to match, making customers more likely to remain loyal and recommend the restaurant to others (Asti and Ayuningtya, 2020). This indicates that loyalty is formed not only from functional aspects but also from emotional aspects obtained through meaningful experiences (Kotler and Armstrong, 2016). Therefore, a well-designed customer experience plays a crucial role in building long-term loyalty at Papa Tuna's restaurant (Sulistyaningrum, Widowati, and Budiarto, 2022). When customers have memorable experiences, they are more inclined to return because they feel they receive more value than just a meal at the venue (Kotler and Keller, 2016). This makes customer experience a key factor driving loyalty, where positive experiences strengthen the relationship between customers and the restaurant and influence their decisions to continue patronizing it in the future (Utama, Kosasih, and Trisnawati, 2021). This strategy can provide a competitive advantage for the restaurant in maintaining market share and increasing profitability through higher customer loyalty (Sudrajat, 2023).

The Influence of Customer Satisfaction on Customer Loyalty

The hypothesis testing result indicates a significant effect of Customer Satisfaction (Z) on Customer Loyalty (Y). Customer satisfaction has a significant impact on customer loyalty at Papa Tuna's restaurant. Customer satisfaction is the result of customers' evaluations of the experiences they have after receiving services or products from the restaurant (Ma'rufah, 2023). When customer expectations are met or even exceeded, they feel satisfied with the overall experience received. This level of satisfaction ultimately plays a crucial role in determining whether the customers will return to the restaurant in the future or choose to try other alternatives (Kotler and Keller, 2016). In the context of Papa Tuna's, the higher the level of satisfaction felt by customers, the greater their tendency to remain loyal and consider the restaurant as their primary choice (Utama, Kosasih, and Trisnawati, 2021). The significant influence between customer satisfaction and customer loyalty can be explained through the theory of disconfirmation of expectations, which states that if the services or products received exceed customer expectations, a high level of satisfaction will be formed (Putri, Suhartono, and Kristanti, 2023). This satisfaction then evolves into loyalty when customers feel that the positive experiences are consistent and repeated (Aryanatha, 2022). At Papa Tuna's, elements such as food quality, service speed, and a comfortable atmosphere play an essential role in creating sustainable satisfaction (Evelyna, 2022). When customers consistently feel satisfied, they develop a deeper emotional attachment to the restaurant, ultimately fostering loyalty (Tjiptono and Diana, 2020). Thus, high customer satisfaction is a key factor in building customer loyalty at Papa Tuna's (Chikazhe, Makanyeza, and Chigunhah, 2021). The satisfaction felt by customers not only makes them want to return but also increases their likelihood of recommending the restaurant to others. This indicates that maintaining and enhancing customer satisfaction is an effective strategy for creating long-term loyalty (Hasniati, Indriasar, and Sirajuddin, 2021). Therefore, to sustain customer loyalty, the restaurant must ensure that every aspect of the services and products provided consistently meets or exceeds customer expectations (Sudiyono, Utomo, and Severesia, 2022).

The Influence of Customer Satisfaction on Customer Loyalty Mediated by Customer Satisfaction

The hypothesis testing result indicates no mediating effect of Customer Satisfaction (Z) on the relationship between Customer Value (X1) and Customer Loyalty (Y). Customer satisfaction does not always function as a mediator between customer experience and customer loyalty among customers at Papa Tuna's restaurant (Bu, Jin, and Li, 2020). Although customer satisfaction is often seen as an important factor influencing loyalty, there are

situations where high satisfaction does not directly result in equivalent loyalty (Krisnawati et al., 2021). This indicates that customers may feel satisfied with their experience, but that does not guarantee they will choose to return to the restaurant (Gligor et al., 2020). In this context, other factors also play a role in customer loyalty decisions, such as personal preferences, changing needs, or the emergence of more attractive alternatives in the market (Sudiyono, Utomo, and Severesia, 2022). This situation may arise from the difference between customer experience and expectations. A satisfying experience does not always mean that customers will prioritize it in the future (Ozkan et al., 2020). At Papa Tuna's restaurant, for example, customers may be satisfied with the food and service provided; however, external factors such as promotions from competing restaurants or recommendations from friends can influence their decision not to return (Tanoto et al., 2022). In this case, perceived satisfaction is not sufficient to create a strong bond between customers and the restaurant, considering that loyalty is also influenced by other variables beyond satisfaction (Rusmahafi and Wulandari, 2020). Therefore, to ensure that customer satisfaction can contribute to loyalty, Papa Tuna's restaurant needs to do more than just improve service and product quality (Evelyna, 2022). Management should consider a more holistic strategy to build strong relationships with customers, including efforts to enhance emotional attachment and provide unique experiences that differentiate the restaurant from competitors (Hidayat and Nuzil, 2023). In this regard, focusing solely on customer satisfaction is not enough, and a broader approach is needed to create lasting loyalty among customers (Tjiptono, 2014).

The Influence of Customer Experience on Customer Loyalty Mediated by Customer Satisfaction

The hypothesis testing result indicate a significant mediating effect of Customer Satisfaction (Z) on the relationship between Customer Experience (X2) and Customer Loyalty (Y). Customer satisfaction can serve as an effective mediator between customer experience and customer loyalty among customers at Papa Tuna's restaurant (Kotler and Keller, 2016). In this context, customer experience encompasses all interactions that customers undergo during the service process, such as food quality, service speed, and the restaurant's atmosphere (Piranda, Sinaga, and Putri, 2022). When customers have a positive experience, it is likely to enhance their satisfaction levels (Utama, Kosasih, and Trisnawati, 2021). High customer satisfaction, in turn, becomes a key factor encouraging customers to remain loyal and return to the restaurant. Thus, customer satisfaction acts as a bridge connecting the quality of experience with customer loyalty (Zaid and Patwayati, 2021). The mediating role of customer satisfaction can be explained through the evaluation process that customers undergo after experiencing the service (Manus, Soegoto, and Rogi, 2023). If customer experience has a positive impact, customers will feel satisfied, leading to increased loyalty (Muniarty, 2022). At Papa Tuna's restaurant, good interactions between staff and customers, as well as satisfying food quality, will enhance customer satisfaction (Kotler and Keller, 2016). Conversely, negative experiences can reduce satisfaction levels and, as a result, decrease the likelihood of customers returning. Therefore, customer satisfaction strengthens the relationship between customer experience and customer loyalty (Irvansyah, 2020). Thus, Papa Tuna's restaurant needs to focus on improving customer experience to achieve high satisfaction levels, which will subsequently drive customer loyalty (Utama, Kosasih, and Trisnawati, 2021). Understanding that customer satisfaction is an important mediator enables restaurant management to develop more effective strategies for creating satisfying customer experiences (Kotler and Keller, 2016). These strategies may include staff training, enhancing product quality, and developing an appealing restaurant atmosphere (Kotler and Armstrong, 2016). In this way, the restaurant can not only improve customer satisfaction but also ensure their long-term loyalty (Sudrajat, 2023).

CONCLUSION AND RECOMMENDATION

Conclusion

1. Customer value has a significant effect on customer satisfaction.
2. Customer experience has a significant effect on customer satisfaction.
3. Customer value does not have a significant effect on customer loyalty.
4. Customer experience has a significant effect on customer loyalty.
5. Customer satisfaction has a significant effect on customer loyalty.
6. Customer satisfaction does not serve as a mediator between customer value and customer loyalty.
7. Customer satisfaction can serve as a mediator between customer experience and customer loyalty

Recommendation

Recommendations for improving performance are provided based on the discussion analysis and other

findings from this study:

1. Increasing Customer Value through Food Quality and Loyalty Program,
2. Enhancing Customer Experience with Friendly Service, Restaurant Atmosphere, and Unique Dining Experience
3. Focusing on Customer Satisfaction with Customer Feedback and Flexible Menu Availability
4. Utilizing Customer Satisfaction as a Mediator with Birthday Programs including Social Media and Communication
5. Implementing Effective Marketing Strategies through Experience-Based Promotions and Partnerships with Influencers
6. Continuous Market Research through Competitor Analysis and Menu Innovation

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