

THE IMPACT OF INSTAGRAM SOCIAL MEDIA ADVERTISING AND IN-STORE AMBIENCE ON CUSTOMER SATISFACTION AT JANGKAR TOMOHON

*PENGARUH IKLAN SOSIAL MEDIA INSTAGRAM DAN SUASANA TOKO TERHADAP KEPUASAN
PELANGGAN PADA JANGKAR TOMOHON*

By:

Tesalonika A.E. Togas¹

David P.E. Saerang²

Maria V.J. Tielung³

¹²³International Business Administration, Management Departement,
Faculty Of Economics And Business
Sam Ratulangi University Manado

Email:

¹togas.tesa@gmail.com

²d_saerang@unsrat.ac.id

³mariatielung@unsrat.ac.id

Abstract: The, inconsistencies between online promotions and the actual in-store atmosphere have created varying levels of customer satisfaction. This study aims to analyze the impact of Instagram social media advertising and in-store ambience on customer satisfaction at Jangkar Tomohon. This research applies a quantitative approach using multiple linear regression to determine the partial and simultaneous effects of both variables. Data were collected through questionnaires distributed to 100 respondents who have visited Jangkar Tomohon and follow its Instagram account. The results show that both Instagram social media advertising and in-store ambience have a significant effect, either partially or simultaneously, on customer satisfaction. These findings emphasize the importance of aligning digital advertising strategies with the actual physical experience to enhance customer satisfaction and strengthen café competitiveness in Tomohon.

Keywords: Social Media Advertising, In-Store Ambience, Customer Satisfaction

Abstrak. Ketidaksesuaian antara promosi daring dan kondisi suasana di tempat yang sebenarnya, sehingga menimbulkan perbedaan tingkat kepuasan pelanggan. Penelitian ini bertujuan untuk menganalisis pengaruh iklan media sosial Instagram dan suasana toko (in-store ambience) terhadap kepuasan pelanggan pada Jangkar Tomohon. Penelitian ini menggunakan pendekatan kuantitatif dengan metode regresi linier berganda untuk mengetahui pengaruh baik secara parsial maupun simultan dari kedua variabel tersebut. Data dikumpulkan melalui penyebaran kuesioner kepada 100 responden yang pernah mengunjungi Jangkar Tomohon dan mengikuti akun Instagram-nya. Hasil penelitian menunjukkan bahwa baik iklan media sosial Instagram maupun suasana toko berpengaruh signifikan secara parsial dan simultan terhadap kepuasan pelanggan. Temuan ini menegaskan pentingnya keselarasan antara strategi promosi digital dengan pengalaman fisik di tempat untuk meningkatkan kepuasan pelanggan dan memperkuat daya saing kafe di Kota Tomohon.

Kata Kunci: Iklan Media Sosial, Suasana Toko, Kepuasan Pelanggan

INTRODUCTION

Research Background

The widespread use of social media reflects the rapid advancements in communication technology within Indonesian society. In today's increasingly digital era, the penetration of internet and social media usage has reached a significant level. The most popular platforms are WhatsApp, Instagram, and Facebook. Of these platforms, Instagram is the most frequently used for marketing purposes, while others are mainly used for communication. Two factors that significantly affect consumer satisfaction in cafes are social media advertising and in-store ambience, both of which influence customer experiences and perceptions.

One of Instagram's most powerful tools is its advertising feature, which allows marketers to create targeted ad campaigns based on demographics, interests, and user behaviors. Ads can appear across various formats feeds, stories, and reels allowing businesses to deliver messages flexibly and creatively. The Stories feature, in particular, has proven highly effective due to its time-limited nature, encouraging fast interaction and engagement. Brands can

use Stories for promotions, quizzes, or product teasers, thus fostering engagement and a sense of urgency among consumers. Moreover, influencer collaboration has emerged as a dominant marketing strategy. Influencers, who maintain loyal follower bases, can strongly shape purchasing decisions. By partnering with influencers whose image aligns with their brand identity, businesses can enhance product credibility and tap into pre-existing consumer communities.

In addition to online advertising, store atmosphere plays a critical role in shaping customer satisfaction. Business owners must be sensitive to the physical and psychological ambience of their stores, as a well-designed environment significantly influences consumer comfort and loyalty. Levy and Weitz (2012) emphasize that the atmosphere of a café can be shaped through elements such as visual design, lighting, color, music, and aroma. These factors create emotional connections and enhance customer experience, encouraging repeat visits. A pleasant café atmosphere not only enhances the brand image but also fosters a sense of safety and belonging for customers two essential aspects in building long-term loyalty.

Jangkar Tomohon Café, a developing business located on Jl. Rayun, Walian, Tomohon City, North Sulawesi. Established in 2023, Jangkar began its Instagram marketing campaign on August 28, 2023, complementing its offline promotional activities. Through consistent posting of photos and videos, the café markets its products with visually appealing and well-conceptualized content designed to attract Instagram users. The café also emphasizes "Instagrammable" aesthetics photo-friendly interiors and harmonious color tones to enhance visual engagement. By maintaining high-quality imagery and relevant captions, and by reposting customers' stories that tag the café, Jangkar builds strong relationships with visitors. This reciprocal interaction fosters a sense of appreciation and satisfaction among consumers, often resulting in positive testimonials and recommendations. As of early 2024, Jangkar's Instagram account had 6,147 followers, reflecting a growing and positive audience response to its online marketing initiatives.

Jangkar Tomohon distinguishes itself from other cafes in Tomohon through its unique architectural and interior concept. While many competitors adopt wood-based designs, Jangkar combines modern industrial elements with calming color palettes and outdoor seating that highlight Tomohon's scenic views. This distinctive blend creates a relaxed yet sophisticated environment, attracting diverse customer groups. Affordable prices, flavorful beverages, and minimalist photo spots further enhance the overall customer experience. The well-arranged seating layout and friendly service from baristas foster a warm and engaging atmosphere. Collectively, these factors contribute to the café's reputation as both a social and sensory destination in Tomohon City.

Research Objectives

1. To examine the influence of Instagram social media advertising on customer satisfaction at Jangkar Tomohon.
2. To examine the influence of café ambience on customer satisfaction Jangkar Tomohon.
3. To examine the influence of Instagram social media advertising and In-store ambience on customer satisfaction

LITERATURE REVIEW

Marketing

Kotler and Keller (2016) stated that marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing is a rapidly evolving discipline that plays a crucial role in the business world. Its primary objective is to understand customer needs and preferences, allowing businesses to offer relevant products or services. Through effective marketing strategies, companies can enhance competitiveness and build long-term relationships with consumers.

Customer Satisfaction

Assauri (2012) stated that, customer satisfaction is the level of feeling experienced by customers after comparing the perceived performance or results of a product or service with their expectations. If the outcome meets or exceeds expectations, customers will feel satisfied; however, if the outcome falls short of expectations, they will feel dissatisfied.

Digital Marketing

According to Kotler and Keller (2016), digital marketing is the use of digital technologies such as the internet, mobile devices, and other digital media to promote products and services. This highlights the integration of technology in marketing activities to generate value and expand market reach.

In-store Ambience

As explained by Berman and Evans (2018:464), the atmosphere of a business establishment, including a café, can be defined as a combination of various environmental elements designed to create a specific experience for customers. As stated by Park and Namkung (2022), physical atmosphere and design elements contribute to emotional satisfaction and behavioral intentions in coffee shop customers.

Empirical Studies

Asman, Surya and Mesra (2024) aimed to explore the influence of café atmosphere and service quality to increase customer loyalty mediated by satisfaction. Primary data from 199 respondents who are consumers of Goodfella Cafe. The results showed that the café atmosphere and service quality, have a positive and significant influence on increasing customer loyalty, with customer satisfaction as a mediator

Putri, Yulasmi, and Sopali (2024) examined the influence of product quality, social media marketing, and customer relationship on customer loyalty through customer satisfaction in the context of Putri Chaniago Furniture. The research findings reveal that all three factors, product quality, social media marketing, and customer relationship, positively and significantly affect customer loyalty through customer satisfaction, underscoring their collective importance in driving customer loyalty.

Hikmah (2025) analyzed the effect of store atmosphere and experiential marketing on customer satisfaction and its impact on word of mouth. Using a quantitative method with a survey, this study involved 97 Jay Coffee customers selected by non-probability sampling. The results showed that store atmosphere and experiential marketing have a positive and significant effect on customer satisfaction. A comfortable store atmosphere and interesting experiences increase customer satisfaction, which in turn encourages word of mouth. In addition, store atmosphere and experiential marketing also have a direct effect on word of mouth.

Conceptual Framework

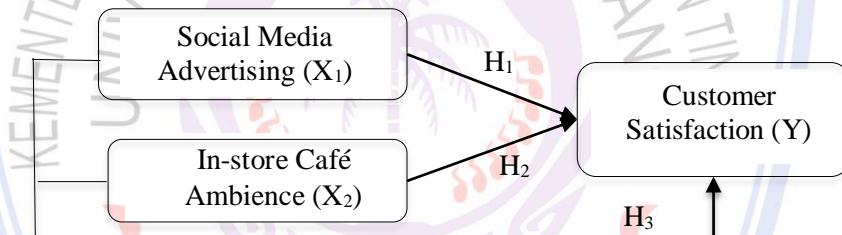


Figure 1. Conceptual Framework

Source: Literature Review

Research Hypothesis

H₁: Instagram Social Media Advertising partially influence Customer Satisfaction at Jangkar Tomohon

H₂: In-store Ambience partially influence Customer Satisfaction at Jangkar Tomohon

H₃: Instagram Social Media Advertising and In-store Ambience simultaneously influence Customer Satisfaction at Jangkar Tomohon

RESEARCH METHOD

Research Approach

This is a quantitative research method. Quantitative research seeks to quantify the data. It seeks conclusive evidence based on large, representative samples and typically involving some form of statistical analysis (Maholtra, 2009:180).

Population, Sample Size and Sampling Technique

The population in this study comprises all customers of Jangkar Tomohon who have experienced both the café's Instagram advertisement and in-store ambience. The number of sample is 100 respondents. This study uses non-probability sampling which is a purposive sampling with specific criteria: customers who have made a purchase at Jangkar Tomohon at least twice and follow the Instagram account @jangkar.tomohon.

Type of Data and Data Source

Primary data refers to data collected directly from the source for the specific purpose of this research. Primary data sources included surveys, observation, experiments, questionnaire, and personal interview. Secondary data consists of existing information and publications that support the theoretical framework, background, and interpretation of results. Secondary data source included government publication, website, books, journal article and market report.

Data Collection Method

This study used a questionnaire to collect data and uses Likert scale to assess opinions, attitudes, or behaviors. In this scale respondents, were asked to put X mark on the seven possible answers available, with rating follows.

Operational Definition and Indicator of Research Variables

Table 1 Operational Definition

Variable	Definition	Indicators
Instagram Social Media Ads (X_1)	Instagram advertising at Jangkar refers to the use of Instagram to promote Jangkar's products or services, attracts customers' attention and build a community through digital interaction.	1. Content Creation 2. Content Sharing 3. Connection 4. Community (Alalwan, 2021)
In-store Ambience (X_2)	In-store ambience at Jangkar refers to the sensory and design aspects of Jangkar's physical environment that influence customers' mood behavior, and satisfaction	1. Store Exterior 2. Interior Design 3. Store Layout 4. Product Display (Kim and Hall, 2019)
Customer Satisfaction (Y)	Customer satisfaction of Jangkar is the level of satisfaction customer experience regarding their visit or shopping, including the alignment of expectations with reality, service quality and overall experience.	1. Expectation 2. Revisit or repurchase 3. Recommendation (Indrasari, 2019)

Research Instruments Testing

Validity and Reliability Tests

As reported by Arikunto (2013), a validity test measures the extent to which an instrument accurately reflects the concept it intends to assess. An instrument is considered valid if it produces data that is both precise and relevant to the research objectives.

The reliability test is an assessment that indicates how dependable a measuring instruments is, meaning it shows how consistent result are when measurements are taken multiple times on the subject. According to Sugiyono (2020:209), reliability refers to the degree to which repeated measurements on the same object yield the same data. A questionnaire is deemed reliable if respondents provide consistent or stable answers to the statements

Data Analysis Method

Test of Classical Assumptions

Normality Test

Normality testing is a test of the normality of distribution data. Normality testing is carried out with the intention of seeing whether or not the data being analyzed is normal (Ghozali, 2011). This study uses P-P plot test to check if the data is normally distributed, the data is considered normally distributed if the data are spreading and follow the diagonal line

Multicollinearity Test

A good regression model should not occur correlation between independent variables. Tolerance measures the variability of selected independent variables and is not explained by other independent variables (Ghozali, 2011). The cutoff value that is generally used to indicate the presence of multicollinearity a Tolerance value > 0.10 and the VIF value <10 .

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in a regression model, there is an inequality of residual variance from another observational observation (Ghozali, 2011). In this study, two tests were used to test for heteroscedasticity, which are the scatterplot and the Glejser test.

Multiple Linear Regression Analysis

Multiple linear regression analysis is to know the direction of the relation between the independent and dependent variable whether each independent variable is positive or negative and to predict the value of the dependent variable if the value of the independent variable increases or decreases. Generic form of a multiple linear regression is:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

Description:

- Y : Customer Satisfaction (Dependent variable)
- b_1X_1 : Regression coefficient for Instagram Social Media Advertising
- b_2X_2 : Regression coefficient for In-store ambience
- α : Intercept, value of Y when none of independent variables affecting it
- e : Standard Error

Coefficient Correlation (R) and Coefficient Determination (R²)

The multiple correlation coefficient (R) is utilized to determine the strength of the relationship between the dependent variable (Y) and the independent variables (X). Meanwhile, the coefficient of determination (R^2) indicates the percentage of variation in the dependent variable that can be explained by the regression model.

Hypothesis Testing

T-Test and F-Test

According to Ghozali (2011), the T-Test is used to test the significance of the effect of independent variables (X_1 , X_2) on the dependent variable (Y). The t-test can also be performed by examining the regression results with a significance level of $\alpha = 0.05$.

F – Test was used to determine the significance level of the influence of the independent variables together (simultaneously) on the dependent variable (Ghozali, 2011).

RESULT AND DISCUSSION

Result

Validity and Reliability Test

Table 2. Validity Test Results

Variable	Item	Validity		Result
		r-count	Table r	
Instagram Social Media Advertising (X1)	X1.1	0.660	0.1966	Valid
	X1.2	0.817	0.1966	Valid
	X1.3	0.855	0.1966	Valid
In-store Ambience (X2)	X2.1	0.872	0.1966	Valid
	X2.2	0.893	0.1966	Valid
	X2.3	0.845	0.1966	Valid
Customer Satisfaction(Y)	Y1	0.865	0.1966	Valid
	Y2	0.939	0.1966	Valid
	Y3	0.902	0.1966	Valid

Source: Data Processed (2025)

From Table 2 it can be seen that the results of all variable questionnaire items are considered valid because the r count (Pearson Correlations) is greater than its r table (0.1966) with a significance value of $0.000 < 0.05$.

Table 3. Reliability Test Result

Alpha Cronbach	N item	Status
0.902	12	Reliable

Source: Data Processed (2025)

The result shows a Cronbach's Alpha value of 0.902 for 12 items, which is greater than 0.60. Therefore, the research instrument is considered reliable. Therefore, all the questionnaire items are considered reliable.

Test of Classical Assumptions

Normality Test

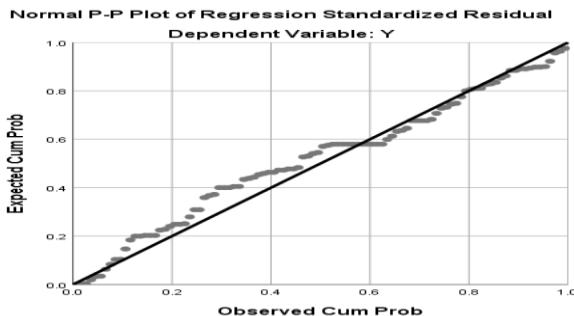


Figure 2. Normal P-P Plot Graphic

Source: Data Processed (2025)

Based on the Figure 2, shows that the data points are closely aligned with the diagonal line, indicating that the residuals are approximately normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test Result

Model	Coefficients		Status
	Tolerance	VIF	
Instagram Social Media Advertising (X ₁)	0.738	1.355	No Multicollinearity
In-store Ambience (X ₂)	0.738	1.355	No Multicollinearity

a. Dependent Variable : Customer Satisfaction (Y)

Source: Data Processed (2025)

Based on the Table 4, the variables Instagram Social Media Advertising (X₁) and In-store Ambience (X₂) have tolerance values 0.738 and VIF values of 1.355. The tolerance values are greater than 0.10, and the VIF are far below 10. It can be conducted, that both independent variables do not exhibit any sign of multicollinearity.

Heteroscedascity Test

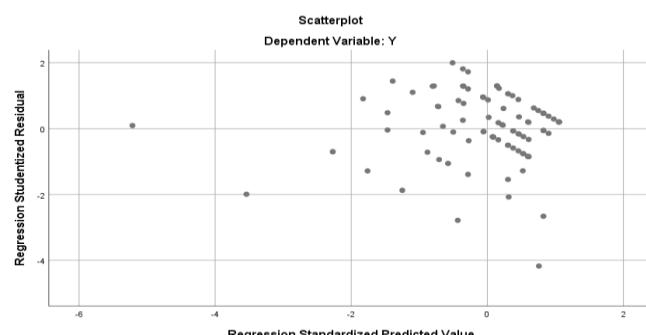


Figure 3. Heteroscedascity Test

Source: Data Processed (2025)

Figure 3 presents the results of the Scatterplot Test. The results indicate that the residual points are randomly distributed above and below the zero line on the Y-axis, without forming any specific pattern. This randomness suggests that there is no clear or systematic pattern in the residuals, indicating the absence of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis Result

Model	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.588	1.320		2.718	.008
Instagram Social Media Advertising (X ₁)	.166	.063	.205	2.632	.010
In-store Ambience (X ₂)	.644	.080	.628	8.070	.000

a. Dependent variables: Customer Satisfaction (Y)

Source: Data Processed (2025)

The regression based on the result above in Table 5 as follow:

$$Y = 3.588 + 0.166X_1 + 0.644X_2 + e$$

1. A constant value of 3.588 indicates that while Instagram Social Media Advertising (X₁) and In-store Ambience (X₂) are zero, the intent of use remains at the base level of 3.588
2. Instagram Social Media Advertising (X₁) coefficient of 0.166 indicates that any increase of one unit in Instagram Social Media Advertising will increase Customer Satisfaction (Y) by 0.166, if the other variables are considered fixed.
3. In-store Ambience (X₂) coefficient of 0.644 indicates that perceived ease of use contributes more, where each increase of one unit of In-store Ambience increases Customer Satisfaction (Y) by 0.644.

Correlation Coefficient (R) and Coefficient of Determination (R²)

Table 6. Correlation Coefficient (R) and Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 ^a	.567	.558	1.93739

Source : Data Processed (2025)

The results of the model summary indicate that correlation coefficient (R) is 0.753, suggesting a strong positive relationship between the independent variables, namely Instagram Social Media Advertising (X₁) and In-Store Ambience (X₂) and Customer Satisfaction (Y). The implies that as the values of X₁ and X₂ increase, the dependent variable tends to increase as well, demonstrating a substantial association between predictors and the outcome. Furthermore, the coefficient of determination (R²) is 0.567, which means that approximately 56.7% of the variance in the dependent variable can be explained by two independent variable included in the model.

Hypothesis Test

F-Test

Table 7. F-Test Result

ANOVA ^a					
Model	Number of Squares	Df	Square Average	F	Sig.
1 Regression	476.912	2	476.912	2	476.912
Residual	364.088	97	364.088	97	364.088
Total	841.000	99			

a. Dependent variables: Y

b. Predictor: (Constant), X₂, X₁

Source: Data Processed (2025)

Based on the results in Table 7, the calculated F value is 63.529 with a significance level of 0.000, which is far below 0.05. This indicates that the regression model used in this study is statistically significant. In other words, the independent variables, namely Instagram Social Media Advertising (X1) and In-Store Ambience (X2), simultaneously have a significant effect on Customer Satisfaction (Y). Therefore, the regression model applied in this research is deemed fit and appropriate to describe the relationship between the independent variables and dependent variables.

T-Test

Table 8. T-Test Result

Model	T	T-Table	Sig.	Decision
Instagram Social Media Advertising (X1)	2.632	1.984	0.010	Significance
In-Store Ambience (X2)	8.070	1.984	0.000	Significance

a. Dependent Variable : Y

Source: Data Processed (2025)

Based on the results in Table 8, the variable Instagram Social Media Marketing (X1) obtained at a t-value of 2.632, which is greater than the t-table value of 1.984, with a significance level of 0.010 (<0.05). This indicates that Instagram Social Media Advertising (X1) has a positive and significant influence on the dependent variable (Y). Likewise, the variable In-Store Ambience (X2) shows a t-value of 8.070, which is also greater than the t-table value of 1.984, with a significance level of 0.000 (<0.05). Thus, In-Store Ambience (X2) is also proven to have a positive and significant influence on the dependent variable (Y). It can be concluded, the t-test results demonstrate that both Instagram Social Media Advertising (X1) and In-Store Ambience (X2) significantly affect the Customer Satisfaction (Y).

Discussion

The Influence of Instagram Social Media Advertising on Customer Satisfaction

The results of this study reveal that Instagram Social Media Advertising (X1) has a positive and significant influence on Customer Satisfaction (Y). This outcome indicates that Instagram advertising contributes meaningfully to shaping consumer perceptions and behavior. Kotler and Armstrong (2012) define promotion as the means by which firms attempt to inform, persuade, and remind consumers about the products and brands they sell. In this context, Instagram advertising serves as a vital promotional tool that enables businesses to communicate directly with consumers in an interactive manner. Moreover, Instagram advertising facilitates two-way communication between businesses and consumers, allowing for real-time engagement. The findings of this study support Putri, Yulasm, and Sopali (2024) that social media marketing positively and significantly affect customer satisfaction.

The Influence of In-Store Ambience on Customer Satisfaction

The findings of this research also show that In-Store Ambience (X2) has a stronger positive and significant influence on Customer Satisfaction (Y) compared to Instagram advertising. The results of this study confirm that store ambience creates an emotional response that strengthens customer loyalty. A pleasant and engaging store environment also enhances the perceived value of products. In this context, ambience enhances consumer perceptions by creating comfort, aesthetic pleasure, and emotional connection, all of which contribute to higher satisfaction. In-store ambience functions as the internal experience that solidifies consumer perceptions formed through external promotional stimuli, such as Instagram advertising. The study confirms Asman, Surya and Mesra (2024) that there is a positive and significant influence between Cafe Atmosphere and Customer Satisfaction.

The Influence of Instagram Social Media Advertising and In-store Ambience on Customer Satisfaction

The results of the F-test reveal that Instagram Social Media Advertising (X1) and In-Store Ambience (X2) simultaneously have a significant influence on Customer Satisfaction Y. The simultaneous effect suggests that while each variable individually impacts customer satisfaction, their combined influence provides a more comprehensive understanding of consumer behavior. Kotler and Keller (2016) emphasize that integrated marketing strategies where promotional tools and experiential factors work together are more effective in shaping positive consumer perceptions. This highlights the importance of integrating both digital promotional strategies and in-store experiential improvements in business operations. The simultaneous influence of these two variables also indicates that businesses cannot rely solely on one factor. While Instagram advertising creates initial attraction, in-store ambience strengthens

CONCLUSION AND RECOMMENDATION

Conclusion

1. The results show that both Instagram Social Media Advertising and In-Store Ambience have a significant and positive effect on Customer Satisfaction at Jangkar Tomohon.
2. Partially, Instagram Advertising significantly influences satisfaction by enhancing brand awareness, attention, and positive perception through engaging content.
3. Partially, In-Store Ambience has a stronger influence on satisfaction, as cleanliness, lighting, music, and comfort shape customers' emotional connection and loyalty.

Recommendation

1. Jangkar Tomohon to maintain creative and consistent Instagram marketing through targeted content, influencer collaborations, and interactive campaigns; improve physical ambience such as cleanliness, lighting, and seating comfort to enhance customer experience, and integrate online promotion with offline experience for maximum satisfaction and loyalty.
2. Customers to follow and engage with Jangkar Tomohon's Instagram for updates and offers, provide feedback and share experiences to strengthen the brand community, and actively support local businesses through participation in online campaigns and reviews.
3. Future researchers to expand variables such as product quality, service quality, trust, or perceived value; apply comparative or longitudinal approaches to gain deeper insights; and explore the relationship between digital engagement and experiential satisfaction.

REFERENCES

Alalwan, A. A. (2020). Investigating The Impact Of Social Media Advertising Features On Customer Purchase Intention. *International Journal of Information Management*, 42(4), 65-77. <https://ideas.repec.org/a/eee/ininma/v42y2018icp65-77.html>

Arikunto, S. (2013). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.

Asman, M. S., Surya, E. D., & Mesra, B. (2024). Café Atmosphere, And Quality Service To Increase Customer Loyalty Mediate By Satisfaction. *International Journal of Management, Economic and Accounting*, Vol. 2, No. 1. <https://journal.ysmk.or.id/index.php/IJMEA/article/view/100>

Assauri, S. (2012). *Manajemen Pemasaran: Dasar, Konsep, dan Strategi*. Jakarta: Rajawali Pers.

Ghozali, I. (2011). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.

Hikmah, D. N. (2025). The Influence of Store Atmosphere and Experiential Marketing on Customer Satisfaction and Its Impact on Word of Mouth: Study on Jay Coffee Consumers. *International Journal of Economics and Management Sciences*, 2(2), 41-47. <https://international.areai.or.id/index.php/IJEMS/article/view/643>

Indrasari, M. (2019). *Pemasaran dan Kepuasan Pelanggan*. Surabaya: Unitomo Press.

Kim, M. J., & Hall, C. M. (2020). Can Sustainable Restaurant Practices Enhance Customer Loyalty? The Roles Of Value Theory And Environmental Concerns. *Journal of Hospitality and Tourism Management*, 43, 127–138. <https://khu.elsevierpure.com/en/publications/can-sustainable-restaurant-practices-enhance-customer-loyalty-the-2/>

