

THE INFLUENCE OF PERCEIVED VALUE, BRAND TRUST, AND SERVICESCAPE ON CUSTOMER LOYALTY: THE MEDIATING ROLE OF CUSTOMER SATISFACTION AT MAWAR SHARRON RESTAURANT MANADO

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Abstract

This study aims to examine the influence of Perceived Value, Brand Trust, and Servicescape on Customer Loyalty, with Customer Satisfaction serving as a mediating variable, at Mawar Sharron Restaurant in Manado. This study employs a quantitative explanatory research design, involving 200 respondents selected using the purposive sampling method. Data were collected through a structured questionnaire and measured using a five-point Likert scale. The analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS version 4. Direct effect test results demonstrate that Perceived Value, Brand Trust, and Servicescape have a positive and significant effect on Customer Satisfaction. Perceived Value and Servicescape are also proven to have a positive and significant direct effect on Customer Loyalty, whereas Brand Trust does not show a significant direct effect on Customer Loyalty. Furthermore, Customer Satisfaction is proven to have a positive and significant effect on Customer Loyalty, and acts as a partial mediator in the relationships between Perceived Value and Servicescape toward Customer Loyalty, and as a full mediator in the relationship between Brand Trust and Customer Loyalty.

Keywords: *Perceived Value, Brand Trust, Servicescape, Customer Satisfaction, Customer Loyalty, PLS-SEM.*

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1. Introduction

The culinary industry has become one of the fastest-growing sectors in Indonesia and has developed beyond its traditional role of fulfilling food consumption needs. Dining activities are increasingly associated with lifestyle, leisure, and social interaction, encouraging the rapid expansion of restaurants, cafes, and other food service businesses. According to the Central Statistics Agency (BPS, 2025), Indonesia had 5,276,991 food and beverage business units in 2024, while North Sulawesi recorded 41,402 establishments. This growth reflects the substantial economic contribution of the culinary sector, but it also indicates increasingly intense competition among restaurant businesses.

The competitive environment is particularly evident in Manado, where new restaurants continue to emerge with diverse concepts, menu innovations, promotional strategies, and aesthetically designed dining environments. Restaurants now compete not only through food quality and pricing but also through the overall value they provide, their ability to establish customer trust, and the attractiveness of their physical environment. In an increasingly experience-oriented market, customers are exposed to many alternatives and can easily switch to competitors that offer more attractive dining experiences. Consequently, customer loyalty has become a critical factor in maintaining a restaurant's long-term sustainability and competitiveness.

One of the established restaurants in Manado is Mawar Sharron Restaurant, which has operated since 2010 and is widely recognized for its signature dish, *ayam lalapan*. Although the restaurant has maintained its presence for more than a decade, the rapid development of the local culinary industry presents new challenges. Based on an interview with the restaurant owner, several issues were identified, particularly the increasing difficulty of maintaining customer loyalty amid changing consumer preferences and growing competition.

A major challenge concerns the relevance of the value offered by the restaurant. Consumers currently have easy access to information through digital platforms such as Google Reviews, Instagram, and TikTok, enabling them to compare restaurants based on food quality, pricing, portion size, menu variety, promotions, and customer reviews. As a result, customers increasingly evaluate whether the benefits they receive are proportional to the money and effort they spend. They also seek emotional value, such as comfort, enjoyment, relaxation, and memorable dining experiences, as well as social value that enhances their confidence and social image when visiting a restaurant. If the value perceived by customers is lower than the sacrifices they make, customer satisfaction may decline and eventually reduce their intention to revisit the restaurant.

Another challenge concerns the relevance of brand trust in Manado's rapidly evolving culinary landscape, where the emergence of new restaurants provides customers with increasingly diverse choices and experiences. Although Mawar Sharron, with more than a decade of operation, may have established brand trust through consistent service and accumulated customer experiences, this trust may become less effective in influencing customer decisions as consumers are increasingly exposed to new and popular restaurants, particularly through social media. Customers may continue to recognize the restaurant's credibility without necessarily being motivated to revisit or remain loyal. This condition also highlights the importance of whether the value offered by Mawar Sharron remains relevant to customers' current expectations and preferences.

Another important issue relates to the restaurant's physical environment relevancy. In the current culinary landscape of Manado, many new restaurants emphasize modern and aesthetically appealing interior designs that are attractive for social media documentation and content creation. Restaurants are increasingly perceived not only as places to eat but also as spaces that support self-expression and social interaction. Compared with these newer competitors, Mawar Sharron has maintained a relatively consistent physical appearance, creating the possibility that its servicescape is perceived as less relevant to contemporary customer preferences. Because the physical environment plays an important role in shaping dining experiences, a less attractive servicescape may reduce customer satisfaction and weaken loyalty.

The restaurant also experiences uneven customer visit patterns, with relatively low traffic during weekdays and substantially higher traffic on weekends and holidays. This pattern suggests that many customers visit the restaurant mainly for specific social or leisure occasions rather than as part of their regular dining habits. Such behavior may indicate that the perceived value of the restaurant may not yet be sufficiently relevant to encourage customers to choose it for everyday dining, brand trust may not yet be strong enough to make the restaurant a consistent and preferred choice, the servicescape may not provide sufficient experiential appeal to motivate visits outside of leisure or special occasions, and customer satisfaction may not yet be strong enough to translate positive dining experiences into consistent repeat visits. These conditions highlight the importance of understanding the factors that encourage long-term customer loyalty.

Customer loyalty is commonly reflected in customers' willingness to revisit, continue purchasing, and recommend a restaurant to others. Previous studies suggest that perceived value, brand trust, and servicescape are important antecedents of loyalty. Perceived value refers to customers' evaluation of the benefits received relative to the sacrifices made

(Zeithaml, 1988). Brand trust reflects consumers' confidence that a brand will consistently deliver reliable performance (Chaudhuri & Holbrook, 2001). Servicescape represents the physical environment designed by the service provider to influence customer experiences (Bitner, 1992). In the restaurant context, these factors contribute to customers' overall evaluation of their dining experience.

However, the relationship between these variables and customer loyalty is often not direct. Customer satisfaction is considered an important mechanism that translates customers' perceptions into behavioral loyalty. When customers perceive high value, trust the restaurant's brand, and experience a pleasant physical environment, they are more likely to feel satisfied, which subsequently increases the likelihood of repeat visits and long-term loyalty. Therefore, customer satisfaction functions as a mediating variable that helps explain how perceived value, brand trust, and servicescape influence customer loyalty.

Although these relationships have been widely examined, most previous studies have been conducted in different industries or regions. Research that simultaneously investigates the influence of perceived value, brand trust, and servicescape on customer loyalty through customer satisfaction in the context of local restaurants in Manado remains limited. The characteristics of Mawar Sharron Restaurant, its customer base, and the competitive dynamics of the Manado culinary industry may produce different patterns from those reported in previous studies. Accordingly, this study aims to examine the influence of perceived value, brand trust, and servicescape on customer loyalty, with customer satisfaction serving as a mediating variable, at Mawar Sharron Restaurant in Manado. The findings are expected to contribute to marketing literature and provide practical implications for restaurant managers in developing strategies to strengthen customer loyalty in an increasingly competitive culinary market.

2. Theoretical Studies

Marketing Management

Kotler et al. (2022) define marketing management as an art and a science in determining the right target market, as well as the capability of a company to acquire, retain, and grow customers through the process of creating, delivering, and communicating superior customer value. It involves a systematic process of planning, implementing, coordinating, and controlling marketing activities to create value for customers and achieve organizational objectives effectively. Marketing management aims to attract new customers, maintain and develop existing customers, and build long-term customer relationships that contribute to sustainable business performance (Kotler & Armstrong, 2024).

Social Exchange Theory

Social Exchange Theory explains that relationships are formed and maintained through reciprocal exchanges in which individuals evaluate the benefits they receive relative to the costs they incur. According to Cropanzano et al. (2017), when positive reciprocal exchanges occur consistently, they lead to the development of high-quality relationships marked by strong trust and affective commitment. In the restaurant context, perceived value and servicescape represent benefits provided by the company, while customer satisfaction reflects customers' evaluation of these exchanges. Positive experiences subsequently reinforce brand trust and encourage customer loyalty, indicating that loyalty develops through an ongoing reciprocal relationship between customers and the service provider.

Stimulus-Organism-Response (S-O-R) Framework

The Stimulus-Organism-Response (S-O-R) framework, proposed by Mehrabian and Russell in 1974, explains that external stimuli influence individuals' internal states, which subsequently determine their behavioral responses. In this framework, perceived value, brand trust, and servicescape function as external stimuli, while customer satisfaction represents the internal evaluation of the overall dining experience. The resulting behavioral response is customer loyalty, reflected in repeat visits, positive recommendations, and continued preference for the restaurant. Therefore, the S-O-R framework provides a theoretical basis for understanding customer satisfaction as the mediating mechanism through which perceived value, brand trust, and servicescape influence customer loyalty.

Perceived Value

Perceived value refers to customers' evaluation of the balance between the benefits they receive and the sacrifices they make when purchasing or consuming a product or service. Kotler et al. (2024) define perceived value as the outcome of a customer's evaluation regarding the difference between the benefits provided by a market offering and the costs required to acquire and use it, whilst also taking into account a comparison with similar offerings from competitors. In the restaurant context, perceived value includes functional, emotional, and social benefits, while sacrifices encompass money, time, effort, and perceived risk. Because this evaluation is subjective and comparative, perceived value becomes an important determinant of customer satisfaction and loyalty. According to Sweeney and Soutar (2001), perceived value is measured using four indicators: (1) emotional value, (2) social value, (3) quality/performance value, and (4) value for money.

Brand Trust

Brand trust is consumers' confidence that a brand will consistently deliver reliable performance and fulfill its promises. Lau and Lee (1999) conceptualize brand trust as the inclination of customers to depend on a brand in spite of the associated risks, believing that the brand will yield favourable outcomes for them. Chaudhuri and Holbrook (2001) argue that trust reduces uncertainty and encourages consumers to rely on a brand in future purchasing decisions. Trust is developed through consistent product quality, positive experiences, credibility, and a brand's commitment to customer interests. As customers accumulate satisfactory experiences, they become more confident in the brand, increasing the likelihood of repeat purchases and long-term loyalty. Thus, brand trust serves as a fundamental element in developing sustainable relationships between customers and a brand. According to Chaudhuri and Holbrook (2001), brand trust is measured using four indicators: (1) trust, (2) reliance, (3) honesty, and (4) safety.

Servicescape

Servicescape refers to the physical environment and tangible elements intentionally designed by service providers to support customer experiences and influence customer behavior. Hall and Mitchell (2008) define servicescape as the physical setting where service activities occur and where customers form perceptions regarding service quality. These perceptions subsequently influence internal responses such as customer satisfaction and external responses such as purchasing behavior and patronage intentions. In restaurants, servicescape includes interior design, layout, ambience, cleanliness, and other sensory and visual elements that shape the dining experience. A comfortable and aesthetically appealing servicescape can enhance customer satisfaction and strengthen revisit intentions and customer loyalty, making it an important strategic factor in service businesses. According to Tran et al. (2020), servicescape is measured using five indicators: (1) ambient conditions, (2) spatial layout, (3) signs and symbols, (4) facility aesthetics, and (5) cleanliness.

Customer Satisfaction

Customer satisfaction is the emotional response resulting from customers' evaluation of whether a product or service performs in accordance with or exceeds their expectations. Kotler et al. (2024) define customer satisfaction as the sense of pleasure felt by buyers when a product's perceived performance meets or even exceeds their expectations. The level of customer satisfaction depends heavily on the comparison between the product's actual performance and the buyer's expectations. A mismatch between product performance and expectations leads to dissatisfaction, whereas alignment results in satisfaction, and exceeding expectations generates heightened satisfaction or even a sense of delight. According to Fornell et al. (1996), customer satisfaction is measured using three indicators: (1) overall satisfaction, (2) confirmation of expectations, and (3) comparison to the ideal.

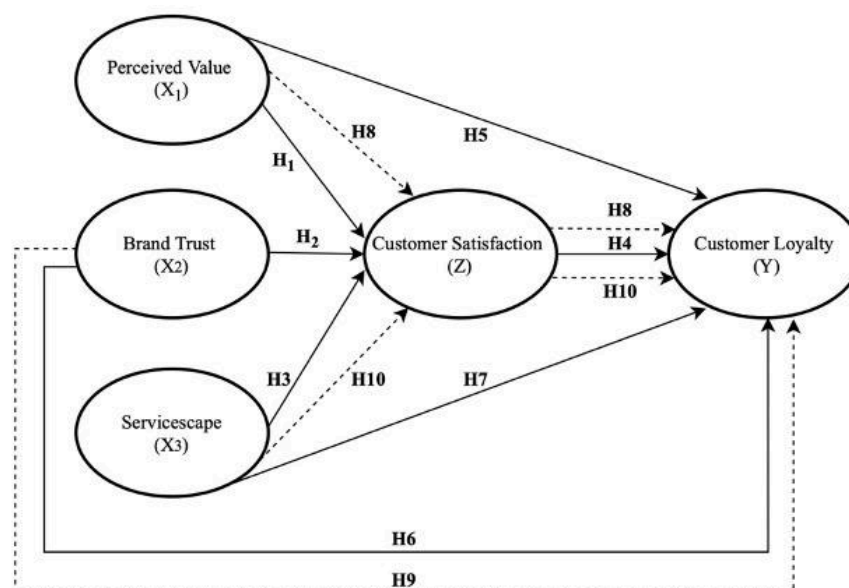
Customer Loyalty

According to Kotler et al. (2022), customer loyalty reflects a deep commitment to repeatedly purchase or continue using a preferred product or service in the future, despite situational influences or competitors' marketing efforts that may encourage brand switching. Loyalty can develop progressively, ranging from satisfaction with a product or service to stronger forms of commitment such as advocacy and evangelism, in which customers identify closely with the offering and actively support its success. Loyal customers are more likely to revisit, recommend the business to others, and maintain their preference despite competitive alternatives. Customer loyalty is measured using four indicators proposed by Griffin (2005): (1) repetition, (2) purchase across product lines, (3) recommendation, and (4) demonstrates an immunity to competition.

Conceptual Framework and Hypothesis

The variables examined in this study consist of three independent variables, namely Perceived Value, Brand Trust, and Servicescape, one mediating variable, namely Customer Satisfaction, and one dependent variable, namely Customer Loyalty. These variables are examined to determine the direct and indirect relationships among them in the context of Mawar Sharron Restaurant Manado.

Figure 1. Conceptual Framework



Source: Data Processed (2026)

Based on the conceptual framework presented in Figure 1, the relationships among these variables are formulated into ten hypotheses, as follows:

- H₁ : Perceived value has a positive and significant influence on customer satisfaction
- H₂ : Brand trust has a positive and significant influence on customer satisfaction
- H₃ : Servicescape has a positive and significant influence on customer satisfaction
- H₄ : Customer satisfaction has a positive and significant influence on customer loyalty
- H₅ : Perceived value has a positive and significant influence on customer loyalty
- H₆ : Brand trust has a positive and significant influence on customer loyalty
- H₇ : Servicescape has a positive and significant influence on customer loyalty
- H₈ : Customer satisfaction mediates the influence of perceived value on customer loyalty
- H₉ : Customer satisfaction mediates the influence of brand trust on customer loyalty
- H₁₀ : Customer satisfaction mediates the influence of servicescape on customer loyalty

3. Research Method

This study employed a quantitative approach with an explanatory research design because the study aims to objectively measure the variables and examine the hypothesized relationships among them. The population consisted of customers of Mawar Sharron Restaurant Manado, with a minimum sample of 97 respondents determined using the Lemeshow formula. Purposive sampling was applied to ensure that the respondents had sufficient and relevant experience with the restaurant. The sampling criteria were: (1) having made at least three purchases at Mawar Sharron Restaurant within one year; (2) being at least 17 years old; and (3) being willing to participate in the study. Primary data were collected through an online questionnaire using a five-point Likert scale. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 because the research model involves several latent variables and examines both direct and indirect relationships, including the mediating role of customer satisfaction. PLS-SEM was therefore considered appropriate for simultaneously testing the proposed relationships among perceived value, brand trust, servicescape, customer satisfaction, and customer loyalty.

4. Result and Discussion

4.1 Result

a) Respondent Characteristic

Table 1. Respondent Characteristic

	n	%
Frequency of Visit		
3-5 times	121	60.5
6-10 times	40	20
More than 10 times	39	19.5
Age		
17-28 years	97	48.5
29-44 years	67	33.5
45-60 years	29	14.5
More than 60 years	7	3.5
Education Level		

Primary School	0	0
Junior High School	2	1
Senior High School / Vocational School	119	59.5
Diploma	7	3.5
Bachelor's Degree	60	30
Postgraduate	12	6
Occupation		
Students	68	34
Private Employees	62	31
Self-Employed	31	15.5
Civil Servant	14	7
Housewife	19	9.5
Other	6	3
Monthly Income		
Less than Rp1.000.000	31	15.5
Rp1.000.000 – Rp3.000.000	62	31
Rp3.000.001 - Rp5.000.000	52	26
Rp5.000.001 - Rp10.000.000	38	19
More than Rp10.000.000	17	8.5
Most Frequently Visited Branch		
Megamas	88	44
Mantos	58	29
Wanea	31	15.5
Paal Dua	23	11.5
Main Purpose of Visit		
Eating with Family	138	69
Eating with Friends	37	18.5
Private Dining	22	11
Meeting or Event	1	0.5
Other	2	1.0
Preferred Visiting Time		
Working Days (Weekday)	29	14.5
Weekend	96	48
Equally frequent in both	75	37.5
Length of Patronage		
Less than 1 year	17	8.5
1 - 3 years	60	30
4 - 6 years	40	20
More than 6 years	83	41.5
Average Spending per Visit		
Less than Rp100.000	16	8
Rp101.000 - Rp300.000	132	66
Rp301.000 - Rp500.000	39	19.5
More than Rp500.000	13	6.5

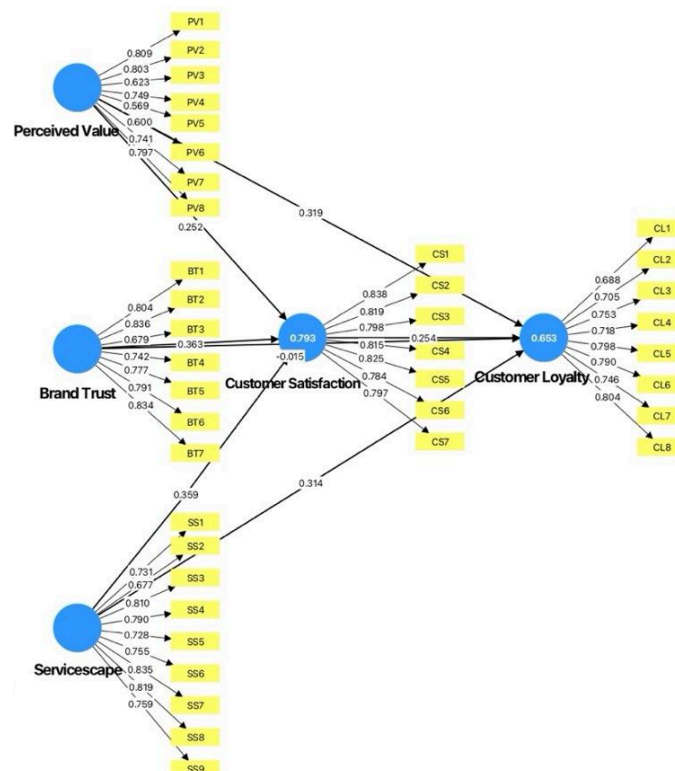
Source: Data Processed (2026)

The respondent profile, based on 200 respondents, shows that most customers visited Mawar Sharron Restaurant 3-5 times per year (60.5%), followed by 6-10 times (20.0%) and more than 10 times (19.5%), indicating that the restaurant is primarily patronized by repeat customers. The largest age group was 17-28 years (48.5%), followed by 29-44 years (33.5%), suggesting that the customer base is dominated by younger and productive-age consumers. In terms of education, 59.5% of respondents had a senior high school or vocational school education, while 30.0% held a bachelor's degree, indicating a relatively well-educated customer base. Regarding occupation, students (34.0%) and private employees (31.0%) constituted the largest groups, while 31.0% of respondents earned Rp1,000,000-Rp3,000,000 per month, followed by 26.0% earning Rp3,000,001-Rp5,000,000, reflecting a customer segment with predominantly lower-to-middle income levels.

The Megamas branch (44.0%) was the most frequently visited location, followed by Mantos (29.0%), indicating that these branches represent the restaurant's primary customer concentration. The main purpose of visiting was eating with family (69.0%), while 18.5% visited with friends, highlighting the restaurant's strong family-oriented positioning. Most respondents preferred visiting on weekends (48.0%), whereas only 14.5% visited mainly on weekdays, suggesting that customer traffic is concentrated during leisure periods. Notably, 41.5% of respondents had been patrons for more than six years, indicating a substantial proportion of long-term customers. In addition, 66.0% reported spending Rp101,000-Rp300,000 per visit, suggesting that the restaurant primarily serves customers with moderate spending levels and repeat family-oriented dining behavior.

b) Evaluation of the Outer Model

Figure 2. Outer Model



Source: Data Processed (2026)

Convergent Validity and Consistency Reliability

Table 2. Convergent Validity and Consistency Reliability

Construct	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE
Perceived Value	PV1	0.809	0.862	0.893	0.514
	PV2	0.803			
	PV3	0.623			
	PV4	0.749			
	PV5	0.569			
	PV6	0.600			
	PV7	0.741			
	PV8	0.797			
Brand Trust	BT1	0.804	0.893	0.916	0.611
	BT2	0.836			
	BT3	0.679			
	BT4	0.742			
	BT5	0.777			
	BT6	0.791			
	BT7	0.834			
Servicescape	SS1	0.731	0.913	0.928	0.591
	SS2	0.677			
	SS3	0.810			
	SS4	0.790			
	SS5	0.728			
	SS6	0.755			
	SS7	0.835			
	SS8	0.819			
	SS9	0.759			
Customer Satisfaction	CS1	0.838	0.913	0.931	0.658
	CS2	0.819			
	CS3	0.798			
	CS4	0.815			
	CS5	0.825			
	CS6	0.784			
	CS7	0.797			
Customer Loyalty	CL1	0.688	0.889	0.912	0.564
	CL2	0.705			
	CL3	0.753			
	CL4	0.718			
	CL5	0.798			
	CL6	0.790			
	CL7	0.746			
	CL8	0.804			

Source: Data Processed (2026)

Based on Table 2, the outer model evaluation demonstrates that all constructs satisfy the criteria for convergent validity and reliability. According to Hair et al. (2021), reflective indicators are considered acceptable when outer loadings exceed 0.70, average variance extracted (AVE) exceeds 0.50, and both Cronbach's alpha and composite reliability exceed 0.70. In this study, outer loading values ranged from 0.569 to 0.838, with most indicators exceeding the recommended threshold, while indicators with loadings between 0.40 and 0.70 were retained because the corresponding constructs achieved satisfactory AVE and composite reliability values. The AVE values for perceived value (0.514), brand trust (0.611), servicescape (0.591), customer satisfaction (0.658), and customer loyalty (0.564) all exceeded the minimum threshold of 0.50, indicating that each construct explained more than 50% of the variance of its indicators. Furthermore, Cronbach's alpha values (0.862-0.913) and composite reliability values (0.893-0.931) were well above the recommended threshold of 0.70, confirming adequate internal consistency reliability. Therefore, the measurement model demonstrates satisfactory convergent validity and reliability, indicating that the indicators consistently measure their intended latent constructs.

Discriminant Validity

Table 3. Cross Loading

	Brand Trust	Customer Loyalty	Customer Satisfaction	Perceived Value	Servicescape
BT1	0.804	0.544	0.601	0.625	0.593
BT2	0.836	0.553	0.671	0.603	0.598
BT3	0.679	0.573	0.573	0.560	0.494
BT4	0.742	0.494	0.626	0.592	0.556
BT5	0.777	0.511	0.624	0.611	0.574
BT6	0.791	0.474	0.706	0.623	0.605
BT7	0.834	0.536	0.696	0.626	0.612
CL1	0.445	0.688	0.492	0.509	0.469
CL2	0.635	0.705	0.622	0.597	0.581
CL3	0.459	0.753	0.482	0.500	0.504
CL4	0.380	0.718	0.431	0.461	0.526
CL5	0.595	0.798	0.693	0.638	0.614
CL6	0.550	0.790	0.641	0.610	0.620
CL7	0.426	0.746	0.510	0.510	0.532
CL8	0.507	0.804	0.590	0.600	0.608
CS1	0.722	0.579	0.838	0.669	0.654
CS2	0.674	0.636	0.819	0.674	0.661
CS3	0.657	0.572	0.798	0.635	0.555
CS4	0.652	0.589	0.815	0.639	0.691
CS5	0.628	0.616	0.825	0.640	0.699
CS6	0.644	0.631	0.784	0.645	0.670
CS7	0.697	0.644	0.797	0.638	0.683
PV1	0.664	0.602	0.696	0.809	0.590
PV2	0.619	0.577	0.690	0.803	0.584
PV3	0.521	0.409	0.524	0.623	0.468
PV4	0.557	0.474	0.591	0.749	0.580
PV5	0.391	0.479	0.363	0.569	0.433

PV6	0.352	0.528	0.372	0.600	0.444
PV7	0.604	0.595	0.611	0.741	0.537
PV8	0.663	0.585	0.646	0.797	0.590
SS1	0.550	0.573	0.607	0.551	0.731
SS2	0.461	0.505	0.565	0.470	0.677
SS3	0.609	0.609	0.648	0.577	0.810
SS4	0.560	0.617	0.658	0.576	0.790
SS5	0.572	0.493	0.573	0.511	0.728
SS6	0.454	0.520	0.559	0.540	0.755
SS7	0.553	0.580	0.654	0.613	0.835
SS8	0.645	0.644	0.691	0.613	0.819
SS9	0.676	0.598	0.655	0.655	0.759

Source: Data Processed (2026)

Based on Table 3, the cross-loading results confirm that the measurement model satisfies the discriminant validity criterion. According to Hair et al. (2021), discriminant validity is established when each indicator loads higher on its corresponding construct than on any other construct. The results show that the brand trust indicators load highest on Brand Trust (0.679-0.836), customer loyalty indicators on Customer Loyalty (0.688-0.804), customer satisfaction indicators on Customer Satisfaction (0.784-0.838), perceived value indicators on Perceived Value (0.569-0.809), and servicescape indicators on Servicescape (0.677-0.835). All indicators consistently demonstrate their highest loading on their intended construct. These findings indicate that each construct captures a distinct concept and that the indicators adequately discriminate between the latent variables, thereby confirming satisfactory discriminant validity.

c) Evaluation of the Inner Model

R-Square

Table 4. R-Square

	R-square	R-square adjusted
Customer Loyalty	0.653	0.646
Customer Satisfaction	0.793	0.790

Source: Data Processed (2026)

Based on Table 4, the coefficient of determination (R^2) indicates that the structural model has strong explanatory power. According to Hair et al. (2021), R^2 values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively. The R^2 value for customer satisfaction is 0.793 (adjusted $R^2 = 0.790$), indicating that perceived value, brand trust, and servicescape collectively explain 79.3% of the variance in customer satisfaction. Meanwhile, the R^2 value for customer loyalty is 0.653 (adjusted $R^2 = 0.646$), indicating that perceived value, brand trust, servicescape, and customer satisfaction jointly explain 65.3% of the variance in customer loyalty. These results indicate that the model has substantial explanatory power for customer satisfaction and moderate-to-substantial explanatory power for customer loyalty.

F-Square

Table 5. F-Square

	f-square
Perceived Value -> Customer Satisfaction	0.103
Brand Trust -> Customer Satisfaction	0.216
Servicescape -> Customer Satisfaction	0.239
Customer Satisfaction -> Customer Loyalty	0.039
Perceived Value -> Customer Loyalty	0.089
Brand Trust -> Customer Loyalty	0.000
Servicescape -> Customer Loyalty	0.088

Source: Data Processed (2026)

Based on Table 5, the f^2 effect size results indicate the relative contribution of each exogenous construct to the endogenous constructs. According to Hair et al. (2021), f^2 values of 0.02, 0.15, and 0.35 represent small, medium, and large effects sizes, respectively. The results show that servicescape has the strongest effect on customer satisfaction ($f^2 = 0.239$), followed by brand trust ($f^2 = 0.216$), both of which fall within the medium effect category, while perceived value ($f^2 = 0.103$) has a small effect. For customer loyalty, perceived value ($f^2 = 0.089$) and servicescape ($f^2 = 0.088$) exert small but meaningful effects, whereas customer satisfaction ($f^2 = 0.039$) has a relatively small effect. In contrast, brand trust has no meaningful direct effect on customer loyalty ($f^2 = 0.000$), indicating that its influence on loyalty occurs primarily through customer satisfaction rather than through a direct relationship.

Q-Square

Table 6. Q-Square

	Q²predict
Customer Satisfaction	0.788
Customer Loyalty	0.624

Source: Data Processed (2026)

Based on Table 6, the Q^2 predict results demonstrate that the structural model has satisfactory predictive relevance. According to Hair et al. (2021), Q^2 predict values greater than zero indicate that the model has predictive capability for the endogenous constructs. In this study, the Q^2 predict value for customer satisfaction is 0.788, while the Q^2 predict value for customer loyalty is 0.624, both of which are substantially above zero. These findings indicate that the model has strong predictive relevance and is capable of accurately predicting customer satisfaction and customer loyalty, suggesting that the structural model possesses both adequate explanatory power and strong predictive performance.

c) Hypothesis Testing

Direct Effect

Table 7. Hypothesis Testing Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Perceived Value -> Customer Satisfaction	0.252	0.252	0.066	3.849	0.000
Brand Trust -> Customer Satisfaction	0.363	0.361	0.066	5.518	0.000
Servicescape -> Customer Satisfaction	0.359	0.361	0.064	5.595	0.000
Customer Satisfaction -> Customer Loyalty	0.254	0.255	0.117	2.168	0.015
Perceived Value -> Customer Loyalty	0.319	0.321	0.088	3.634	0.000
Brand Trust -> Customer Loyalty	-0.015	-0.018	0.096	0.151	0.440
Servicescape -> Customer Loyalty	0.314	0.315	0.094	3.325	0.000

Source: Data Processed (2026)

Based on Table 7, the direct effects analysis indicates that perceived value, brand trust, and servicescape have significant positive effects on customer satisfaction, while customer satisfaction, perceived value, and servicescape have significant positive effects on customer loyalty. Using the one-tailed significance criterion (t-statistics > 1.65 and p-values < 0.05), all of these relationships are statistically significant. However, brand trust does not have a significant direct effect on customer loyalty ($\beta = -0.015$, $t = 0.151$, $p = 0.440$). These results indicate that all proposed direct relationships are supported except the direct effect of brand trust on customer loyalty.

Indirect Effect

Table 8. Hypothesis Testing Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Perceived Value-> Customer Satisfaction -> Customer Loyalty	0.064	0.066	0.038	1.696	0.045
Brand Trust -> Customer Satisfaction -> Customer Loyalty	0.092	0.092	0.046	2.023	0.022
Servicescape -> Customer Satisfaction -> Customer Loyalty	0.091	0.091	0.043	2.106	0.018

Source: Data Processed (2026)

Based on Table 8, the indirect effects analysis shows that customer satisfaction significantly mediates the effects of perceived value, brand trust, and servicescape on customer loyalty. Using the one-tailed significance criterion (t-statistics > 1.65 and p-values < 0.05), all indirect relationships are statistically significant, indicating that customer satisfaction functions as a significant mediator in the proposed model. These findings suggest that perceived value, brand trust, and servicescape influence customer loyalty through customer satisfaction, with brand trust affecting customer loyalty primarily through customer satisfaction rather than through a direct relationship.

4.2 Discussion

1. The Influence of Perceived Value on Customer Satisfaction

The results indicate that perceived value has a significant positive effect on customer satisfaction, meaning that customers are more satisfied when they perceive that the benefits obtained from Mawar Sharron Restaurant are proportional to or exceed the money, time, and effort they spend. This relationship occurs because customers evaluate whether the restaurant provides sufficient functional, emotional, and social benefits to justify their overall sacrifice. According to Social Exchange Theory, individuals evaluate exchange relationships based on a comparison between rewards and costs. When this comparison yields a favorable result, the exchange is judged as rewarding, and satisfaction is the evaluative outcome. In this context, high perceived value signals that the exchange is beneficial, resulting in higher customer satisfaction. This finding is consistent with the studies of Gulam et al. (2023), Cankul et al. (2024), and Kusumawati and Rahayu (2020), which found a positive relationship between perceived value and customer satisfaction.

2. The Influence of Brand Trust on Customer Satisfaction

Brand trust was found to have a significant positive effect on customer satisfaction, indicating that customers are more satisfied when they trust the restaurant to consistently provide reliable food quality, dependable service, honest information, and safe dining experiences. In the restaurant context, brand trust reduces perceived uncertainty and helps customers form realistic expectations that are more likely to be fulfilled during the dining experience. When Mawar Sharron Restaurant consistently delivers the quality and service that customers expect, the perceived performance matches or exceeds those expectations. Consequently, customers perceive that the restaurant has fulfilled its promises, resulting in higher customer satisfaction. This finding aligns with Social Exchange Theory, which suggests that trust lowers perceived risk and strengthens positive evaluations of exchange relationships. The result is also consistent with the findings of Andriana (2025), Japariato and Agatha (2020), and Wardani et al. (2023), which demonstrated that brand trust has a positive influence on customer satisfaction in the food and service industries, highlighting the importance of trust in shaping customer satisfaction.

3. The Influence of Servicescape on Customer Satisfaction

The findings show that servicescape has a significant positive effect on customer satisfaction, suggesting that customers evaluate not only the food and service but also the cleanliness, ambience, layout, and visual appeal of the restaurant environment. A well-maintained and aesthetically pleasing physical environment enhances customers' overall dining evaluations and contributes to higher satisfaction. From the perspective of Social Exchange Theory, servicescape represents a tangible benefit that customers receive during the exchange process, making the dining experience more rewarding when the physical environment meets or exceeds expectations. This result is consistent with the findings of Murjana et al. (2025) and Pramana and Waluyowati (2025), which reported a significant positive effect of servicescape on customer satisfaction across different service environments.

4. The Influence of Customer Satisfaction on Customer Loyalty

Customer satisfaction has a significant positive effect on customer loyalty, indicating that satisfied customers are more likely to revisit the restaurant, recommend it to others, and maintain a long-term relationship with the business. This

relationship occurs because satisfaction reinforces customers' confidence that future interactions will continue to generate positive outcomes. Social Exchange Theory explains that relationships are maintained when repeated exchanges consistently provide positive outcomes, leading individuals to continue the relationship rather than seek alternatives. In the context of Mawar Sharron Restaurant, repeated satisfactory dining experiences strengthen customers' confidence in the restaurant's reliability and make the relationship more valuable over time, thereby encouraging loyal behaviors. This finding is consistent with the findings of Croitoru et al. (2024) and Yum and Kim (2024), which demonstrated that customer satisfaction significantly and positively influences customer loyalty.

5. The Influence of Perceived Value on Customer Loyalty

The results demonstrate that perceived value has a significant positive direct effect on customer loyalty, indicating that customers who consistently perceive the restaurant as offering worthwhile value are more likely to remain loyal. This relationship occurs because customers compare the overall benefits they receive with the costs they incur across repeated dining experiences, and favorable value evaluations provide a rational basis for continuing the relationship. According to Social Exchange Theory, individuals tend to maintain relationships that consistently provide greater rewards than available alternatives, making continued patronage the most beneficial choice. When customers perceive that Mawar Sharron Restaurant offers superior overall value, they become less motivated to switch to competitors and more likely to continue visiting the restaurant. This result is consistent with the findings of Andianto and Firdausy (2020) and Rahmayani (2023), which demonstrated that perceived value has a significant positive effect on customer loyalty.

6. The Influence of Brand Trust on Customer Loyalty

The results show that brand trust does not have a significant direct effect on customer loyalty, indicating that trust alone is insufficient to generate loyal behavior at Mawar Sharron Restaurant. This finding suggests that although customers perceive the restaurant as reliable, honest, and capable of consistently delivering good food and service quality, such trust has not yet developed into habitual revisit behavior or a strong preference over competing restaurants. According to Social Exchange Theory, trust primarily functions to reduce perceived risk and uncertainty before customers engage in an exchange, but the continuation of the relationship depends on whether the exchange consistently produces rewarding outcomes. In the context of Mawar Sharron Restaurant, customers tend to trust the brand, yet many visits remain relatively infrequent and driven by specific occasions, particularly family gatherings, rather than routine dining habits. This indicates that trust remains a passive belief rather than an active behavioral driver. As a result, customers may continue to recognize the restaurant's credibility while still being attracted to competitors that offer new concepts, promotional programs, or different dining experiences. Therefore, brand trust must first be translated into satisfying dining experiences before it can strengthen long-term loyalty. This result is consistent with the findings of Cantona and Alvita (2024) and Azizah (2017), which reported that brand trust does not have a direct significant influence on customer loyalty.

7. The Influence of Servicescape on Customer Loyalty

The findings indicate that servicescape has a significant positive direct effect on customer loyalty, suggesting that customers are more likely to revisit, recommend, and continue choosing Mawar Sharron Restaurant when they perceive its physical

environment as clean, comfortable, and visually appealing. A consistent and well-maintained environment allows customers to become familiar with the restaurant and know what to expect during future visits, reducing uncertainty and positioning Mawar Sharron as a dependable and preferred dining option. Repeated positive experiences with the servicescape can therefore encourage customers to revisit, recommend the restaurant, and continue choosing it over competitors. According to Social Exchange Theory, the servicescape represents a tangible benefit within the customer-restaurant exchange relationship. When customers consistently perceive this benefit as valuable, they are more willing to maintain the relationship and develop stronger loyalty. This finding is consistent with the findings of Syahputra et al. (2023), Hidayatulloh et al. (2026), and Nadesan and Ariffin (2023), which demonstrated a positive relationship between servicescape and customer loyalty.

8. The Influence of Perceived Value on Customer Loyalty Mediated by Customer Satisfaction

Customer satisfaction significantly mediates the relationship between perceived value and customer loyalty, indicating that perceived value influences loyalty both directly and indirectly through customer satisfaction. This finding suggests that customers who perceive that the benefits received are worth their money, time, and effort first develop satisfaction with their dining experience, which subsequently strengthens their intention to revisit and recommend the restaurant. Social Exchange Theory explains that favorable value evaluations indicate that the exchange relationship generates worthwhile outcomes, making customers more willing to maintain the relationship. The mediation process is also consistent with the S-O-R Framework, in which perceived value acts as the stimulus, customer satisfaction as the organism, and customer loyalty as the response. This finding is consistent with the findings of Gulam et al. (2023) and Audyanova and Fadli (2025), which demonstrated that customer satisfaction mediates the relationship between perceived value and customer loyalty.

9. The Influence of Brand Trust on Customer Loyalty Mediated by Customer Satisfaction

Customer satisfaction significantly mediates the relationship between brand trust and customer loyalty, indicating that brand trust influences loyalty only through customer satisfaction. This finding suggests that trust creates confidence in the restaurant's reliability and quality, but loyalty develops only when that trust is confirmed through satisfying dining experiences. According to Social Exchange Theory, trust improves the quality of exchange relationships by reducing perceived risk, while satisfaction provides evidence that the exchange has consistently generated positive outcomes, thereby encouraging customers to maintain the relationship. The S-O-R Framework also supports this mechanism, where brand trust functions as the stimulus, customer satisfaction as the organism, and customer loyalty as the behavioral response. This finding is consistent with the findings of Rahmawati et al. (2024) and Wardani et al. (2023), which demonstrated that customer satisfaction fully mediates the effect of brand trust on customer loyalty.

10. The Influence of Servicescape on Customer Loyalty Mediated by Customer Satisfaction

Customer satisfaction significantly mediates the relationship between servicescape and customer loyalty, indicating that servicescape strengthens loyalty both directly and indirectly through customer satisfaction. This finding suggests that a

clean, comfortable, and aesthetically appealing physical environment enhances customers' satisfaction with their dining experience, which subsequently increases their intention to revisit and recommend the restaurant. According to Social Exchange Theory, servicescape represents a tangible benefit that increases the rewards customers receive from the exchange relationship, while the S-O-R Framework explains that servicescape (stimulus) influences customer satisfaction (organism), which then generates customer loyalty (response). This finding is consistent with the findings of Wichitsathian and Suvittawat (2025) and Panuntun et al. (2025), which demonstrated the mediating role of customer satisfaction in the relationship between servicescape and customer loyalty.

5. Conclusion

Based on the findings of this study, the following conclusions can be drawn regarding the influence of perceived value, brand trust, and servicescape on customer loyalty through customer satisfaction at Mawar Sharron Restaurant Manado:

1. Perceived value has a significant positive effect on customer satisfaction at Mawar Sharron Restaurant Manado.
2. Brand trust has a significant positive effect on customer satisfaction at Mawar Sharron Restaurant Manado.
3. Servicescape has a significant positive effect on customer satisfaction at Mawar Sharron Restaurant Manado.
4. Customer satisfaction has a significant positive effect on customer loyalty at Mawar Sharron Restaurant Manado.
5. Perceived value has a significant positive direct effect on customer loyalty at Mawar Sharron Restaurant Manado.
6. Brand trust does not have a significant direct effect on customer loyalty at Mawar Sharron Restaurant Manado.
7. Servicescape has a significant positive direct effect on customer loyalty at Mawar Sharron Restaurant Manado.
8. Customer satisfaction partially mediates the relationship between perceived value and customer loyalty at Mawar Sharron Restaurant Manado.
9. Customer satisfaction fully mediates the relationship between brand trust and customer loyalty at Mawar Sharron Restaurant Manado.
10. Customer satisfaction partially mediates the relationship between servicescape and customer loyalty at Mawar Sharron Restaurant Manado.

These findings indicate that customer loyalty at Mawar Sharron Restaurant is primarily influenced by customers' perceptions of value, the restaurant's physical environment, and the satisfaction generated from their dining experiences. The results also highlight the important role of customer satisfaction in translating perceived value, brand trust, and servicescape into long-term customer loyalty, thereby contributing to the understanding of customer loyalty formation in the restaurant industry.

Based on these findings, the management of Mawar Sharron Restaurant is recommended to improve the restaurant's physical environment through interior and aesthetic enhancements, strengthen operational consistency in food quality and service delivery, increase digital engagement through social media and customer-generated content, implement loyalty programs to encourage repeat patronage, and regularly monitor customer feedback to maintain satisfaction and loyalty.

For future research, scholars are encouraged to incorporate additional variables that may explain customer loyalty, compare different restaurant segments, and examine the

proposed model in other service industries to improve the generalizability of the findings. This study is limited to Mawar Sharron Restaurant Manado; therefore, the findings may not be directly generalizable to other restaurant contexts or geographic locations, and future longitudinal studies are recommended to capture changes in customer perceptions and loyalty over time.

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