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Customer Satisfaction and Loyalty in Fast-Food MSMEs Influenced by CSR, Social Media, and Perceived Value

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ABSTRACT

Objectives: This study aims to analyze the effect of Corporate Social Responsibility (CSR), social media, and perceived value on customer loyalty, with customer satisfaction as a mediating variable in fast-food MSMEs, namely Sukaku Fried Chicken.

Methodology: This research employed a quantitative approach using a survey method with purposive sampling. Data were collected from 163 respondents and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM).

Finding: The results show that CSR, social media, and perceived value have a significant positive effect on customer loyalty. CSR has no significant effect on customer satisfaction, while social media and perceived value significantly increase customer satisfaction. Customer satisfaction significantly increases customer loyalty and mediates the effect of social media and perceived value on customer loyalty. However, customer satisfaction does not mediate the effect of CSR on customer loyalty.

Conclusion: Based on Expectancy Confirmation Theory (ECT), perceived value that consistently meets customer expectations will enhance satisfaction as the primary determinant of loyalty, wherein the influence of social media and perceived value on loyalty occurs through the mediation of customer satisfaction.

Keywords: Corporate Social Responsibility (CSR); Social Media; Perceived Value; Customer Satisfaction; Customer Loyalty.

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INTRODUCTION

Indonesia is a developing country with a population of more than 270 million people and faces various challenges in achieving equitable economic development. This condition has encouraged the growth of Micro, Small, and Medium Enterprises (MSMEs), which play a strategic role in employment absorption, improving and equalizing community economic welfare, and contributing to Gross Domestic Product (GDP) (Amilia et al., 2024). The Ministry of Cooperatives and MSMEs in 2024 recorded that approximately 65.4 million MSME units are spread across Indonesia, absorbing more than 119 million workers or 96% of the total labor force (Putranto et al., 2025). MSMEs are currently in a strong position to access global markets and identify customer needs that continuously change, influenced by

several aspects of life, including information and communication technology, socio-economic and cultural factors, as well as food technology (Lady & Jusvenny, 2021).

One MSME subsector that is significantly influenced by these aspects is the food and beverage industry, particularly fast food. The fast-food business sector is strongly affected by lifestyle changes that emphasize practicality and time efficiency in consuming food, making fast-food products increasingly preferred by various age groups (Vientiany et al., 2026). Puspadini (2024) stated that in 2024, Indonesia's fast-food industry was estimated to reach USD 55.25 billion and is projected to increase significantly to USD 103.76 billion by 2029, with an average annual growth rate (CAGR) of 13.43%. The increasing number of fast-food MSME players offering relatively similar products has intensified competition, where business sustainability is no longer determined solely by product superiority factors such as price, quality, and taste in maintaining customer loyalty. Therefore, customer loyalty becomes a strategic factor in determining the success of fast-food MSMEs, requiring MSME actors to create differentiation that distinguishes their businesses from others with similar characteristics in order to achieve competitive advantage (Lady & Jusvenny, 2021).

Customer loyalty does not develop instantly, but rather through a continuous process of customer experience. The construct associated with customer loyalty is customer satisfaction, namely the extent to which customers feel satisfied with the services or products received that exceed their expectations, thereby generating a positive attitude toward the service or product (Purba et al., 2025). This positive attitude is also influenced by the contribution of micro, small, and medium enterprises (MSMEs) to social and environmental welfare through Corporate Social Responsibility (CSR). MSMEs need to undertake innovation and promotion in order to remain competitive. Innovation enables MSMEs to adapt to changes in customer preferences, while consistent and sustainable promotion helps maintain customer attachment to the brand (Wongkar et al., 2024). The optimization of social media in this era of digitalization is also important to support marketing effectiveness and expand market reach. Social media activities such as the presentation of engaging and informative content as well as responsive interaction can shape positive customer perceptions. However, its influence on customer satisfaction depends on customers' evaluation of the benefits obtained, known as perceived value. Perceived value has been proven to enhance customer satisfaction, which subsequently influences customer loyalty (Oktaviani & Nisa, 2024).

The research gap in this study is shown in the study by Abdullah et al. (2025) regarding the effect of CSR on customer loyalty through three CSR dimensions: environmental responsibility, social responsibility, and economic responsibility. The study found that economic responsibility does not have a positive and significant effect on customer loyalty. Anita et al. (2025) also found that although social media affects customer satisfaction, it does not significantly influence customer loyalty. Meanwhile, Audyanova & Fadli (2025) reported no direct positive and significant effect of perceived value on customer loyalty.

Sukaku Fried Chicken is a franchise business originating from Tangerang, Banten, which applies a Business-to-Business (B2B) concept by serving MSMEs that become its business partners in building and developing their businesses. Sukaku Fried Chicken sells fast food, with crispy fried chicken as its main menu. The B2B concept in this business is implemented through the sale of raw materials to customers who become business partners in developing their businesses. Sukaku Fried Chicken partners are spread across several regions

in Indonesia, including Banten, DKI Jakarta, West Java, and East Java. Therefore, it is important for Sukaku Fried Chicken to maintain and increase the loyalty of its business partners through strategies that are expected to contribute to sustainable business growth.

The problem faced by Sukaku Fried Chicken is the decline in company sales turnover and the failure to achieve sales targets in April, May, June, and August. This condition is caused by issues related to customer loyalty, where some partners have not shown strong commitment to repeat purchases. This situation may occur due to dissatisfaction with the services or products provided by Sukaku Fried Chicken, including suboptimal CSR implementation, insufficient social media marketing, and perceived value that has not been fully experienced by Sukaku Fried Chicken partners (Marzuki, 2025). The results of a pre-survey of Sukaku Fried Chicken B2B partners show that the highest disagreement responses were found in CSR, social media, perceived value, and the use of WhatsApp social media, ranging from 4.3% to 8.7%. This condition is considered the key issue of customer loyalty at Sukaku Fried Chicken.

Based on the phenomena described above, this study is important to be conducted in greater depth to analyze the impact of CSR, social media, and perceived value on customer loyalty, and to link these constructs with customer satisfaction as a mediating variable. The justification of this study is based on the assumption that the better the CSR implementation provided by the company, the more optimal the promotion through social media, and the higher the perceived value felt by customers, the higher the satisfaction experienced by customers, which ultimately leads to repeat purchases, namely customer loyalty. Therefore, the title of this study is “Analysis of the Impact of CSR, Social Media, and Perceived Value on Customer Loyalty Mediated by Customer Satisfaction in Fast-Food MSMEs.”

LITERATURE REVIEW

Expectancy Confirmation Theory

Expectancy Confirmation Theory (ECT) was first developed by Oliver in 1980. This theory explains that satisfaction is determined by the comparison between initial expectations and perceived performance, making satisfaction the fundamental basis for continuance intention (Efendy & Bharata, 2025). Hafidz & Huriyahnuryi (2023) stated that the alignment between perceived value and expectations influences customer satisfaction. Customers tend to develop positive attitudes when their expectations are fulfilled; therefore, ECT is widely used in customer satisfaction research. This theory explains the customer evaluation mechanism that serves as a reference in shaping subsequent behavior.

Customer Loyalty

Customer loyalty is a customer's commitment to continuously use a company's products or services consistently (Sudiyono et al., 2022). Hafidz & Huriyahnuryi (2023) explained that loyalty is formed through a process of evaluating customer value and satisfaction. Loyalty also reflects the success of a long-term relationship between a company and its customers, which is built through consistent experiences and is able to prevent brand switching (Audyanova & Fadli, 2025). Abdullah et al. (2025) stated that customer loyalty is influenced by product quality, customer satisfaction, brand trust, and corporate values, including CSR. Uthman & Marie (2025) identified three indicators of customer loyalty, namely repurchase intention, positive experience, and willingness to recommend.

Customer Satisfaction

Customer satisfaction is the level of customer feeling after comparing expectations with perceived performance (Sudiyono et al., 2022). Satisfaction reflects the customer's evaluation of the consumption experience. Oktaviani & Nisa (2024) explained that customer satisfaction is influenced by service quality, price suitability, and the benefits received. Putra et al. (2023) added customer experience and brand communication as aspects that influence customer satisfaction. The indicators of customer satisfaction according to Satia & Budiarta (2025) are expectation confirmation, revisit intention, and willingness to recommend.

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is a company's commitment to contribute to social and environmental welfare while also reflecting the company's responsibility toward stakeholders (Zhou, 2024). CSR activities can strengthen brand identity and increase customer trust, as the foundation of satisfaction and loyalty (Asiah & Yopita, 2024). (Abdullah et al., 2025) described three CSR indicators, namely:

1. Environmental responsibility, which refers to company efforts oriented toward environmental sustainability, such as using environmentally friendly materials.
2. Social responsibility, which refers to the company's contribution to social welfare, such as contributions to education or public health.
3. Economic responsibility, which refers to the sustainability of business management carried out transparently and accountably toward business partners as well as employees and investors.

Social Media

Social media is a platform or medium that offers opportunities to promote a brand or product through social networking (Lady & Jusvenny, 2021). Social media plays an important role in modern marketing communication. Wongkar et al. (2024) stated that communication through social media increases brand engagement in the digital era between companies and customers as well as business partners, which can create a sense of community and contribute to customer loyalty. Optimizing the use of social media also enables companies to be more responsive in receiving customer complaints and to provide customer needs quickly and accurately. The indicators of social media according to Terrasista & Sidharta (2021) include: online communities, interaction, sharing of content, accessibility, and credibility.

Perceived Value

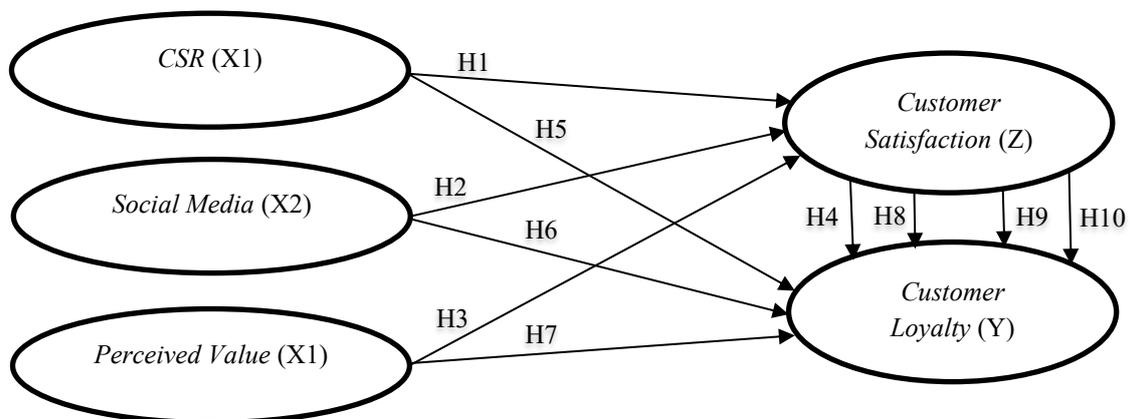
Sitanggang et al. (2024) defined perceived value as a customer perception that reflects the experience of interacting with an object, while also becoming the final target for companies in determining customer loyalty. This perception is formed based on customer opinions, the information received, and the benefits felt after making a purchase; therefore, perceived value is measured in terms of cost aspects and the suitability between the costs incurred and the benefits obtained. Oktaviani & Nisa (2024) stated that perceived value encourages the level of customer satisfaction, which subsequently influences customer loyalty. This occurs because when customers feel that they obtain high value, a positive attitude is formed, which can encourage repeat purchase behavior. The indicators of perceived value according to Rusli (2023) include: emotional value, social value, economic value, and functional value.

Hypothesis:

- H1 = The influence of CSR on customer satisfaction
H2 = The influence of social media on customer satisfaction

- H3 = The influence of perceived value on customer satisfaction
- H4 = The influence of customer satisfaction on customer loyalty
- H5 = The influence of CSR on customer loyalty
- H6 = The influence of social media on customer loyalty
- H7 = The influence of perceived value on customer loyalty
- H8 = The influence of CSR on customer loyalty mediated by customer satisfaction
- H9 = The influence of social media on customer loyalty mediated by customer satisfaction
- H10 = The influence of perceived value on customer loyalty mediated by customer satisfaction

Figure 1. Conceptual Framework



METHOD

This study applied a survey research strategy with a descriptive quantitative approach. The research design in this study was causal research (explanatory research), with objective data collection from B2B partners of Sukaku Fried Chicken through cross-sectional questionnaire distribution to explore respondents' perceptions of the research variables. Data collection was conducted across all Sukaku Fried Chicken business partner locations in Banten, DKI Jakarta, West Java, and East Java during December 2025. This study used 18 indicators as the reference in determining questionnaire items using a 1–7 Likert scale. The sampling technique used non-probability sampling, namely purposive sampling, with the following criteria:

1. Respondents were active business partners who had joined for a minimum of five months and made purchases at least once a month.
2. Respondents were located in Banten, DKI Jakarta, West Java, and East Java.
3. Respondents were involved in the purchasing decision-making process in order to be able to assess the implementation of CSR, the optimization of social media, perceived value, and the achievement of satisfaction and loyalty.
4. Respondents were willing to complete the questionnaire fully and objectively.

The sample size in this study was determined through calculations using G*Power software version 3.1.9.7, resulting in a minimum required sample size of 85 samples. The research instrument was distributed via Google Forms to 188 respondents; however, 25 responses had to be eliminated because they were identified as straight-lining. Therefore, the researcher used

a sample of 163 respondents after conducting data cleaning to maximize the research results. The collected data were analyzed using PLS-SEM (Partial Least Squares–Structural Equation Modeling) through SmartPLS 4.0 software.

RESULTS AND DISCUSSION

Results

Based on the respondent demographic profile, the sample was dominated by male respondents (65.64%) and mostly consisted of individuals with a senior high school educational background (58.28%). The respondents were primarily within the productive age range, with the largest proportion aged 31–40 years (35.58%) and 41–50 years (34.36%). In terms of business characteristics, most respondents had been operating their businesses for more than one year, particularly within the 1–2 year category (29.45%), and the majority reported monthly turnover below IDR 20,000,000 (50.31%). Regarding outlet distribution, most business partners were located in Banten (67.48%), followed by West Java (22.70%) and DKI Jakarta (9.20%). Furthermore, the respondents were mainly business owners (55.21%), while the remaining participants held managerial positions (44.79%).

Outer Model

Measurement Model Evaluation

Table 1. Measurement Model Evaluation

	Outer Loading	CR	AVE
CL1	0.853	0.808	0.722
CL2	0.845		
CL3	0.851		
CS1	0.776	0.744	0.663
CS2	0.787		
CS3	0.875		
CSR1	0.828	0.718	0.64
CSR2	0.793		
CSR3	0.777		
PV1	0.814	0.847	0.766
PV2	0.907		
PV3	0.901		
SMM1	0.876	0.901	0.716
SMM2	0.824		
SMM3	0.874		
SMM5	0.803		

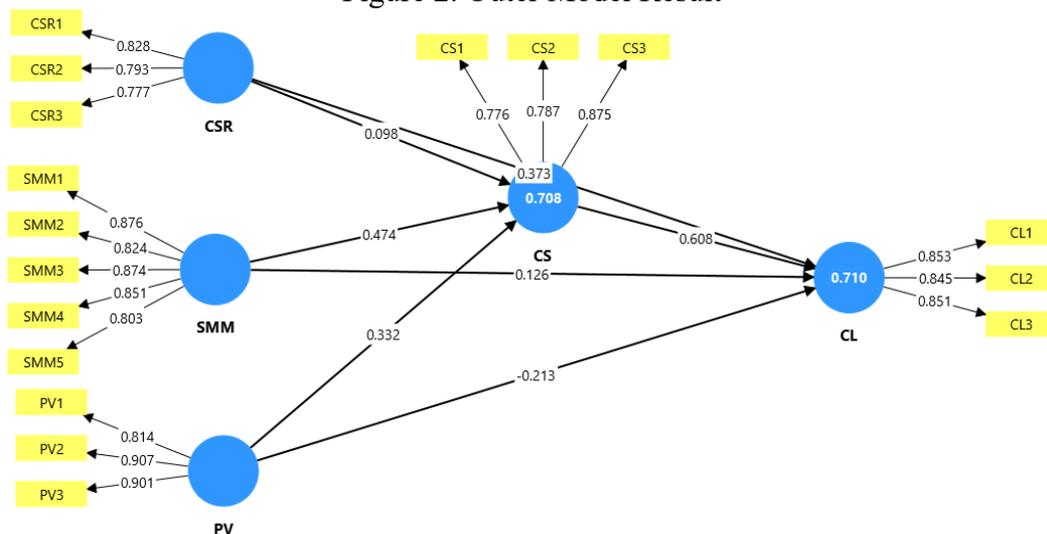
Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

The measurement model evaluation was conducted to assess the validity and reliability of the indicators used in this study. As shown in Table 1, all indicators demonstrate satisfactory outer loading values, indicating that each item adequately represents its respective construct. This suggests that the indicators have strong correlations with their latent variables and are

appropriate to be retained for further analysis, thereby fulfilling the requirements for convergent validity.

In addition, the Composite Reliability (CR) values for all constructs exceed the recommended threshold of 0.70, indicating good internal consistency reliability. The Average Variance Extracted (AVE) values are also above 0.50, meaning that each construct explains more than 50% of the variance of its indicators. Overall, these findings confirm that the measurement model demonstrates adequate reliability and convergent validity, and therefore the analysis can be continued to the structural model evaluation to test the proposed hypotheses.

Figure 2. Outer Model Result



The measurement model results show that all indicators achieved acceptable outer loading values and met the minimum thresholds for Composite Reliability ($CR > 0.70$) and Average Variance Extracted ($AVE > 0.50$) (Hair et al., 2022). These findings indicate that each indicator is strongly correlated with its respective latent construct and therefore satisfies the criteria for convergent validity.

Discriminant Validity (Fornell-Larcker)

Table 2. Fornell - Larcker

	CL	CS	CSR	PV	SMM
CL	0.85				
CS	0.805	0.814			
CSR	0.721	0.7	0.8		
PVR	0.654	0.779	0.79	0.875	
MM	0.716	0.803	0.716	0.778	0.846

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

Discriminant validity was evaluated using the Fornell–Larcker criterion. As shown in Table 3, the square root of the AVE (\sqrt{AVE}) for each construct is higher than its correlations with other constructs, and all inter-construct correlation values remain below the \sqrt{AVE} of their respective constructs. Therefore, the measurement model meets the criteria for discriminant validity and is suitable for further analysis.

**Inner Model
 Collinearity Statistics (VIF)**

Table 3. Collinearity Statistics (VIF)

	VIF	Result
CS -> CL	3.422	No multicollinearity
CSR -> CL	2.890	No multicollinearity
CSR -> CS	2.857	No multicollinearity
PV -> CL	3.910	No multicollinearity
PV -> CS	3.532	No multicollinearity
SMM -> CL	3.491	No multicollinearity
SMM -> CS	2.722	No multicollinearity

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

Collinearity assessment was conducted using the Variance Inflation Factor (VIF) to ensure that multicollinearity does not interfere with the estimation of relationships among variables in the structural model. Multicollinearity may occur when predictor constructs are highly correlated, which can inflate standard errors, reduce the stability of coefficient estimates, and weaken the interpretability of the model. Therefore, VIF values are used as a diagnostic indicator to confirm whether each predictor contributes independently in explaining the endogenous constructs.

As shown in Table 4, all VIF values for the structural paths are below the recommended threshold of 5, indicating that the model does not suffer from multicollinearity issues. This suggests that the relationships among the independent constructs are within an acceptable range and do not bias the estimation results. Therefore, the structural model can be evaluated further, and the path coefficient results can be interpreted reliably without concerns regarding collinearity effects.

Predictive Model Assessment

Table 4. Predictive Relevance (Q²)

	f ² (Low/High)	R ² (Low/High)	Q ² (Low/High)	Effect Size (Low/High)
CSR -> CS	0.011	0.708	0.666	Low
PV -> CS	0.107			Low
SMM ->CS	0.282			Medium
CS -> CL	0.373	0.71	0.572	High
CSR -> CL	0.166			Medium
PV -> CL	0.040			Low
SMM ->CL	0.016			Low

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

Predictive relevance was assessed using the Q² value to evaluate the model's predictive capability. As presented in Table 5, the Q² value for customer loyalty is above 0, indicating

that the proposed structural model has adequate predictive relevance. Therefore, the model can be considered predictively relevant in explaining customer loyalty in this study.

Hypotheses Testing Results

Table 5. Hypotheses Testing Results

Hypothesis	Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result	Mediation Type
H1	CSR -> CS	0.098	0.110	0.124	0.793	0.428	Rejected	
H2	SMM -> CS	0.474	0.461	0.128	3.704	0.000	Accepted	
H3	PV -> CS	0.332	0.337	0.142	2.337	0.020	Accepted	
H4	CS -> CL	0.608	0.611	0.105	5.791	0.000	Accepted	
H5	CSR -> CL	0.373	0.359	0.110	3.385	0.001	Accepted	
H6	SMM -> CL	0.126	0.128	0.098	1.288	0.198	Rejected	
H7	PV -> CL	-0.213	-0.206	0.131	1.623	0.105	Rejected	
H8	CSR -> CS -> CL (*)	0.060	0.069	0.077	0.772	0.440	Rejected	No Mediation
H9	SMM -> CS -> CL (*)	0.288	0.278	0.081	3.565	0.000	Accepted	Full Mediation
H10	PV -> CS -> CL (*)	0.202	0.209	0.100	2.016	0.044	Accepted	Full Mediation

Source: Primary Data Processed by the Researcher Using SmartPLS 4, 2025

The hypothesis testing results are presented in Table 6. The findings show that CSR, perceived value, and social media have a significant positive effect on customer satisfaction. Customer satisfaction also has a significant positive effect on customer loyalty. In addition, CSR, perceived value, and social media demonstrate significant direct effects on customer loyalty. Regarding the mediation analysis, customer satisfaction does not mediate the effect of CSR on customer loyalty, while it partially mediates the effect of perceived value on customer loyalty and fully mediates the effect of social media on customer loyalty.

Discussion

The Influence of CSR on Customer Satisfaction

The hypothesis testing results show that CSR does not have a significant effect on customer satisfaction for Sukaku Fried Chicken. This finding indicates that Sukaku Fried Chicken MSME partners do not consider CSR as a benchmark for their satisfaction. According to Asiah & Yopita (2024), CSR implementation includes environmental concern, social activities, and fairness in business practices. However, this study proves that not all CSR dimensions significantly influence customer satisfaction. This result is consistent with Sari et al. (2024), who stated that CSR does not have a significant effect on customer satisfaction.

The Influence of Social Media on Customer Satisfaction

The hypothesis testing results show that social media has a significant effect on customer satisfaction for Sukaku Fried Chicken. This finding indicates that more optimal social media activities lead to higher satisfaction among Sukaku Fried Chicken partners because social media facilitates information access, interaction, and positive experience formation. Yunianto et al. (2025) stated that social media marketing is important to optimize because it provides a

large community that is more prospective than traditional promotion. This result is consistent with Uthman & Marie (2025), who found that social media marketing has a positive and significant effect on customer satisfaction. Sudirjo et al. (2023) also emphasized that social media is an important factor in increasing customer satisfaction.

The Influence of Perceived Value on Customer Satisfaction

The hypothesis testing results show that perceived value has a significant effect on customer satisfaction for Sukaku Fried Chicken. This finding indicates that the higher the value perceived by partners, the higher their satisfaction with Sukaku Fried Chicken. Hafidz & Huriyahnuryi (2023) explained that perceived value is a cognitive response and satisfaction is an affective response after purchase. This result is consistent with Oktaviani & Nisa (2024), who stated a positive and significant relationship between perceived value and customer satisfaction. Yogaswara & Pramudana (2022) also confirmed that perceived value is a key determinant of customer satisfaction.

The Influence of Customer Satisfaction on Customer Loyalty

The results indicate that customer satisfaction has a significant effect on customer loyalty for Sukaku Fried Chicken. This means that higher satisfaction encourages stronger partner loyalty, which is reflected through repeat purchases, sharing positive experiences, and willingness to recommend. Purba et al. (2025) stated that customers who feel satisfied because the product exceeds expectations tend to develop positive attitudes. This result is also supported by Oktaviani & Nisa (2024), who confirmed that satisfaction plays an important role in loyalty formation. Similar findings were also reported by Sari et al. (2024) and Carlianti et al. (2024), who emphasized that customer satisfaction positively influences customer loyalty.

The Influence of CSR on Customer Loyalty

The hypothesis testing confirms that CSR has a significant effect on customer loyalty for Sukaku Fried Chicken. This implies that more optimal CSR implementation encourages partners to strengthen their loyalty. Zhou (2024) also found a significant relationship between CSR and customer loyalty. In addition, Abdullah et al. (2025) showed that environmental and social responsibility influence customer loyalty, while economic responsibility does not. Therefore, CSR can function as a strategic factor that supports loyalty through stronger trust and long-term partnership orientation.

The Influence of Social Media on Customer Loyalty

The results show that social media does not have a significant effect on customer loyalty for Sukaku Fried Chicken. This suggests that Sukaku Fried Chicken's social media activities have not been sufficient to directly encourage partner loyalty. This finding is consistent with Wibowo & Laksamana (2023), who reported that social media marketing does not significantly influence brand loyalty. Anita et al. (2025) also found that social media marketing does not significantly affect loyalty. Wongkar et al. (2024) emphasized that social media communication should increase engagement and create a sense of community to contribute to customer loyalty.

The Influence of Perceived Value on Customer Loyalty

The findings indicate that perceived value does not have a significant effect on customer loyalty for Sukaku Fried Chicken. This means that the emotional, social, economic, and functional value perceived by partners does not significantly drive their loyalty. In the B2B partnership context, loyalty is more likely reflected through practical commitment such as

repeat purchases and long-term cooperation, rather than subjective value perceptions alone. Therefore, even when partners perceive certain benefits, these may be considered normal or expected and thus do not become a strong factor in strengthening loyalty. This result is consistent with Meryawan et al. (2022), who found no significant relationship between perceived value and customer loyalty. Audyanova & Fadli (2025) also reported that perceived value does not significantly influence customer loyalty.

The Influence of CSR on Customer Loyalty Mediated by Customer Satisfaction

The mediation test indicates that customer satisfaction does not mediate the effect of CSR on customer loyalty for Sukaku Fried Chicken. This suggests that CSR affects loyalty directly without first forming satisfaction. In other words, CSR may strengthen loyalty through trust, corporate commitment, or long-term relationship orientation, rather than through satisfaction outcomes. This finding also supports the earlier result that CSR does not significantly influence customer satisfaction, which explains why the indirect effect is not supported. This result is consistent with Sari et al. (2024), who found that CSR does not significantly influence customer loyalty when mediated by customer satisfaction.

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

The results confirm that customer satisfaction mediates the effect of social media on customer loyalty for Sukaku Fried Chicken. This implies that social media can strengthen partner loyalty when it is able to build satisfaction first. Social media activities may improve partner experience through better interaction, information accessibility, and responsiveness, which contributes to satisfaction before loyalty is formed. Therefore, social media does not directly drive loyalty but functions as a supporting channel that strengthens satisfaction as the key mechanism. This finding is consistent with Carlianti et al. (2024), who reported that customer satisfaction mediates the influence of social media on customer loyalty. Suryanti & Adi (2023) also found that customer satisfaction mediates the effect of social media on customer loyalty.

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

The mediation test shows that customer satisfaction mediates the effect of perceived value on customer loyalty for Sukaku Fried Chicken. This indicates that perceived value does not directly lead to loyalty, but satisfaction needs to be formed first. This finding suggests that perceived value becomes meaningful in driving loyalty when the value perceived by partners is translated into a satisfying experience in running the business. Therefore, satisfaction acts as an important pathway that connects value evaluation with loyalty outcomes in the partnership relationship. This result is consistent with Yogaswara & Pramudana (2022), who found that customer satisfaction mediates the effect of perceived value on customer loyalty. Audyanova & Fadli (2025) also reported that customer satisfaction mediates the influence of perceived value on customer loyalty.

CONCLUSION

This study aims to analyze the effect of CSR, social media, and perceived value on customer loyalty mediated by customer satisfaction, involving 163 respondents who are MSME partners of Sukaku Fried Chicken located in Banten, DKI Jakarta, West Java, and East Java. The data analysis was conducted using a quantitative PLS-SEM approach through SmartPLS

4.0 software. Based on the research results and discussion that have been presented, several conclusions can be drawn as follows:

1. CSR has no effect and is not significant on customer satisfaction. Social media and perceived value have a positive and significant effect on customer satisfaction.
2. Customer satisfaction has a positive and significant effect on customer loyalty.
3. CSR has a positive and significant effect on customer loyalty. However, social media and perceived value have no effect and are not significant on customer loyalty.
4. Customer satisfaction is not able to mediate the effect of CSR on customer loyalty, but it is able to mediate the effect of social media and perceived value on customer loyalty.
5. Based on Expectancy Confirmation Theory (ECT), the positive effect of perceived value on customer satisfaction confirms that the continuous fulfillment of expected benefits produces satisfaction as the key to increasing loyalty. This is strengthened by the finding that social media and perceived value do not directly affect customer loyalty, indicating that loyalty is formed through the mediating process of customer satisfaction.
6. The management of Sukaku Fried Chicken needs to maintain consistent operational standards across all outlets (product and service quality) and conduct periodic evaluations of customer satisfaction. Social media should also be managed more optimally through interactive content on Instagram, TikTok, and WhatsApp Business to increase engagement, partner support, and product image. In addition, CSR programs should be communicated in more detail regarding the activities and realization of social programs and training, so that MSME partners feel an emotional attachment to the company's values.

This study has not examined customer experience as an important aspect for understanding consumer perceptions based on experience, considering that the research instrument includes a business duration category. Therefore, future research is recommended to add the customer experience variable to expand understanding from the early stage of joining as a partner to several years after joining, in order to examine consistency that forms emotional satisfaction and encourages long-term loyalty. Future research may also add the brand image variable to represent customer perception more comprehensively, because positive perceptions will help businesses avoid switching in the midst of intense competition.

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