

## A Customer Value Approach to Increase Customer Satisfaction and Loyalty at Fast-Casual Dining Restaurant: The Mediating Role of Trust

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### Abstract

This study investigates the role of trust mediating the relationship between customer satisfaction and loyalty to expand the customer value-satisfaction-loyalty chain to become a customer value-satisfaction-trust-loyalty chain at fast-casual dining restaurants. This research hypothesis test uses the SEM method with LISREL 8.8. The questionnaire was distributed to customers using a convenience sample technique with a final sample size of 250 respondents. Questionnaires distributed to respondents were adapted from the results of previous studies. The results showed that customer value significantly affected customer satisfaction. Satisfaction significantly affects trust. Satisfaction significantly affects customer loyalty both directly and indirectly, and trust substantially increases customer loyalty. The study also showed that trust has a greater influence on customer loyalty than satisfaction. Thus, trust mediates the relationship between customer satisfaction and loyalty. The indirect effect of customer value on loyalty consists of two lines: *customer value – satisfaction – loyalty* and *customer value – satisfaction – trust – loyalty*. This research adds an understanding of the customer value-satisfaction-loyalty relationship chain that can be expanded by adding trust as a mediator of satisfaction and loyalty so that a new chain of customer value-satisfaction-trust-loyalty relationships is formed.

**Keywords:** Customer value; customer satisfaction; trust; customer loyalty

### Introduction

The rapid and competitive development of the restaurant business becomes a challenge for the company to attract and retain customers. Rapidly changing consumer behaviour, increasingly dynamic customer needs, and the ease with which customers move to other restaurants require

managers to innovate to increase customer loyalty. As one of the company's goals, customer loyalty is one of the positive implications of the Interaction of restaurant service providers with customers in service activities. In addition, loyal customers benefit service providers because there is no need to spend additional promotional fees to find new customers.

Customer loyalty is one of the research topics that attract the attention of marketing researchers (Al-Ghamdi & Badawi, 2019; Assaker et al., 2020; Carranza et al., 2018; Marakanon & Panjakajornsak, 2017). The creation of customer loyalty in restaurants begins with the company's efforts to create the kind of service that provides positive value to customers. Customer value and loyalty are the basis for prioritizing customer repetition and oral communication (Gallarza-Granizo et al., 2020). Customer value is created from the perceived experience of service and service realization (Vakulenko et al., 2019). Customer value is significant for the company because it's resulted from a comparison between benefits and costs incurred by customers after receiving service. Therefore, service providers must create superior customer value to improve customer satisfaction (Yrjölä et al., 2019).

Satisfaction reflects a perception that exceeds expectations, giving the customer positive feelings towards the service. Customer satisfaction is essential for restaurants because it also plays a role in determining their performance. The effect of satisfaction on customer loyalty is the continued purchase of goods and services, customers' psychological loyalty, and the integration of the business into business (Cakici et al., 2019). In addition, loyal customers tend to repurchase and spread positive words of mouth. Still, disgruntled consumers who are less likely to repurchase (Makanyeza et al., 2016) can even spread negative news. Therefore, service providers must remain vigilant and focused on customer satisfaction because customer satisfaction is dynamic so that not all customers stay satisfied and can survive to become loyal customers. Previous studies have shown that the relationship of satisfaction with customer loyalty varies considerably, creating gaps. Some studies show a direct, positive, and significant relationship (Al-Ghamdi & Badawi, 2019; Cha & Borchgrevink, 2019; Islam et al., 2021). But there are also studies showing insignificant relationships (Sumaedi et al., 2014) and indirect effects (Javed et al., 2020; Nyadzayo & Khajehzadeh, 2016). Other studies show a non-linear relationship with some form of relationships, such as S Concave, Convex, and inverted S shape (Ažman & Gomišček, 2015). Another study showed that customer satisfaction significantly correlated with repurchase intention but not significantly with repurchase behaviour (Goncalves & Sampaio, 2012),

Overcoming the gap in understanding the relationship between customer satisfaction and loyalty can be done by including trust as a mediator between customer satisfaction and loyalty. Previous studies have shown that customer value can form a chain of associations with customer satisfaction and loyalty (Gallarza et al., 2019) but does not include trust as a mediator between customer satisfaction and loyalty. The lack of studies on fast-casual dining restaurants with local food menus from the perspective of Indonesian consumers is another issue that is discussed to improve a better understanding of the chain of relationships. Therefore, the objectives of this study are as follows: (1) to determine the relative influence of customer value on customer satisfaction; (2) examine the effect of customer satisfaction on customer loyalty; (3) examine the effect of customer satisfaction on trust; (4) examine the effect of trust on customer loyalty; (5) understand the role of trust mediating the relationship between customer satisfaction and loyalty to expand the *customer value-satisfaction-loyalty chain* to become a *customer value-satisfaction-trust-loyalty chain*.

## Literature review

### *Customer value*

Values play a role in explaining differences in consumer behaviour, such as product choice, purchasing intent, and loyalty (Hapsari, 2018). Customer value shows a comparison between the benefits and sacrifices of customers in meeting their needs of money or not money. Customer value considers the depth of value customers feel within the limitations of the customer's perspective (Yrjölä et al., 2019). From the standpoint of consumer behaviour, customer values are two, namely objective and rational behaviours (utilitarian value), and consumers who pursue more subjective, emotional, and symbolic aspects of consumption (hedonistic values) (Gallarza et al., 2016). Sweeney and Soutar (2001) divide customer value into four dimensions: (1) emotional value, meaning that the utility is sourced from the consumer's affective to the product or service.; (2) social value, indicating the ability of the product to improve the concept of social self; (3) Functional value (price against value for money), meaning that the utility of the perceived product reduces short-term and long-term costs; and (4) functional value (performance to quality), meaning that the utility of perceived quality and expected product performance, can take the form of speed, comfort, solution and ease of (Yrjölä et al., 2019). Customer value consists of four dimensions: economic, functional, emotional, and symbolic (Yrjölä et al., 2019).

### *Customer value and customer satisfaction*

Study on restaurant business shows that customer value drives customer satisfaction (Cha & Borchgrevink, 2019; Souki et al., 2020). Functional, emotional, and symbolic dimensions drive customer satisfaction, but the economic dimension does not significantly influence (Yrjölä et al., 2019). After making a consumer purchase, customers' value and benefits can drive satisfaction (Kusumawati & Rahayu, 2020). When a customer feels the service is worth it compared to his sacrifice, he/she can ensure an improved relationship between value and customer satisfaction (Hossain et al., 2020). Therefore, the author proposes the following hypothesis:

*H1. There is a positive influence of customer value on customer satisfaction.*

### *Customer satisfaction*

Satisfaction is an assessment based on expectations manifested in service situations (Zboja et al., 2016). Customer satisfaction is a customer's evaluation of goods or services regarding whether they have met their needs and expectations (Lamb et al., 2018). Customer satisfaction is one of the activities measured periodically by service providers. Customer satisfaction measurement methods are carried out with various variations that are not much different by experts: Customer satisfaction with three evaluations (overall satisfaction, expectations-disconfirmation, and performance versus ideal provider) (Gustafsson et al., 2005), expectation-disconfirmation, technical and functional performance, service quality versus service satisfaction, and attribute importance (Gilbert et al., 2004), Expectations-disconfirmation, performance, and overall satisfaction (Gilbert & Veloutsou, 2006). The most commonly used customer satisfaction measurements are transaction-specific and overall measurement methods (Hussein, 2018).

### *Customer satisfaction and trust*

Consistent customer satisfaction by service providers will increase customer trust (Flavián et al., 2006; Islam et al., 2021). Customer satisfaction experience in the restaurant plays a role in increasing trust in the dining experience in the restaurant (Wu et al., 2019). Studies in friendly

and halal tourist destinations say that satisfaction with the destination encourages increased tourist trust in the tourist destination (Al-Ansi & Han, 2019). Studies in traditional markets in Indonesia show that an increase in buyer satisfaction will increase buyer confidence in the traditional market (Najib & Sosianika, 2019). Satisfaction is one of the drivers of increased confidence in the retail business (Javed et al., 2020). Therefore, the author proposes the following hypothesis:

*H2. There is a positive influence of customer satisfaction on trust.*

### ***Customer satisfaction and customer loyalty***

Customer satisfaction becomes the focus of product and service providers because it improves the company's performance. Loyal customers tend to be obtained from satisfied customers with the service of the products or services they receive. Loyal customers are expected to increase the company's revenue in the future. Restaurant studies show that significant customer satisfaction drives increased customer loyalty (Carranza et al., 2018; Gallarza-Granizo et al., 2020; Uddin, 2019). The research at the hotel shows the same results (Assaker et al., 2020). Satisfied customers will tend to behave loyally (Ali et al., 2020). Therefore, the author proposes the following hypothesis:

*H3. There is a positive influence of customer satisfaction on customer loyalty*

### ***Trust***

Trust is a subjective assessment of one party, which states that the other party will conduct transactions based on the expectation of its belief in environmental uncertainty (Ba & Pavlou, 2013). Trust is the delegation of elements with the belief that it will effectively meet one party's expectations of another (Garcia et al., 2020). Trust is essential as the basis of a partnership between buyers and sellers (Sitorus & Yustisia, 2018). Trust impacts the willingness of consumers to make transactions (Jin et al., 2016). Long-term trust transactions can increase customer loyalty. Buttle (2009); Flavián et al. (2006) divide trust into three dimensions: (1) benevolence: describing the concern, concern, virtue, and belief of one party acting in the interests of the other party; (2) honesty: the belief that the words spoken by the service provider are reliable or credible; (3) competence: confidence in the ability, skills, knowledge of employees to provide services when needed by customers.

### ***Trust and customer loyalty***

Customer loyalty to the company implies creating trust (Carranza et al., 2018). Studies on restaurant and food business (Bowden-Everson et al., 2013; Carranza et al., 2018) showed significant trust in customer loyalty. In the context of the cruises business, various factors such as honesty, competence, capacity dispositions, and perception of risk are the determining factors of trust that can affect loyalty (Ahn et al., 2021). Studies on green-imaged hotel businesses show that trust in service providers will drive customer loyalty (Assaker et al., 2020). Therefore, the author proposes the following hypothesis:

*H4. There is a positive and significant influence of trust on customer loyalty*

### ***Customer satisfaction, trust, and customer loyalty***

Customer loyalty is created by repeated customer needs and expectations that generate confidence and trust among providers and recipients of products or services. When trust does

not exist, there will be conflicts and uncertainties between the two parties; this condition may result in the cancellation of transactions and cooperation (Buttle, 2009). Therefore, customer satisfaction and trust always increase relevance to generate loyal customers (Sürücü et al., 2019). A study in a restaurant (Bowden-Everson et al., 2013; Carranza et al., 2018; Sahagun & Vasquez-Parraga, 2014) demonstrates that trust has a mediation effect on customer satisfaction and customer loyalty, as well as in the hospitality sector (Assaker et al., 2020). Different industry contexts (Flavián et al., 2006; Islam et al., 2021) show trust as a mediation between satisfaction and loyalty. Therefore, the author proposes the following hypothesis:

*H5: Trust mediates the indirect influence of customer satisfaction on customer loyalty*

### **Customer loyalty**

Customer loyalty is one of the keys to success and plays a significant role in determining profitability (Najib & Sosianika, 2019). Customer loyalty arises when customers make transactions more than once and assess based on their experience. Customer loyalty is a commitment to consistently build or reshape a choice of products or services in the future, despite the impact of marketing situations and efforts that could lead to a shift in behaviour (Marakanon & Panjakajornsak, 2017). Loyalty is the willingness of customers, in the long run, to continue to subscribe to the company, preferably exclusively, and recommend the company's products to friends and associates (Wirtz & Lovelock, 2018).

Loyal customers give their advantages to the company because it will reduce its marketing costs. After all, there is no need to spend a hefty fee to find new customers. Long-term customer loyalty can have implications for the company's increased revenue and performance due to repeated purchases made by consumers.

The loyalty phase consists of four stages, namely: Cognitive loyalty focuses on performance aspects, affective loyalty is directed at custom, conative loyalty is expressed in the intention of the socially committed consumer to rebuild, and loyalty action is a commitment to the act of buyback (Oliver, 2015). In addition, customer loyalty segmentation can be behaviour and attitude, consisting of four dimensions: captive, convenience-seeker, contented, committed (Rowley, 2005). Thus, the dimension of loyalty consists of cognitive, attitude, and behavioural factors (Lu & Lu, 2009).

Customer value drives customer satisfaction (Gallarza et al., 2013), satisfaction increases trust (Filipe et al., 2017) and customer loyalty (Satti et al., 2020) and trust affects loyalty (Martínez & Rodríguez del Bosque, 2013). The empirical study shows a series of relationships between customer value, satisfaction, trust, and customer loyalty.

Therefore, the author proposes the following hypothesis:

*H6. Satisfaction mediates the indirect effect of customer value on loyalty*

*H7. Satisfaction and trust sequentially mediate the indirect effect of customer value on loyalty*

Based on the explanation above, this conceptual framework is as follows:

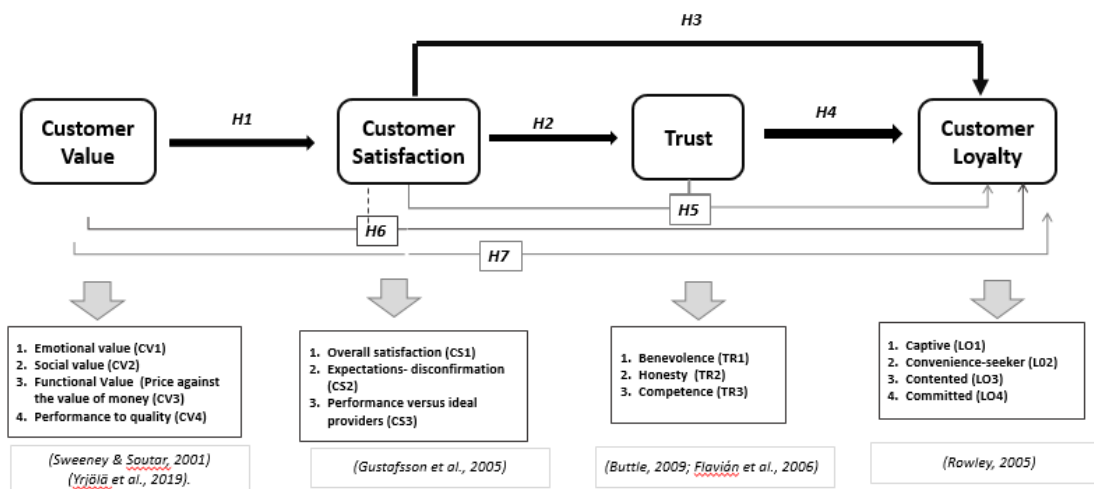


Figure 1: Conceptual Framework

## Methodology

### Sample

The survey was conducted at several outlets of an Indonesian chain of fast-casual dining restaurants in JABOTABEK (Jakarta, Bogor, Tangerang, and Bekasi) area that serves local Indonesian food with homemade specialties. This restaurant was founded in 1995 and currently has more than 200 outlets that spread across 31 provinces and 55 big cities in Indonesia, with the same standard of design, quality, and service. The sampling method uses purposive sampling techniques with the requirement that guests have visited at least three times, eaten at restaurant outlets, and passed initial screening questions by the receptionist. The screening is used as one factor of loyalty action that is a commitment to the act of buyback (Oliver, 2015). Questionnaires were distributed to 350 respondents, of which only 276 (78.86%) respondents returned, the remaining 74 (21.14%) respondents did not return the questionnaire. Of the 276 returned questionnaires, 250 respondents qualified and met the feasibility of the number of samples. (Hair Jr et al., 2019). The respondent profile is shown in Table 1.

### Measurement

The measurement scale used is the Likert scale, from 1- Strongly disagree to 5- Strongly Agree. Customer satisfaction refers to the scale from 1- Very dissatisfied to 5- Very Satisfied. Customer value consists of four indicators (Sweeney & Soutar, 2001): emotional value, social value; price against the value of money; performance to quality. Customer satisfaction consists of Overall satisfaction, expectations- disconfirmation, and performance versus ideal providers (Gustafsson et al., 2005). Trust consists of benevolence, honesty, and competence (Buttle, 2009; Flaviān et al., 2006). Loyalty consists of: captive, convenience-seeker, contented, committed (Rowley, 2005).

### Data analysis

Data tested the validity and reliability of research instruments conducted by the Confirmatory Factor Analysis (CFA) method. The criteria used to test the validity of the construct refer to the AVE (Average Variance Extracted) value of  $\geq 0.5$ , the validity of the convergent refers to the standardized loading factor value of  $\geq 0.5$ , and the reliability of the construct (CR) refers to the CR value of  $\geq 0.7$ . The discriminant validity is calculated about the square root value of the AVE construct, which must be greater than the highest correlation of other constructs (Hair Jr et al., 2019).



After testing with the CFA method, the next stage is to create a Structural Equation Model (SEM). Researchers used Lisrel 8.8 to process data analysis taking into account the assumptions prevailing in SEM. Normal multivariate assumptions are violated using an asymptotic covariance matrix (ACM) (Jöreskog et al., 2016). The goodness of fit CFA and SEM models refer to the Root Mean Square Error of Approximation (RMSEA) criteria  $\leq 0.08$ ; Normed Fit Index (NFI)  $\geq 0.90$  Non-Normed Fit Index (NNFI)  $\geq 0.90$ , Comparative Fit Index (CFI)  $\geq 0.90$ , Incremental Fit Index (IFI)  $\geq 0.90$ , Root Mean Square Residual (RMSR)  $\leq 0.08$  (Hair Jr et al., 2019). Hypothesis testing refers to the significance level  $\alpha=5\%$  ( $t=1.96$ ).

## Results

### *Respondent Profile*

Table 1: Characteristics of Respondents

Character	Description	Frequency	%
Gender	Male	101	40.40
	Female	149	59.60
Age	< 20 years	37	14.80
	21-30 years	99	39.60
	31-40 years	63	25.20
	> 40 years	51	20.40
Job	Students	11	4.40
	Housewives	49	19.60
	Private Employees	79	31.60
	Self-employed	77	30.80
	Civil Servants	30	12.00
Number of Visits	3-4 times	89	35.60
	5-6 times	62	24.80
	> 6 times	99	39.60
Resources	Friends	114	45.60
	Co-workers	27	10.80
	Social media	20	8.00
	Family	89	35.60

Source: processed questionnaire

Table 1 shows that female respondents (59.60%) are more male respondents (40.40%). Based on age group, the majority of respondents (39.60%) were in the 21-30 age group; followed by those in the 31-40 age group (25.20%); and the least were in the <20 age group. These data inform that some of the < 20 years old customers are not students based on the types of work. Based on the kinds of professions, private employees were 31.60%; self-employed were 30.80%; and 22% of the respondents were Civil Servants, and the students (4.40%) were the least.

From the number of respondents' visits to similar restaurants, the data showed respondents dominated the number of respondents' purchases with the number of purchases of >6 times (39.60%), the following number of purchases was 3-4 times (35.60%), and lastly was 5-6 times purchase (24.80%). This information shows that respondents have good loyalty. The source of information about the restaurant is known to respondents generally from friends (45.60%), from family (35.60%), and from co-workers and social media (8%). This shows that friends and family play a role in determining the decision of consumers to make purchases at the restaurant.



### Confirmatory factor analysis

The model conformity test results are presented in Table 2. is as follows:  $\chi^2=200.66$ ;  $df=79$ ;  $p\text{-value}=0.000$ ;  $RMSEA = 0.079$ ;  $NFI=0.94$ ;  $NNFI =0.95$ ;  $CFI =0.96$ ;  $IFI=0.96$ ;  $RFI =0.93$ , and  $RMR=0.027$  all show the model is well-matched.

Table 2: Confirmatory factor analysis results

No	Indicator	Standardized Loading	CR	AVE	Mean	SD
<b>Customer Value</b>						
1	The food and drinks served made me feel good (CV1).	0,79	0.93	0.76	4.11	0.66
2	I feel proud every time I dine at this restaurant (CV2).	0,74			3.98	0.65
3	I feel proud every time I dine at this restaurant (CV3).	0,78			3.87	0.71
4	I feel proud every time I dine at this restaurant (CV4).	0,76			3.97	0.67
<b>Customer Satisfaction</b>						
5	I feel proud every time I dine at this restaurant (CS1).	0,73	0.89	0.72	3.98	0.66
6	The service provided by this restaurant does not match or exceed your expectations (CS2).	0,81			3.77	0.81
7	If you imagine the experience in the ideal restaurant, what do you think this restaurant compares to the ideal restaurant (CS3).	0,74			3.86	0.76
<b>Trust</b>						
8	I am confident in the skills and knowledge of employees providing services (TR2).	0,78	0.87	0.70	4.10	0.65
9	I'm sure this restaurant pays attention to customers when providing service (TR2).	0,71			4.02	0.74
10	I'm sure restaurants always prioritize honesty in providing service (TR3).	0,70			4.08	0.74
<b>Customer Loyalty</b>						
11	I have an attachment to dining at this restaurant (LO1)	0,79	0.91	0.72	3.86	0.70
12	I feel comfortable every time I eat and drink in this restaurant (LO2).	0,71			3.76	0.76
13	I will give positive information about this restaurant to my colleagues (LO3).	0,74			4.01	0.61
14	I'm going to make a repurchase at the restaurant (LO4).	0,69			3.89	0.68

Source: processed questionnaire

The standardized loading factor value is between 0.69 and 0.81, indicating that all research indicators are valid. Construct reliability shows that internal consistency has a value between 0.87 and 0.93; all above 0.7 means very satisfactory reliability of the construct. Ave values above 0.5 indicate that the validity of the construct is excellent. Trial data on 25 respondents showed that the Value of Alpha Cronbach was between 0.72 and 0.81, all above 0.70 indicates the instrument made has been reliable.

In the customer value – the four indicators that reflect the customer value construct – the best average value was the emotion value indicator (mean=4.11±0.66), the second was the social value (mean=3.98±0.65), and followed by the price against the value of money (3.97±0.67). performance (mean=3.87±0.71). In the customer satisfaction construct, the highest average value was overall satisfaction (mean=3.98±0.66), followed by performance versus the customer's ideal service provider (mean=3.86±0.76) and expectation discount (mean=3.77±0.81). In the trust construct, the highest average value was competence (mean=4.10±0.65), followed by honesty (mean=4.08±0.74), and benevolence (mean=4.02±0.74). In the customer loyalty construct, the highest average value was contented



(mean=4.01±0.68), the next in a row was committed (mean=3.89±0.68), captive (mean=3.86±0.70), and convenience seeker (mean=3.76±0.76).

Table 3: Discriminant Validity

	Mean	Sd	CV	CS	TR	LO
CV	3.98	0.68	<b>0.87</b>			
CS	3.87	0.75	0.31	<b>0.85</b>		
TR	4.07	0.71	0.78	0.29	<b>0.84</b>	
LO	3.88	0.70	0.82	0.37	0.68	<b>0.85</b>

Source: processed questionnaire.

Note: CV= Customer Value; CS=Customer Satisfaction; TR=Trust; LO=Customer Loyalty. Discriminant validity measures the extent to which a construct differs from other constructs. Table 3. indicates that the entire AVE square root value of each construct is greater than the highest correlation of different constructs, meaning that the model does not experience multicollinearity interference. Therefore, the model has a good discriminant validity value. The average weight of each construct indicates higher customer confidence in the restaurant (mean=4.07±0.71). Trust has the highest value (mean=3.98±0.68); next is loyalty (mean=3.88±0.70), and the last is customer satisfaction (mean=3.87±0.75).

**Full model**

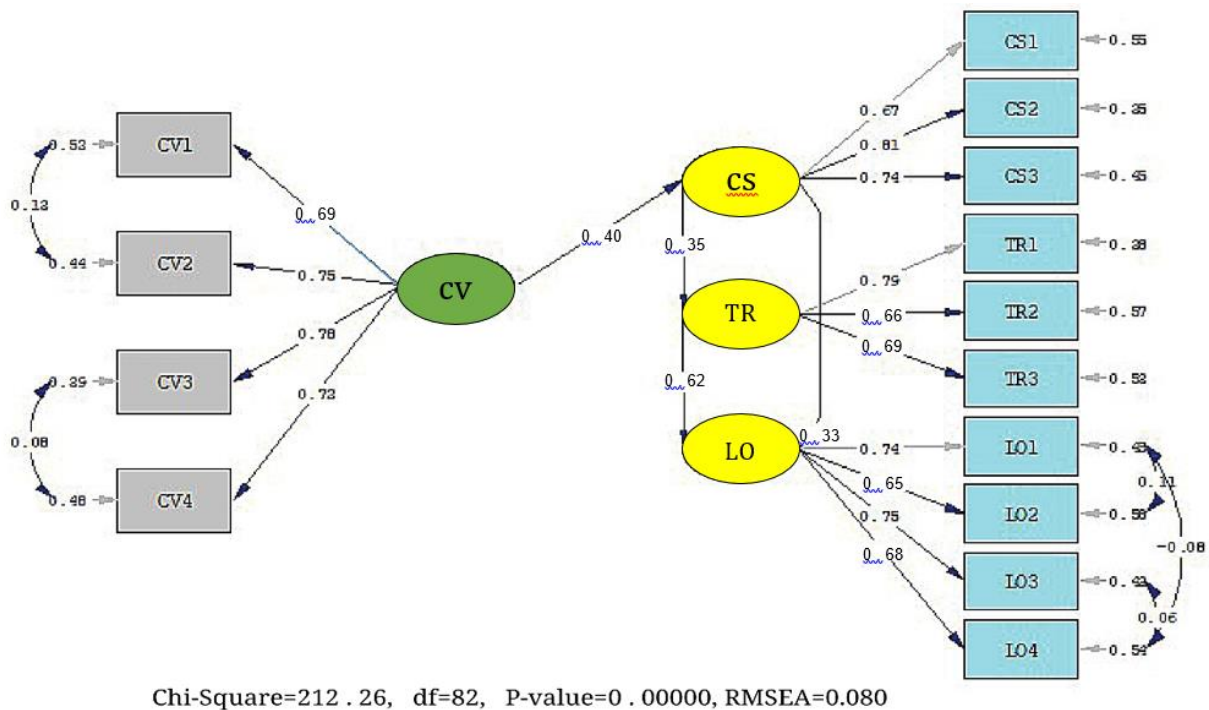


Figure 2: Full Model

The results show the model's suitability as follows:  $\chi^2=212.26$ ;  $df=82$ ;  $p\text{-value}=0.000$ ;  $RMSEA = 0.080$ ;  $NFI=0.93$ ;  $NNFI =0.95$ ;  $CFI =0.96$ ;  $IFI=0.96$ ;  $RFI =0.93$ ; and  $RMR=0.089$  all show the model is well-matched.

At the fundamental level  $\alpha=0.05$ , the cut-off value for t is 1.96. Table 4. indicates that customer value has a positive effect and is significant to customer satisfaction ( $\beta=0.40$ ,  $S.E=0.10$ ,  $t=3.92$ ).



Table 4: Path Analysis

Path	Estimate	S. E	t value	t table	Conclusion
<b>Direct Effect</b>					
CV → CS	0.40	0.10	3.92	1.96	Significance
CS → TR	0.35	0.09	3.98	1.96	Significance
CS → LO	0.23	0.10	2.76	1.96	Significance
TR → LO	0.62	0.10	6.50	1.96	Significance
<b>Indirect Effect</b>					
CS→TR→LO	0.22	0.06	3.79	1.96	Significance
CV→CS→LO	0.09	0.05	1.99	1.96	Significance
CV→CS→TR→LO	0.09	0.03	2.55	1.96	Significance

Source: processed questionnaire

This result supports H1. The effect of satisfaction on trust is positive and significant ( $\beta=0.35$ ,  $S.E=0.09$ ,  $t=3.98$ ). Therefore, H2 is accepted. Customer satisfaction positively drives customer loyalty ( $\beta=0.23$ ,  $S.E=0.10$ ,  $t=2.76$ ). This result supports H3. Trust significantly affects customer loyalty ( $\beta=0.62$ ,  $S.E=0.10$ ,  $t=6.50$ ), H4 is accepted. Testing the proposed indirect effects (H5) showed that customer satisfaction had an indirect and significant effect on customer loyalty ( $\beta=0.22$ ,  $S.E=0.06$ ,  $t=3.79$ ). These results show that trust mediates the relationship between satisfaction and customer loyalty. Therefore, this study received H5. The indirect effect of customer value on customer loyalty consists of two different paths, namely: customer value-satisfaction-loyalty ( $\beta=0.09$ ,  $S.E=0.05$ ,  $t=1.99$ ) and customer value-satisfaction- trust-loyalty ( $\beta=0.09$ ,  $S.E=0.03$ ,  $t=2.55$ ), each of these lines demonstrates a significant and positive indirect influence, H6 and H7 are accepted.

## Discussion

This study examined the customer value approach to increase customer satisfaction and loyalty by using trust as a mediator between satisfaction and loyalty at fast-casual dining restaurants in Depok, West Java. The present study provides significant contributions.

First, this study shows that the value of customers has a positive effect and is significant on customer satisfaction. These empirical findings bear similarities to previous research in the context of the restaurant business (Cha & Borchgrevink, 2019; Souki et al., 2020). Customer value offers a way of analysing the experience regarding relevant customer-oriented costs and benefits (Yrjölä et al., 2019). The benefits gained through the experience while in the restaurant can be a sense of pleasure during a meal (emotional value), customers' pride (social value) which is related to the status and prestige (Sánchez-Fernández et al., 2009); and functional value. Therefore, increasing customer value is one of the essential capitals for restaurant management to improve customer satisfaction. Affective attitude towards consumers towards service in restaurants is instrumental in reflecting customer value, followed by social value, which can describe the concept of customer social self. Price on money spent and performance quality is not a top priority for customers.

Second, this study shows that customer satisfaction has a positive and significant effect on trust. These results support the research results (Bowden-Everson et al., 2013; Carranza et al., 2018; Mannan et al., 2019; Sahagun & Vasquez-Parraga, 2014). Therefore, satisfaction must be a priority that must be met consistently to increase customer trust. Customer expectations must be met to build trust. Increased trust will create an attachment between customers and customers' growing sense of trust in the long run. The satisfaction indicator that best reflects customer satisfaction is the overall satisfaction of the service provided to the customer; the next is the performance of the restaurant compared to the ideal service provider for the customer; and lastly is the discount of expectations.

Third, trust has a positive and significant effect on customer loyalty. These results follow the study (Carranza et al., 2018; Quoquab et al., 2019), so trust is essential in customer

loyalty. Trust is patience for weakness by looking at good habits and goals (Purwanto et al., 2020). In the context of consumer behaviour, trust is a belief in the company's consistency and honesty (Islam et al., 2021). The key to a successful transaction, one of them, is trust factor (Pandey et al., 2020). Trust encourages consumers to increase their role, including creating customer loyalty (Shulga et al., 2021). The results showed that trust in customer loyalty is more dominant than the influence of customer satisfaction.

Fourth, in a direct relationship between customer satisfaction and customer loyalty, this study shows that satisfaction positively affects customer loyalty. These results support the study results (Carranza et al., 2018; Etemad-Sajadi & Rizzuto, 2013; Gallarza-Granizo et al., 2020). One strategy for winning the competitive market competition is to implement a customer satisfaction strategy. Directly satisfied customers can increase customer loyalty due to attachment with service providers. It is directly implicated customer behaviour by making repurchases at the same restaurant, recommending the restaurants to other people, and spreading positive information through words of mouth and social media.

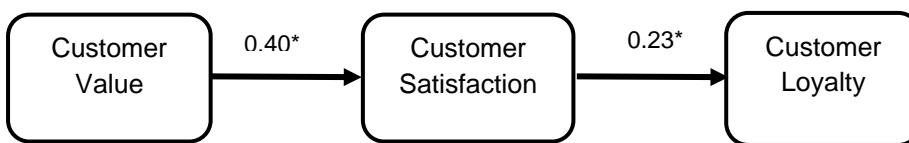
Fifth, Interaction between the company and the customer can occur if mutual trust exists. Customer trust, mainly reflected by the competence of the following company employees, is honesty and benevolence. Such influences can give the company a strategic position to increase customer loyalty. Trust is the confidence of consumers in restaurant services especially the belief in employees' skills and knowledge, the belief in employees' honesty, and the belief that employees pay attention to guests. These three things become a force to encourage customers to become loyal customers. Thus, customers will maintain it as the main restaurant to be visited because they believe that customers' expectations will be met when returning to the restaurant.

Sixth, the results of mediation tests show that trust mediates the influence of satisfaction on customer loyalty. Therefore, this study shows that customer satisfaction directly or indirectly affects trust. These results are similar to those of (Carranza et al., 2018; Sahagun & Vasquez-Parraga, 2014) in the context of the restaurant business. The indirect influence of satisfaction on loyalty also supports (Javed et al., 2020) retail business, using repurchase intentions to reflect customer loyalty. These results showed that satisfaction was an antecedent of trust in the restaurant business context. Thus, customer satisfaction plays a role in improving customer confidence while receiving service in the restaurant. Results give meaning to the extent that changes occur in customer loyalty when fixed satisfaction and trust change, and how much change happens if customer satisfaction increases by one unit. Increased customer satisfaction will drive increased trust that has implications for increased customer loyalty. Satisfaction gives an idea of attitudes that benefit customers and are strongly linked to trust and loyalty (Sürücü et al., 2019). Customer loyalty built will increase faster when utilizing trust to bridge the relationship between customer satisfaction and loyalty. If this can be implemented sustainably, it will increase the revenue and performance of restaurants in the future.

This study shows that customer value indirectly affects customer loyalty mediated by satisfaction. Customer value indirectly impacts customer loyalty mediated by satisfaction and trust sequentially. The model in this study provides information that building customer loyalty first creates customer value and satisfaction. Customer loyalty built will increase faster when utilizing trust to bridge the relationship between customer satisfaction and loyalty. If this can be implemented sustainably, it will increase the revenue and performance of restaurants in the future. Therefore, the indirect influence of customer value on customer loyalty can be divided into two paths: *customer value – satisfaction – loyalty* and *customer value – satisfaction – trust – loyalty*.

The indirect effect of customer value on customer loyalty gives two meanings: First, Customer satisfaction mediates the relationship between customer value and customer loyalty,

meaning that customer value will increase satisfaction which directly increases loyalty. Customer value serves as an antecedent to explain the relationship between satisfaction and customer loyalty. Second, customer satisfaction and trust mediate the relationship between customer value and customer loyalty, meaning that customer value increases satisfaction and that satisfaction increases customer trust and loyalty. The customer value-satisfaction-trust-loyalty path is the best chain of relationships between the two paths. The contribution of this research is the expansion of the relationship chain: *customer value – satisfaction – loyalty* (Gallarza et al., 2019) (Figure 3. ) into the chain of *customer value –satisfaction – trust – loyalty* (Figure 4.) in the context of fast-casual dining restaurant business. Therefore, customer loyalty will be optimal if management initially pays attention to customer value, increasing satisfaction that has implications for increased customer trust and loyalty. Customer loyalty is primarily reflected by contented customers, followed by committed customers, captivated customers, and convenience seekers.



Source: Gallarza, Arteaga and Gil-Saura (Gallarza et al., 2019)  
 Figure 3: relationship chain customer value– satisfaction – loyalty



Note:  $*t > 1.96$

Figure 4: Relationship chain of customer value – satisfaction – trust – loyalty

### Conclusion remarks

This study recommends three strategies as follows: First, restaurant managers should prioritize increasing customer trust by increasing competence, honesty, and benevolence in managing fast-casual dining restaurants. Second, restaurant managers should increase customer value and customer satisfaction by improving customer loyalty programs; in the long run, loyal customers will respond positively to restaurant service embodied in repurchase behaviour, word of mouth promotion, and will always put the restaurant as a top priority in customers' minds. Third, restaurant managers should pay attention to the restaurant's quality of service because customer experience while receiving the service process will form customer value. Customer value is significant because it is the first step in establishing customer loyalty based on receiving such services. Customers who feel the benefits earned under the sacrifices incurred tend to be dissatisfied with the service; conversely, if the benefits obtained exceed the gift, the new chain of customer value-satisfaction-trust-loyalty relationship can be increased.

This study shows that customer value positively affects satisfaction; satisfaction positively impacts trust. Satisfaction positively impacts customer loyalty either directly or indirectly, and trust positively affects customer loyalty. In the relationship between these variables, it was found that trust has more influence than satisfaction to increase loyalty. This study contributes to the critical role of trust mediating the relationship between satisfaction and customer loyalty in the fast-casual dining restaurant business context. Based on customer assessment of experience after receiving service and using the trust to mediate the gap between satisfaction and loyalty, this study develops a relationship chain of customer value-satisfaction-loyalty into relationship chains customer value- satisfaction-trust-loyalty.

Limitations in this study: (1). This study is limited to the fast-casual dining restaurant sector in Depok, West Java, Indonesia. Data collection uses a convenience sample method on customers with a relatively limited number of samples. Therefore, selecting another sampling technique that expands the coverage of a wider area, namely the Jakarta-Bogor-Tangerang-Bekasi (JABOTABEK) area with a more significant number of samples, needs to be considered for further research. (2) Future studies should use different indicators and types of fast-casual dining restaurants with different brands to test the consistency of the results of this study.

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