

CSR, Social Media, Perceived Value, and Customer Loyalty in Fast-Food SMEs

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ABSTRACT

The fast-food SME partnership sector faces increasingly intense competition alongside rapid digital transformation. Business partners demand transparent communication, consistent operational support, and strong brand value to sustain profitability and long-term collaboration. Sukaku Fried Chicken experienced fluctuations in partner turnover, indicating that Corporate Social Responsibility (CSR), social media marketing, and perceived value may not yet be optimally translated into satisfaction and loyalty. Strengthening strategic alignment among these variables is therefore essential to maintain sustainable partner relationships. This study aims to analyze the influence of Corporate Social Responsibility (CSR), social media marketing, and perceived value on customer loyalty, with customer satisfaction as a mediating variable in the SME fast-food partnership context. This research employed a quantitative survey design involving 163 Sukaku Fried Chicken business partners selected through purposive sampling. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to examine both direct and indirect relationships among variables. The findings reveal that CSR directly influences customer loyalty but does not significantly affect customer satisfaction. Social media marketing and perceived value significantly influence customer satisfaction, and customer satisfaction significantly influences loyalty. Furthermore, customer satisfaction fully mediates the effects of social media marketing and perceived value on loyalty, but does not mediate the relationship between CSR and loyalty. Customer satisfaction plays a central mediating role in building loyalty within SME partnerships. Managerially, the company should prioritize satisfaction-driven strategies by strengthening interactive digital engagement, enhancing perceived partner benefits, and aligning CSR initiatives with tangible partner impacts to ensure sustainable business loyalty.

Keywords: UMKM; Corporate Social Responsibility (CSR); Media Sosial; Perceived Value; Customer Satisfaction

INTRODUCTION

Indonesia is a developing country with a population exceeding 270 million people, and still faces various challenges in equitable economic development. This condition has led to the emergence of Micro, Small, and Medium Enterprises (MSMEs), which play a strategic role in absorbing labor, improving equitable economic distribution in society, and contributing to Gross Domestic Product (GDP) (Amilia et al., 2024). MSMEs are defined as productive business activities carried out by individuals or business entities on a small to medium scale, with limited capital and relatively simple management (Pane et al., 2025). The Ministry of Cooperatives and MSMEs in 2024 recorded that the number of MSMEs in Indonesia reached approximately 65.4 million units, capable of absorbing more than 119 million workers or 96% of the total workforce (Putranto et al., 2025).

MSMEs are currently well-positioned to access global markets and identify ever-changing customer needs. These changes in customer needs are influenced by several aspects of life, including information and communication technology, socio-economic and cultural developments, and food technology (Lady & Jusvenny, 2021). One MSME sub-sector significantly affected by these aspects is the food and beverage sector, particularly fast food.

The fast food sector is influenced by the dynamics of people's lifestyles, which now place greater emphasis on practicality and time efficiency when consuming food, making fast food products more popular among various age groups (Vientiany et al., 2026). This phenomenon has led to the emergence of many fast food MSMEs, ultimately creating increasingly fierce business competition.

The gap in this research is shown in several previous studies related to several variables that have been described, namely in the study of Abdullah et al. (2025a), who specifically examined the effect of CSR on customer loyalty with three dimensions of CSR: environmental responsibility, social responsibility, and economic responsibility. The results of the study revealed that economic responsibility does not have a positive and significant effect on customer loyalty. Anita et al. (2025b) also revealed that although social media has an effect on customer satisfaction, it cannot significantly affect customer loyalty. Meanwhile, the study of Audyanova & Fadli (2025) showed no direct positive and significant influence between perceived value and customer loyalty.

Based on the previous explanation of the phenomenon, this study needs to be examined in more depth to analyze the impact of CSR, social media, and perceived value on customer loyalty, linking the four constructs with customer satisfaction as a mediating variable. The justification for this study comes from the assumption that the better the implementation of CSR provided by the company, the more optimal the promotion carried out through social media, and the higher the perceived value from the customer, the higher the satisfaction felt by the customer, thus impacting repeat purchases, namely customer loyalty. Thus, the title of this study is "Analysis of the Impact of CSR, Social Media, and Perceived Value on Customer Loyalty Mediated by Customer Satisfaction of Fast Food MSMEs."

Despite the growing body of research examining the relationship between Corporate Social Responsibility (CSR), social media marketing, perceived value, customer satisfaction, and customer loyalty, prior studies predominantly focus on end consumers within large-scale corporate or retail contexts. Limited attention has been given to MSME partnership-based business models, particularly in the fast-food franchise ecosystem where loyalty is shaped not merely by consumption behavior but by relational, operational, and profit-sharing dynamics between brand owners and business partners.

This study offers several novel contributions. First, it reconceptualizes "customer loyalty" within a partnership-based MSME context, positioning business partners—not end consumers—as the focal unit of analysis. This shift provides a relational perspective rather than a transactional consumer perspective, which remains underexplored in existing literature. Second, unlike prior studies that often examine CSR, social media marketing, and perceived value independently, this study integrates these three constructs simultaneously within a single structural model, testing both direct and mediated relationships through customer satisfaction. This integrative model allows for a deeper understanding of how satisfaction functions as a strategic mechanism in partnership loyalty formation. Third, empirically, this research contributes to the limited literature on fast-food MSME partnership systems in emerging markets, particularly Indonesia, where digital adoption and CSR practices are evolving but not yet fully institutionalized at the MSME level. The finding that CSR directly influences loyalty but does not significantly influence satisfaction provides a nuanced insight that challenges mainstream assumptions in consumer-based studies. Fourth, methodologically, by applying

PLS-SEM within a partnership-based dataset, this study extends structural loyalty modeling beyond traditional consumer datasets, offering a more context-sensitive analytical approach.

Therefore, this research does not merely replicate existing loyalty models but extends them into a partnership-driven MSME ecosystem, generating theoretical enrichment and practical implications for sustainability-oriented brand management.

This study aims to analyze the influence of Corporate Social Responsibility (CSR), social media, and perceived value on customer loyalty among Sukaku Fried Chicken's MSME partners, and to examine the role of customer satisfaction as a mediating variable in these relationships.

METHOD

This study applied a survey research strategy with a descriptive quantitative approach based on the philosophy of positivism, examining a specific population and sample through research instruments in the data collection process, then analyzed using mathematical techniques (Sekaran & Bougie, 2016). The selection of this research design aimed to analyze the impact of CSR, social media, and perceived value on customer loyalty, as well as to understand whether customer satisfaction was able to mediate these relationships.

This research design was explanatory, where the dependent and independent variables were related by cause and effect and supported by relevant theory (Sekaran & Bougie, 2016). The causality study was conducted by objectively collecting data from Sukaku Fried Chicken's MSME partners through a cross-sectional questionnaire to explore respondents' perceptions of the research variables. Consequently, the researcher had minimal involvement in completing the questionnaire.

This research was conducted through a series of processes, including research proposal development, data collection, data analysis, presentation of research results, and conclusion drawing. This series of processes began in August 2025 and ended in February 2026. Data collection was conducted across all Sukaku Fried Chicken business partner locations in Banten, DKI Jakarta, West Java, and East Java.

The population in this study comprised all Sukaku Fried Chicken business partners across several regions in Indonesia. The unit of analysis was the partners, while the unit of observation was the partner representatives who understood the collaboration with Sukaku and were involved in purchasing decisions. The sampling technique used was non-probability sampling, namely purposive sampling (Sekaran & Bougie, 2016).

The data sources in this study were primary data collected through questionnaire distribution, and secondary data collected from various scientific literature relevant to the research topic. The questionnaire was closed-ended, providing only one answer for each question, measured using a Likert scale ranging from 1 to 7 to provide greater response variation, given the complex nature of respondents' perceptions (Hair et al., 2022; Rahim et al., 2021). The research questionnaire was developed using Google Forms to optimize online data collection, and the link was distributed to respondents via WhatsApp or directly to partners.

This study employed descriptive analysis and hypothesis testing using Structural Equation Modeling - Partial Least Squares (SEM-PLS), operated through SmartPLS software. SEM-PLS allows researchers to answer both dimensional research questions and regression-based questions measuring the influence or degree of relationship between constructs (Hair et

al., 2022). SEM-PLS consisted of two models: a measurement model (outer model) and a structural model (inner model), alongside hypothesis testing.

Descriptive analysis aimed to systematically represent the characteristics of research respondents in the form of frequency distribution tables and percentages based on the tendency of responses to research variable indicators. Descriptive analysis was divided into two categories: respondent descriptions and variable descriptions. The respondent description classified partners based on characteristics including domicile, gender, age, length of business, education, monthly turnover, and position. The variable description was used to ensure that the data had good variation through perception patterns and response tendencies by calculating the mean value, standard deviation, and minimum and maximum values for each indicator, so that further analysis stages could be carried out.

Hypothesis testing used Measurement Model (Outer Model), Structural Model (Inner Model), and Hypothesis Testing.

RESULTS AND DISCUSSION

Variable Description

1. Corporate Social Responsibility (CSR)

Table 1 Variable Description CSR

Indicator	STS	ATS	TS	N	AS	S	SS	N	Mean	Standard deviation
X.1.1	3	1	0	8	6	63	82	163	6.252	1.110
X 1.2	0	1	1	4	6	78	73	163	6.319	0.797
X.1.3	1	0	1	1	6	56	98	163	6.503	0.786
Total	4	2	2	13	18	197	253	489	19074	
%	1%	0%	0%	3%	4%	40%	52%	100%	6.358	

Source: Primary Data is processed by the researcher using SmartPLS 4 (2025).

Table 1 presents the results of the descriptive analysis based on the respondents' answers to the X1 variable, namely CSR. Most respondents expressed strong agreement on CSR indicators (SS=52%), so this condition shows a positive perception of respondents towards CSR variable indicators. The mean value of 6.358 shows that the measured indicators, namely environmental responsibility, social responsibility, and economic responsibility, are in the high category with a likert scale of 1-7. The relatively low standard deviation (<1) reflects the relatively homogeneous and consistent statements of respondents, so that the descriptive data obtained are qualified as the basis for further statistical analysis tests.

2. Social Media

Table 2 Variable Description Social Media

Indicator	STS	ATS	TS	N	AS	S	SS	N	Mean	Standard deviation
X2.1	1	1	3	6	5	64	83	163	6.294	1.009
X2.2	0	1	3	3	8	56	92	163	6.399	0.890
X2.3	1	3	3	9	14	66	67	163	6.055	1.152
X2.4	0	2	2	10	11	65	73	163	6.172	1.019
X2.5	0	0	1	9	8	70	75	163	6.282	0.840

Total	2	7	12	37	46	321	390	815	31.202
%	0%	1%	1%	5%	6%	39%	48%	100%	6.240

Source: Primary Data is processed by the researcher using SmartPLS 4 (2025).

Table 2 presents the results of the descriptive analysis based on the respondents' answers to the X2 variable, namely social media. Most of the respondents expressed their strong agreement with the social media indicators (SS=48%), so this condition shows a positive perception of the respondents towards the social media variable indicators. The mean value of 6,240 shows that the indicators measured, namely online community, interaction, content sharing, accessibility, and credibility, are in the high category with a Likert scale of 1-7.

The standard deviation of most indicators shows relatively homogeneous and consistent respondent statements (<1), but in indicators X2.1, X2.3, X2.4 have a standard deviation value of more than 1. This condition shows that there is a greater variation in respondents' answers than other indicators so that respondents' perceptions tend to be diverse towards these three indicators. However, the standard deviation on the social media variable is still within reasonable limits and can be stated to have good consistency of answers, so it is still suitable for use as a basis for further statistical analysis tests.

3. Perceived Value

Table 3 Variable Description Perceived Value

Indicator	STS	ATS	TS	N	AS	S	SS	N	Mean	Standard deviation
X3.1	2	2	0	0	8	70	81	163	6.337	0.967
X3.2	1	1	0	7	11	63	80	163	6.282	0.950
X3.3	0	1	1	9	3	71	78	163	6.307	0.882
X3.4	0	1	1	6	13	56	86	163	6.331	0.893
Total	3	5	2	22	35	260	325	652	25.257	
%	0%	1%	0%	3%	5%	40%	50%	100%	6.314	

Source: Primary Data is processed by the researcher using SmartPLS 4 (2025).

Table 3 presents the results of the descriptive analysis based on the respondents' answers to the X3 variable, namely perceived value. Most of the respondents expressed their strong agreement with the perceived value indicators (SS=50%), so this condition shows that there is a positive perception of the respondents towards the perceived value variable indicators. The mean value of 6.314 shows that the indicators measured, namely emotional value, social value, economic value, and function value, are in the high category with a Likert scale of 1-7. The relatively low standard deviation (<1) reflects the relatively homogeneous and consistent statements of respondents, so the descriptive data obtained are suitable for use as a basis for further statistical analysis tests.

4. Customer Satisfaction

Table 4 Variable Description Customer Satisfaction

Indicator	STS	ATS	TS	N	AS	S	SS	N	Mean	Standard deviation
Z1	0	2	2	6	10	66	77	163	6.252	0.961
Z2	0	1	1	6	9	62	84	163	6.344	0.868

Z3	2	0	0	6	11	51	93	163	6.368	0.978
Total	2	3	3	18	30	179	254	489	18.964	
%	0%	1%	1%	4%	6%	37%	52%	100%	6.321	

Source: Primary Data is processed by the researcher using SmartPLS 4 (2025).

Table 4 presents the results of the descriptive analysis based on respondents' answers to the Z variable, namely customer satisfaction. Most respondents expressed strong agreement on customer satisfaction indicators (SS=52%), so this condition shows a positive perception of respondents towards the customer satisfaction variable indicators. The mean value of 6.321 shows that the indicators measured, namely the suitability of expectations, repeat purchases, and willingness to recommend, are in the high category with a Likert scale of 1-7. The relatively low standard deviation (<1) reflects the relatively homogeneous and consistent statements of respondents, so the descriptive data obtained are suitable for use as a basis for further statistical analysis tests.

5. Customer Loyalty

Table 5 Variable Description Customer Loyalty

Indicator	STS	ATS	TS	N	AS	S	SS	N	Mean	Standard deviation
Y1	1	0	1	6	6	62	87	163	6.374	0.887
Y2	0	0	3	9	7	74	70	163	6.221	0.900
Y3	1	0	1	6	10	63	82	163	6.319	0.905
Total	2	0	5	21	23	199	239	489	18.914	
%	0%	0%	1%	4%	5%	41%	49%	100%	6.305	

Source: Primary Data is processed by the researcher using SmartPLS 4 (2025).

Table 5 presents the results of a descriptive analysis based on respondents' answers to variable Y, namely customer loyalty. Most respondents expressed their strong agreement on customer loyalty indicators (SS=49%), so this condition shows a positive perception of respondents towards the variable indicators of customer loyalty. The mean value of 6.305 shows that the measured indicators, namely rebuying, conveying positive things, and recommending products to other colleagues are in the high category with a Likert scale of 1-7. The relatively low standard deviation (<1) reflects the relatively homogeneous and consistent statements of respondents, so the descriptive data obtained are suitable for use as a basis for further statistical analysis tests.

Outer Model Testing

The results of the outer model test are presented to validate that each indicator can accurately represent the latent variable before the structural model evaluation is carried out. The evaluation of the outer model was carried out by assessing the validity and reliability of the construct, which included checking the loading factor, internal consistency (Cronbach's alpha and composite reliability), convergent validity (AVE), and Fornell–Larcker discriminant validity, so that the construct used was declared worthy of further analysis at the inner model stage.

The structure of the research model describes the causal relationship between latent constructs, including the role of customer satisfaction mediation variables in influencing CSR, social media, and perceived value variables on customer loyalty comprehensively in the context

of B2B. Figure 1 presents a diagram of the structural model of the research through the results of the PLS-SEM analysis.

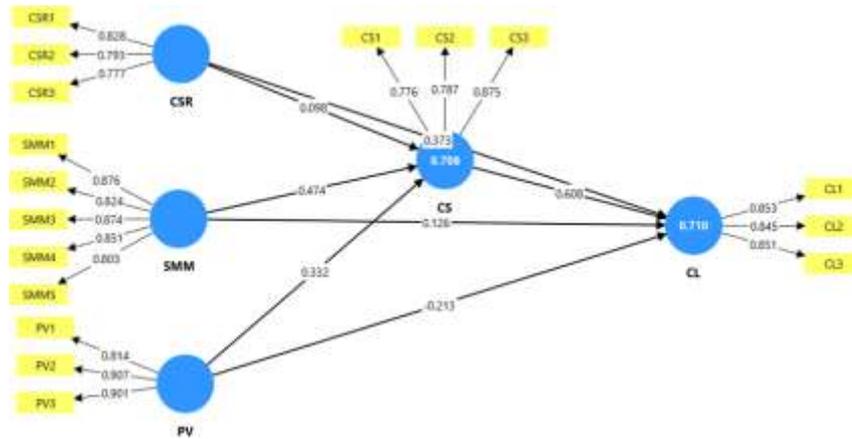


Figure 1 Research Structural Model Diagram (PLS-SEM Analysis Results)

Figure 1 shows the causal relationship between Corporate Social Responsibility (CSR), social media marketing (SMM), and perceived value (PV) variables to customer loyalty (CL), through customer satisfaction (CS) as a mediating variable. The structural model shows a strong clear force with an R2 of 0.708 at CS and 0.710 at CL, meaning that most of the variation of the two variables can be explained by CSR, SMM, and PV.

1. Outer Loading

Table 5 Outer Loading

Indicator	Customer Loyalty	Customer Satisfaction	Perceived Value	Social Media	CSR	Remarks
CL1	0.853					Pass the Test
CL2	0.845					Pass the Test
CL3	0.851					Pass the Test
CS1		0.776				Pass the Test
CS2		0.787				Pass the Test
CS3		0.875				Pass the Test
CSR1			0.828			Pass the Test
CSR2			0.793			Pass the Test
CSR3			0.777			Pass the Test
SMM1				0.876		Pass the Test
SMM2				0.824		Pass the Test
SMM3				0.874		Pass the Test
SMM4				0.851		Pass the Test
SMM5				0.803		Pass the Test
PV.1					0.814	Pass the Test
PV.2					0.907	Pass the Test
PV.3					0.901	Pass the Test

Source: Primary Data is processed by the researcher using SmartPLS 4 (2025).

The results of the convergent validity test are shown in Table 4.7 where all indicators in each construct, namely customer loyalty, customer satisfaction, Corporate Social Responsibility, social media marketing, and perceived value, have an outer loading value above the minimum threshold of 0.70. This condition confirms that the correlation level of each indicator to the latent construct it measures is relatively high and strong so that all indicators are declared to have passed the convergent validity test as well as the convergent validity criteria in PLS-SEM. Thus, all indicators in this study can reflect the research construct consistently and reliably and structural models can be used as the basis for analysis in the next stage.

2. Composite Reliability

Composite reliability is used to test the reliability value of the indicators in each research variable. Variables that have a composite reliability value of more than 0.70 can be declared to meet the reliability criteria. The results of primary data processing on the indicators in the research instrument are presented in Table 6 below.

Table 6 Value Composite Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Remarks
Customer Loyalty	0.808	0.811	Reliable
Customer Satisfaction	0.744	0.754	Reliable
CSR	0.718	0.718	Reliable
Perceived Value	0.847	0.867	Reliable
Social Media	0.901	0.902	Reliable

Source: Primary Data processed by the researcher using SmartPLS 4 (2025)

Based on Table 6, all research variables showed a composite reliability value above the set minimum limit (0.70). This condition confirms that all indicators in each variable are consistent and reliable in the measurement of a construct. Thus, all indicators in each research variable have met the reliability criteria and the structural model is suitable for use as a basis in the next stage of testing.

3. Convergent Validity

Convergent validity is used to measure the validity of a research instrument symbolized by AVE (Average Variance Extracted). The minimum AVE value must be at least 0.5 or > 0.50 so that each construct can represent more than 50% of the variance in its indicators so that the structural model can be valid. The results of primary data processing on the indicators in the research instrument are presented in Table 7 below.

Table 7 Value Average Variance Extracted (AVE)

Variabel	Average variance extracted (AVE)	Remarks
Customer Loyalty	0,722	Valid
Customer Satisfaction	0,663	Valid
CSR	0,640	Valid
Social Media	0,716	Valid
Perceived Value	0,766	Valid

Source: Primary Data processed by the researcher using SmartPLS 4 (2025)

Table 7 represents the AVE value of each construct with the lowest AVE value of 0.640 for the CSR variable and the highest AVE value of 0.766 for the perceived value variable. This condition reflects that each construct has been able to represent more than 50% of the variance in its indicators, so that the structural model can be declared valid for analysis to the next stage.

4. Discriminant Validity (Fornell-Larcker)

Discriminant validity of this study was tested using the Fornell-Larcker criterion to test the extent to which a construct is completely different from other constructs with the aim of ensuring that each construct is better able to explain its own indicators than other construct indicators, so that there is no overlap between constructs in the research model. Discriminant validity has been met in a construct if the \sqrt{AVE} is greater than the value of the relationship of a construct to another construct. The results of the \sqrt{AVE} test for the entire construct are shown in Table 8 below.

Table 8 Value Fornell-Larcker

	Customer Loyalty	Customer Satisfaction	CSR	Perceived Value	Social Media
Customer Loyalty	0.850				
Customer Satisfaction	0.805	0.814			
CSR	0.721	0.700	0.800		
Perceived Value	0.654	0.779	0.79	0.875	
Social Media	0.716	0.803	0.716	0.778	0.846

Source: Primary Data processed by the researcher using SmartPLS 4 (2025)

Table 8 represents the results of the \sqrt{AVE} test for the entire construct, where the customer loyalty value (0.850); customer satisfaction (0.814); CSR (0.800); perceived value (0.875); and social media (0.846) is greater than the value of relationships between other constructs. Thus, all constructs have met the criteria for the discriminatory validity test requirements and can be analyzed to the next stage.

Inner Model

1. Variance Inflation Factor (VIF)

VIF values are used in multicollinearity testing, with the aim of ensuring that there is no high correlation between independent variables that could interfere with the accuracy of the estimation of relationships between variables. The VIF value will be greater if there is a high correlation between the independent variables. A VIF value that exceeds 5 (>5) can be used as an indication of multicollinearity. The results of the VIF test for the entire construct are shown in Table 9 below.

Table 9 Variance Inflation Factor (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)

Table 9 represents that the VIF value does not exceed the conventional limit of 5 as literacy Hair et al., (2022) where the VIF value that leads to customer loyalty and customer satisfaction is in the range of 2.722 to 3.910. Thus, all indicators are free from the symptoms of multicollinearity

2. Coefficient of Determination (R-Square)

The R-square (R^2) test reflects the high proportion of variances in dependent variables that can be explained simultaneously by all predictive constructs in the model, thus being used to evaluate the ability of structural models to explain variations in endogenous constructs (Hair et al., 2022).

Table 10 Value R-Square

Variabel	R-square
Customer Loyalty	0.710
Customer Satisfaction	0.708

Source: Primary Data processed by the researcher using SmartPLS 4 (2025)

Table 10 shows the R^2 value in the customer loyalty variable of 0.710 and in the customer satisfaction table of 0.708. This condition reflects the influence of CSR, social media, and perceived value variables on customer loyalty by 71% and customer satisfaction by 70.8%, while the rest is influenced by other variables that were not studied in this study. Thus, the structural model in this study can be stated to be strong and has a strong explanatory power on the factors it affects.

3. Effect Size (F-Square)

The effect size (f^2) test is used to assess the relative contribution of each predictor construct in increasing R^2 in the endogenous construct, so that f^2 helps to show whether a predictor has only a small influence or contributes more substantively to the variance in the dependent variable.

Table 11 Value F-Square

Variable	Customer Loyalty	Customer Satisfaction
Customer Satisfaction	0.373	
CSR	0.166	0.011
Perceived Value	0.040	0.107
Social Media	0.016	0.282

Source: Primary Data processed by the researcher using SmartPLS 4 (2025)

Table 11 represents the value of f^2 in each variable where there is a strong influence of the customer satisfaction variable on customer loyalty ($f^2 = 0.373$) so that in this study satisfaction contributes greatly to the formation of loyalty. CSR has a weak influence on

customer satisfaction ($f^2=0.011$), as well as a moderate influence on customer loyalty ($f^2=0.166$). Then the perceived value had a weak influence on customer loyalty ($f^2=0.040$), as well as a moderate influence on customer satisfaction ($f^2=0.107$). Finally, social media has a weak influence on customer loyalty ($f^2=0.016$), and a moderate influence on customer satisfaction ($f^2=0.282$). Thus, overall customer satisfaction has a dominant role in the formation of customer loyalty, while social media and perceived value play a role in influencing customer satisfaction.

4. Predictive Relevance (Q^2)

Table 12 Predictive Relevance (Q^2)

Variabel	Q^2 predict
Customer Satisfaction	0.666
Customer Loyalty	0.572

Source: Primary Data processed by the researcher using SmartPLS 4 (2025)

Table 12 shows the results of the predictive relevance (Q^2) test for the customer satisfaction variable of 0.666 while customer loyalty is 0.572. This condition shows that the model has strong predictive capabilities because all Q^2 predict values are positive and well above zero (>0). Thus, it can be concluded that the research model has good predictive relevance in explaining and predicting endogenous variables

Hypothesis Test Results (Bootstrapping)

The hypothesis test aims to evaluate the significance of the relationship between latent constructs described through the path coefficient value. This study conducted three hypothesis tests, including direct effect hypothesis tests, indirect effect hypothesis tests, and mediation tests.

1. Direct Effect Hypothesis Test

The direct effect hypothesis test in a structural model aims to assess whether the path coefficient that describes the relationship between independent variables and dependent variables is statistically significant (Hair et al., 2022). Table 4.15 below is a direct hypothesis test using the bootstrapping procedure, then calculated with the criteria of t-statistics > 1.65 and p-values < 0.05 as the basis for the hypothesis acceptance decision (H_a accepted and H_o rejected).

Table 13 Direct Effect

Hubungan	Path Coefficient	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remarks
CSR -> CS	0.098	0.110	0.124	0.793	0.428	Rejected
SMM -> CS	0.474	0.461	0.128	3.704	0.000	Accepted
PV -> CS	0.332	0.337	0.142	2.337	0.020	Accepted
CS -> CL	0.608	0.611	0.105	5.791	0.000	Accepted
CSR -> CL	0.373	0.359	0.110	3.385	0.001	Accepted
SMM -> CL	0.126	0.128	0.098	1.288	0.198	Rejected
PV -> CL	-0.213	-0.206	0.131	1.623	0.105	Rejected

Source: Primary Data processed by the researcher using SmartPLS 4 (2025)

Based on the presentation of data in Table 13, the direct effects contained in this research model include:

a. Corporate Social Responsibility (CSR) terhadap Customer Satisfaction

The results of the study revealed that the CSR variable did not have a significant effect on the customer satisfaction variable. The path coefficient value was 0.098 (positive), t-statistics were $0.793 < 1.65$ and p-value was $0.428 > 0.05$. These results confirm that Corporate Social Responsibility (CSR) does not have a significant effect on customer satisfaction, so the research hypothesis on this relationship is rejected.

b. Social Media terhadap Customer Satisfaction

The results of the study revealed that the social media variable had a positive and significant effect on the customer satisfaction variable. The path coefficient value is 0.474 (positive), t-statistics are $3.704 > 1.65$ and p-value is $0.000 < 0.05$. These results confirm that social media has a positive and significant effect on customer satisfaction, so the research hypothesis on this relationship is accepted.

c. Perceived Value terhadap Customer Satisfaction

The results of the study revealed that the perceived value variable had a positive and significant effect on the customer satisfaction variable. The path coefficient value was 0.332 (positive), t-statistics were $2.337 > 1.65$ and p-value was $0.001 < 0.05$. These results confirm that perceived value has a positive and significant effect on customer satisfaction, so the research hypothesis on this relationship is accepted.

d. Customer Satisfaction terhadap Customer Loyalty

The results of the study revealed that the customer satisfaction variable had a positive and significant effect on the customer loyalty variable. The path coefficient value was 0.608 (positive), t-statistics were $5.791 > 1.65$ and p-value was $0.000 < 0.05$. These results confirm that customer satisfaction has a positive and significant effect on customer loyalty, so the research hypothesis on this relationship is accepted.

e. Corporate Social Responsibility (CSR) terhadap Customer Loyalty

The results of the study revealed that the Corporate Social Responsibility (CSR) variable had a positive and significant effect on the customer loyalty variable. The path coefficient value was 0.373 (positive), t-statistics were $3.585 > 1.65$ and p-value was $0.001 < 0.05$. These results confirm that Corporate Social Responsibility (CSR) has a positive and significant effect on customer loyalty, so the research hypothesis on this relationship is accepted.

f. Social Media terhadap Customer Loyalty

The results of the study revealed that the social media variable had no effect and was not significant on the customer loyalty variable. The path coefficient value was 0.126 (positive), t-statistics were $1.288 < 1.65$ and p-value was $0.317 > 0.05$. These results confirm that social media does not have a significant effect on customer loyalty, so the research hypothesis on this relationship is rejected.

g. Perceived Value terhadap Customer Loyalty

The results of the study revealed that the perceived value variable had no positive effect and was not significant on the customer loyalty variable. The path coefficient value was -0.213 (negative), t-statistics were $1.623 < 1.65$ and p-value was $0.415 > 0.05$. These results confirm

that perceived value has no positive and insignificant effect on customer loyalty, so the research hypothesis on this relationship is rejected.

2. Indirect Effect Test and Mediation Test

The indirect effect hypothesis test in the structural model aims to identify the relationship between independent variables and statistically significant dependent variables with the presence of intermediate variables (Hair et al., 2022) . The following table 4.16 is an indirect hypothesis test using the bootstrapping procedure, then calculated with t-statistics criteria > 1.65 and p-values < 0.05 as the basis for the hypothesis acceptance decision (Ha accepted and Ho rejected).

Table 14 Indirect Effect

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Remarks
CSR -> CL	0.060	0.069	0.077	0.772	0.440	Rejected
PV -> CL	0.202	0.209	0.100	2.016	0.044	Accepted
SMM -> CL	0.288	0.278	0.081	3.565	0.000	Accepted

Source: Primary Data processed by the researcher using SmartPLS 4 (2025)

The mediation test is also to determine the role of intermediary variables (mediators) in explaining the relationship between independent variables and dependent variables, whether there is a direct, indirect, or a combination of the two (Hair et al., 2022) influences as presented in the following Table 15.

Table 15 Mediation Test Results

Path	Direct	Indirect (CS as Mediator)	Mediator Type
CSR to CL	Significant	Not Significant	Not Mediating
SMM to CL	Not Significant	Significant	Full Mediating
PV to CL	Not Significant	Significant	Full Mediating

Source: Primary Data processed by the researcher using SmartPLS 4 (2025)

Based on the presentation of data in Tables 4.16 and 4.17, the indirect effects as well as the results of the mediation test contained in this research model include:

a. Customer Satisfaction Does Not Mediate the Influence of Corporate Social Responsibility (CSR) on Customer Loyalty

The t-statistical value in the indirect relationship of this variable was $0.772 < 1.96$ and the p-value was $0.440 > 0.05$ with a path coefficient of 0.060 (positive). These results confirm that the customer satisfaction variable cannot mediate the influence of CSR on customer loyalty, so the research hypothesis on this relationship is rejected.

b. Customer Satisfaction Mediates the Influence of Perceived Value on Customer Loyalty

The t-statistical value in the indirect relationship of this variable was $2.016 > 1.96$ and the p-value was $0.044 < 0.05$ with a path coefficient of 0.202 (positive). These results confirm that the customer satisfaction variable can mediate the influence of perceived value on customer loyalty, so the research hypothesis on this relationship is accepted.

c. Customer Satisfaction Mediates the Influence of Social Media on Customer Loyalty

The t-statistical value in the indirect relationship of this variable was $3.565 > 1.96$ and the p-value was $0.000 < 0.05$ with a path coefficient of 0.288 (positive). These results confirm

that the customer satisfaction variable can mediate the influence of social media on customer loyalty, so the research hypothesis on this relationship is accepted.

The Influence of CSR on Customer Satisfaction.

The results of the hypothesis testing indicate that CSR variables have no significant impact on customer satisfaction with Sukaku Fried Chicken products. This finding reflects that Sukaku Fried Chicken's MSME partners generally do not use CSR as a measure of their satisfaction. According to Asiah & Yopita (2024), CSR implementation encompasses environmental awareness, social activities, and fairness in business. However, this study demonstrates that not all CSR initiatives have an impact on customer satisfaction.

These test results align with research by Sari et al. (2024), which states that there is no significant influence between CSR and customer satisfaction. CSR program implementation is not a determinant of increased customer satisfaction or is insufficient to build positive customer perceptions of the company. Therefore, in the context of Sukaku Fried Chicken MSMEs, CSR program implementation may not be effective enough in providing direct benefits to partners, or partner satisfaction is not based on CSR implementation but rather on other driving factors.

The Influence of Social Media on Customer Satisfaction

The results of the hypothesis testing indicate that social media significantly influences customer satisfaction for Sukaku Fried Chicken. This finding suggests that the more optimally a product's social media activity is managed, the higher the satisfaction level of Sukaku Fried Chicken's MSME partners. This is because social media facilitates access to information, interaction, and positive experiences, leading to satisfaction. According to Yunianto et al. (2025), optimizing social media marketing is crucial because it offers a larger, more prospective community than traditional promotions.

These test results align with previous research by Uthman & Marie (2025), which found that social media marketing activities significantly impact customer satisfaction. Sudirjo et al. (2023) also support this research by emphasizing that social media is a crucial factor in increasing customer satisfaction. Therefore, in the context of Sukaku Fried Chicken's MSME partnership, social media management requires creating engaging and informative content, coupled with responsive interactions, to foster positive partner perceptions and increase product sales, thereby achieving customer satisfaction.

The Influence of Perceived Value on Customer Satisfaction

The results of the hypothesis testing indicate that the perceived value variable has a significant influence on customer satisfaction with Sukaku Fried Chicken products. This finding reflects that the higher the perceived usefulness value of Sukaku Fried Chicken products by partners, both in terms of emotional, social, economic, and functional aspects, the higher the level of satisfaction of the partners with their experience with Sukaku Fried Chicken products. According to Hafidz & Huriyahnuryi (2023), in general, customers will be satisfied when the perceived value can benefit them because perceived value is a cognitive response and satisfaction is an affective response after a purchase.

The results of this test align with research by Oktaviani & Nisa (2024), which found a positive and significant relationship between perceived value and customer loyalty. Yogaswara & Pramudana (2022) also support this study by emphasizing that perceived value is a determining factor in customer satisfaction because it provides a direct assessment of customer satisfaction based on their feelings. Therefore, in the context of the Sukaku Fried Chicken

MSME partnership, perceived value will strengthen engagement with partners through feelings of pride in opening a Sukaku Fried Chicken business, consistent product quality, operational support, and prospective profits. Companies need to maintain this positive experience for long-term partner satisfaction.

The Influence of Customer Satisfaction on Customer Loyalty

The results of the hypothesis testing indicate that customer satisfaction significantly influences customer loyalty for Sukaku Fried Chicken. This finding suggests that the higher the partner's satisfaction with Sukaku Fried Chicken, the higher their loyalty will be, which will manifest in repeat purchases, sharing positive experiences, and providing testimonials about the business to close colleagues. This aligns with Purba et al. (2025), who stated that customers who are satisfied because the product they receive exceeds expectations tend to display a positive attitude toward the product.

These test results align with research by Oktaviani & Nisa (2024), Sari et al. (2024), and Carlianti et al. (2024), which states a positive relationship between customer satisfaction and customer loyalty, as satisfaction is the key to building loyalty. Therefore, in the context of the Sukaku Fried Chicken MSME partnership, loyalty is formed not only by the partner's decision to join and purchase the product, but also by the desire to maintain long-term cooperation. Therefore, the strength of this business lies in satisfaction and loyalty.

The Influence of CSR on Customer Loyalty

The results of the hypothesis testing indicate that CSR variables have a significant influence on customer loyalty for Sukaku Fried Chicken. This finding reflects that the more optimal the implementation of a company's CSR program, the more it will encourage partners to increase their loyalty. This finding also aligns with research by Zhou (2024), which states a significant influence between CSR and customer loyalty. Furthermore, research by Abdullah et al. (2025) examined individual CSR indicators, noting that environmental and social responsibility significantly impacted customer loyalty, while economic responsibility did not.

In the context of the Sukaku Fried Chicken MSME partnership, CSR is a key factor in shaping loyalty because partners assess the business not only by product quality but also by the company's demonstrated social commitment and ongoing responsibility. This commitment creates an emotional connection between partners and the business and strengthens partners' confidence in maintaining the business in the long term. Therefore, the CSR program implemented by Sukaku Fried Chicken MSME serves not only as a social activity but also as a long-term marketing strategy.

The Influence of Social Media on Customer Loyalty

The results of the hypothesis testing indicate that social media variables have not significantly influenced customer loyalty for Sukaku Fried Chicken products. This finding reflects that Sukaku Fried Chicken's social media activities have not been able to encourage partner loyalty. This is because Sukaku Fried Chicken's social media has so far been used solely as a promotional medium and has not been able to create a sense of community among partners. This aligns with research by Wibowo & Laksamana (2023) and Anita et al. (2025), which states that social media marketing relationships do not significantly influence brand loyalty.

Based on the context of Sukaku Fried Chicken's MSME partnerships, loyalty formation among partners tends not to be due to social media promotions, which are still one-way, thus failing to build strong engagement with partners. Meanwhile, according to Wongkar et al.

(2024), communication on social media should be able to increase brand engagement in the digital era between companies and customers and business partners because engagement creates a sense of community and contributes to customer loyalty.

The Influence of Perceived Value on Customer Loyalty

Hypothesis testing results indicate that perceived value does not significantly influence customer loyalty to Sukaku Fried Chicken. This finding suggests that the emotional, social, economic, or functional value perceived by partners does not significantly influence their loyalty to the product. This finding suggests that, although partners perceive these values, they are not, in reality, driving partners to remain loyal to Sukaku Fried Chicken. This aligns with research by Meryawan et al. (2022) and Audyanova & Fadli (2025), which found no significant influence of perceived value on customer loyalty.

Based on the context of the Sukaku Fried Chicken MSME partnership, customer loyalty is generally determined by practical aspects oriented toward business sustainability, so subjective aspects such as perceived value cannot be used as a benchmark for increasing loyalty. Partners may also perceive perceived value as normal, thus not driving them to make repeat purchases or recommend the product to others. Therefore, building positive perceptions that can influence partners' subjectivity is necessary to foster commitment in long-term business relationships.

The Influence of CSR on Customer Loyalty through Customer Satisfaction

The results of the hypothesis testing indicate that customer satisfaction does not act as a mediator between the influence of CSR on customer loyalty for Sukaku Fried Chicken. This finding reflects that the implementation of CSR programs directly influences partner loyalty without first entering into a relationship to establish satisfaction. Therefore, satisfaction is not a mediator between CSR and loyalty. This finding aligns with research by Sari et al. (2024), which states that CSR has no significant influence on customer loyalty when mediated by customer satisfaction.

Based on the context of the Sukaku Fried Chicken MSME partnership, the implementation of the CSR program is deemed not yet integrated with aspects that shape the partner's experience in running the business, leading to satisfaction. Partners tend to view CSR as a form of sustainable corporate social and environmental responsibility, thus encouraging partners to support Sukaku Fried Chicken MSME in the long term. Therefore, companies need to integrate CSR programs with marketing strategies that foster partner satisfaction to foster stronger long-term relationships.

The Influence of Social Media on Customer Loyalty through Customer Satisfaction.

The results of the hypothesis testing indicate that customer satisfaction is a proven mediator between the influence of social media on customer loyalty for Sukaku Fried Chicken. This finding suggests that optimal management of Sukaku Fried Chicken's social media can increase partner loyalty if it first fosters satisfaction, thus serving as an effective intermediary in the influence of social media on the loyalty of Sukaku Fried Chicken's MSME partners. This finding aligns with previous research by Carlianti et al. (2024) and Suryanti & Adi (2023), which found that customer satisfaction mediates the influence of social media on customer loyalty.

Based on the context of Sukaku Fried Chicken's MSME partnership, if social media management can accommodate online communities between partners (two-way

communication), create effective, informative, and responsive interactions, creating positive experiences that leave partners satisfied, then partners will be more loyal to Sukaku Fried Chicken. Therefore, customer satisfaction is a key priority for Sukaku Fried Chicken in building loyalty among its partners.

The Influence of Perceived Value on Customer Loyalty through Customer Satisfaction.

The results of the hypothesis testing indicate that customer satisfaction is proven to act as a mediator between perceived value and customer loyalty for Sukaku Fried Chicken. This finding reflects that partners' perceived value does not directly lead to loyalty; rather, partner satisfaction must first be established. This finding aligns with research by Yogaswara & Pramudana (2022) and Audyanova & Fadli (2025), which states that customer satisfaction acts as a mediator between perceived value and customer loyalty.

In the context of the Sukaku Fried Chicken MSME partnership, partner loyalty is not solely influenced by rational considerations such as profitability, increased business turnover, or operational efficiency. There is also an evaluation stage of the partner's experience, which can first establish satisfaction. Therefore, the effectiveness of perceived value in driving customer loyalty is assessed when the perceived value is realized through implementation, creating a satisfying experience. Sukaku Fried Chicken MSMEs need to understand that perceived value is a compelling driving factor in increasing customer loyalty, but satisfaction is also crucial for maintaining the long-term sustainability of the partnership.

CONCLUSION

This study concludes that within the B2B context of Sukaku Fried Chicken, customer satisfaction plays a central role in forming customer loyalty. While CSR does not directly influence customer satisfaction, it nonetheless exerts a significant direct effect on loyalty. Social media and perceived value, on the other hand, prove effective in enhancing customer satisfaction but do not independently drive loyalty without satisfaction serving as a mediating mechanism. These findings collectively suggest that strategies prioritizing customer satisfaction represent the most effective pathway to building partner loyalty. Future research could extend these findings by examining additional mediating or moderating variables, such as trust or brand image, and by broadening the sample to include fast-food MSME partners across other regions in Indonesia or comparable emerging markets, so as to enhance the generalizability of the proposed model.

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