

The Effect of Restaurant Atmospherics on Repurchase Intention via Customer Experience and Customer Satisfaction

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Article history: Received September 03 2026; revised September 20, 2026; accepted October 03, 2026

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ABSTRACT

Intensifying competition in the fast-food industry compels companies to focus not only on product quality but also on creating a restaurant atmosphere that delivers a positive customer experience and satisfaction. This study aims to analyze the impact of restaurant atmospherics on customer experience, customer satisfaction, and repurchase intention, as well as to examine the mediating roles of customer experience and satisfaction. A quantitative approach using Structural Equation Modeling–Partial Least Squares (SEM-PLS) was employed. The sample consisted of 100 Richeese Factory customers in Jakarta aged 18–55 and having visited at least twice in the last two months selected via purposive sampling. The results indicate that restaurant atmosphere is associated with customer experience, customer satisfaction, and repurchase intention; furthermore, customer experience and satisfaction are linked to repurchase intention. Key findings reveal that the direct impact of restaurant atmosphere on customer satisfaction is the most dominant, while customer experience serves as the strongest mediator in the relationship between restaurant atmosphere and repurchase intention. This suggests that a comfortable, clean, and appealing restaurant atmosphere enhances customer experience and satisfaction, ultimately driving the intention to revisit. The study recommends that Richeese Factory maintain the quality of its restaurant atmosphere, improve service consistency, and sustain customer satisfaction to strengthen loyalty. Future research is advised to expand the geographical scope, examine different restaurant brands, and incorporate additional variables that may influence repurchase intention to achieve more comprehensive results.

Keywords: Restaurant Atmospherics, Customer Experience, Customer Satisfaction, Repurchase Intention.

INTRODUCTION

In an era of increasingly fierce competition within the culinary business, a restaurant's success is no longer determined solely by food quality but also by the overall experience customers have while on the premises (Rathnasiri et al., 2025). A key aspect influencing this experience is "restaurant atmospherics," physical environmental elements such as lighting, décor, music, aroma, and seating comfort (Falih & Rahayu, 2026). From the perspective of the Stimulus–Organism–Response (S-O-R) theory proposed by Mehrabian & Russell (1974), restaurant atmospherics act as a stimulus (S) received by customers through their senses. This stimulus triggers an internal state or "organism" (O) manifesting as customer experience and satisfaction, which subsequently leads to a response (R) in the form of a customer's intention to make a repeat purchase (repurchase intention). Consequently, the restaurant atmosphere serves as a strategic factor capable of influencing consumer behavior through the experiences and emotional evaluations formed during a visit (Erkmen & Hancer, 2019). The restaurant atmosphere acts as the starting point for the formation of the customer experience, the totality of a customer's perceptions and feelings resulting from their interactions with the restaurant (Chen & Yang, 2023). A pleasant and meaningful experience influences the atmosphere and the products offered (Trihardianti & Budiarti, 2023). Customer satisfaction plays a crucial role in shaping repurchase intention, the customer's inclination or intent to return or make a repeat purchase in the future (Choi et al., 2024).

In the restaurant industry, repurchase intention serves as a valuable indicator of customer loyalty, particularly for sustaining long-term business and strengthening a brand's competitive position (Han et al., 2019). Given this relationship, it is crucial for restaurant operators to understand how the restaurant atmosphere shapes the customer experience, which in turn influences satisfaction and the intention to return

(Rathnasiri et al., 2025). Furthermore, the fast-food restaurant industry in Indonesia is characterized by intensifying competition, marked by the emergence of various brands offering diverse products, price points, and restaurant concepts (Trihardianti & Budiarti, 2023). This landscape provides customers with numerous alternatives, making the retention of customers for repeat purchases a challenge for every company (Choi et al., 2024). Amidst this competition, customers tend to choose restaurants that deliver enjoyable experiences aligned with their expectations, prioritizing not only food quality but also the overall experience during their visit (Tang et al., 2023).

This research is highly significant given the rising consumer expectations regarding restaurant dining experiences, which now encompass not only the food itself but also the ambiance and service provided. In the fiercely competitive food and beverage industry, customers have become more selective in their restaurant choices and tend to demonstrate greater loyalty to establishments that deliver a positive, holistic experience (Lin & Chang, 2020). Although Richeese has successfully established itself as a rapidly growing restaurant brand in Indonesia, the company continues to face challenges in retaining customers and fostering repeat purchases amidst intensifying competition in the fast-food sector (Choi et al., 2024; Yi et al., 2024). Modern consumers consider not only product quality but also the outlet's atmosphere, the comfort of the setting, and the overall experience during their visit (Choi et al., 2024). Variations in customer perceptions regarding the outlet's atmosphere and the experience gained can influence satisfaction levels and the likelihood of repeat purchases. These circumstances highlight the importance of understanding the factors that drive customer repurchase intentions at Richeese specifically through restaurant atmospherics, customer experience, and customer satisfaction (Chatterjee et al., 2024).

Repurchase intention is a crucial variable to examine in the restaurant industry, as it indicates a customer's propensity to make a repeat purchase or revisit the same restaurant in the future (Mannan et al., 2019). This variable also reflects a company's success in fostering positive customer experiences and satisfaction, making it a frequently used indicator of customer loyalty toward a brand or restaurant (Yi et al., 2024). Restaurant atmospherics play a strategic role in the industry by offering deep insights into how physical and sensory elements within the establishment influence customer experience, satisfaction, and loyalty (Jeong & Jang, 2018). Furthermore, a well-designed restaurant atmosphere can enhance perceived value and foster an emotional connection between the customer and the restaurant (Lin & Chang, 2020). Atmospheric elements such as lighting, layout, music, and cleanliness can also shape customer behavior, including the desire to revisit and recommend the restaurant to others (Falih & Rahayu, 2026).

The restaurant customer experience is a key factor that can determine the success or failure of a business in this highly competitive industry (Trihardianti & Budiarti, 2023). A positive experience shapes customers' emotional and cognitive perceptions, ultimately enhancing the perceived value of the restaurant (Trihardianti & Budiarti, 2023). Furthermore, a pleasant and consistent customer experience can strengthen the relationship between the customer and the company while increasing the likelihood of future repeat purchases (Yi et al., 2024). Customer satisfaction is a central variable in the restaurant industry, as it directly impacts the survival and success of the business (Tang et al., 2023). High levels of customer satisfaction foster loyalty and increase the probability of customers making future purchases (Fausta et al., 2023). Additionally, satisfied customers tend to rate the restaurant positively and recommend it to others, making satisfaction a crucial factor in sustaining the restaurant business (Long & Lijia, 2024).

However, prior research regarding the relationships among restaurant atmospherics, customer experience, customer satisfaction, and repurchase intention has yielded mixed results. Some studies have found that restaurant atmospherics influence customer experience and customer satisfaction, which in turn drive repurchase intention (Erkmen & Hancer, 2019; Putri & Sarudin, 2023; Long & Lijia, 2024), whereas other studies indicate that this influence is not always direct and may be affected by specific mediating variables (Chatterjee et al., 2024; Yi et al., 2024). These divergent findings point to a continuing research gap, necessitating further investigation, particularly within the context of fast-food restaurants in Indonesia and among customers of Richeese restaurants.

This study adapts Rathnasiri et al.'s (2025) research on the impact of store atmospherics on customer satisfaction and behavioral intentions. It addresses specific research gaps compared to the previous study. First, while the earlier study focused on fine-dining restaurants in India, this study examines fast-food restaurants in Indonesia. Second, the researcher introduces "customer experience" as an intervening (mediating) variable to assess the role of restaurant atmospherics in strengthening the relationship between atmospheric elements and repurchase intention within the fast-food context. Third, the researcher replaces the general "behavioral intention" variable with "repurchase intention" to specifically focus on the consumer's decision to make a repeat purchase after experiencing the restaurant's atmosphere and overall service.

The objective of this study is to conduct an in-depth analysis of the impact of restaurant atmospherics on customer experience, customer satisfaction, and repurchase intention within the fast-food restaurant setting, and to identify which variable exerts the greatest influence on repurchase intention. It is expected that this research will make a significant contribution to the development of theory and knowledge in the field of marketing management, specifically regarding the roles of restaurant atmosphere and customer experience in shaping consumer satisfaction and repurchase intentions. Furthermore, the findings are expected to offer practical implications for industry practitioners, particularly in boosting repurchase intention at fast-food restaurants through effective atmosphere management and the creation of positive customer experiences.

LITERATURE REVIEW

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

The Stimulus-Organism-Response (S-O-R) theory proposed by Mehrabian and Russell (1974) posits that individual behavior is formed through three stages: an environmental stimulus, an internal process within the individual (the organism), and a behavioral response. In a marketing context, the stimulus refers to external cues, the organism represents psychological states such as perception and satisfaction, and the response constitutes actions such as purchase intention or repurchase. The theory explains that consumers do not react immediately to a stimulus; instead, they undergo a psychological evaluation process before exhibiting a specific behavior. In this study, restaurant atmospherics serve as the stimulus (S) environmental cues such as design, lighting, cleanliness, and comfort that shape consumer perceptions. Customer experience and customer satisfaction act as the organism (O), representing the internal states that emerge after the consumer perceives the restaurant's atmosphere; customer experience reflects the consumer's encounter, while customer satisfaction indicates the level of contentment derived from comparing expectations with reality. Meanwhile, repurchase intention serves as the response (R), representing the consumer's intent to make a repeat purchase or visit following a positive experience and satisfaction. Thus, the S-O-R theory illustrates that restaurant atmospherics influence customer experience and customer satisfaction, which in turn drive repurchase intention as the consumer's final response.

Restaurant Atmospherics

Mannan et al. (2019) define restaurant atmospherics as the deliberate design of the purchasing space to create specific emotional effects on customers that can increase the likelihood of a purchase. According to Erkmen and Hancer (2019), restaurant atmospherics constitute a combination of environmental elements that influence perceptions of food quality, service, and the restaurant's overall image. Lin and Chang (2020) identify restaurant atmospherics as a crucial element in the culinary industry, encompassing all aspects of the restaurant's physical environment designed to create specific emotional and psychological experiences for customers. According to Lin and Chang (2020), restaurant atmospherics comprise the totality of the restaurant's physical environmental elements, such as lighting, décor, music, scent, layout, and comfort, designed to create a positive experience and influence customer perceptions, emotions, and behavior while in the restaurant. Tang et al. (2023) define restaurant atmospherics within the context of retail and services, including restaurants as elements that can be categorized into five main groups: external factors (such as the restaurant's exterior appearance), layout and interior design, interior displays, interior conditions (such as temperature and scent), and social cues (such as interactions with staff and other customers).

Customer Experience

Fausta et al. (2023) define customer experience as a customer's internal perception and subjective response to all interactions with a company, whether direct or indirect. Chen and Yang (2023) explain that customer experience is a perception formed through various interactions at every stage of the customer journey, resulting in an evaluation of the company, products, or services received. According to Liu and Hongxia (2024), customer experience is the holistic experience gained by customers through emotional engagement, service quality, and the alignment between the service received and customer expectations during the consumption process. Furthermore, Putri and Sarudin (2023) define customer experience as a customer's subjective perception formed through all interactions with a company before, during, and after the purchasing process. This experience encompasses emotional, cognitive, sensory, and social aspects that influence the customer's assessment of the company.

Customer Satisfaction

Kotler and Keller (2016) define customer satisfaction as the feeling of pleasure or disappointment that arises after comparing a product's performance (or outcome) with customer expectations. Jeong and Jang (2018) explain that customer satisfaction is the result of a post-purchase evaluation in which perceptions of product or service performance are compared against prior expectations. Liu and Tse (2018) define customer satisfaction as a customer attitude stemming from perceptions of the quality of a purchased or used product or service and the price paid for it. Praja et al. (2023) state that customer satisfaction is a customer's assessment of a product or service following the consumption experience. Biswas et al. (2023) add that customer satisfaction is an emotional response to a service experience, wherein the customer feels that their needs have been met or even exceeded by the service provider. Bruce et al. (2023) explain that customer satisfaction is a psychological state indicating that customer needs have been adequately met during the service delivery process.

Repurchase Intention

According to Han et al. (2019), repurchase intention is a consumer's tendency to purchase the same product or service again in the future. Syah et al. (2020) define repurchase intention as a consumer's decision to repurchase a product or service from a specific company based on prior satisfaction. Meanwhile, Lin and Chang (2020) define repurchase intention as a component of behavioral intentions, specifically behaviors indicating the likelihood that a consumer will maintain a relationship with the company, recommend it to others, and remain loyal to the product or service. According to Chatterjee et al. (2024), repurchase intention is a key indicator of consumer loyalty, wherein consumer satisfaction positively influences the likelihood of repeat purchases.

THEORETICAL FRAMEWORK AND HYPOTHESES

Relationship Between Restaurant Atmospherics and Customer Experience

Restaurant atmospherics serve as external stimuli directly perceived by customers' senses (Falih & Rahayu, 2026). Elements such as soft music, warm lighting, and appetizing food aromas can enhance the quality of the customer experience by creating a comfortable atmosphere while simultaneously stimulating the appetite (Long & Lijia, 2024). These stimuli influence customers' psychological and emotional states, including mood, perceived quality, and comfort levels (Yiğitoğlu et al., 2025). Consequently, this subjective experience shapes their perception of the visit's value (Chun & Ochir, 2020). Customer responses manifest as either positive or negative experiences; a well-designed atmosphere fosters an enjoyable experience, prompting customers to recommend the restaurant to others (Mannan et al., 2019; Falih & Rahayu, 2026). Effective atmospherics reinforce value perception, emotional satisfaction, and customer engagement, reflecting the fact that modern consumers seek meaningful experiences rather than merely purchasing products or services (Trihardianti & Budiarti, 2023). In this context, the restaurant atmosphere plays a crucial role in shaping a memorable customer experience that engages both emotional and sensory aspects (Chun & Ochir, 2020). Research (Erkmen & Hancer, 2019; Mannan et al., 2019) has found that restaurant atmospherics have a positive and significant impact on customer experience. Based on this relevant research, the following hypothesis is proposed:

H₁: Restaurant Atmospherics have a positive effect on Customer Experience.

Relationship Between Restaurant Atmospherics and Customer Satisfaction

In the context of restaurants, a pleasant atmosphere can enhance customers' moods, ultimately increasing satisfaction with the service and food they receive (Jeong & Jang, 2018). Physical aspects of the service environment contribute significantly to shaping customer perceptions and influencing their attitudes and behavioral responses toward the service provider (Slack et al., 2021). Elements such as lighting, layout, and music can directly influence customer evaluations of service quality—a key component of satisfaction (Syah et al., 2022). Furthermore, Singh et al. (2021) revealed that the environmental atmosphere strongly influences customers' emotional responses, which in turn determine satisfaction levels (Liu & Tse, 2018). If customers feel comfortable, relaxed, or even entertained while at the restaurant, satisfaction tends to increase, even if the product quality (food) is merely standard (Choi et al., 2024). Bruce et al. (2023) also stated that restaurant atmospherics have a direct relationship with customer satisfaction, particularly in fine-dining establishments, where the ambiance is an integral part of the value proposition. In this regard, the atmosphere is not merely a supplementary element but forms part of the restaurant's core offering (Falih & Rahayu, 2026). Research (Tang et al., 2023; Rathnasiri et al., 2025) has demonstrated that restaurant atmospherics positively influence customer satisfaction. Based on these findings, the following hypothesis is proposed:

H₂: Restaurant Atmospherics have a positive effect on Customer Satisfaction.

Relationship Between Restaurant Atmospherics and Repurchase Intention

Previous studies indicate that atmospheric elements within the service environment have significant potential to shape customer perceptions of service quality and the overall service experience (Hatzithomas et al., 2018). If restaurant atmospherics foster comfort and a professional impression, customers tend to feel more satisfied and are more likely to return (Mannan et al., 2019). An atmosphere that promotes comfort and an enjoyable dining experience enhances loyalty and strengthens the customer's emotional attachment to the restaurant; Lin and Chang (2020) support this, noting that atmospheric elements such as interior design, cleanliness, lighting, and music contribute to perceptions of value and comfort, thereby indirectly increasing the customer's intention to return. Furthermore, Choi et al. (2024) state that positive experiences derived from the service atmosphere can foster customer emotional attachment, ultimately reinforcing repurchase intentions and the likelihood of sharing positive recommendations through word-of-mouth (Chatterjee et al., 2024). Research by Chun and Ochir (2020) and Rathnasiri et al. (2025) found that restaurant atmospherics, particularly in the fine dining sector, directly influence consumer repurchase intentions. Based on the preceding discussion, the following hypothesis is proposed:

H₃: Restaurant Atmospherics have a positive effect on Repurchase Intention.

Relationship Between Customer Experience and Repurchase Intention

Deeply and meaningfully designed experiences can foster emotional connections with customers (Pratami et al., 2021). Enjoyable experiences not only enhance satisfaction but also reinforce positive memories, thereby encouraging customers to return and form a repurchase intention (Long & Lijia, 2024). Trihardianti and Budiarti (2023) emphasize that consistent and enjoyable experiences at every touchpoint can boost customer loyalty and increase the likelihood of repurchase intention (Putri & Sarudin, 2023). Sombultawee and Tansakul (2023) demonstrate that customer experience quality significantly influences behavioral intentions, including repurchase intention and service recommendation (Tang et al., 2023). Positive experiences enhance perceived value and brand trust, directly driving loyalty-related behaviors such as repurchase intention (Miao et al., 2022). Research by Wibowo et al. (2021) and Yi et al. (2024) reinforces the finding that well-managed customer experiences can improve customer retention and the frequency of repurchase intentions; this occurs because a positive customer experience fosters trust, comfort, and a sense of being valued, key drivers in the decision to make a repeat purchase. Based on this relevant research, the following hypothesis is proposed:

H₄: Customer Experience has a positive effect on Repurchase Intention.

Relationship Between Customer Satisfaction and Repurchase Intention

Satisfied customers are more likely to exhibit loyal behaviors, such as intending to repurchase or recommending the product or service to others (Jain et al., 2017). Customers satisfied with previous experiences tend to return to purchase products or services from the same provider, thereby increasing customer lifetime value (Kustianti & Chairun Nisa, 2024). Thuy and Quang (2022) further note that customer satisfaction plays a crucial role in shaping future behavioral intentions, such as repurchase intention and the willingness to provide recommendations (Long & Lijia, 2024). Satisfaction serves as an indicator that customers have received the expected value or that their expectations have even been exceeded (Kassim & Abdullah, 2018). A study by Miao et al. (2022) found that customer satisfaction is not only influenced by service and product quality but also acts as a vital mediator in shaping consumer repurchase intention. They demonstrated that while quality is important, satisfaction is the primary driver of consumer repurchase intention (Miao et al., 2022). When customers are satisfied with the products or services they receive, they are more likely to remain loyal and make repeat purchases, thereby becoming a valuable asset in customer retention strategies (Atmaja & Muniroh, 2025). Based on this reasoning, research by Yi et al. (2024) and Rathnasiri et al. (2025) has found that customer satisfaction positively impacts repurchase intention. Accordingly, based on the preceding discussion, the following hypothesis is proposed:

H₅: Customer Satisfaction has a positive effect on Repurchase Intention.

Relationship Between Customer Experience, Restaurant Atmospherics, and Repurchase Intention

Atmosphere serves as a strategic tool for influencing customer emotions, which in turn affects purchasing behavior (Kazancoglu & Demir, 2021). However, the impact of atmosphere on repurchase intention is not always direct or automatic; this is where customer experience plays a pivotal role (Tarofder et al., 2016). Atmosphere creates emotional and sensory experiences that shape customers' perceptions of the

quality of their visit (Mannan et al., 2019). A well-managed atmosphere not only creates a positive first impression but also fosters emotional memories that encourage customers to return, thereby building long-term loyalty (Miao et al., 2022). Thuy and Quang (2022) further state that in the experience economy, customer experience acts as a key competitive advantage; when restaurant atmospherics are designed to create enjoyable, engaging, and memorable moments, the customer experience becomes more valuable, thereby strengthening repurchase intention. A study by Bello et al. (2021) demonstrates that restaurant atmospherics exert an indirect influence on purchasing behavior through customer experience. In other words, customers do not form an intention to repurchase solely because of the restaurant's atmosphere, but rather because that atmosphere creates a pleasant and meaningful experience (Chun & Ochir, 2020). A pleasant atmosphere generates a positive experience, and it is this experience that serves as the primary reason for a customer's decision to return to the restaurant (Falih & Rahayu, 2026). Research by Hatzithomas et al. (2018) found that brand experience acts as a psychological and emotional bridge connecting restaurant atmospherics and repurchase intention. Based on the foregoing discussion, the following hypothesis is proposed:

H₆: Customer Experience mediates the relationship between Restaurant Atmospherics and Repurchase Intention.

Relationship Between Customer Satisfaction, Restaurant Atmospherics, and Repurchase Intention

Jeong and Jang (2018) explain that the physical environment (such as décor, cleanliness, and comfort) influences customers' affective reactions, which subsequently lead to satisfaction evaluations. A well-designed restaurant environment enhances comfort and perceived quality—thereby fostering customer satisfaction as an outcome of the atmosphere—and satisfied customers are more likely to make repeat purchases (Bello et al., 2021). Thus, while atmosphere can attract attention and create a strong first impression, repurchase intention is more likely to occur if the experience results in satisfaction (Tang et al., 2023). Atmospheric elements, such as interior design and ambiance, exert an indirect influence on revisit intention through customer satisfaction (Thuy & Quang, 2022). This indicates that satisfaction serves as a psychological bridge, transforming perceptions of restaurant atmospherics into loyal behavioral intentions (Long & Lijia, 2024). Restaurant atmospherics boost repurchase intention by enhancing customer satisfaction, driven by positive perceptions of the environment and the service experienced (Liu & Tse, 2018). Research (Miao et al., 2022; Rathnasiri et al., 2025) has found that positive restaurant atmospherics increase customer satisfaction, which ultimately drives higher repurchase intention. Based on the foregoing discussion, the following hypothesis is proposed:

H₇: Customer Satisfaction mediates the relationship between Restaurant Atmospherics and Repurchase Intention.

Based on the theoretical logic explanation above, the following research model was created:

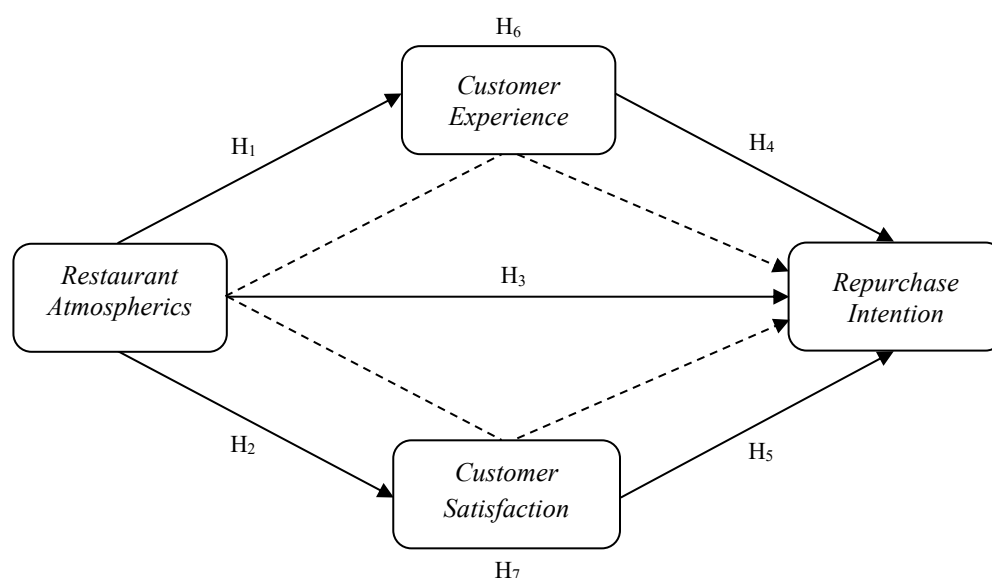


Figure 1. Conceptual Framework

This study employs a quantitative approach with a descriptive-associative research design aimed at examining and explaining the causal relationships between the research variables. The variables analyzed include restaurant atmospherics as the independent variable (X1), customer experience (Z1) and customer satisfaction (Z2) as mediating variables, and repurchase intention as the dependent variable (Y). The study focuses on customers of the fast-food restaurant Richeese in Jakarta to determine how the restaurant atmosphere created by the company influences customer experience and satisfaction, thereby driving customer repurchase intention.

This study utilized primary data obtained directly from respondents via an online questionnaire survey using Google Forms (Sugiyono, 2013). The respondents were consumers who had purchased from or visited Richeese restaurants and met the study's criteria. The data were cross-sectional in nature, meaning that they were collected at a single point in time to analyze the respondents' characteristics and the relationships between variables. Data collection was conducted in July 2026.

The questionnaire employed a Likert scale ranging from 1 to 4, where a score of 4 indicates "Strongly Agree" (SS), 3 indicates "Agree" (S), 2 indicates "Disagree" (TS), and 1 indicates "Strongly Disagree" (STS) (Sugiyono, 2018). The "Restaurant Atmosphere" variable comprises five statements adopted from Rathnasiri et al. (2025). The "Customer Experience" variable is measured using five statements adopted from Liu and Hongxia (2024). The "Customer Satisfaction" variable is measured using five statements adopted from Dwaikat et al. (2019). The "Repurchase Intention" variable is measured using five statements adopted from Thuy and Quang (2022). Consequently, the study consists of 20 statements.

According to Sugiyono (2018), a population consists of all objects or subjects possessing specific characteristics that serve as the focus of a study. The population for this study comprised all customers of the fast-food restaurant Richeese in Jakarta. Meanwhile, a sample represents a subset of the population selected based on specific characteristics; thus, the sample for this study comprised Richeese customers in Jakarta who met the criteria established by the researcher. Given the vast number of customers, there is a significant risk of data collection bias, meaning that the selected sample cannot perfectly represent the entire population. Furthermore, limitations regarding research resources were also taken into account. Consequently, the researcher employed a purposive sampling technique, following the recommendations of Hair et al. (2022). The criteria for sample selection in this study were as follows: (1) male and female Richeese customers; (2) individuals aged 18–55 who had visited the restaurant at least twice within the last two months; and (3) residents of the Jakarta area.

The data collection phase began with a pilot test (pretest) involving 30 respondents whose characteristics matched those of the study population. The pretest data were subsequently analyzed using exploratory factor analysis (EFA) with the aid of the Statistical Package for the Social Sciences (SPSS) software to assess the fit of the hypothesized measurement model and ensure that each indicator adequately represented the construct under study. Instrument validity was assessed by examining the Kaiser-Meyer-Olkin (KMO) value and the measures of sampling adequacy (MSA) within the anti-image correlation matrix. An instrument was deemed valid if it yielded a KMO value of ≥ 0.50 and MSA values of ≥ 0.50 for each indicator. Finally, reliability was assessed using Cronbach's alpha; a construct was considered reliable if its Cronbach's alpha value was ≥ 0.60 (Hair et al., 2021).

This study employs a quantitative approach using the structural equation modeling partial least squares (SEM-PLS) method. Based on Hair et al. (2021), the sample size was determined to be five to ten times the number of indicators; thus, 20 indicators resulted in a sample of 100 respondents. After the instrument was confirmed to be valid and reliable through a pretest, primary data were collected from 100 respondents. SEM-PLS was used to analyze the relationships between constructs simultaneously by testing both the outer and inner models. The outer model was evaluated based on convergent validity (outer loading > 0.70 and AVE > 0.50), discriminant validity (cross-loading and Fornell Larcker criterion), and construct reliability (Cronbach's alpha and composite reliability > 0.70). Collinearity was assessed using the variance inflation factor (VIF) with a threshold of < 5.00 (Hair et al., 2022). Subsequently, the inner model was evaluated using adjusted R^2 , path coefficients, t-statistics, and p-values. Hypothesis testing was conducted via bootstrapping, with acceptance criteria defined as a t-statistic > 1.650 and a p-value < 0.05 (Hair et al., 2022).

RESULTS AND DISCUSSION

Validity testing at the pretest stage was based on the Kaiser-Meyer-Olkin (KMO) value and the measures of sampling adequacy (MSA) from the anti-image correlation matrix, using a threshold of ≥ 0.50 (Hair et al., 2021). The results yielded KMO values ranging from 0.798 to 0.883, while MSA values for individual indicators fell within the 0.761–0.958 range. As all values exceeded the minimum threshold of 0.50, the 20 indicators met validity requirements and were deemed suitable for subsequent analysis.

Subsequently, reliability testing was conducted using Cronbach's alpha, with a required threshold of ≥ 0.60 (Hair et al., 2021). The results showed that each variable achieved a Cronbach's alpha value between 0.943 and 0.949, thereby surpassing the established minimum. Consequently, all indicators in this study were determined to be reliable, demonstrating excellent internal consistency and suitability for the next stage of analysis.

This study involved 100 Richeese Factory customers in Jakarta, aged 18–55, who had visited the establishment at least twice in the past two months. The respondent profile was dominated by women (62 individuals or 62.0%), the 18–26 age group (50 individuals or 50.0%), and those with a bachelor's degree (57 individuals or 57.0%). Additionally, the sample included 38 men (38.0%); 25 individuals aged 27–35 (25.0%) and 25 aged 36–44 (25.0%); 28 individuals with a high school or vocational high school education (28.0%); and 15 individuals with a diploma (15.0%). There were no respondents in the 45–55 age group. This composition indicates that the majority of respondents were women, aged 18–26, and held a bachelor's degree, with all participants meeting the study's sampling criteria.

Outer Model Test Results

Table 1. Results of Respondent Data Validity Test

<i>Variable</i>	<i>Indicator</i>	<i>Outer Loading</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>AVE</i>
<i>Restaurant Atmospherics</i>	RA1	0.940	0.960	0.969	0.862
	RA2	0.925			
	RA3	0.930			
	RA4	0.919			
	RA5	0.926			
<i>Customer Experience</i>	CE1	0.941	0.958	0.968	0.857
	CE2	0.914			
	CE3	0.941			
	CE4	0.925			
	CE5	0.907			
<i>Customer Satisfaction</i>	CS1	0.941	0.968	0.975	0.887
	CS2	0.946			
	CS3	0.940			
	CS4	0.940			
	CS5	0.944			
<i>Repurchase Intention</i>	RI1	0.939	0.959	0.969	0.861
	RI2	0.938			
	RI3	0.949			
	RI4	0.933			
	RI5	0.880			

Source: Researcher-processed data findings, 2026

Convergent validity was assessed using outer loadings and Average Variance Extracted (AVE), based on the criteria of outer loadings > 0.70 and AVE > 0.50 (Hair et al., 2021). The test results showed that the outer loadings for all indicators ranged from 0.880 to 0.949, while the AVE values for all constructs ranged from 0.857 to 0.887. All values met the criteria; therefore, the indicators were deemed valid. Construct reliability was tested using Cronbach's Alpha and Composite Reliability, with a criterion of > 0.70 (Hair et al., 2021). Cronbach's Alpha values ranged from 0.958 to 0.968, while Composite Reliability values ranged from 0.968 to 0.975. Consequently, all constructs were considered reliable and suitable for use in subsequent analyses.

Discriminant validity indicates a construct's ability to distinguish itself from other constructs (Hair et al., 2021). Testing was conducted using the HTMT ratio, Fornell Larcker criterion, and cross-loadings. The HTMT values for all constructs were below 0.90, thereby meeting the discriminant validity criteria (Hair et al., 2022). Regarding the Fornell-Larcker criterion, the diagonal values ($\sqrt{\text{AVE}}$) ranged from 0.926 to 0.942, exceeding the inter-construct correlations of 0.722 to 0.795, indicating that all constructs met the criteria. Cross-loading results further demonstrated that each indicator correlated more strongly with its intended construct than with other constructs. Thus, all constructs exhibit good discriminant validity and are capable of clearly measuring distinct concepts.

Collinearity testing utilized the variance inflation factor (VIF) value; a VIF of less than 5.00 indicates the absence of collinearity issues (Hair et al., 2021). The test results showed VIF values ranging from 1.000

to 3.182, all of which were below the 5.00 threshold. Consequently, the model was free from multicollinearity and met the criteria for hypothesis testing.

Table 2 R Square Adjusted

	<i>R Square</i>	<i>R Square Adjusted</i>	<i>Conclusion</i>
<i>Customer Experience</i>	0.539	0.534	Moderate
<i>Customer Satisfaction</i>	0.632	0.628	Moderate
<i>Repurchase Intention</i>	0.720	0.712	Strong

Source: Researcher-processed data findings, 2026

The next step involves examining the R-squared value; values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak outer models, respectively. The coefficient of determination indicates the extent to which independent variables explain the dependent variable (Hair et al., 2021). Based on the data analysis results, the Restaurant Atmospherics variable explains 53.4% of the Customer Experience variable, as indicated by an Adjusted R-squared value of 0.534; the remaining 46.6% is explained by factors outside the research model that were not analyzed. Furthermore, Restaurant Atmospherics explains 62.8% of the Customer Satisfaction variable (Adjusted R-squared = 0.628), while the remaining 37.2% is influenced by factors outside the research model. Additionally, the variables Restaurant Atmospherics, Customer Experience, and Customer Satisfaction simultaneously explain 71.2% of the Repurchase Intention variable (Adjusted R-squared = 0.712), with the remaining 28.8% explained by variables not included in the research model. Thus, the Adjusted R-squared values for the three endogenous variables fall within the moderate to near-strong range, indicating that the research model possesses a strong capacity to explain the relationships between the variables under study.

Table 3. F-square (f^2)

	<i>F Square</i>
<i>Customer Experience -> Repurchase Intention</i>	0.091
<i>Customer Satisfaction -> Repurchase Intention</i>	0.121
<i>Restaurant Atmospherics -> Customer Experience</i>	1.169
<i>Restaurant Atmospherics -> Customer Satisfaction</i>	1.718
<i>Restaurant Atmospherics -> Repurchase Intention</i>	0.143

Source: Researcher-processed data findings, 2026

Effect size (f^2) is used to measure the magnitude of an exogenous construct's contribution to the predictive capability regarding an endogenous construct. According to Hair et al. (2022), f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. The test results show that restaurant atmospherics has a large effect on customer satisfaction ($f^2 = 1.718$) and customer experience ($f^2 = 1.169$). Regarding repurchase intention, the f^2 values for customer satisfaction, customer experience, and restaurant atmospherics are 0.121, 0.091, and 0.143, respectively; all of these represent small effects. Customer satisfaction makes the largest contribution, followed by restaurant atmospherics and customer experience. Thus, restaurant atmospherics plays a dominant role in shaping customer experience and customer satisfaction, whereas repurchase intention is also influenced by factors outside the model.

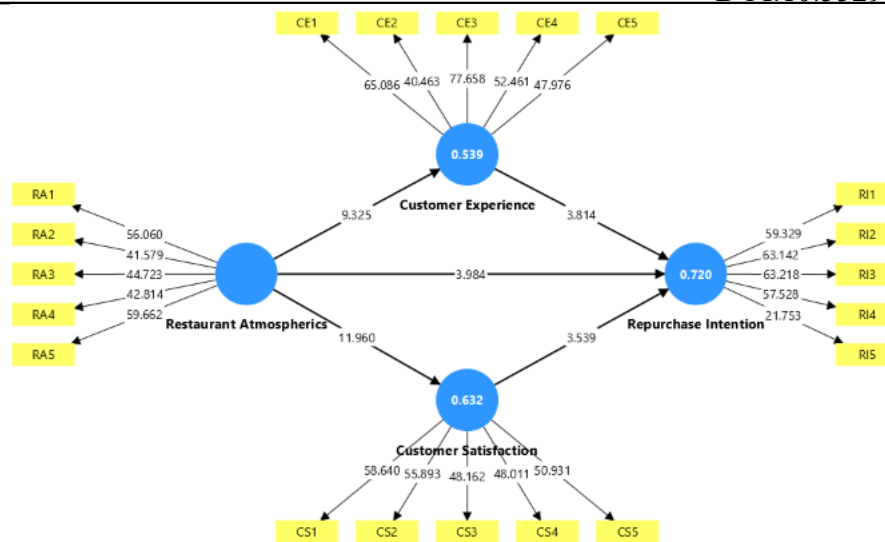


Figure 2. Hypothesis Test Results

The inner model (hypothesis test) of the study was conducted by examining the significance of the path coefficients. According to Hair et al. (2021), if the statistical T value is greater than the T table (1.650) at the 5% level, with a p-value < 0.050, a significant effect can be considered. The direction of the relationship can be determined by examining the original sample values. Based on the results of calculations using the bootstrapping method, the results are obtained in the table below:

Table 4. Direct Effects Test Results

	<i>Hypothesis</i>	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	<i>Information</i>
RA → CE	H ₁	0.734	9.325	0.000	The data support the hypothesis
RA → CS	H ₂	0.795	11.960	0.000	The data support the hypothesis
RA → RI	H ₃	0.356	3.984	0.000	The data support the hypothesis
CE → RI	H ₄	0.249	3.814	0.000	The data support the hypothesis
CS → RI	H ₅	0.322	3.539	0.000	The data support the hypothesis

Source: Researcher-processed data findings, 2026

Inner model testing (hypothesis testing) was conducted by examining the significance of the path coefficients. A positive effect is indicated if the T-statistic value exceeds the T-table value (1.650) at the 5% significance level and the p-value is less than 0.050. Testing the first hypothesis (H₁) regarding the effect of restaurant atmospherics on customer experience yielded an original sample value of 0.734, a T-statistic of 9.325, and a p-value of 0.000. Since the T-statistic exceeded 1.65 and the p-value was below 0.05, it is concluded that restaurant atmospherics has a positive and significant effect on customer experience; thus, H₁ is accepted, and the data support the research hypothesis.

Testing the second hypothesis (H₂) regarding the effect of restaurant atmospherics on customer satisfaction yielded an original sample value of 0.795, a t-statistic of 11.960, and a p-value of 0.000. These values meet the hypothesis testing criteria, leading to the conclusion that restaurant atmospherics has a positive and significant effect on customer satisfaction; thus, H₂ is accepted, and the data support the research hypothesis.

Testing the third hypothesis (H₃) regarding the effect of restaurant atmospherics on repurchase intention yielded an original sample value of 0.356, a t-statistic of 3.984, and a p-value of 0.000. Since the t-statistic exceeded 1.65 and the p-value was below 0.05, it was concluded that restaurant atmospherics had a positive and significant effect on repurchase intention; thus, H₃ was accepted, and the data supported the research hypothesis.

Testing the fourth hypothesis (H₄) regarding the effect of Customer Experience on Repurchase Intention yielded an Original Sample value of 0.249, a T-statistic of 3.814, and a p-value of 0.000. This value meets the hypothesis testing criteria; thus, it can be concluded that Customer Experience has a positive and significant effect on Repurchase Intention. Consequently, H₄ is accepted, meaning that the data support the

research hypothesis.

The test of the fifth hypothesis (H_5) regarding the effect of customer satisfaction on repurchase intention yielded an original sample value of 0.322, a t-statistic of 3.539, and a p-value of 0.000. Since the t-statistic exceeds 1.65 and the p-value is below 0.05, it can be concluded that customer satisfaction has a positive and significant effect on repurchase intention. Thus, H_5 is accepted, and the data support the research hypothesis.

Overall, the results regarding direct effects indicate that all relationships between variables proposed in this study are positive and significant. This is evidenced by T-statistic values exceeding the minimum threshold of 1.65 and P-values falling below 0.05; consequently, all research hypotheses (H_1 – H_5) are accepted. Based on the T-statistic values, the strongest direct effect is observed in the relationship between restaurant atmospherics and customer satisfaction (11.960), indicating that enhancing the quality of the restaurant atmosphere contributes most significantly to increasing customer satisfaction. Conversely, the weakest direct effect is found in the relationship between customer experience and repurchase intention (T-statistic of 3.814); this indicates that, while customer experience has a positive and significant impact on repurchase intention, the magnitude of this effect is the smallest among the direct relationships in the research model.

Table 5. Indirect Effects Test Results

	<i>Hypothesis</i>	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	<i>Information</i>
RA - CE → RI	H_6	0.183	3.386	0.000	The data support the hypothesis
RA - CS → RI	H_7	0.256	3.234	0.000	The data support the hypothesis

Source: Researcher-processed data findings, 2026

Testing of the sixth hypothesis (H_6) regarding the mediating role of Customer Experience in the relationship between Restaurant Atmospherics and Repurchase Intention yielded an Original Sample value of 0.183, a T-statistic of 3.386, and a P-value of 0.000. Since the T-statistic exceeds 1.65 and the P-value is less than 0.05, it can be concluded that Customer Experience positively and significantly mediates the relationship between Restaurant Atmospherics and Repurchase Intention. Thus, H_6 is accepted, meaning that the data support the research hypothesis.

Testing of the seventh hypothesis (H_7) regarding the mediating role of customer satisfaction in the relationship between restaurant atmospherics and repurchase intention yielded an original sample value of 0.256, a t-statistic of 3.234, and a p-value of 0.000. Since the t-statistic exceeds 1.65 and the p-value is less than 0.05, it can be concluded that customer satisfaction positively and significantly mediates the relationship between restaurant atmospherics and repurchase intention. Thus, H_7 is accepted, meaning that the data support the research hypothesis.

Based on the mediation effect test results, customer experience and customer satisfaction were found to act as partial mediators in the relationship between restaurant atmospherics and repurchase intention. These results indicate that the influence of restaurant atmospherics on repurchase intention occurs not only directly but is also channeled through enhancements in customer experience and customer satisfaction. Consequently, both variables serve as mechanisms that strengthen the impact of restaurant atmospherics on repurchase intention without eliminating the direct influence of restaurant atmospherics on repurchase intention.

The initial findings indicate that the restaurant atmosphere shapes the customer experience at Richeese Factory in Jakarta. This is reflected in respondents' assessments regarding strategically placed, covered trash receptacles, the ease of locating menu choices, and the provision of fast, efficient service. These findings align with the Stimulus-Organism-Response (S-O-R) theory, which posits that the restaurant atmosphere acts as a stimulus influencing the consumer's internal state (organism) and resulting in a customer experience (response). The respondents aged 18-26 years and holding bachelor's degrees demonstrate the tendencies of young customers who value comfort, tidiness, and service efficiency. Thus, a clean, organized restaurant environment supported by efficient service fosters a positive experience. These findings are consistent with those of Erkmén and Hancer (2019) and Chun and Ochir (2020), who showed that restaurant atmosphere influences customer experience.

The second finding indicates that restaurant atmospherics shape customer satisfaction among Richeese Factory patrons in Jakarta. This is reflected in respondents' appreciation of the interior design, cleanliness,

specifically regarding well-organized, covered trash bins, ease of locating the menu, completeness of facilities, and staff attentiveness during service. These findings align with the Stimulus-Organism-Response (S-O-R) theory, wherein restaurant atmospherics act as a stimulus influencing the consumer's psychological state (organism), ultimately resulting in customer satisfaction (response). This relationship emerged as the most dominant in the model, highlighting that restaurant atmosphere is a crucial factor in shaping customer satisfaction. The predominance of respondents aged 18–26 with bachelor's degrees comprising students, entrepreneurs, and employees with monthly expenditures between IDR 200,001 and IDR 500,000 reflects the characteristics of a working-age demographic that values comfort, facilities, and service quality. Consequently, a clean, attractive, and comfortable restaurant atmosphere effectively meets customer expectations and enhances satisfaction. These findings are consistent with those of Tang et al. (2023) and Rathnasiri et al. (2025), who demonstrated the impact of restaurant atmospherics on customer satisfaction.

The third finding indicates that restaurant atmospherics shape the repurchase intentions of Richeese Factory customers in Jakarta. This is reflected in respondents' appreciation of the interior design and music, which align with the restaurant's concept, thereby creating a pleasant atmosphere that fosters a desire to return and recommend Richeese Factory to others. These findings confirm that restaurant atmosphere not only enhances comfort during a visit but also leaves a positive impression that drives post-visit behavioral responses. Consistent with the Stimulus-Organism-Response (S-O-R) theory, restaurant atmospherics act as a stimulus influencing consumers' evaluations and positive feelings (the organism), subsequently generating repurchase intention as the response. The predominance of respondents aged 18–26 and 27–35, comprising students and entrepreneurs, highlights a demographic of working-age consumers who view the restaurant as a venue for dining, relaxing, and socializing. Thus, an appealing and comfortable atmosphere can strengthen customers' desire to return. These findings align with studies by Chun and Ochir (2020) and Rathnasiri et al. (2025), which demonstrate the impact of restaurant atmospherics on repurchase intention.

The fourth finding indicates that customer experience is linked to the repurchase intention of Richeese Factory customers. A positive experience driven by appealing interior design, restaurant cleanliness, and music that aligns with the brand concept creates a pleasant impression that encourages customers to share their experiences with others and choose Richeese Factory when dining out. This finding confirms that customer experience extends beyond the consumption process itself, influencing post-visit decisions. Consistent with the Stimulus-Organism-Response (S-O-R) theory, customer experience viewed as an internal consumer state (organism) shaped by various restaurant stimuli drives repurchase intention as a behavioral outcome (response). This tendency is also evident among female respondents aged 18–26, who expressed a desire to return after having a positive experience. These findings align with studies by Wibowo et al. (2021) and Yi et al. (2024), which demonstrate the link between customer experience and repurchase intention.

The fifth finding indicates that customer satisfaction is linked to the repurchase intention of Richeese Factory customers. Satisfaction stems from meeting customer needs and expectations, providing convenient service, and offering an enjoyable dining experience, all of which foster a desire to return. Consistent with the Stimulus-Organism-Response (S-O-R) theory, customer satisfaction representing the consumer's internal state (organism) arises from evaluating received stimuli and subsequently drives repurchase intention as a behavioral outcome (response). However, this relationship is the weakest among the examined variable interactions, suggesting that satisfaction alone is insufficient to guarantee repeat purchases. Customer decisions are also shaped by experiences, restaurant ambiance, preferences regarding alternatives, and individual consumer needs and circumstances. Therefore, satisfaction must be reinforced through memorable experiences and a positive atmosphere to strengthen repurchase intentions. These findings align with those of Yi et al. (2024) and Rathnasiri et al. (2025).

The sixth finding indicates that customer experience mediates the relationship between restaurant atmospherics and the repurchase intention of Richeese Factory customers in Jakarta. An attractive interior design, music aligned with the restaurant's concept, and efficient service create a positive experience that encourages customers to return and share their experiences with others. These findings confirm that restaurant atmospherics do not merely provide an initial stimulus but shape the customer experience, which subsequently drives repurchase intention. Consistent with the Stimulus-Organism-Response (S-O-R) theory, restaurant atmospherics (as the stimulus) shape the customer experience (as the internal state or "organism"), which in turn generates repurchase intention (as the response). The mediating role of customer experience is the strongest within the model, identifying it as the primary mechanism transforming restaurant atmosphere into an intention to revisit. These findings align with those of Miao et al. (2022) and Thuy & Quang (2022), who demonstrated that customer experience mediates the relationship between restaurant atmospherics and repurchase intention.

Recent findings indicate that customer satisfaction mediates the relationship between restaurant

atmospherics and the repurchase intention of Richeese Factory customers. An attractive interior design, a clean environment, and service that meets expectations foster customer satisfaction, which in turn drives the desire to revisit and recommend the restaurant to others. Consistent with the Stimulus-Organism-Response (S-O-R) theory, restaurant atmospherics act as the stimulus that shapes customer satisfaction as an internal state (organism), subsequently generating repurchase intention as a behavioral response. These findings confirm that satisfaction serves as an evaluative stage that transforms a positive assessment of the restaurant's atmosphere into a decision to return. Thus, customer satisfaction is not merely an outcome of restaurant atmospherics but also a crucial mechanism for driving repurchase intention. These results align with those of Miao et al. (2022) and Rathnasiri et al. (2025), who demonstrated that customer satisfaction mediates the relationship between restaurant atmospherics and repurchase intention.

CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Based on the hypothesis testing results, all research hypotheses were accepted. Restaurant atmospherics were found to have a positive impact on customer experience, customer satisfaction, and repurchase intention. Furthermore, customer experience and customer satisfaction positively influenced repurchase intention and were shown to mediate the effect of restaurant atmospherics on repurchase intention. These findings confirm that restaurant atmospherics encompassing interior design, cleanliness, music, facilities, and efficient service can shape positive customer experiences and satisfaction, thereby driving repurchase intention. Thus, customer experience and customer satisfaction serve as crucial mechanisms that reinforce the impact of restaurant atmospherics on repurchase intention. Consequently, Richeese Factory needs to consistently maintain and enhance the quality of its restaurant atmosphere, customer experience, and customer satisfaction to foster sustained repeat visits.

Based on the research findings, Richeese Factory management should adopt restaurant atmospherics as a key strategy to boost repurchase intention. Since this variable is the primary driver of customer satisfaction, the company needs to prioritize interior design, cleanliness, facility quality, and appropriate music to create a comfortable atmosphere and a positive impression. Furthermore, the customer experience should be strengthened through consistent service, periodic evaluations, enhanced employee competence, and responsiveness to customer feedback. An optimal experience and high satisfaction levels will increase the likelihood of customers returning to and recommending Richeese Factory. The company can also foster customer engagement through digital reviews—such as those on Google by offering rewards like free soft drinks, ice cream, vouchers, or other incentives. This strategy generates feedback for service improvements while simultaneously strengthening the company's reputation and long-term customer relationships. Ultimately, the synergy between restaurant atmosphere, customer experience, and satisfaction is crucial for enhancing repurchase intention and Richeese Factory's competitiveness.

This study has several limitations. First, it involved only Richeese Factory customers residing in Jakarta; therefore, the findings cannot be generalized to other regions with different consumer characteristics and preferences. Second, the study was limited to the variables of restaurant atmospherics, customer experience, customer satisfaction, and repurchase intention. Other factors such as food quality, service quality, brand image, perceived value, electronic word-of-mouth (e-WOM), and customer loyalty could also influence the intention to revisit.

Future research could be expanded by incorporating variables that potentially influence repurchase intention, such as service quality, food quality, brand image, perceived value, electronic word of mouth (e-WOM), brand trust, and customer loyalty, to develop a more comprehensive model. The scope of the study could also be extended to other regions or different fast-food restaurant settings to enhance the generalizability of the findings. Furthermore, employing a longitudinal approach or mixed-methods design could be considered to identify shifts in customer perceptions and behaviors, as well as to gain a deeper understanding of the processes underlying the formation of experiences, satisfaction, and revisit intentions.

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